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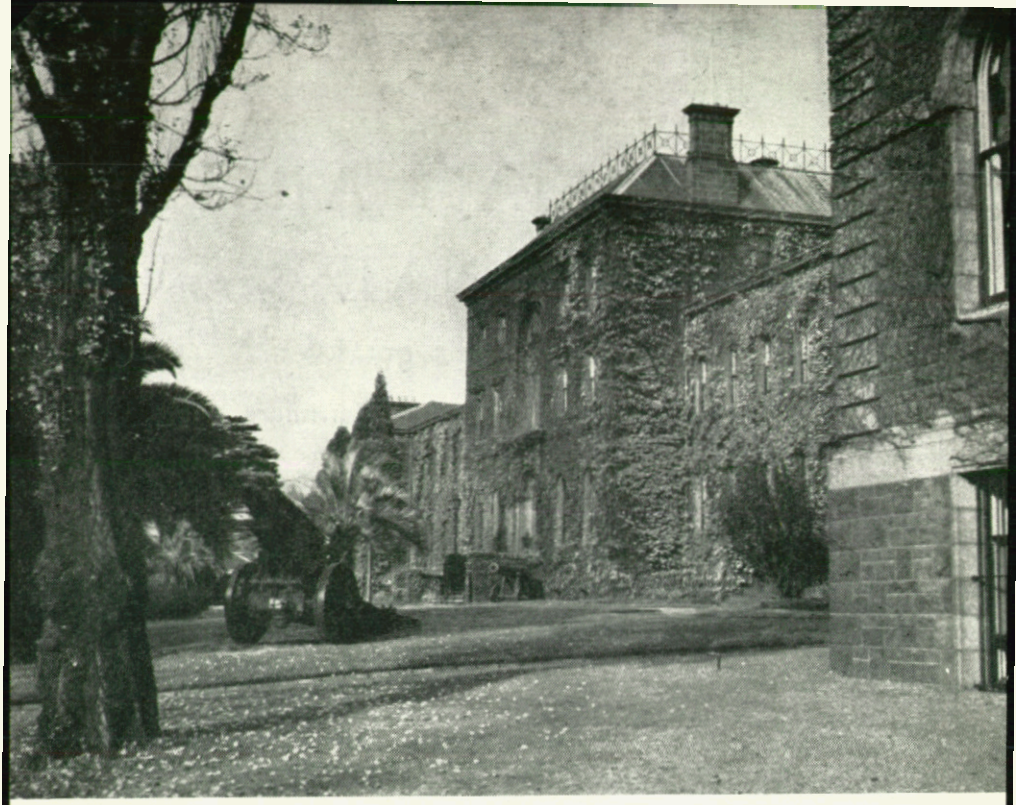

VICTORIA BARRACKS, MELBOURNE

AUSTRALIAN ARMY JOURNAL

Editor:
COLONEL E. G. KEOGH, MBE, ED (RL)

Assistant Editor:
MAJOR W. C. NEWMAN, ED.

Staff Artist:
MISS JOAN GRAHAM

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LET THE TRUMPETS SOUND

Major-General A. G. Wilson, CBE, DSO

AN officer of the Australian Military Forces is expected to be, if nothing else, versatile. As an example, I started my commissioned service as a gunner. During the period I had the honour to bear the motto "Ubique" on my badge, I served with coast, pack, mountain, medium, heavy and field artillery, and eventually during World War II tried to understand some of the intricacies of Anti-Aircraft gunnery.

After competing successfully in the Staff College examination of 1934, I went to the Quetta Staff College, and graduated from that forcing-house of military knowledge into the "gilded staff." At first I was thrilled, but the gilt soon wore off the ginger-bread when I did a year as a G3 (SD and Trg), less than a year as G3 (Ops), then G2 (SD), and, of course, my first appointment in World War II would be DAAG of a Corps!! Thence the various fields through which I ploughed included operations, staff duties, training—in fact, all branches of the General Staff, except intelligence and public relations—until the war ended, when it apparently appeared that I had the right sort of training and experience to command a base subarea. Then to "A," to the General Staff, to Administration in general, and so on. However, I now have only about six months to serve, so I don't expect a further change! All this is to show the necessity for versatility in the make-up of regular officers of the Australian Army.

I suppose it was this quality, if it can be referred to as such, which led me to accept the invitation of a friend of mine to address the South Australian Chapter of the Public Relations Institute of Australia on the subject of "Public Relations in the Army."

I have always been interested in public relations, but have never really made a study of them. So here was my opportunity to do so —now was my chance to learn!

Definition of the Term "Public Relations"

No. 1 action was to find out what was really involved in public relations. To my horror, the first book on public relations[1] I consulted devoted a whole chapter to "its definition," and started with the sentence "Defining public relations is not easy." So I sighed and turned to the next book I had on hand.[2] It began by stating that "the term 'public relations' as used in this book has three meanings: (1) information given to the public, (2) persuasion directed at the public to modify attitudes and actions, and (3) efforts to integrate attitudes and actions of an institution with its publics and publics with that institution," or briefly, "information, persuasion, integration," and the more I think of it the more this definition seems to fit the requirements of Army public relations.

Organization of Public Relations Services in the Army

MBI 17/55, which deals with the "duties and responsibilities of Public Relations" in the Army, states that " the principal purpose" of the organisation "is to promote harmonious relations between the Army and the community and further mutual understanding."

The organization is outlined as "a directorate at AHQ, public relations officers at commands and formations, and headquarters, establishments and units as required." The Public Relations Service comes within the orbit of the General Staff.

All publicity media are normally dealt with through the Public Relations Service.

Scope and Duties of Army PR Service

The scope and duties of the Army PR Service are set out in the MBI, and include, beside the usual items:—

The provision, direction and control of Army newspapers.

The accreditation, administration, direction and control of war correspondents and photographers.

Liaison with recruiting organizations regarding public relations aspects of their activities.

Liaison in respect of censorship in time of war.

Method and Responsibilities

Perhaps the crux of the Army public relations problem is contained in the first paragraph of this section of the MBI, which is as follows:—

> **"The furthering of the good standing of the Army in the community is an incidental duty of every member in some degree."**

If I had been writing the instruction I would have left out the words "in some degree." I consider that it is unnecessary to qualify the first part of the sentence.

In an American publication[3] I was reading, the matter was put somewhat more forcefully—

> **"The perfect solution (to the PR problem) is for every member of the Army to share the responsibility for its good name."**

1. "Effective Public Relations," by Cutlip & Center.
2. "Public Relations," by Edward L. Bernays.
3. Article "Your Information Job—Inside and Out," in "Officers' Call" No. 2, 1954.

However, this is an aspect of Army public relations on which I enlarge later in this article.

The "Method and Responsibilities" Section of the PR, MBI, sets out rules governing the "methods of operation of the Public Relations Service" and the responsibilities attached thereto.

The part that affects directly "you and me" is that which stated that **"members will . . . bring to the notice of the (PR) Service any such matters of public interest that come within their purview."**

Unfortunately most officers of the Australian Army are not "public relations conscious," and, if PROs are to do their job it is necessary for them to be "news-hounds" and chase information on "matters of public interest." This course of action should not be unfamiliar to an experienced journalist who has probably spent most of his newspaper life chasing news.

Functioning of PR Service

After I had accepted the task of the PR luncheon talk, I wrote to the Director for Public Relations, who very kindly supplied me with additional information regarding his Service for inclusion in my address. I reproduce below an extract from his letter, which contains details of interest:

"Also enclosed is some statistical data giving a summary of newspaper publicity trends for last year. One of the interesting deductions from these figures is the comparatively high percentages of space given by the press to Army pictures. For this reason, we spend approximately £2,800 each year through Command allocation, on the production of blocks and stereos for free distribution to country newspapers. As you are aware, we have PR photographers attached to Northern, Eastern, Southern Commands, and with Australian Army Force Malaya, and at AHQ, providing pictures for general distribution and block making.

"You may wish to mention that the PR service works on an annual publicity budget of approximately £20,000, which covers the production of publicity cine films, TV projects, radio programmes and features, blocks and stereos and incidentals, including brochures and pamphlets. In the radio field, the directorate is producing a weekly half-hour and quarter-hour series of programmes aimed at recruiting and the development of good will and prestige. These programmes have been accepted and are being programmed by 70 commercial radio stations in all States of the Commonwealth. This is a record coverage for any radio feature in Australia. The Army provides the discs of these recorded programmes and the station time is provided gratis.

"It may be of interest to note that PR is at present producing a small bi-weekly newspaper for troops in Malaya to keep them informed on the trend of current events in Australia. The news service for the paper is prepared daily at AHQ, and despatched to Penang by Army Signals. The paper is set up and printed by the "Straits Echo" in Penang. Formerly the Forces edition of "Japan News" was produced on a daily basis during the war in

Korea, and up to the time of the withdrawal of the BCFK component. In the 44 issues of "Australian News" to December 26, 1956, 2,611 news items were despatched, representing 400,000 words."

Public Relations in the Military Forces of the United States of America

Research into the subject of public relations led me into a wider field than the public relations of the AMF. All the books and most of the articles on the subject I was able to dig out were of United States origin. USA has led the field in public relations for many years now, and how the US Army tackles the problem should be of considerable interest to all of us.

Cutlip & Center, in their book on "Effective Public Relations," devote a chapter to "Military Forces." In this chapter it is stressed that as the service's budgetary vote is such a large one it is necessary for the Armed Forces to convince the public that the funds are really a requirement, to create public understanding of the mission of the Services and to engender the confidence of the people that the money is being spent to the best advantage. "In gaining this objective, the Armed Forces must fight their way uphill against the basic dislike for military forces inherent in our democratic culture. The enormity of this task was clearly seen by James Forrestall, the first Secretary of Defence, who once said, 'I know of no task that is more complex, except possibly the task of government itself, than that of engendering in a democracy an appreciation of the role of the armed forces.' "

The US Armed Forces devote considerable effort to this task. In the 1952 fiscal year the Department of Defence was using 3,825 persons at a total salary cost of more than thirteen million dollars in "advertising, publicity, and public relations jobs." Every effort is made to inculcate in officers and other ranks "public relations awareness." Public relations are taught at the Command and General Staff College at Fort Leavenworth. They are also included in the leadership part of the curriculum of West Point. Promising young officers are trained at Universities for Public Relations (or Public Information) postings. The other two Services likewise ensure that public relations are given the weight they deserve.

The US Army's Public Information Division aims at enhancing the prestige of the Army, attaining public recognition, developing public confidence and increasing the understanding of Army purpose, requirements and policies. Quite a poultice, isn't it—but well worth applying.

Some of the less obvious ways by which these objectives are attained are stated as—

Enhance Prestige of the Army—

Improve community relations activities.

Promote Army history.

Publicize outstanding and new accomplishments.

Publicize Army assistance in floods and disasters.

Attain Public Recognition—

Identify leaders.

Emphasize decisive combat role.

Increase flow of material to magazines, books, pictorial media.

Develop Public Confidence—

Increase prestige of officer corps.

Increase prestige of enlisted corps.

Emphasize to commanders the need for good human relations, good performances, enlightened leadership.

Encourage proper personnel placement.

Increase Understanding of Army Purpose, Requirements and Policies—

Publicize Army needs.

Maintain good press relations.

Publicize treatment of individuals.

Supply segments of the public that information which is of particular interest to them.

Public Relations by You and Me

That is all very well for the Public Relations or Public Information Service, but what of PR and you and me.

In November 1946 the Secretary of War of the United States of America laid down the policy—

"Public relations is the responsibility of every man in the Army, from the newest recruits to the Commanding Generals. Everything said or done publicly by a man in uniform—and a great deal that does not appear to be public—is the concern of the United States. No soldier can afford to forget that."

This is a profound truth which applies equally to the Australian as to the American Army.

Other words of PR wisdom from Cutlip and Center's book are—

"Public relationships are determined, in the long run, by good works and events."

What can you and I do to assist Public Relations in the Australian Army? We, the officers and soldiers of the Army, are its best advertisers.

In order to be the "best advertisers," we must be "happy in our work" and proud of the organization in which we serve. The first two considerations in regard to happiness-in-work are:—

Reasonable material recompense for services rendered.

Reasonable conditions under which the services are rendered.

If I were to enlarge on these two considerations, I would start to ride a favourite hobby-horse of mine and gallop off in the wrong direction. Suffice it to say, that these two considerations are constantly under review by "the authorities concerned," and every practicable effort is being made to produce conditions of service which will permit the Army to compete in the man-power market of Australia. The conditions must be sufficiently good not only to entice young men to join the Army but also to hold them once they do join.

Within the Army itself good man-management will assist in keeping both officer and other rank "happy in his work." Personal consideration is the keynote of good man-

management. The individual and his problems must be handled with sympathy and understanding. No longer must there be merely pegs and holes with no consideration even regarding whether the pegs and holes are round or square.

Information must be disseminated to all ranks in accordance with the "need to know." In the American Army great stress is laid upon "troop information." **"Throughout the (American) Army as a whole, and in each unit, the general and specific information needs of troops are continuous and ever changing. The information job is never completed; each significant development in the Army's or the unit's affairs raises new questions to be answered, new facts to be explained."**[4] It is not sufficient to have the information posted on a notice board for officers and other ranks to read (or not to read!). It is necessary to ensure that the information reaches those concerned and that they understand it. The platoon commander must "know the score" and must pass it on to the troops under his command. It is obvious from evidence at Courts-Martial and from inquiries received at Headquarters that officers, let alone NCOs, are unaware of many Army benefits and concessions available to all ranks. As an example, an appeal was made recently to formation commanders to ensure that Regular officers and soldiers under their command were aware of benefits under the Army Health Benefits Scheme and the AMF Relief Fund.

4. 'Officers' Call" No. 2, 1954.

From information I have in front of me it would appear that the Soviet Army also is well aware of the necessity for "troop information." Some four hours each week are devoted to "Party line indoctrination," which, I assume, builds up the confidence of the troops in their country and in their Army.

Right! Everyone knows (or should know)—

(a) What the Army is aiming at.

(b) The conditions of service in the Army, including benefits available to officers and other ranks.

(c) The action which is being taken to improve conditions, etc.

(c) What is really necessary. Usually the "troop" is unaware of the efforts, frequently most strenuous, which are being made to correct anomalies and improve conditions of service. Were he to know, he would feel happier. In my opinion, this information should be passed, "confidentially" if necessary, down to COs' level. If improvements which are being sought were eventually not approved, COs should be informed accordingly, so that they are fully "in the picture." Thus they can answer properly inquiries made of them.

Within my own experience in the Army, I have found that some matters which were causing me considerable concern were at the same time the subject of representations by superior headquarters to the authorities which could alter them. If I had only known the action which was being taken, my concern would have been dissipated and I

would have been happy in the knowledge that every effort was being made to improve some condition which was unsatisfactory.

There are many other factors affecting "happiness in the job," including:—

(a) Settled domestic conditions (changes in jobs and locations only when necessary).

(b) The non-thrashing of the willing horse. (In my 39 years in the AMF I have never known the strength of Regular units or cadres to be up-to-establishment. This state leads to many extra duties for which there is no material or other compensation.)

(c) The necessity for letting an officer or other rank get on with his job without dragging him away for courses, conferences, examinations, etc. (Only the other day the head of a Service of Central Command told me that he would be absent for over three months this training year on courses, conferences, leave and so on. No wonder the two other officers in the organization to which he belongs are suffering from duodenal ulcers!)

(d) The active political support (and defence, where necessary) of the Army. (If an officer or soldier feels that he is doing a national, worthwhile job, supported by the public, his morale will be good.)

What Has the Army to Sell?

What has the Army to sell? Lots!

Recently, a local newspaper reporter telephoned regarding a statement attributed to Dame Mary Gilmore that bodgies should be drafted into the Army and placed under the "care" of a strict sergeant-major, instead of being sent to reformatories. In the course of our research into this matter, we communicated with two members of the South Australian Police Force, both of whom stated that few, if any, bodgies remained in the cult after they had completed the initial 98 days of National Service training.

I know of parents of young men who attribute part of the success of their sons to the manliness and breadth of view they acquired in the Army.

In the "bad old days" of the 1920s "larrikin" types of those times with exaggerated clothing would join the Army and be metamorphosed. After a while they gained self-respect, dressed decently, and started to play their part in the community. Quite a number of them, when they left the Army, went to good jobs in the outside world.

Look at the present demand for Army-trained technicians — the juicy baits offered to our workshop personnel to leave the Army and join civilian firms!

Look at the jobs our chaps do in emergencies, such as floods, bushfires, grasshopper plagues, etc.! "Renmark people were unanimous in stating that but for the Army the town would not have been saved."

"Without the help of the Army, my property would have been swept completely by fire."

Look at the "good performances" of the Army in tattoos, ceremonial parades, leadership parades, gymkhanas!

What about the assistance rendered in connection with the Olympic Games of 1956! In a document I have in front of me it is mentioned that some 800-900 Army personnel were at times concerned in the Games, and that the value of Army stores loaned to the Organising Committee for the Village at Heidelberg exceeded £200,000. An Army officer was responsible for the marshalling of bands and competitors on the Opening Day, which was such a brilliant success. I attended only the opening day and the first two days of the athletics. It amazed me that in the Official Souvenir Programme no acknowledgment was made of the help of the Services, nor was any mention made over the air. Too often the help of the Services is taken for granted. Few people realize that most officers and other ranks have their ordinary day-to-day jobs to do, and anything additional means a lot of out-of-hours work for which there is no compensation in money or time.

Whenever the task cannot be performed by ordinary means, to whom does the community turn? The Army! Who dug coal in the 1949 fuel crisis in New South Wales? Who "laid-on" the re-enactment of the Sturt expedition on the Murray and Murrumbidgee Rivers in connection with the Jubilee celebrations of 1950? What organization had the major tasks to perform in connection with the Royal Tour of 1954? Who provides marshals for this ceremony and that! All these activities are additional to the planning, training and administration which are the main duties of the Army.

The Intangibles

Before concluding this rambling discourse, I would like to write a little about "the intangibles" in respect of public relations. They are indeed most important! To define them—they are the incidental effects of "good performances."

Let me mention first a few of the activities regarding which "the intangibles" help the Army's Public Relations.

On Fridays during the summer months the Central Command band, when it is available, plays in North Terrace, Adelaide. The members of the band turn out in ceremonial whites or reds and play popular tunes which appeal to the public. Not many folk collect to listen, but many pass by and many hear the pleasant, bright music from a distance. There has been a letter or two in the newspapers praising the playing of the band, and more than one person has spoken to me of it.

Once a month the band "Beats Retreat" outside Barracks. We invite a few local citizens to the ceremony and to a drink in the Officers' Mess afterwards. Some motor cars pull up when the occupants see the band.

Recently the Inverbrackie Progress Association (an Army Married Settlement organization) staged two children's plays and invited sixty

crippled children to attend. After the show the children and other visitors were entertained at afternoon tea. A cheque was presented to the Crippled Children's Association. Nothing spectacular — no great hullabaloo—but a kindly act —a community effort, in respect of which the "intangible" dividends were, I feel sure, many.

Each National Service intake supports a particular charity, such as Red Cross or Legacy, and a nice fat sum for the charity concerned is raised.

The biggest public fete held in Adelaide is the Children's Hospital Fete, which takes place always on the same day as the John Martin's Christmas Pageant. The fete raises on the spot about £4,000. Last year the Regular Army wives "ran" the luncheon and afternoon tea tent. They served over 3,000 meals. All the food, including over 5,000 small cakes, was contributed mostly by Army wives whose husbands' ranks varied from private to general!

Button Days! Army wives convene stands to sell buttons. The "stands" are usually in places which are bleak and cold in winter and hot and airless in summer.

In 1956, ARA officers' wives "adopted" two Legacy wards and intend covering the cost of the adoption every year from now onwards.

The WRAAC at Christmas time entertained sixty old-age pensioners at pictures and at an evening meal. How the WRAAC lasses entered into the spirit of the entertainment! How the old folk enjoyed themselves! It did one's heart good to see it!

Even the lending of equipment, etc., for charitable purposes, if it is done with efficiency and courtesy, brings a good mark to the Army.

One of the main sources of blood supply for the Red Cross Blood Bank is the National Service Training Battalions!

There are also tattoos, Queen's Birthday parades, Army fetes and a hundred and one other activities.

And so it goes on!

All these activities, which involve our depleted forces in much additional work, help, in no small measure, "to enhance prestige of the Army, attain public recognition and develop public confidence."

The following is an extract from an article, "The Army's Press Relations," in the United States Army Publication "Army" of September, 1956:—

> "In furthering understanding of the Army, experienced officers working with the radio and TV, with the moving pictures companies making Army pictures, and with books and magazines, have in the last ten years done yeoman work. Rarely indeed in these media is the Army misrepresented or its ideals ridiculed. The Army's weekly TV release, 'The Big Picture,' has for some years brought factual reports on Army activities to a steadily growing audience now estimated at fifty million every week. The Army's superb documentary film, 'This is Your Army,' produced originally for the orientation of new re-

cruits, has been shown throughout commercial motion-picture theatres to an audience of nearly sixty million American citizens. The Army's Home Town News Centre weekly processes many thousands of personal items about citizens in the Army which are, on the whole, eagerly sought by home-town newspapers."

Let us of the Australian Army follow suit and do more towards selling the good wares we have. Let us "blow our own trumpets" a little more, for we have much to be proud of.

We may establish it as a principle that if we can conquer all our enemies by conquering one of them the defeat of that one must be the aim of the war, because in that one we hit the common centre of gravity of the whole war.

—*Clausewitz.*

GOOD INSTRUCTION

Lieutenant R. T. Jones,
Australian Army Education Corps

THE age of technological warfare has brought with it many lessons. These lessons are not only those to be learned from this success or that failure in battle, but also those that the fighting man and the workshops technician must learn before battle—how to use a weapon and how to operate a machine. The outcome of battle is often dependent upon the mastery of these lessons by the individual; he must learn them from an instructor or in the workshop. The *instructor, then, can win or lose* battles.

A good instructor is made, not born. He is essentially a product of knowledge and experience — knowledge of what and how to instruct, and experience in instructing. The golden tongue and the quick wit may be aids to instruction, but never instruction in themselves. Teaching is not an exercise in sophistry and dialectic but a matter of knowing what to teach and how. Take care, however, the instructor must know what AND how. The expert technician or marksman, knowing "what," is not necessarily an expert instructor. He can become an instructor only by learning the "how" of teaching, and he can become expert in this field by practice and experience.

Shortly after World War II the War Office produced a two-part manual entitled PRINCIPLES AND PRACTICE OF GOOD INSTRUCTION (WO Code No. 8162/3). These two volumes are invaluable to all those who are instructors, whether they are trained or not. The trained teacher can learn as much from them as can the craftsman who is required to impart his skill. They *should stand on the instructor's* bookshelf alongside the handbook for teachers, the small-arms training pamphlet and the workshop manual.

They are as simple in presentation as they are straightforward in content. The first volume is concerned with the simple, practical principles of instruction and their application, processes of assimilation, methods of presentation, "Do's and Don'ts" for instructors. It is not concerned with theoretical principles of education. If you want those, look elsewhere. The second volume is addressed to officers in charge of the organization of instruction. It could perhaps be

entitled "Tricks of the Trade." Neither volume has pretensions to anything but obtaining maximum results in minimum time with the greatest efficiency.

For all this some guidance in the use of this manual is necessary. Requirements of brevity and simplicity, for example, have not allowed the authors to touch upon each of the many different types of classes instructors may be called upon to face; neither have they found it possible to deal with the differences in presentation required in various aspects of even the one type of technical subject. It is a manual of principles; their application is a matter for the individual instructor in a specific set of circumstances.

This gives rise to a warning. No text-book or manual can relieve the instructor of the responsibility of assessing the requirements of every separate teaching situation. They can provide him with a guide as to how each situation should be treated—the large or small class, the theory or practice lesson. But the instructor himself must first assess the type of situation which exists. He must know, for example, whether the class he is to instruct can be expected to assimilate quickly or slowly, or whether the lesson is such as to r e q u i r e "dressing up" (as in the case of uninteresting but essential theory). The instructor must also be aware of factors outside the lesson which may affect the class or the lesson itself, factors such as the proximity of a leave period, an important news-item which is applicable to the subject, policy-directives which will require him to "slant" his approach, in fact any factor which may allow or require him to adapt his lesson.

There is thus much more to a good instructor than can be provided by a manual of the how-to-teach type. This must be supplemented by the instructor's awareness of the unique nature of each and every instructional period. The true test of a good instructor is not how he teaches a lesson to a class, but how he teaches that lesson to a number of different classes. How often in the Army is the instructor called upon to repeat lessons?

We may presume, then, that before the instructor faces his class he will know his subject and will also have learnt the mechanics of teaching. We hope that he has also read "Good Instruction." Let him then ask himself

● What is the class like—is it a "good" or a "poor" class? Who can I expect to help and who to hinder the progress of the lesson?

It may be necessary (if it is a new class) to ask someone else, or to look up some records or personal data sheets. In any case, remember that no other instructor teaches just as you do, and the experiences of another instructor may not be yours.

● What is my lesson like? Do I need to adjust it to this particular class; must I dress it up?

If you are doubtful, start slowly; then, if necessary, you can move more quickly if the class allows or demands it. Never be forced into the reverse. Half the class will have been "lost" before you can re-

turn to an acceptable speed of presentation.

● What did the class do last period? Is there anything I can use to add to this lesson? Lastly (but how important!) what's the weather like?

● In fact, ascertain any other factor apart from the class or lesson themselves which may affect the assimilation of the class or the effectiveness of your teaching.

Simple and obvious, you say? But then, good instruction is as much a product of the simple and the obvious as of knowledge and experience. It is by an attention to these *simple and obvious facets* of the education process—in other words, by preparation—that the instructor becomes effective.

They say the good instructor prepares his lesson; the good instructor also prepares himself.

COMPETITION FOR AUTHORS

The Board of Review has awarded first place and the prize of £5 for the best original article published in the March issue to "Contre L'Armee de Metier," by Lieutenant-Colonel A. Green, Royal Australian Army Service Corps.

Besides being a regular contributor to the Australian Army Journal, Lieutenant-Colonel Green has contributed from time to time to the USI Journal of India, Air Power (RAF Quarterly), RASC Review, Military Review, USA, and the BBC Foreign Language Service.

INDIA - 1956

HISTORY AND POLITICS

Major Austin Chapman, BE,
Royal Australian Engineers

This is the first of a series of three articles on present-day India. Except for odd statistics, the opinions expressed are the result of personal observations. No attempt has been made to cull opinions from published works, but I am indebted to my Indian friends, especially "the Pundit," for awakening me to their great country.—Author.

History

In order to have some appreciation of India's position and to understand the reason for some of her actions and policies it is necessary to briefly outline her history. Basically the Indian sub-continent comprises the present nations of India and Pakistan which before the advent of the British in the 1700s consisted of independent princely states which varied from time to time in size and allegiance.

Before the 1700s India was conquered and ruled by a succession of invaders from the north-west, and hence we find a gradual pushing south of the conquered peoples, i.e., the Tamils of South India originally came from the north and Singahlese of Ceylon originally inhabited South India. The greatest dynasty of these conquerors were the Moghul Emperors, of whom the best known is Akbar the Great. They ruled the great northern Gangetic plain of India, and had their capital at Agra, where Jenghis Khan built the beautiful Taj Mahal as a tomb for his favourite wife, Mumtaz.

When the British arrived, initially seeking trade, the British East India Company had as it were the franchise from the British Crown to trade in India. By a series of wars, alliances and subterfuges the power of the company was expanded, and history recounts the exploits of such men as Clive of India. India was then divided into three Presidencies—Bengal, Madras and Bombay — and numerous princely states.

After the Mutiny of 1857, which was an expression of the Indian de-

sire for independence, the British Crown took control from the Company and developed the country. As development progressed so the cry for independence became greater, and was manifested in various forms. Minor revolts, riots and uprisings were common. The figure of Mahatma Ghandi and his creed of "non-violence" are still well remembered.

England through these years did much for India. Roads, railways, water conservation and irrigation schemes, docks, harbours, etc., were all developed, and in return England had a tremendous market for her goods. However, probably the greatest benefit the English rule brought was the general peace and security of the continent. No longer could avaricious eyes gaze on the wealth of India and seek to own some by the right of the conqueror. India's history through these times makes fascinating reading.

Independence

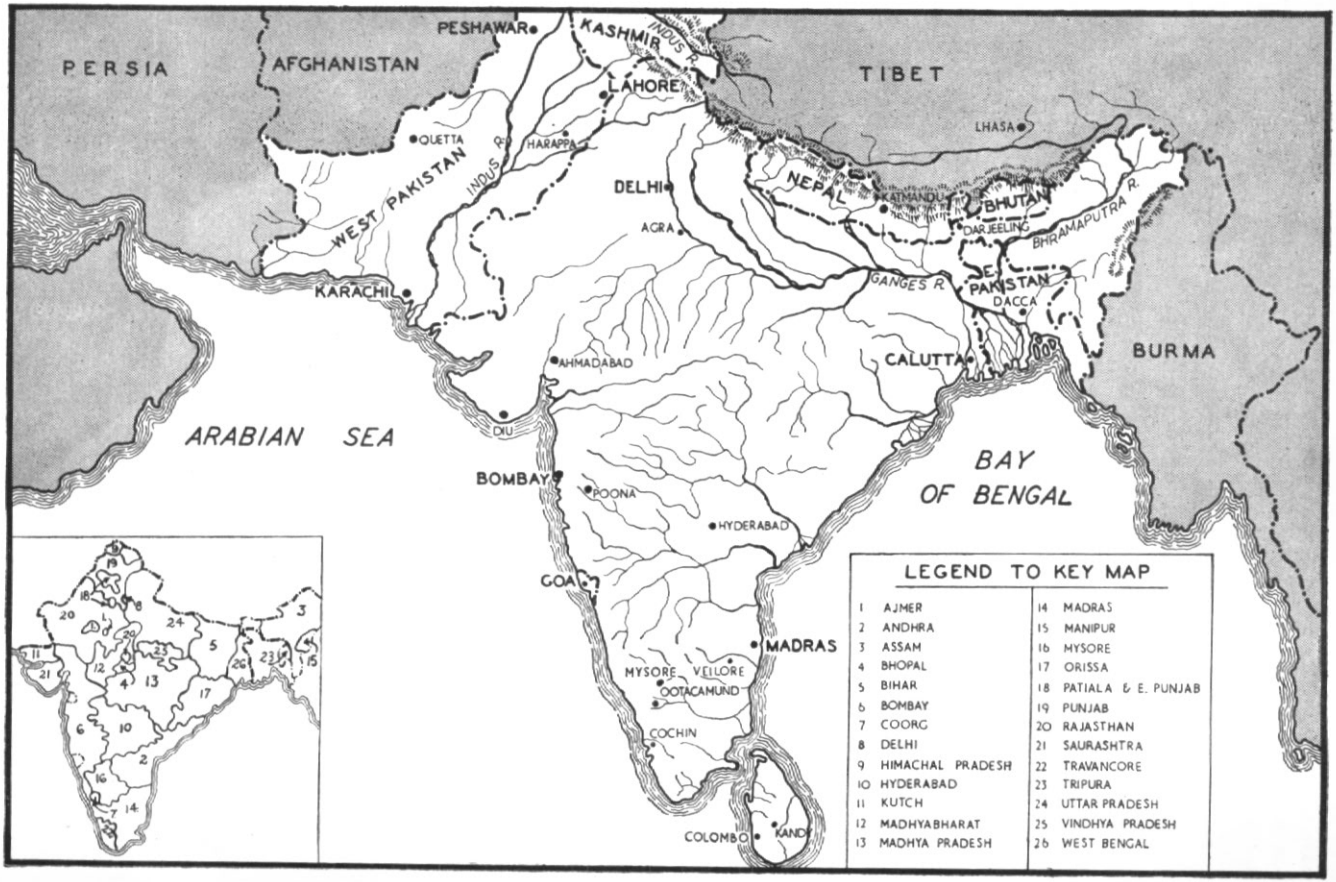
There were some 420,000,000 people in the Indian sub-continent. They were divided into two great religions. Some 300,000,000 Hindus and some 100,000,000 Muslims are basically opposed to each other. For example, to the Hindu the cow is a sacred animal. This probably stems from the great dependence of their agriculture on bullock power. To the Muslim the pig is unclean. However, the differences between the two peoples is much deeper than mere religious beliefs. The Muslim through the centuries has been the conqueror of many states of India. Energetic and forceful by nature, he is an instinctive trader. The Hindu on the other hand is more lethargic and peaceful.

The differences between the two peoples could not be resolved, and in 1947 there came into being the two great nations of India and Pakistan. The latter was separated by the new India into East and West Pakistan and remains so today. This division was not made without bloodshed. Great numbers of peoples crossed from one territory to another, and many are the bloody stories of savage attacks by the warrior races of both sides, for what the Sikhs are to India the Pathans are to Pakistan. Today India's population is some 361 million, of whom 42 million are Muslims, whilst Pakistan has a population of some 77 million.

On independence the great Princes of India had three choices. They could join India or Pakistan or remain independent. Their choice was nominally guaranteed by the British Government. Two great Princes who chose independence were the Nizam of Hyderabad—a Muslim ruler in a Hindu state, and the Maharajah of Kashmir—a Hindu ruler in a Muslim state. It would appear that a condition of this independence was that the rulers could not cede their territories to either nation unless a plebiscite of the inhabitants agreed. Lord Louis Mountbatten became the first Governor-General of India, and both countries settled down to an uneasy period of development.

Hyderabad

After the departure of Lord Mountbatten the eyes of India became focused on Hyderabad. This


PERSIA
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GANGES R.
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DACCA
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AHMADABAD
CALUTTA
BURMA
DIU
ARABIAN SEA
BAY OF BENGAL
BOMBAY
POONA
HYDERABAD
GOA
MADRAS
MYSORE
VELLORE
OOTACAMUND
COCHIN
COLOMBO
KANDY
LEGEND TO KEY MAP
1 AJMER
2 ANDHRA
3 ASSAM
4 BHOPAL
5 BIHAR
6 BOMBAY
7 COORG
8 DELHI
9 HIMACHAL PRADESH
10 HYDERABAD
11 KUTCH
12 MADHYABHARAT
13 MADHYA PRADESH
14 MADRAS
15 MANIPUR
16 MYSORE
17 ORISSA
18 PATIALA & E. PUNJAB
19 PUNJAB
20 RAJASTHAN
21 SAURASHTRA
22 TRAVANCORE
23 TRIPURA
24 UTTAR PRADESH
25 VINDHYA PRADESH
26 WEST BENGAL

great land-locked State to the south was independent. Negotiations by Hyderabad were in progress for an outlet to the sea through Portuguese Goa, and the Nizam had a treaty with the British Government when, in 1948, the aptly named "Police Action" occurred in Hyderabad. The Indian Army quickly overcame any resistance from the State forces and Hyderabad was formally annexed to India. It was, admittedly, a Hindu State ruled by Muslims, and there was no doubt a desire by the people to join their mother country—India.

It would be sheer conjecture to imagine the reaction in Pakistan, but eyes no doubt strayed to the Muslim State of Kashmir ruled by a Hindu Maharajah: the stage was set.

Kashmir

The problem of Kashmir is a complete study on its own. Both nations have a great interest in it. To Pakistan there are its Muslim peoples. The Indus rises in Kashmir and, in the event of a conflict with India, Kashmir is strategically important to both sides. To Nehru, himself Kashmiri born, and to India, Kashmir is a state that has formally ceded to the Indian nation, and rightly or wrongly they, the Indians, now regard it as part of Indian territory. Again, Kashmir controls entrances to the great Northern Plain or at least secures the right flank of India's western frontier, and—let us be honest, there is not a great deal of "love" lost between India and Pakistan—great pity though it may be. Perhaps India sees Kashmir as a buffer against Communist infiltration from the north and north-west.

These are certainly not the only reasons for the dispute over Kashmir, but they are some. The problem must be looked at in the light of history as well as present events, and then Kashmir becomes the outward sign of the fundamental and oft-concealed differences between the Hindu and the Muslim nations of the Indian sub-continent. It should always be remembered that Pakistan is split into East and West Pakistan and that India is poised in the middle. Finally no study of the Kashmir problem can be complete unless the geography of the region is fully understood. As in all things military, ground is of paramount importance, and even a quick appreciation will show the importance of Kashmir.

To avoid coming back to this question let us quickly see the present position and any foreseeable developments. Having fought a full-scale war, India and Pakistan each watch an uneasy truce line under the aegis of the United Nations. India holds the bulk of the area of the State and is in the strongest position militarily. Both nations have considerable forces in Kashmir and obviously intend to keep what they have. India has presented Pakistan and the world with a **fait accompli**, and now Pakistan has to decide what to do about it. It is not impossible to see that, should Pakistan attempt to take by force what she considers is rightfully hers, Kashmir could become another centre of clash for the big Powers. The USSR has already come out on the side of India, and during their state visit to India Bulganin and Krushchev made this point quite clear. They considered

that India rightfully owned Kashmir. Whilst the area is most unlikely to become another "Korea," it will be a constant source of international friction.

However, it is now up to the Pakistanis, and their reactions and actions will be interesting and of great importance.

India's Neighbours

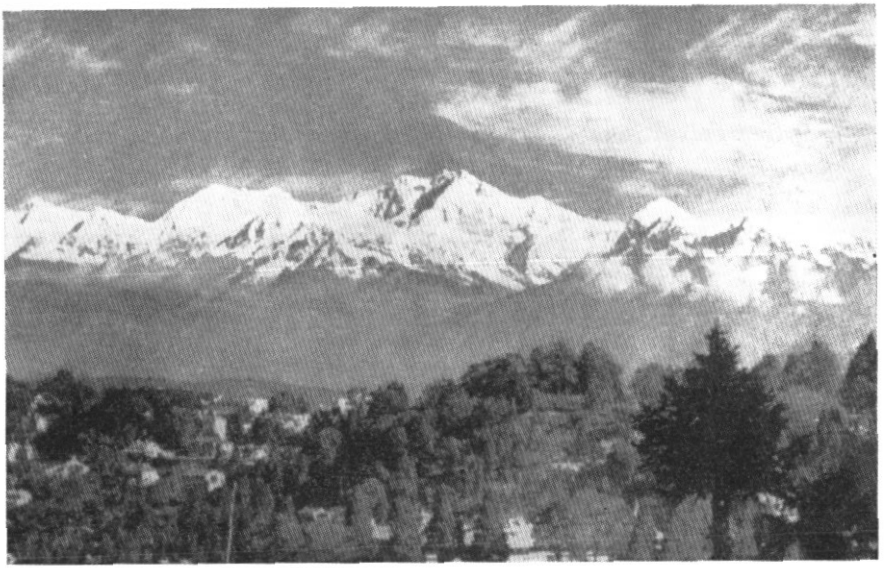
Before India's politics can be examined it is necessary to be quite clear on her geographical position. To the north lies the great barrier of the Himalayas and the Chinese territory of Tibet, wherein rises the great Bhramaputra River. Here also is the independent Kingdom of Nepal and the tiny States of Sikkim and Bhutan—all important since they control some of the passes over the Himalayas and thus the entrances to India. To the east lies Burma and East Pakistan, and it is here in the frontier province of Assam that the warlike Naga tribesmen are creating trouble. In the south, India has a vast sea frontier with the now independent Ceylon at the extremity. Indian possessions in the Bay of Bengal and the Indian Ocean should not be forgotten. The Andaman, the Nicobar and the Laccadive Islands are Indian possessions, and the strategic importance of these, particularly the former, should not be overlooked. West Pakistan and the disputed territory of Kashmir complete the circle, whilst the Portuguese territories of Diu and Goa remain as the only foreign possessions on the Indian sub-continent.

The great importance of India today can be most easily visualized by a glance at a World Population map such as is found in the Oxford Atlas.

Enough has already been said about Pakistan. However, the States to the north deserve attention. Nepal, Sikkim and Bhutan are hill States—that is, they lie on the southern slopes of the Himalayan Range, and from them there is relatively easy access to India proper. Of the three the most important is Nepal, and its influence will be later discussed at length. The intrusion of East Pakistan between the Indian States of Bihar and Assam should be noted, as also the course of the Bhramaputra, swinging as it does south out of Tibet and China and thence west to join the Ganges. To anyone faced with the problem of India's defence the only feasible lines of approach by land are from the east and west. The Himalayan and Karakoram ranges effectively seal the north against all but very limited forces.

Internal Politics

At this juncture a short digression on India's internal politics may be worth while. We have seen that India on independence comprised three Presidencies—Bombay, Bengal and Madras, and a large number, some 500, of princely States of varying size and importance. Several interim measures such as the creation of Andra State and the absorption of minor principalities into bigger States occurred between 1948 and 1956. In 1956, as the result of the States Reorganization Commission's work, India has been reorganized in some fifteen States and a number of Federal territories such as Delhi and the An-



The Himalayas as seen from Darjeeling in West Bengal

daman Islands. Basically the States are on a linguistic basis, i.e., Madras State (Tamil Nad) contains mostly Tamil-speaking peoples. In some cases, such as Bombay, a bi-lingual State has been formed. This reorganization has not been effected without opposition, as witness the riots in Bombay and Ahmadabad. However, by and large it was a most necessary step, and will be of great benefit to India. The problem of languages is, of course, not apparent to those outside India. There is a multiplicity of tongues and dialects, and most educated Indians are proficient in at least three, i.e., English, Hindi and their State language, such as Tamil or Kannarese.

Broadly speaking, the North speaks Hindi and the South Tamil. It is intended that within some twenty years Hindi will replace English as the universal language for Government business, etc. However, there are many problems such as text-books for higher studies and the present unwieldiness of written Hindi which will have to be overcome. The South doubtless will stick to its Tamil.

The set-up of the States is much as it is in Australia. There are Union and State Parliaments, both with two Houses. There is a President and Governors for each State. The taxation field is divided, and most State revenue comes from indirect taxes such as sales tax. The Union List consists of 97 entries, and includes such subjects as defence, atomic energy, foreign affairs, railways and national highways, shipping, banking and Customs. The States for their part control police, public health, education and fisheries, etc. There is also what is

known as a Concurrent List, and this includes such items as criminal law, marriage and divorce and trade unions.

Foreign Policy

India's foreign policy is based on Ghandi's ideals of peace and non-violence. She has, she maintains, consistently pursued a policy of non-alignment and non-participation in disputes between the power blocs. To many this may smack of "running with the hare and the hounds." However, one thing is certain—there is in India a desire for the promotion of world peace, since they feel that one war, no matter how small, tends to lead to another. If the counter-claim is made that no nation can remain truly neutral, the Indian is likely to quote Switzerland and Sweden. The reply may then be that India is not in the same position as these two nations.

India's relations with other countries is based on the "Panch Shila,"[1] which has five basic principles:—

(a) Mutual respect for territorial integrity and sovereignty.

(b) Non-aggression.

(c) Non-interference.

(d) Equality and mutual benefit.

(e) Peaceful active co-existence.

These have already been accepted by Burma, Cambodia, China, Egypt, Laos, Poland, Russia, Yugoslavia and Saudi Arabia. Truly a mixed list, and it could be fairly claimed to some extent irrelevant, since, for example, there could be no question of aggression between India and Yugoslavia. However, Nehru no doubt sees Panch Shila as a charter for the world to adopt. It should be noted that Pakistan is not in the list of acceptors—perhaps it is an inappropriate time.

Nepal

India's relations with Nepal are best expressed by a recent statement by Nehru that India's northern frontier was the northern frontier of Nepal. In other words, Nepal is an Indian sphere of influence and others should keep their hands off. The Kingdom of Nepal is the home of the Gurkha, and both India and Britain recruit soldiers there, though it is becoming increasingly difficult for the British Army to maintain the flow of recruits, since India will not allow her to stage her Gurkhas on Indian soil. India has three regiments of Gurkhas, and these regiments have raised some twenty-five battalions. Thus as a source of troops alone Nepal is important. India has given, and is giving, a great deal of assistance to Nepal, and has constructed a road link between the two countries. Financial and technical assistance is also being given. The object, of course, is to exclude any attempt by China, acting through her Tibetan position, to bring Nepal into her "protective net." It should be remembered that back in history Nepal once paid allegiance to Tibet. India's interest is, therefore, based on defence needs, and any sign of Chinese infiltration or even marked interest will be a danger signal.

Sikkim and Bhutan

Little is known of these tiny States, as entry is restricted both in

1. *Pronounced "sh-eel-a."*

the political and geographic senses. India is interested for reasons similar to those applying for Nepal. The road through the Gangtok Pass in Sikkim leads from Lhasa in Tibet to the Darjeeling area of India. Again Chinese infiltration would be danger signals.

Burma

The relations between India and Burma are very cordial. A quiet and gracious race, the Burmese have a great problem in the development of their own country. The recent disputes between Burma and China over frontier demarcation appear to have been amicably settled, and to be fair the delineation of the frontier has always been in doubt. However, the Japanese saw through Burma suitable routes for the invasion of India, and therefore India is interested in the preservation of the "status quo" in Burma.

On the border between the two countries lie the Lushai and Naga Hills. Very little world publicity has been given to the troubles that have occurred, particularly amongst the Nagas, but considerable Indian forces are deployed to maintain peace in the area. The Nagas, who, strangely enough, appear in the features of some tribes to be ethnically of the same origin as the Maoris of New Zealand, are or were head-hunting hill tribesmen. It is officially maintained in India that the uprisings are purely local and not influenced by outside sources, and this would appear to be true at the moment. However, in these days of "tongue-in-the-cheek politics" it is feasible to foresee an outsider such as China coming to the assistance of their "ancient friends" and "protecting" them. Hence the Indian desire to bring about peace in the area.

China

The growth of the new Chinese nation, and particularly her seizure of Tibet, is a source of growing concern to India. China, for example, has ancient claims to portions of the southern valley of the Bhramaputra, and indeed recent maps published in China which found their way to India show the Chinese border in that area. India certainly will not countenance any such expansion. China is developing the communications network in Tibet, and though, as already said, large forces could not approach India through Tibet, these developments assist in the building up of bases for subversive and propaganda activities in India should China wish to do so. It is not proposed in this particular article to examine the extent and nature of Communist penetration in India, but Communism in its southward movement to the Indian Ocean will use a pincer movement. The western arm will come through Uzbekistan and Afghanistan and the eastern arm through China and Tibet. The first signs of the undermining of Afghanistan are now becoming apparent—Tibet is already Communist—so India is rightfully concerned. All the more reason for her wanting to keep Kashmir.

World Politics

Prime Minister Nehru once stated that India was prepared to "go to the ends of the earth" to promote peace, since only through such promotion can peace be attained. This no doubt is very true, but it should

always be remembered that India's outlook is coloured by an "anti-colonial power" complex. Nehru, perhaps, seeks to forge a neutral bloc with India as its leader, and he sees a balance of power which can maintain peace. But in today's world politics platitudes and good intentions, unless they coincide with the wishes of one of the power blocs, carry no weight. Witness India's protest over Hungary—not a very forceful protest but still some effort was made. It fell on deaf ears, though Russia has accepted Panch Shila. Again over the Suez question, though she must be very vitally interested in the freedom of navigation in the canal, India made few positive steps beyond an attempted negotiation by world negotiator Krishna Menon. Surely, with the possibility of a conflict with Muslim Pakistan, India would not like to have complete Muslim control of the Suez. Nevertheless, by abstaining from taking sides over Suez, India must receive some marks—her vital overseas trade was affected, but she refrained from interfering.

Conclusion

If for no other reason than population, India is important and worthy of study. Imagine for one moment the effect of a Communist-controlled India—the Middle East oil is at their mercy, shipping routes from Australia and the Far East to Europe are dominated, SE Asia is like a nut waiting to be cracked. Australia must be interested in preventing these things occurring, and therefore must develop a greater interest in India.

In the remaining articles of the series it is intended to discuss the culture and peoples of India, and, finally, the commerce and agriculture of the region.

MILITARY AIR TRANSPORT—

EVERYBODY'S DARLING: NOBODY'S BABY

Lieutenant-Colonel A. Green,
Royal Australian Army Service Corps
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IT is nearly forty years since the world's first air force became an independent military entity. During those four decades the essential nature of pure air power has been defined, proved and further refined until it is accepted as pre-eminent in the whole field of strategy. Therefore the creation of pure air power, and the correct employment of it, have become the first pre-requisites of national defence and survival in the Atomic Age. Consequently there has been intense political and military effort to ensure that air forces receive priority in money, material and manpower, and are guaranteed doctrinal and operational freedom to develop to perfection in their own peculiar element. It is from these premises that air forces reserve the right to own and operate practically everything that flies in the air, including air transport, which originated from an improvisation of military aircraft and crews.

Before the entitlement of air forces to control air transport can be established and accepted it is necessary to determine whether, in fact, air transport constitutes an integral and necessary component of pure air power or, on the other hand, is more of the nature of land power and, as a corollary, whether air force control of air transport is desirable or effective. National air power may be conveniently defined as the sum of military and civil aviation; whether potential, in the form of material and industrial resources, or active in the air fighting services and airways. Pure air power is a narrower concept of the forces which fight the strategic and the tactical air battle. Thus long and medium range bombers, fighter ground attack, and possibly maritime aviation, may all be counted as

components of pure air power. It is to this pure air power concept, particularly as embodied in the Metropolitan Air Force, that the British Commonwealth owes its survival in the Battle of Britain. The place of air transport in this company is untenable, except for that limited role in which air transport serves the domestic needs of the air force for its own logistical functions in moving the equipment and ground personnel of squadrons and subsequently maintaining units. Therefore it should be accepted that air transport differs in function from the aviation, comprising pure air power, since it is not directly concerned in fighting the air battle; neither is success in that battle necessarily directly dependent upon it, nor, as will be shown later, do air forces have the greater stake in it.

In the days of the pack-mule and the two-horse limber it was the commonest complaint that there was never enough transport to go round. The mule and the draught horse have been successively supplanted by the Model T Ford, the 3-ton truck, the Dakota and now the Packet and the Beverley; but the complaint of "not enough transport" still goes up, the same as ever, as Field-Marshal Slim found to his cost when he was delayed by the removal of his air transport before he crossed the Irrawaddy. Since transport is basically essential to the prosecution of war, by land, sea or air, and air transport is the most potent and flexible transport instrument to hand, the problem of providing it in the required quantity and quality requires constant and full study. As the provision is entirely dependent upon the attitude of the owner service, the question of ownership becomes paramount.

It is the essential mobility of air transport—its increasing ability to go almost anywhere and everywhere, from anywhere—which makes it so obviously valuable to the user. Thus it obtrudes into the fields of air strategy, land strategy and land tactics, but, above all, land warfare. The further cumulative effects of its speed and range upon its carrying capacity confer the ultimate virtues of a decisive battle winner in the whole sphere of logistics upon the army and the air force which is adequately equipped with air transport.

The prima facie conclusion that air power and air transport are not inseparable opens the field for an examination of the nature and functions of air transport, which should lead to a logical determination of the responsibility which each service owes to the support of the air transport force, based upon its dependence upon air transport. This should help to resolve the present unsatisfactory divergence of the controlling service, the air force, from the needs of the principal user, the army. It will be necessary at the present stage of development to consider, first, conventional fixed-wing transport aircraft, and then the various types of vertical-lift aircraft, and their uses.

Types of Air Transport

Strategic Airlift

Conventional air transport may logically be classified for our purpose as Strategic Lift, Medium Tactical Lift and Light Tactical Lift. Strategic Lift aircraft include all

long-range, high cargo-capacity aircraft, capable of inter-theatre transportation of logistical requirements, human and material, for any force —sea, land or air. Such types of military aircraft as the projected Britannia LR, the American C124 and the larger main-route civil transport aircraft come within this category. The use of such aircraft in mass trooping at the concluding stages of World War Two, and the extensive employment of Strategic Airlift from the Pacific coast of USA to Japan and Korea have demonstrated only a fraction of the great potential which resides in this instrument. The ability is there to move whole formations of any services from Main Support Areas to Overseas Theatres at short notice; and then to maintain them, or assist in their maintenance, at similar distances.

The three services all have their legitimate claims upon Strategic Airlift. It can extend the radius of action of naval forces, and prolong the duration of their independent operation. Air forces without Strategic Airlift may become immobile, since fighting aircraft cannot lift the ground crews, squadron technical equipment and ammunition required for air operations. The full development of air power can thus only be realized when air transport is available to facilitate its deployment. However, the army has more extensive and demanding uses for air transport than the other services. The United States with her world-wide commitments in support of UN, and of her own foreign policy, and the UK, in the Imperial policing and cold war exigencies which keep recurring from Far East to Near East, have regular and recurrent tasks for Strategic Airlift. It may be the reinforcing and maintenance of permanent colonial garrisons, or of Commonwealth armies; or the recrudescence of Communist aggression in such sensitive areas as South-East Asia; the long-range transport aircraft remains the one potent and most versatile logistical instrument, and has become indispensable to any great power. The loss of vital areas in eastern Europe and in Asia, and the precarious diminishing hold of the Western Powers upon many previously secure maritime bases, such as Ceylon, Hong Kong and Singapore, enhances the importance of Strategic Airlift, which can overfly and obviate the need for many of the old staging points. The new threats arising from the Russian, and the embryonic Chinese, submarine fleets, confer further advantages upon the possessors of inter-theatre air transport.

Air Transport for Medium Tactical Roles

The air transport with which the Army is operationally most concerned is the medium transport of the Valetta and C119 Fairchild Packet type. This may be used in a broad range of employments such as airborne assault, air supply, scheduled flights and air-transported operations. Although scheduled services are almost ideal tasks for standard medium-range civil aircraft such as the Viscount or the DC4, the other roles demand special capabilities such as capacious doors, suitability for heavy dropping, and floor strengths sufficient for the wheel loadings of military

vehicle and artillery. There is a range of overlap between this type of military transport and the strategic transport. Thus the C124 and the Beverley are, with limitations, adaptable to both roles. An effective method of obtaining the best service from a miscellany of civil and military transport aircraft is of course the device of a centralized allocation of airlift, by types of aircraft, to suitable types of payload. Such control, by segregating heavy bulky loads for lift in specially earmarked aircraft, greatly facilitates the effective and economic use of transport aircraft. Nevertheless it will be convenient to group the all-purpose transport of special military design separately from the civil types.

The medium or tactical air transport is no longer a luxury to the ground forces. Campaigns fought over the extensive terrains of Burma and New Guinea have proved the efficacy and the indispensability of this instrument. French failures in Indo-China, despite the lavish use of air transport in the latter phases, are not in the least attributable to any mistaken trust in air transport, but rather to deeper and inevitable political factors and faulty strategy. Without their C119s the French would merely have succumbed earlier, and with greater human and material loss. It is noteworthy that in recent months two of the foremost exponents of pure air power, Sir John Slessor and Sir Robert Saundby, have drawn public attention to the urgent need for an effective air transport force in the RAF; and the latter in particular has been most critical of the inadequacy of existing and projected RAF military transport, in numbers rather than design.

A primary requirement of any air transport force which is to be employed extensively in airborne assault, or in logistical support of land operations, is that it should be readily available for intimate co-operation in training and operations. This condition cannot be created if the amount of air transport is inadequate to meet a number of conflicting requirements. Nor will it exist unless the leaders are sympathetic to the aims of the land forces. Hence the constantly recurring complaint, of airmen in particular, that airborne forces are far too extravagant and militate against an effective pure air force. Expense is a secondary criterion where survival is at stake.

These shortcomings of the air transport force which is provided under the existing system originate from the unfair and illogical allocation of responsibility. Our air forces are faced with continuing heavy fiscal burdens arising from the development and re-equipment of the main bomber and fighter fleets. This is being carried out in a time of an intense air armaments race, during a period of great technical progress and in the face of financial stringency. These factors inevitably relegate the air transport force to a minor part in air force budgets. Consequently the transport aircraft in use are either inferior in design and performance because they were accepted as expedient stop-gaps, such as the Valetta and Hastings, or they are out of date, as is the Dakota, which is still the only military transport operated

by the Royal Australian Air Force. Precisely the same fiscal reasons have led to a restriction upon the strength of the air transport force, which, as Sir Robert Saundby has pointed out, under existing RAF plans will amount to no more than fifty modern transport aircraft. Unless the provision of air transport is divorced from the problem of providing a fighting air force, this state of affairs must continue.

Civil Air Transport

One of the commonest apologia of the narrower exponents of the pure air power school, for subordinating air transport priorities to the needs of the bomber and fighter fleets, is the contention that civil aviation can, by and large, fill the gap. It is customary to cite the evidence of air charter achievements in War Office trooping as proof of their thesis, and adduce the additional comfort that the international and feeder fleets of civil air transport can provide the initial expansion to meet war needs. This is quite fallacious. Air charter has been effective, but only in very special and unrealistic operating conditions. The tempo of normal civil passenger and freight movement must necessarily expand in any future war to meet increased industrial mobilization demands. Moreover, many transport aircraft which are quite satisfactory in specific civilian roles, or for leisurely air trooping, lack the characteristics required in military transports, e.g., ruggedness, cargo space, range, suitability for parachuting. It is illuminating to remember that the greatest civil air power in the world, the USA, apparently attaches relatively less military importance to the aircraft of its civil aviation in the medium transport role than do we of the British Commonwealth; and a British civil aviation which is wholly committed in civil tasks will have little surplus capacity for war use.

Air Transport for Forward Operation

The past ten years have seen the emergence of new roles and new aircraft to fill those roles, in logistical processes, particulary in the employment of light cargo aircraft and vertical-lift types. The army has proved and advanced that technique originated by Wingate, of using light aircraft, now available in the more suitable forms of the Pioneer and Otter, for detailed forward delivery, by landing on simple airfields or strips. There is great scope for this method under the enforced dispersed conditions of atomic warfare, and in extensive terrain such as in jungle warfare. In the development of aircraft to fill this role there is a converging trend, which is shared by the helicopters, the "flying bedstead" and the more advanced fixed-wing aircraft employing boundary layer control. It is not yet possible to prophesy the type of aircraft which will ultimately prove most suitable for this role, but out of this galaxy of possibilities a versatile and effective vehicle is gradually emerging. This requirement is almost wholly an army one. Apart from local transport between the mess and the dispersal bays, it has no application to pure air power. It is therefore not surprising that it receives very little official encouragement

C-124A

HASTINGS C MK. I.

DAKOTA

BRISTOL MK. 21.

DC-4

PACKET C-82.

VALETTA C MK. I.

VALETTA T MK. 3.

PACKET C-119B

from our air forces. Meanwhile it is becoming vitally essential to the ground forces.

In the vertical-lift field the army looks to the further development of medium- and heavy-lift vehicles, ranging from Bristol, Fairey and Piasecki medium types to the outsize Howard Hughes experiment. These innovations enjoy a unique status, in that every first-class army has given considerable thought to their correct employment long before they have become available. This is in direct contradistinction to the tank, which waited several years after production before its full tactical significance was appreciated. The large cargo helicopter has immense tactical and logistical significance. It eliminates many of the problems of the crowded ports and beaches in combined operations; it relieves the congestion of fixed and vulnerable land routes; and permits the dispersal of resources and forces to counter both the conventional and nuclear threats. By the simplification of tactical and logistical movement it becomes a powerful weapon of offence and defence. It is primarily another logistical ancillary of the ground forces. In the USA the army has secured grudging recognition of its stake in the helicopter and has raised helicopter units. Nevertheless existing compromises on the ownership of army aviation in both the USA and the UK have a basic similarity. The US Army, which is restricted by the Key West agreement to operating aircraft of 5,000 lb. gross weight or less, operates a greater variety of aircraft than the armies of the British Commonwealth, and its aviation appears to be increasing in number and size. Our armies are restricted to the ownership of Air OP and light liaison aircraft, and the future responsibility for the helicopter hangs in the balance. Further complications arise with the advent of rugged twin-engine versions of the Pioneer and Otter, which are eminently suited for operation by the army into forward areas, but have weight characteristics which will presumably require them to be handed over to the Air Force, in defiance of logic and efficiency. In UK and the British Commonwealth generally the usual dreary wrangle over possession appears to have begun. The dichotomous JEHU (Joint Experimental Helicopter Unit) has been brought into existence, a tardy, procrastinatory recognition of real and urgent need, which resembles the infant which was brought before Solomon for a judgment on maternal ownership to a remarkable degree.

The helicopter, having no function in the application of pure air power, must always remain an embarrassing luxury for the air force. This fact is accentuated by the reason that helicopters are initially complex, and therefore expensive, vehicles to construct; and are also extravagant in skilled manpower, and in fuel consumption. It is the army alone that finds the helicopter indispensable, and logically that service should, and would, bear the principal burden of its development and operation. It is abundantly clear that, so long as responsibility for the helicopter is divided, the air force for its part may easily be satisfied, but the army is unlikely to receive the helicopters it needs,

in the quantity and quality it deserves.

Problems of Ownership and Operation

The airman's instinctive riposte to any suggestion that the army needs its own air transport, or any other type of aircraft, is that flying is a specialized game. This defence lacks force, since soldiers and sailors have, once trained, proved very capable airmen. The supporting arguments often rest on such bases as the need for adequate technical and maintenance backing, and the constant requirement for air cover if any vulnerable type of transport aircraft is to be operated. It is true that a considerable army air transport force would require commensurate air-crew and ground-crew training facilities, transport airfields, air traffic control and the spares organization to back the transport fleet, among other things. Nevertheless any offensive air force of the future may differ so greatly in its basic requirements in these respects that the same facilities may no longer prove common-user utilities. Technical resources of adequate capacity can be developed, given time. It is axiomatic that the conventional transport aircraft can only be employed in a favourable air situation; but this proviso is equally valid for the tank and the 3-ton truck. The need for air force action to maintain air superiority is not at issue, nor is the ownership of tactical aviation. These are among the legitimate functions of pure air power. On the contrary, however, the operation of transport aircraft, which is becoming an every-day commonplace of civil and military experience, has only a very minor part in pure air power, and does not require air force participation beyond that overall cover which is accepted as necessary for other conventional military operations.

This problem of air cover is of considerable relevance to the nascent technique of operating helicopters in land warfare. Opinions vary from pure optimism, based on the elusive qualities of the helicopter hovering evasively at tree-top height and in valleys, to rank pessimism, which concludes that such juicy targets will attract the attention of the designers and the tacticians, who will evolve suitable scatter-guns and aircraft to dispose of the sitting duck. Until one of these schools of thought is vindicated any helicopter transports will be wise to seek air superiority and top cover before operating.

There are two simple alternatives to the existing unsatisfactory arrangements for tactical air transport. Either the services should all be unified, and their air transport auxiliaries with them, or the army should possess its own air transport corps. The former possibility is an ideal apparently not yet acceptable to the conservative service mentality. The latter course therefore appears to be the only viable one. There should be a balanced Army Air Transport Corps, containing the essential elements of Tactical and Vertical Lift. It would be intimately associated in the training and operations of the army, and would accordingly obtain its correct priority in the allotment of budgetary funds. Any transport airman worth his salt must acknow-

ledge the irrefutable strength of this logic. Air transport for the navy and air force could still be owned and operated by the air force.

Air Transport for Hot and Cold War

It has become most apparent during the past twelve months that although the probability of the broken-backed war may have temporarily receded, the prospects for guerilla wars and small wars of political and strategic opportunity are most ominous. These wars involve the application of land power over a vast perimeter, and at short notice, with complementary logistical backing and tactical mobility. It is interesting to speculate on the effect a really adequate air transport force might have had upon the recent Anglo-French operations along the Canal. In order to obtain any advantage to offset our numerical inferiority vis-a-vis the Communist bloc we must exploit our technical assets, including air power and air transport, to the full. The former will remain the task of the air force; but if the air transport support force is to be equal to the load upon it and receive the nourishment it requires, it should become an army responsibility. There is scope for both these separate and quite dissimilar forces; and there is abundant experience, naval as well as military, to show that divided control is no way to run a railroad—particularly if your fate and freedom depend upon it.

The Ultimate Solution

The more imaginative theorist, who can foresee the time when piloted aircraft will only be required for transport purposes, would retain the transport role to perpetuate the traditional air force. Leaving such remote projects to our successors, we are faced with such realistic issues as the following:—

(a) An air force which is short of funds, and has to provide both a bomber and fighter force and a transport force, must give priority to the former, and so fail in its obligations to the army in respect of the latter.

(b) Certain types of air transport, mainly for Strategic and Scheduled Flight operation, are common-user requirements of all the services, and are probably best and most economically operated by a central agency, such as the American MATS (Military Air Transport Service).

(c) Complete unification of the fighting services would obviate the present fiscal impasse in the provision of transport aircraft, but it appears to be an unattainable ideal.

(d) Under existing inter-service conditions the army would certainly give more financial support to essential military transport aviation, particularly medium tactical transport, light cargo aircraft and helicopters, than our air forces are in fact now affording.

(e) There appears to be scope for a Merchant Air Force, similar in constitution to the Merchant Navy, and with a similar role in war, and operating under the aegis of a Com-

monwealth version of MATS in time of war.

The *inescapable conclusion* which is derived from this sorry summary of events is that two new organisations are required: an *independent* British Commonwealth MATS, and an Army Air Transport Corps. The former, assisted by the Merchant Air Force, would then become the supplier of Strategic and Route air transport. The latter would constitute an integral element of the army in the new concept, conferring tactical and logistical mobility of all the types required by the army, and in the closest relationship to the *army's own requirements*. Above all else, the transport aircraft famine would certainly cease if the army were *forced to accept* its rightful responsibility; and the light cargo aeroplane and the helicopter would at last come into their own.

It should be obvious that it is impossible to state ON PRINCIPLE and in the ABSTRACT that air power can or cannot decide wars by itself. The potentialities of air power depend largely on *the nature of a given war*, the efficiency of offensive and defensive weapons, and the circumstances in which the war is fought.

Stefan T. Possony, in "Strategic Air Power."

UNIT ADMINISTRATION

Lieutenant-Colonel H. Fairclough,
Royal Australian Army Service Corps

ADMINISTRATION. can be likened to an octopus spreading its tentacles everywhere and squeezing more and more time and energy from those concerned with the management of military affairs. Not only does an octopus squeeze its victims but it possesses a built-in ink supply. With this it baffles its pursuers. Hence the allegory because the administrative load is accentuated by the veritable spate of instructions that pour from the Government printers. Administration attracts only very few members of the Army, it frightens some whilst the majority regard it with ill-concealed dislike and intolerance. However, no one can deny it is essential.

No individual can escape its pressure in some form or another, nor ignore its effects, good or bad. The most partisan of its detractors become extremely vociferous in their complaints if they personally have to experience the results of inefficient administration. Let one, thinking he is entitled to so many days' leave, be held up because his leave records are incorrect and the welkin will ring with his denunciation of orderly room inefficiency. I have heard officers say, "I'll write to the Minister!!" The same fellow will also probably declaim that administration in the army is a waste of time.

Countless examples could be given of how bad unit administration affects the Army. In this article, however, the aim is to be constructive. If the suggestions are considered commonplace or elementary, study the stocktaking figures of units, and it will be conceded that there is room for improvement. Remember, too, that whilst you may be efficient, there are others who are not, and many young officers are at a loss when faced with administrative problems.

The aim of administration is, firstly, to conduct the affairs of a unit efficiently so that each member receives the correct monetary and other entitlements as laid down by conditions of service, is properly fed, quartered, clothed and safeguarded by medical and dental care. A member is also entitled to expect that his or her daily life is organized on a sensible basis, that leave is available when due and problems are sympathetically handled. Secondly, that all vehicles, equipment, stores and supplies to which the unit is entitled are obtained, issued

as required, maintained correctly and safeguarded from loss, theft and damage. Thirdly, that the unit is, at all times, able to train and be ready to undertake the function and duties for which it was formed; and, lastly, that the cost to the taxpayer is kept to the minimum. This, of course, requires accountancy—the biggest headache of the lot.

It is a sobering thought, then, that to achieve all this, the number of appointments and postings for officers, NCOs and key personnel allowed in unit establishments are based on the minimum essential to the unit on the assumption that each will be filled by a member who can do the job. No provision is made for extra-curricular duties in units such as Secretaries and Treasurers of Messes, Fire Officers, Security Officers and the like. No allowance is made for inefficiency, lack of knowledge or inexperience, schools, leave, sickness or any untoward contingency or emergency. Let one fail in his duty and the vicious circle starts.

To have efficiency in the unit the commander must be efficient. Inefficient administration starts at the top in the same way as a fish starts to rot in the head. Unit administration is so exacting that 8 hours a day is not long enough to encompass it efficiently, unless there is a good system in the unit. The commander must be prepared to spend some of his own time, including some of his waking moments in bed, to run over in his mind all aspects of the unit affairs. He must know the Rules, Regulations and Instructions, the requirements and entitlements, and must keep himself up to date; he must be a psychologist, a humanitarian, a male Dorothy Dix and a disciplinarian. It would be handy if he could be a qualified accountant and a detective. He must not only give the orders but must also check and recheck to see that they are carried out. It is an extraordinary thing how many persons are congenitally incapable of carrying out even simple orders. It is even more extraordinary how simple orders can be misinterpreted.

However, if the unit commander has enthusiasm, energy, common sense, and an interest in his unit, much can be done. The first thing is to survey the potential; in order of importance come his officers. They will be FAQ; not all bad, not all good. Put them in the positions where they can do the most good according to their skills and get after the ones who are weak, until they prove of value. Too many commanding officers take the line of least resistance and go, cap in hand, to anyone who they think can wangle it and ask for Lieutenant, Captain or Major "So and so" to be transferred. "He's hopeless"! A bit more interest and hard work and perhaps some leadership might make the chap a reasonable officer. Anyway, why should someone else have to carry him. That "someone else" will have his share of the dross.

Having allotted your officers and got them on side, or most of them, do the same with the NCOs and the key personnel. If you have been discerning in your allocation of jobs and managed to put your policy over to those members who have responsibilities in the unit, then you are a long way on

the road to success. You are no longer alone.

Right from the outset the unit commander is concerned with rules and regulations, MBIs, pamphlets, Financial and Accounting Instructions, Registers of Assets, Arms and Licences, equipment, vehicles, stores and supplies, pay, leave, sickness, parades, drill, range practices, training, complaints, compassionate cases, accidents, losses and thefts, orderly rooms and the inevitable snafus. Has anything been left out? Why worry? There is enough there to alter the colour of anyone's hair if he lets it get him down. However, if it is a CMF unit, then add home training parades and annual camps and all the additional administrative load so well known to the CMF as to need no mention here.

Surveying that formidable list might cause one to murmur "Abracadabra." But on closer examination there is no black magic about it. The systems laid down are good, the orders, regulations and instructions are clear, although there are too many of them. The crystal ball is not essential and does not appear in the equipment tables. The only thing which will really baffle you is the human element. Slipshod inattention and dowdy indifference seem to be the present order of the day with some people.

Well! What is needed? Time, energy, enthusiasm, foresight, patience and hard work. Time has been mentioned—throw away the clock if you want a good unit. Energy is required to get you on the job early and keep you there all day and some of the night poking your head into every nook and cranny of your unit affairs. Enthusiasm to keep your team on the ball. Foresight, if you have it, will help you to avoid some pitfalls, patience with the members who lack your brilliance, and patience with their efforts to meet your requirements. Hard work for you and all your staff.

However, over and above all the attributes mentioned above, the most essential requirement is for you and your staff to have a deep and abiding conviction that good administration, once achieved, is easy to maintain and is a state of affairs that will enable your unit to concentrate on training and operations, which after all is your aim. Good basic administration in peace will release you and others for the essential task of getting ready for war.

Therefore let your staff know in no uncertain fashion that you mean business, will accept no excuses and that slipshod inattention and a moral incapacity to shoulder the burden will earn your justifiable condemnation. Give assistance where needed and advice where required and call in, if you need them, those people provided by AHQ to help, and not as some officers appear to think, to hinder; the Army auditors and the staffs and experts on Formation HQ and in the services. The problems, you'll find, become progressively less and less and easier to solve.

So much for the broad principles. Now for some constructive detail. The first requirement is to have clear, easily understood Standing Orders dealing with the essential requirements of unit administration. The second requirement is for you

to put over forcefully to your unit what your policy is in respect to the following and to keep putting it over:—

Discipline and conduct
Man Management
Maintenance
Training
Leave
Conditions in the Unit
Health
Sport
Esprit de Corps.

All the above are inter-related and cannot be separated one from the other. They are part and parcel of administration. For example, if you don't make adequate preparation for training or sport then those activities will suffer in consequence.

You must pay close attention to your orderly room staff, to their relationship with sub-units and formation HQ and all personnel with whom they do business. You must watch carefully to see that their standards are high and all activities in the orderly room are carried out efficiently. There must be no delays in attention to troops' requirements. Visitors must be quickly attended to and courteously treated at all times.

Always keep notice boards up to date and remove all unnecessary papers, etc. If you use the notice board for attractive and interesting news, troops will get in the habit of studying them.

Clothing, Necessaries, Equipment, and So On.—To stop losses, theft and stocktaking discrepancies, the first requirement, where permissible, is to mark it with the owner's brand, be it the individual or the Army. Then, since you have a roll call each day of the animate members of your unit, conduct one for the inanimate as often as possible by means of check, recheck and spot check. The psychological effect on troops of checking those things is that they tend to regard them as being "hot." Believe me, when I say that if a member of your staff checks the blankets on the beds every day—quite easy—and the troops know what will happen if they are short, you will not have any losses. If you do, you can pin it down to specific times, etc., making the loss easier to solve.

A simple system is to check clothing and equipment on your daily or weekly parades. Most officers use these parades for checking only what is worn that day, but if checks of two or three different items of equipment, etc., are made on each parade, as well as the parade turnout, then a good overall result is achieved. Many items not usually worn or used are, under this system, brought to light of day. Similarly, when inspecting the barracks, always inspect one or two items of kit. This ensures that all articles and items are properly maintained, not forgotten or mislaid. Since the troops never know what you intend to look at, they make sure all their kit is in order just to be on the safe side.

Vehicles and Other Equipment.—

The more you inspect them, and it must be intelligent inspection, the more your troops will look after them. If you allow them to be abused and neglected, you can shoulder the blame, as it is all yours. Make the orders about maintenance clear and concise. No one can properly inspect a vehicle

dressed in a uniform. Old clothes or overalls are as essential as a vehicle ramp. If you haven't got the latter, ask for one. Adequate maintenance can save the Army untold expense as well as the time and energy of the hopelessly inadequate number of artisans and mechanics available.

Before you go into the kitchen and environs and talk to your cooks, make certain you know what rations you are entitled to get and what equipment is provided to convert the raw materials to three good meals a day. If you don't understand this problem, or your cooks, there is an uphill struggle facing you.

You will, of course, ensure that your Quartermaster has indented for everything the unit is entitled to and has seen to it that the equipment has arrived and has been issued to where it will do the most good. Gathering dust in the Q store is only one step better than being in Ordnance. In your daily visits to the Q store, and the word "daily" is used advisedly, the system of spot checks really comes into its own. Particularly note that Boards of Survey are being regularly held, and if not, insist that they are. Always display the prices of clothing and equipment. It makes for better respect from the individual.

To effectively administer a unit you must:

(a) Organize unit activities with imagination and initiative. Use competitions and have weekly or monthly quizzes on administration and other military matters.

(b) Manage your soldiers on the basis of human understanding. Take them into your confidence, encourage them to make suggestions and employ them intelligently.

(c) Have a sensible routine to fit the unit's normal activities and training schedules. Don't have drill and rifle exercises if the men are already competent.

(d) Insist on good discipline — anything less will add to your administrative burden.

(e) Maintain your vehicles, weapons and equipment as required by the makers and MBIs.

(f) Secure the unit stores, vehicles, arms and equipment.

(g) Maintain adequate and up-to-date records.

(h) Keep your buildings well painted and your area clean and well signposted.

(j) Supervise, check and recheck all unit affairs, be they ever so humble and mundane.

(k) Be explicit.

With experience it is easy for a visiting officer to determine the quality of a unit by what I call the "approach system." If the guard at the gate is sloppy, so is the unit; if the area is untidy, so are the equipment and records; if there are no signs indicating where things are, there will be muddle and confusion within. If there are no salutes, then you will be kept waiting or no one will know where anyone is. If the vehicles are dirty, so are the barracks, and so on *ad infinitum*. Consequently, if you and

your officers and NCOs pay lip service to inspections and supervision, then rest assured such inspections and supervision are worthless and merely earn disrespect.

All the foregoing may be very exacting, but give your unit a soul, invest it with colour and interest and by example. Precept, enthusiasm and hard work get your troops on side and the rewards are immeasurable. Give your personnel, officers, NCOs and men, a standard and a reason for it all and the response will amaze you. At the end of the year the tremendous satisfaction of knowing you own an efficient unit will more than recompense you for the extra effort you have put in, and you can then draw your pay with an easy conscience.

To separate operational from administrative responsibility is to break a rule that I have never seen violated without someone paying a heavy penalty.

—Field Marshal Sir William Slim.

R.A.P's and OLYMPICS

Captain H. Longden,
Royal Australian Army Medical Corps

THE memory of the time when the athletic world came to Melbourne is receding into the past. For a short and memorable period, all Australians, and especially the citizens of the Olympic city, became hosts to the world. It was a very good party, enjoyed by both hosts and guests, and in spite of some rueful financial recriminitions the morning after, we now all agree that it was very much worth while. Our guests have returned to their homelands all over the world, ambassadors for Australia and the good will of mankind. The financial value of the good will Australia has earned cannot be assessed. We will observe the practical results in the years that lie before us.

It is the first time in history that world athletes have competed under southern skies. Fortunately we were far removed geographically from the troubled scene in Europe and the Middle East. Against ominous black clouds on the northern horizon, the Olympic torch shone brightly to indicate to a troubled world how mankind could live together in a community without barriers of race, caste, colour or creed. Young men and young women from 74 nations lived together in a world community at the Olympic Village and competed in a spirit of friendly rivalry.

"May the young athletes of the world come, through the Olympiad, to know and recognize its greatness and practical value, and may endeavours germinate to make an end of hate, to eliminate misunderstanding, and to contribute with all men of good will to the restoration of harmony among the peoples."—Count Henri de Baillet Latour, President, 1925, International Olympic Committee.

Australia has contributed to the accomplishment of this aim. The Army played a big part. Its personnel comprised nearly half the number of people required to implement the Games organization. More than 900 officers and other ranks contributed their help. Major J. W. Willis, MBE, Royal Australian Infantry, as Liaison Officer, was responsible for the control and co-ordination of Army assistance, and planned and conducted the Opening and Closing Ceremonies on behalf of the Organizing Committee. Transport of equipment was

Medical Orderlies at Olympic Village Hospital

provided in the torch relay from Cairns, Queensland to Melbourne. Band music was supplied by the Army. To enable the Command bands to play any national anthem, Major R. A. Newman and his staff at the Army School of Music, Balcombe, translated 76 anthems to band music—a tremendous task. Assistance was given to civilian police in the control of traffic. Signals organized internal and outside communications at the main arena and operated a "from start to finish" communications relay during the progress of the marathon running and walking events. Rifle shooting was supervised at the Williamstown Range. A constant guard was provided at Olympic Village, Heidelberg. Barrack stores, refrigeration, tentage and accommodation stores were provided at the Olympic Village and various venues. WRAACs acted as ushers at the main stadium.

Perhaps it may be of interest to read something of the role the Army Medical Services played, in conjunction with those of the Navy and the Air Force.

The medical arrangements for the Olympic Games in Melbourne played a significant part in a successful and complex organization. The Olympic Medical Committee, Chairman, Brigadier H. G. Furnell, CBE, DSO, ED, comprised 12 members, including medical representatives of the three armed services:—

Surgeon Rear-Admiral L. Lockwood, CBE, MVO, DSC, QHA.

Major-General W. D. Refshauge, OBE, QHP—Army Director-General of Medical Services.

Air Vice-Marshal E. A. Daley, CBE.

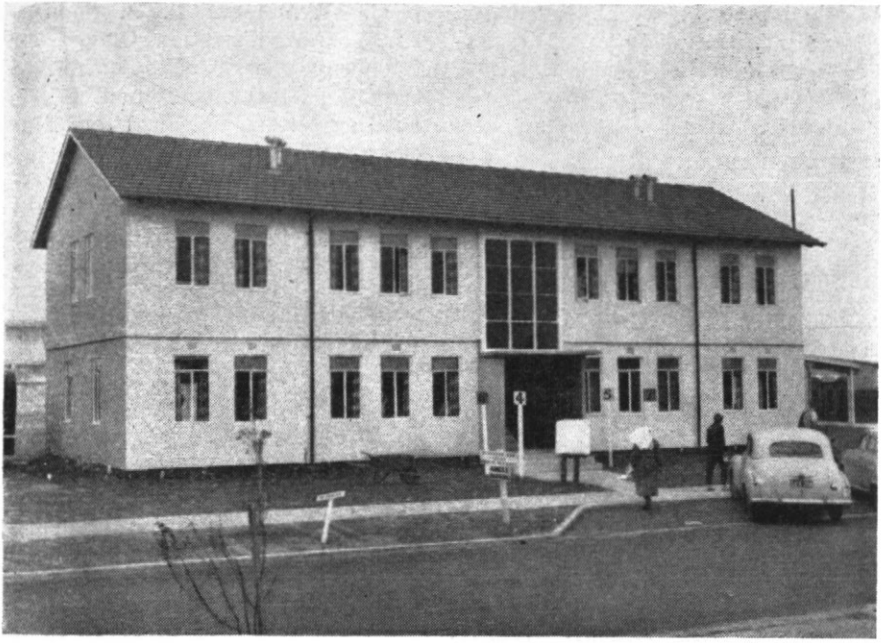
Group-Captain R. B. Davis, RAAF.

At an early date it was decided that all medical treatment, including medicines, dressings, etc., should be provided free to competitors and visiting officials. The Commonwealth Department of Health agreed also that all competitors and visiting officials would receive Commonwealth free medicine—General Pharmaceutical Benefits. A Medical Centre was to be established at the Olympic Village, with full provision for RAP facilities and sick parades, specialist consultations, X-ray, Physiotherapy (in conjunction with the Repatriation General Hospital at Heidelberg), Pathology and Bacteriology services, Chiropody and hospital care for minor illness and injuries. The Medical Centre was to include a 24-bed hospital, to be equipped by loan medical equipment from Army and Air Force resources. Also medical equipment and RAP facilities were to be provided for first aid and emergency treatments at the various sports arena venues, including Williamstown Rifle Range and Lake Wendouree, Ballarat, for the rowing and canoeing events.

The three services agreed to contribute medical, pharmaceutical, nursing and clerical staff and medical equipment. At the village, Group-Captain R. B. Davis, RAAF, was appointed Medical Superintendent, Lt-Col G. E. M. Brindley, RAANC (Army) Matron of the hospital, Flight-Lieut L. G. Scoullar, RAAF, Administration Officer, and the writer Pharmacist Quartermaster and Medical Equipment Officer. Nursing sisters, medical orderlies, clerks and radiographers were provided by Navy, Army and Air Force. The venues were the responsibility of the Navy staffed by Sick Berth Attendants and RAAMC orderlies, supervised by Commissioned Wardmaster Williams. Expendable medical supplies, dressings, medicines, etc., were purchased by the Olympic Organizing Committee or donated by civilian firms.

Everybody wondered how the three services would work together with their varying customs and procedure. It proved a most successful arrangement. A true spirit of co-operation prevailed and complete harmony was achieved in the overall organization.

Several thousand pounds' worth of medical equipment was on loan from Navy, Army and Air Force resources. Each Command, of course, includes an Army Medical Equipment Depot, which is responsible for the current supply and replenishment of medical equipment within the Command and maintains reserves. Southern Command Depot of Medical and Dental Stores at Broadmeadows was responsible for supplying the bulk of medical equipment for Olympic requirements. The OC pharmacist and his staff were kept busy for some months previously, co-ordinating scales of equipment and withdrawing requirements from reserve stocks. Equipment comprised electric sterilizers, instrument cabinets, all types of surgical instruments, stainless steel and enamel ware,



Part of the Medical Centre housing the X-ray and physiotherapy sections

hypodermic syringes, dressing tray requirements, and also Ordnance items such as hospital beds, dressing buckets, blankets, linen, etc. X-ray and some Physiotherapy equipment was provided by civilian firms. Comprehensive first aid outfits were supplied for use at the various training areas. Further equipment was located at the widely scattered venues, and several ambulances were equipped for emergency treatments at the cycling, cross-country running, riding, etc., events.

Nobody knew what to expect when the influx of athletes and officials arrived. Medical arrangements at previous Olympic Games had not been on such an elaborate scale, and there was no preceding experience to use as a guide. Athletes and officials began to move in at the end of October. The tempo increased up to November 15, when the Village housed almost 6,200 athletes and officials. As we all know, the housing and catering arrangements were thoroughly organized, and nobody had any complaints in this respect. Thirteen large kitchens and twenty-two separate dining rooms were provided, with chefs for the different types of national cooking. One of the great problems was to keep the athletes from putting on too much weight quickly, and the coaches found it necessary to exercise a rigorous discipline over the size of the serves and the quantities consumed by their charges. As Professor S. P.

Litunov, chief of the USSR team of doctors, lugubriously observed, "Rich food is not good for athletes!"

Most of the national teams included one or more doctors. Russia had no less than eight doctors, including three females, and arrived with sufficient equipment to set up its own camp hospital within the USSR quarters. The Medical Centre supplied them with maintenance stocks of medicines and dressings. The USSR doctors appeared to be very intrigued by the many types of elastic plaster dressings that were available, and were very glad to receive any supplies we could give them. Apparently adhesive plaster is not an article of common supply in the USSR.

At the peak there were over 50 foreign doctors in the Village. Provision was made for them to carry out their own sick parades, and separate treatment rooms were provided for this purpose. It was found in practice, however, that most doctors preferred to carry out treatments in their own quarters. Some arrived with their own equipment, but generally it was necessary to equip them from Army and RAAF resources.

It can be seen that the services medical equipment was widely dispersed. Consequently some anxiety was felt about possible losses, as complete supervision could not be continually exercised. However, on the final checking it was found that losses were small—less than 1%—which speaks well for the co-operation and true Olympic spirit of everybody concerned.

From the middle of November to the end of the first week in December activity was brisk. There was a continual occurrence of minor injuries, and requests for first aid and medical treatment at the Village and the various venues. Physiotherapists and masseurs were kept busy and large quantities of liniments, adhesive plaster, elastic bandage and dressings were consumed.

It was an interesting experience at any time to take a walk around the Village. Black Nigerians and Ethiopians, blond Scandinavians, ebullient Frenchmen, bearded and mustachioed South Americans, volatile Italians, Viet-Namese, Koreans and Formosan Chinese, polite Japanese, dour-looking Russians — all moved together in colourful track suits bearing national emblems, communicating by signs and gestures, and evidently making themselves well understood. Political discussion was avoided, and everybody lived for a few weeks as one huge international family. If we can temporarily ignore political background and national environment, it becomes disturbingly evident that all mankind has much the same basic ambitions and responses; we work, play, eat and sleep for the same reasons; laugh, cry, hope and despair with much the same stimuli, and face the basic problems of existence in much the same way.

It was an unforgettable experience for all the services medical personnel concerned to have participated in the medical organization of this international community. Many years will elapse before the Olympic Games are again held in Australia. The participants have returned to their native lands with

memories of Australia that will linger for many coming years.

Perhaps I may quote the motto of the Royal Australian Army Medical Corps, "Paulatim"—"little by little" —suggesting the life history and growth of the Army Medical Services and also indicating the growth of the true Olympic spirit which has been achieved in our own land.

"The Olympic Movement tends to bring together in a radiant union all qualities which guide mankind to perfection."—Baron Pierre de Coubertin, President of Honour of the Olympic Games.