

NOTE

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Directorate of History
National Defence Headquarters
Ottawa, Canada
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July 1986

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R E P O R T NO. 49

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HISTORICAL SECTION (G.S.) BY OOE FOR DHIST NDHQ

DATE: NOV 12 1986

ARMY HEADQUARTERS

18 Sep 53

The Organization of the Department
of National Defence (Army), 1939-45

<u>Contents</u>	<u>Para</u>	<u>Page</u>
Introduction	1	1
Higher Organization of the Department in 1939	2 - 7	1
Wartime Changes in the Higher Organization of the Department	8 - 17	3
Organization of the Branches of the Militia Staff, 1939	18 - 19	7
Growth of the Branches of the Army Staff in Two Years of War	20 - 24	8
Growth of the Army Staff to March 1945	25 - 27	9

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BY: Old FOR DHIST NDHQDATE: NOV 12 1986A P P E N D I C E S

- "A" — Higher Organization Department of National Defence, and Branches of the Militia Staff, National Defence Headquarters, September 1939.
- "B" — Higher Organization Department of National Defence (Army), and Branches of the Army Staff, National Defence Headquarters, December 1941.
- "C" — Organization Chart — General Staff Branch, effective 1 May 44.
- "D" — Organization Chart — Branch of the Adjutant-General, effective 7 Feb 45.
- "E" — Organization Charts — Branches of the Quartermaster-General (effective 12 Jul 44) and Master-General of the Ordnance (effective 1 Mar 45).

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18 Sep 53

The Organization of the Department
of National Defence (Army), 1939-45

1. The object of this Report is to record in broad outline the development of the organization of the Department of National Defence during the Second World War. The functioning of the Department, in so far as it concerned the operation of the ad hoc committees, special groupings, unofficial channels of communication and so forth--which accounted for an important part of the work of the Department but did not crystallize into features of its formal organization -- is not covered. The main emphasis is placed on the departmental organization for the control and administration of the Army, and the co-ordination of Army activities with those of the Navy and the Air Force. Some consideration is therefore given to the higher organization of the Department; the organization of the four branches of the Army staff, on the eve of and immediately prior to the conclusion of the Second World War, is also dealt with in some detail. The naval and air force staffs, however, are not considered.

Higher Organization of the Department in 1939

2. When Canada declared war in September 1939, well-considered recommendations were in existence concerning improvements in the higher organization of the Department of National Defence, and the establishment of proper machinery for co-ordinating the work of the departments of government in war. In addition, something had been done towards implementing these recommendations. Thus, while few outward and visible signs of organization for war were apparent, a groundwork had been laid on which it was possible to build a wartime organization with reasonable speed. It is therefore important, in considering the changes which the war brought to the organization of the Department of National Defence, to consider also the changes which had been made in anticipation of the event, and the plans for further action which existed.

3. On the outbreak of war, control of the Department of National Defence was still vested in a single individual -- the Minister of National Defence. He was appointed under authority of the Department of National Defence Act of 1922 (Revised Statutes of Canada, 1927, Chap 136), which statute, as its title implies, provided legal authority for the existence of the Department. The Minister was responsible for "all matters relating to defence, including the Militia, the Military, Naval and Air Services of Canada" (ibid: Sec 4), a responsibility which the war was

soon to render much too heavy for one man to bear.

4. As in the case of all other governmental departments, appointment of a Deputy Minister was authorized (*ibid*: Sec 5), his duties being defined in part by the Minister (K.R. (Can), 1939, para 11 and Appx VI). However the authority and responsibilities of this official differed from those of his counterparts in other departments. This difference arose through the necessity of adjusting the Deputy Minister's area of responsibility to that of the military heads of the armed forces, whose duty it was to provide the Minister — and in some cases the Cabinet — directly with technical and professional advice on the defence of Canada. Although detailed consideration of this aspect of the organization of the Department lies outside the scope of this Report, it is mentioned as a circumstance which provoked a good deal of thought and discussion among those concerned with the higher direction of Canada's defence.* On 9 Sep 39 provision was made for appointment of two Associate Acting Deputy Ministers, one for the militia and the other for the naval and air services together (P.C. 2588 of 1939; P.C. 1426 of 1940). At this time the appointment of Deputy Minister was held by Maj-Gen L.R. LaFlèche, D.S.O. *ret.*, who was on sick leave (P.C. 2588 of 1939).

5. Within the Department, the Defence Council was the senior body which was responsible for advising the Minister on defence matters (P.C. 1252, 20 Jun 22). It was composed of the Minister as President, the Deputy Minister as Vice-President, the Chief of the General Staff, the Chief of the Naval Staff and the Senior Air Officer of the R.C.A.F. as members, and the Adjutant-General, the Quartermaster-General, the Master-General of the Ordnance and the Judge Advocate-General as associate members (P.C. 1742, 17 Jul 36). Writing of the Defence Council in 1937, Lt-Col Pope expressed the opinion that it was too large a body to function effectively, and contained too high a proportion of Militia representatives. He recommended dropping the associate members as a means of reducing the size of the Council and equalizing representation of the three Services ((H.S.) 112.1009 (D21): "Memorandum on a Canadian Organization for Higher Direction of National Defence", 8 Mar 37, pp 11, 12)**

*In 1937, Lt-Col M.A. Pope, M.C., then a G.S.O. I in the Directorate of Military Operations and Intelligence, wrote a comprehensive paper on the subject ((H.S.) 112.3S2009 (D23): "The Organization of the Department of National Defence", 9 Mar 37), developing the idea that the Deputy Minister's position in the Department, as represented by such appointments as vice-chairman of the Defence Council, was higher than was warranted.

**This paper, which dealt with the higher organization of the Department of National Defence, and with machinery for the co-ordination of the work of the various governmental departments in any possible war, was prepared while Col H.D.G. Crerar, D.S.O., then Director of Military Operations and Intelligence, was Secretary of the Joint Staff Committee (subsequently designated the Chiefs of Staff Committee). It was concurred in by the three Chiefs of Staff on 1 Jun 37 in London at the time of the Imperial Conference. In 1940 Crerar, as C.G.S., presented the paper to the Minister of National Defence (Mr. J.L. Ralston) during discussions on reorganization (para 13 below) in the higher levels of the Department (*ibid*: Crerar to Ralston, 27 Jul 40).

As will be seen (para 12 below), his recommendation was adopted as part of the changes made during a reorganization of the Council which took place in 1940.

6. Technical appreciations on Canada's defence problems were made by the Chiefs of Staff Committee. This committee functioned by "delegating the detailed study of the questions brought before it to sub-committees composed of officers of the Operations and Plans divisions of the staffs of the three Services" (ibid: p. 14).

7. Above the Department of National Defence was the Canadian Defence Committee* composed of the Prime Minister as chairman and the Ministers of Justice, Finance and National Defence as members (W.L. Mackenzie King, House of Commons Debates, 19 Feb 37, p. 1051). Lt-Col Pope recommended formation of certain sub-committees ((H.S.) 112. 1009 (D21): "Memo on Cdn Org for Higher Direction of National Def, 8 Mar 37", para 20) and these were formed in 1938, as the following passage shows.

The sub-committees which were requested... were not set up until the Spring of 1938 and then, in order to "camouflage" the defence aspects of their work were called Interdepartmental Committees and were not formally or in any way publicly made subsidiary bodies of the Canadian Defence Committee. The formal creation of a Secretariat was avoided but in fact this work was done by Colonel Pope who, at the request of the several Chairmen of the Interdepartmental Committees, was nominated as "Co-ordinating Secretary", was made ex officio member of each of the Committees and in fact had a great deal to do with the success of their work.

(Ibid: Crerar to Ralston, 27 Jul 40)

Wartime Changes in the Higher Organization of the Department

8. The first major change in the organization of the Department of National Defence after the outbreak of war in 1939 was made by statute. An Act to amend the Department of National Defence Act was assented to on 12 Jul 40 (4 George VI, Chap 21), providing for the appointment of additional Ministers and Deputy Ministers of National Defence. This Act repealed but re-enacted the provisions of a previous amendment of 22 Jun 40 (4 George VI, Chap 1), which had authorized appointment of an additional Minister of National Defence for Air, and additional Deputy Ministers for the military, naval and air services.

9. The Act of 12 Jul 40 authorized appointment of an Associate Minister of National Defence, a Minister of National Defence for Naval Services and a Minister of National Defence for Air. Authority for appointment of additional Deputy Ministers for the military, naval and air services was also provided. However, this authority, as well as that

*"The setting up of the Canadian Defence Committee... was achieved after the submission of a series of memoranda by me as Secretary of the J.S.C. [Joint Staff Committee - the predecessor of the Chiefs of Staff Committee] which commenced in the summer of 1935."

(Ibid: Crerar to Ralston, 27 Jul 40)

granted for appointment of additional ministers, was made contingent on the issue of a proclamation that a state of war existed. It was, in other words, a wartime measure.

10. Two features of this legislation — and of the practice which developed after it was passed — merit special note. The first of these is the fact that separate departments of defence were not created by statute, and the second is that, nevertheless, the Minister of National Defence was given no clear authority for overall direction and co-ordination of defence matters. Writing on this latter point, Mr. C.G. Power, M.C., who was appointed both Associate Minister of National Defence and Minister of National Defence for Air under this statute, said:

The language of the statutes is such as to leave considerable doubt with respect to the overriding authority of the Minister of National Defence, properly so-called. Nor was this doubt ever resolved since it never became necessary to have recourse to the Governor in Council to clarify the situation. It can, therefore, be accurately stated that the powers and authority of the respective Ministers were never clearly defined. For instance, as Associate Minister of National Defence I had equal powers with the Minister of National Defence and as Minister of National Defence for Air had independent powers in matters exclusively relating to air services. It is quite conceivable that under other circumstances, and with other men there might have been a clash, but it must be remembered that the three service ministers followed the provisions of the statute literally and endeavoured to ensure co-ordination of the defence services. The provisions of the same statute which made the powers of one Minister exercisable by another also were of great assistance in bringing about that desirable end, since the Ministers did in fact make themselves familiar with the others' functions and duties, and had no difficulty whatsoever in stepping into one another's shoes. Besides there was the overall feature that the three were bound together by ties of intimate friendship and on the part of Macdonald and Power particularly had such admiration and respect for Col. Ralston that they had no difficulty whatsoever in granting him the primacy over both, and by consent if not law he was looked upon by all as the senior Minister.

(H.Q.C. 1453-21-5, vol 3:
Power to Stacey, 1 Apr 53)

11. On 11 Apr 40, appointment of a third Associate Acting Deputy Minister was authorized (P.C. 1426 of 1940). In October of the same year Maj-Gen LaFlèche, who had been Deputy Minister of National Defence (para 4 above), became an Associate Deputy Minister in the Department of National War Services (P.C. 127/5724, 17 Oct 40). Thereafter, according to the record of appointments given in the Canadian Almanac for the years 1940 to 1945, the Department of National Defence functioned throughout the war without a full Deputy Minister who had responsibility for all three of the Canadian armed services. The duties of Deputy Minister were performed by three officials of equal status,

each of whom was responsible for one of the services. The appointment of these officials was successively upgraded from Associate Acting Deputy Minister, to Acting Deputy Minister and finally to Deputy Minister. During this period also, their number was increased from three to four. As a result, Canada had four Deputy Ministers of National Defence when the war ended, two of them for the Army and one each for the other two services* In effect, though not in law, there were three Departments, each with its own Deputy Minister.

12. On 13 Sep 40, P.C. 4737 authorized a reorganization of the Defence Council, along the general lines of Lt-Col Pope's recommendations (para 5 above). The heads of the four branches of the Militia staff and the Judge Advocate-General** were dropped as associate members; the Deputy Ministers for the Naval, Militia and Air Services became members. The Minister was named as chairman; the Associate Minister, the Minister of National Defence for Naval Services and the Minister of National Defence for Air were appointed vice-chairmen. Thus reorganized, the Council became a most useful instrument for co-ordinating the activities of the three services (H.Q.C. 1453-21-5, vol 3: Power to Stacey, 1 Apr 53).

13. These changes resulted from discussions between the C.G.S. and the Minister of National Defence, during which Maj-Gen Crerar presented Lt-Col Pope's memorandum on the higher organization of the Department (para 5 above) to Mr Ralston for his consideration. In the accompanying memorandum, the C.G.S. made the following remarks.

*The foregoing account has been approved by Mr. J.A. Sharpe, who held the appointment of Assistant Deputy Minister of National Defence for Air in 1944.

(H.Q.C. 1453-1-3, vol 3: Sharpe to D Hist, 19 Aug 53)

**The dropping of this official as an associate member of the Defence Council occasioned some discussion, during which the C.G.S. (then Maj-Gen H.D.G. Crerar, D.S.O.) made a useful statement of the functions of the Council.

Putting aside any personal feelings I may have, I am strongly of the opinion that in the matter of defence policy, in its broadest aspects, the Judge-Advocate-General has no fundamental part to play. The Chiefs of Staff of the three Services are, by regulation, those charged with individual and collective responsibility for advice to the Minister and Cabinet on military policies. They are also charged with the co-ordination of higher staff duties within their respective Services. While it would be a matter of common sense to obtain the advice of the legal expert of the Department on matters where this aspect was of importance, the issues requiring decision by the Minister, or Ministers, at meetings with the three Chiefs of Staff are more importantly concerned with the fundamentals of national policy and strategy than they are with the legalities of the situation.

((H.S.) 112.1009 (D21): Crerar to Ralston, 27 Aug 40)

I would call particularly to your attention the remarks concerning the Defence Council.... I should add that I am personally opposed to the Deputy Minister being the Vice President of Defence Council in whatever form that Council may appear. My reason for this is entirely due to the view that only a Member of the Cabinet can take the place of the Minister in the deliberations of this body and consequently if the Minister is unable to attend, either the meeting should be deferred or the Member of the Cabinet who is acting for the Minister of National Defence should occupy his place. On the other hand, I am all in favour of having the Deputy Minister a member of this small Defence Council*

((H.S.) 112.1009 (D21): Crerar to Ralston, 27 Jul 40)

14. Reorganization of the Defence Council created a requirement for some sort of group which could advise the Minister on all aspects of matters which were of interest exclusively to the Army. Such a body was formed on 16 Sep 40; it was called the Army Committee ((H.S.) 112.3S2009 (D16): M.N.D. to C.G.S., 16 Sep 40). The Committee consisted of the Minister or Acting Minister of National Defence as Chairman and the C.G.S., the A.G., the Q.M.G., the M.G.O. and the Associate Acting Deputy Minister of National Defence (Militia Service) as members (*ibid*). On 18 Oct 40, as a result of a suggestion of the C.G.S., the committee was renamed the Army Council (*ibid*: C.G.S. to M.N.D., 17 Oct 40; Minute of Approval of M.N.D., 18 Oct 40). Two other bodies, the Air Council and the Naval Board, were set up to perform functions similar to those of the Army Council for the R.C.A.F. and the R.C.N. respectively (P.C. 2665 of 1940; P.C. 485 of 1942).

15. As Canada's military activity expanded during the war, the Chiefs of Staff Committee became the focal point of a complex of committees, some of them sub-committees and others independent but related committees. Both groups carried out the detailed examination of special aspects of large questions which were under study by the Chiefs of Staff Committee. The principal bodies involved in this work were:

The Joint Planning Sub-Committee
The Joint Intelligence Committee
The Joint Communications Committee
The Joint Service Committee - Pacific Coast
The Joint Service Committee - Atlantic Coast
The Deputy Ministers Committee
The Personnel Members Committee.

((H.S.) 322.019 (D43))

16. On higher levels of government, an important reorganization took place. **This was** described to the House of Commons by the Prime Minister, Mr. W.L. Mackenzie King, on 8 Jul 40 (House of Commons Debates, 8 Jul 40, pp 1396 to 1403). While detailed description of these changes

*This view of the function of the Deputy Minister is also reflected in Lt-Col Pope's paper (footnote to para 4 above), which develops in some detail the ideas briefly stated in this quotation.

is beyond the scope of this Report, it is worth noting that they appear to have been built on the framework established as a result of Lt-Col Pope's paper (para 5 above).

17. These changes in the higher organization of the Department, as far as they affected the Army, are shown in diagrammatic form in Appendices "A" and "B". Although the actual procedures followed in higher direction of the Department varied continuously throughout the war years, there do not appear to have been any further changes made in the formal organization at this level. As a result, the pattern shown in Appendix "B" may be taken to represent the organization ostensibly maintained in the higher levels of of the Department throughout the remainder of the war years.

Organization of the Branches of the Militia Staff, 1939

18. Immediately prior to the outbreak of the Second World War, the staff of the Militia Service in National Defence Headquarters was small. In general outline, its organization resembled that of the War Office, the lesser scale of military activity in Canada being reflected in the combination, in one directorate, of the functions of several War Office directorates. As a result of this arrangement, the Militia Service directorates or bodies of directorate status in N.D.H.Q. totalled only 14. The staff was divided into four Branches — the Branch of the General Staff and the Branches of the Adjutant-General, Quartermaster-General and Master-General of the Ordnance. The duties of the heads of each Branch were prescribed by the Minister (K.R. (Can), 1939, para 11 and Appx VI). The Chief of the General Staff held the senior military appointment at N.D.H.Q., and was responsible for co-ordinating the military duties performed by the heads of the other three branches (ibid). The Master-General of the Ordnance was responsible, among other things, for the administration of certain manufacturing establishments (ibid). Detail of the organization of the Branches is shown in the chart attached as Appendix "A".

19. The strength of the staff of the Militia Service in N.D.H.Q. at the end of August 1939 is shown in the table below. The figures given do not include personnel posted to (and on duty with) the various corps units in Ottawa, for these individuals were employed at corps duties, and cannot be properly considered part of the militia staff as such. Civilians are also omitted, since an unknown — but probably large — part of the number of civilians shown as employed in Ottawa in the Department's annual report for 1940 were working at the ordnance depot or at similar corps employment, and not on the staff of the Militia Service at N.D.H.Q.

MILITARY PERSONNEL AT N.D.H.Q. (ARMY) 31 AUG 39

<u>Location</u>	<u>Major-Generals</u>	<u>Brigadiers</u>	<u>All Officers</u>	<u>Other Ranks</u>	<u>Total</u>
Minister's Office	1	—	2	4	6
D.M.'s Office	—	—	4	12	16
G.S. Branch	1	—	25	48	73
A.G. Branch	1	—	25	74	99
Q.M.G. Branch	1	1	8	40	48
M.G.O. Branch	1	—	18	30	48
	5	1	82	208	290

((H.S.) 133.065 (D383): Strength Returns, N.D.H.Q., 31 Aug 39)

Growth of the Branches of the Army Staff in Two Years of War

20. By the end of 1941, as is shown in the chart at Appendix "B", the branches of the Army staff had expanded, the number of directorates and groups of directorate status totalling 29. In the General Staff, the Directorate of Military Training and Staff Duties had divided into two directorates — the Directorate of Military Training and the Directorate of Staff Duties. The Directorate of Signals had disappeared, but it was to be revived in the organization of 1945 (Appx "C").

21. In the Branch of the Adjutant-General, the directorates had been divided into two groups, each under a Deputy Adjutant-General. In the first group were the Directorates of Mobilization and Recruiting, of Personnel Selection and of Personal Services; the old Directorate of Organization and Personal Services had disappeared. In addition, there was the Directorate of Pay Services and the Records Office. One new body of directorate status had been added in the form of the Regimental Funds Board and Branch Financial Examiner.

22. With the exception of the Directorate of Medical Services, the directorates in the second group were all new. They included, in addition to Directorates of Organization and Administration, of Auxiliary Services and of Dental Services, central organizations for the control and administration of the Provost Corps, the Veterans Guard, the Chaplain Services and the Women's Army Corps.

23. Except for the disappearance of the Officer Administering Canadian Army Veterinary Corps, the directorates of the Branch of the Quartermaster-General had not changed, but the organization of the Branch of the Master-General of the Ordnance had been radically altered. As in the case of the Branch of the Adjutant-General, the directorates were divided into two groups, one under a Deputy and the other under an Assistant-Deputy Master-General of the Ordnance. In the first group were the Directorates of Technical Research, of Mechanization, of Mechanical Maintenance and of Ordnance Services (TechnicalStores); the former Directorate of Mechanization and Artillery had disappeared. The second group contained the Directorates of Ordnance Services (General Stores) and of Ordnance Services (Administration), as well as the offices of the Inspector of Ordnance Services and of the Chairman of the Army Salvage Board.

24. The strength of the Army staff at the end of December 1941 is shown in the table below. It should be noted that the figures given represent minimums, for a large and increasing number of civilians had come to be employed in the Army staff. However no record of their number can be located for inclusion in the table. As in the case of the table showing the strength for August 1939 (para 19 above), military personnel on corps duty are not included.

MILITARY PERSONNEL AT N.D.H.Q. (ARMY) DECEMBER 1941

<u>Location</u>	<u>Major- Generals or above</u>	<u>Brigadiers</u>	<u>All Officers</u>	<u>Other Ranks</u>	<u>Total</u>
Minister's Office	-	-	2	12	14
D.M.'s Office	-	1	13	4	17
G.S. Branch	2	1	93	125	218
A.G. Branch	1	3	167	371	538
Q.M.G. Branch	1	1	42	99	141
M.G.O. Branch	-*	-*	109**	157**	266
Totals	4	6	426	768	1194

((H.S.) 133.065 (D384), "Weekly Str Returns, N.D.H.Q.", 27 Dec 41)

Growth of the Army Staff to March 1945

25. When the war started, the branches of the Militia Staff in National Defence Headquarters were not organized as units of the Canadian Militia. Officers were appointed to vacancies shown on approved organizational charts of each branch, and men were carried on the strength of corps units. As early as 27 Sep 39, an attempt was made to compile Home War Establishments for each directorate (H.Q.S. 8139, "Home War Establishments, N.D.H.Q.": A.G. to C.G.S., Q.M.G. and M.G.O., 27 Sep 39), but this effort was not carried through to a successful conclusion. Branches continued to operate on charts, amendments being made by ministerial approval as expansion continued. This procedure created problems of administration and control which led to a revival of interest in the idea of forming the branches as units of the Army, complete with Home War Establishments. The first unit to be formed was the General Staff Branch, N.D.H.Q., which was organized on Cdn V/305/1 under authority of P.C. 69/1185 of 24 Feb 44 (H.Q.S. 70-5-305, vol 1: P.C. 69/1185, 24 Feb 44 and Cdn V/305/1 effective 1 Nov 43). In August 1944, this establishment was replaced by Cdn V/305/2, effective 1 May 44 (*ibid*, vol 2: S.D. 2 Letter No 375, 21 Aug 44 and Cdn V/305/2, effective 1 May 44). On 19 Feb 45, the Minister approved an interim establishment for the Branch of the Adjutant-General, Cdn V/305/B/Interim, effective 7 Feb 45 (H.Q.C. 70-5-305-B, vol 1: Acting A.G. to M.N.D., 15 Feb 45; Minister's Minute of Approval, 19 Feb 45; Cdn V/305/B/Interim, effective 7 Feb 45). P.C. 70/2662 of 17 Apr 45 approved an establishment for the Branch of the Quartermaster-General, Cdn V/305/D/1, effective 12 Jul 44 (H.Q.C.

*Mr. Victor Sifton was M.G.O. and Mr. J.V. Young D.M.G.O. at this time ((H.S.) 115.1013 (D1), "History of M.G.O. Branch, 1939-45": List of senior appointments in M.G.O. Branch at last four pages of the book).

**Does not include personnel employed in the Inspection Board of the United Kingdom and Canada, and the Arsenal Division and the Army Engineering Design and Automotive Production Branches of the Department of Munitions and Supply.

70-5-305 D, vol 2: S.D. 2 Letter No. (illegible), 27 Apr 45; P.C. 70/2662, 17 Apr 45; Cdn V/305 D/1, effective 12 Jul 44). The Branch of the Master-General of the Ordnance was formed as a unit of the Canadian Army on Cdn V/305 E/1, effective 1 Mar 45 by authority of P.C. 51/2969 of 25 Apr 45 (H.Q.C. 70-5-305-E, vol 1 D.D.: P.C. 51/2969, 25 Apr 45; Cdn V/305 E/1; G.O. 163/45). The number of directorates and bodies of directorate status, in this organization, totalled 61. This figure would appear to represent the maximum expansion of Army directorates in N.D.H.Q. during the war, since a comprehensive sampling of the organization shown in weekly strength returns, in the various organization charts in the files and in the directorate War Diaries does not disclose a greater number of directorates in any branch at any previous period.

26. The strengths provided in these establishments, both in military and civilian personnel, are shown in the table below.

ESTABLISHMENT STRENGTHS
OF
THE ARMY STAFF, N.D.H.Q.

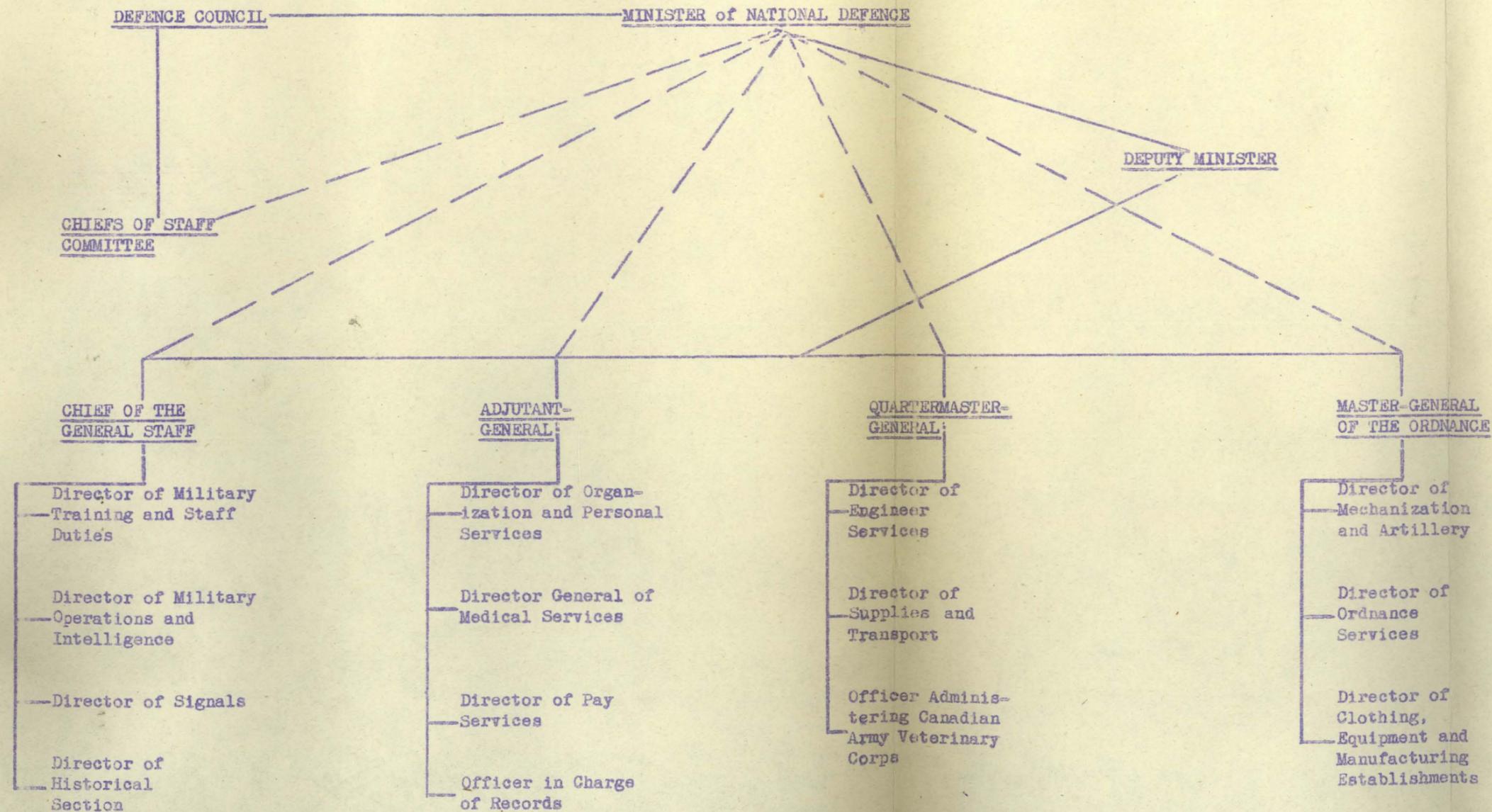
<u>Branch</u>	<u>Major- Generals or above</u>	<u>Brigadiers</u>	<u>All Officers</u>	<u>Other Ranks</u>	<u>Total</u>
G.S.	2	2	279	444	723
A.G.	2	9	649	2908	3557
Q.M.G.	1	3	176	413	589
M.G.O.	1	3	438	949	1387
Totals	6	17	1542	4714	6256

(Cdn V/305/2; Cdn V/305 B/Interim;
Cdn V/305 D/1; Cdn V/305 E/1)

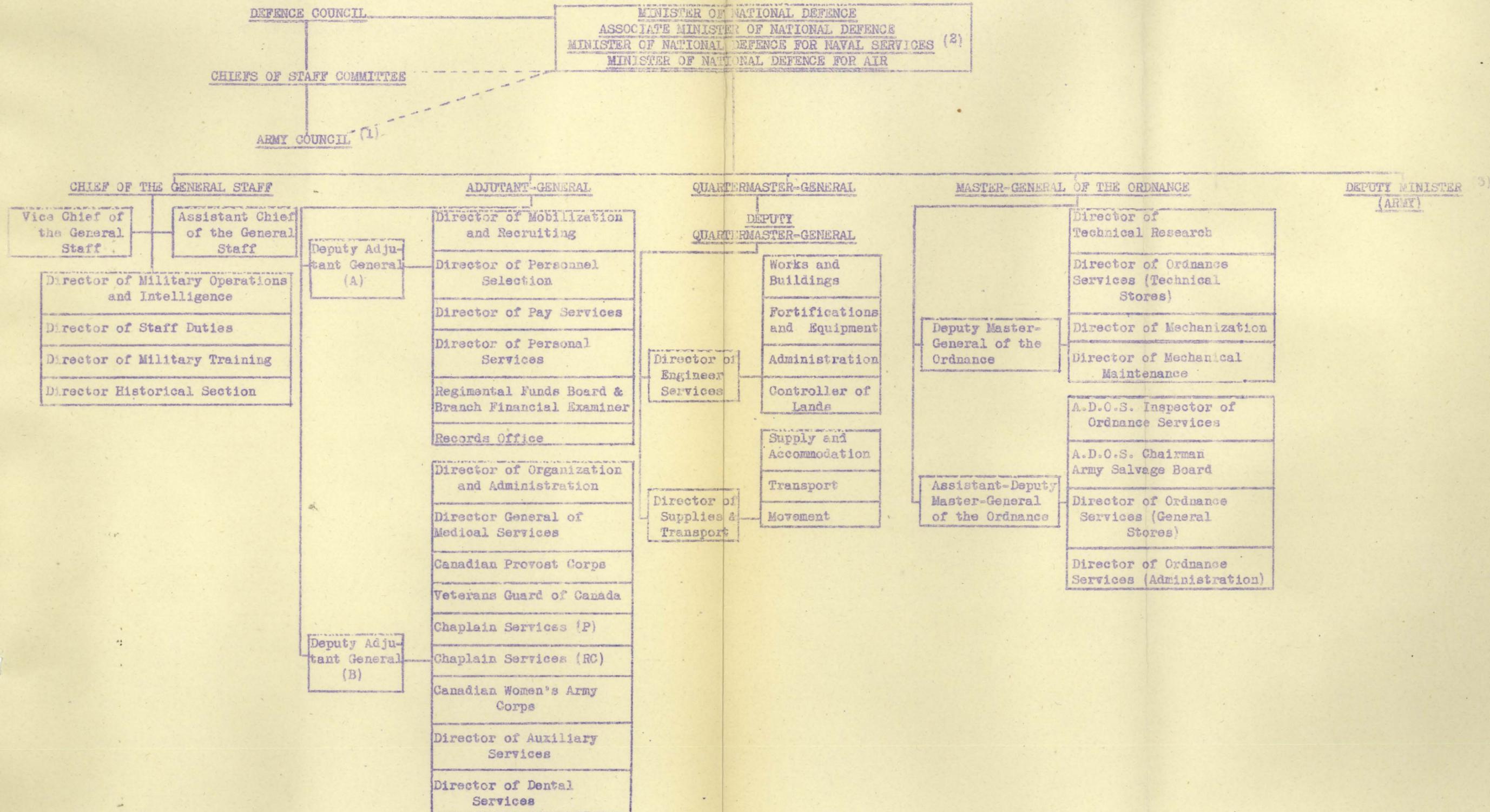
27. This Report was prepared by Major H.W. Thomas. It replaces a previous Report drafted by Capt J.R. Madden.

H. W. Thomas Maj
for (C.P. Stacey) Colonel,
Director Historical Section.

HIGHER ORGANIZATION
DEPARTMENT OF NATIONAL DEFENCE
AND
BRANCHES OF THE MILITIA STAFF
NATIONAL DEFENCE HEADQUARTERS
SEPTEMBER 1939



DEPARTMENT OF NATIONAL DEFENCE (ARMY)
AND
BRANCHES OF THE ARMY STAFF (4)
NATIONAL DEFENCE HEADQUARTERS
DECEMBER 1941



NOTES

(1) The Air Council and the Naval Board (referred to in para 14 of this Report) are not shown in this chart, as their work did not affect the Army.

(2) All the additional ministers whose appointment was authorized by the amendment of 12 Jul 40 to the Department of National Defence Act (paras 8 & 9 of this Report refer) are shown, since any one might deal with Army matters (para 10 of this Report refers).

(3) The remaining additional deputy ministers (para 11 of this Report refers) are not shown, since they did not deal with Army business. The position of the Deputy Minister (Army) in the chart is the same as that shown in a report prepared for (and studied by) the Minister (H.Q.C. 710-52-0-1, vol 1: C.G.S. to M.N.D., 22 Dec 41, Chart 3).

(4) The organization shown for the branches of the Army Staff is based on a report prepared for the Minister at the direction of the C.G.S. (H.Q.C. 710-52-0-1, vol 1: C.G.S. to M.N.D., 22 Dec 41, Charts 4, 5 and 6).

NATIONAL DEFENCE HEADQUARTERS

General Staff Branch
(effective 1 May 44)

Chief of the General Staff
(CGS)

Vice Chief of the General Staff
(VCGS)

Director General of Anti-Aircraft
(DGAA)

Director General Reserve Army
(DGRA)

Army Library

Deputy Director General Reserve Army
(DDGRA)

D Army Cadets

Deputy Chief of the General Staff
(DCGS(A))

Deputy Chief of the General Staff
(DCGS(B))

Deputy Chief of the General Staff
(DCGS(C))

Director of Military Operations and Planning
(DMO & P)

Director of Staff Duties
(DSD)

Director of Military Training
(DMT)

Director of Trades Training
(DTT)

Director of Military Intelligence
(DMI)

Director of Staff Duties (Weapons)
(DSD(W))

Director of Signals
(D SIGS)

Director of Operational Research
(D Op Research)

Director of Historical Section
(DHS)

NATIONAL DEFENCE HEADQUARTERS

BRANCH OF THE ADJUTANT GENERAL
(effective 7 Feb 45)

