

Chapter Three

The Order Comes to Life: Appointments,
Refinements and Change

*His Excellency has asked me to write to inform you that,
with the approval of The Queen, Sovereign of the Order,
he has appointed you a Member.*

Esmond Butler, Secretary General of the Order of Military Merit
to Corporal R. L. Mailloux, 13 December 1972

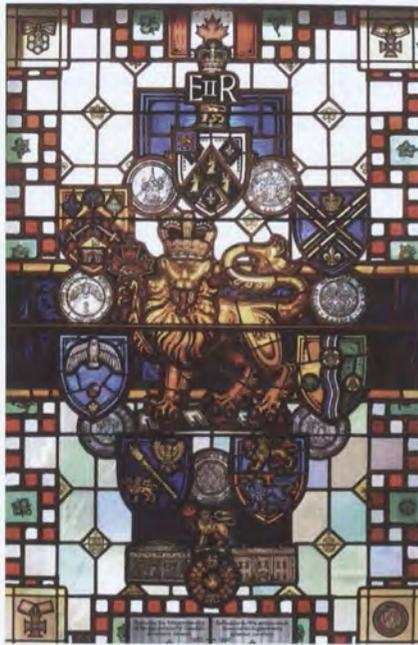
Unlike the Order of Canada, which underwent a significant structural change five years after being established, the changes made to the Order of Military Merit since 1972 have been largely administrative. Following the Order of Canada structure and general ethos has served the Order of Military Merit well. Other developments, such as the change in insignia worn on undress ribbons, the adoption of a motto for the Order and the creation of the Order of Military Merit paperweight, are examined in Chapter Four.

With the ink on the Letters Patent and Constitution of the Order dry, The Queen and Prime Minister having signed in the appropriate places, and the Great Seal affixed thereunto, the Order had come into being, but not to life. In the beginning, the Order consisted of the Sovereign and two members: the Governor General as Chancellor and a Commander of the Order, and the Chief of the Defence Staff as Principal Commander and a similarly newly minted Commander of the Order. The first act of Governor General Roland Michener as Chancellor of the Order was to appoint his Secretary, Esmond Butler, to serve “as a member of the Advisory Committee of the Order.”¹²⁷ Butler would continue to play a significant role in the early development of the Order, along with future Chief of the Defence Staff General Jacques A. Dextraze and the Director of Ceremonial, Lieutenant-Colonel N. A. Buckingham (Retired).



The Right Honourable Daniel Roland Michener, PC, CC, CMM, OOnt, CD, QC

On 31 May 1972, Prime Minister Pierre Trudeau announced the restructuring of the Order of Canada into three levels and the establishment of the “family of Canadian honours” which included the Order of Military Merit and the Decorations for Bravery. With the new honours announcement, a 23-page Canadian Forces General Message (CANFORGEN) was sent out on 31 May 1972 to all members of the CF notifying them of the new Order and eligibility requirements. The notice called for nominations to be received by 16 June 1972, and explained that appointments as Commander were to be made “for outstanding meritorious service in duties of great responsibility”; Officer “for outstanding meritorious service in duties of responsibility”; and Member “for exceptional service or performance of duty.” Detailed instructions



The Vice-regal stained glass window unveiled by The Queen at Rideau Hall in 1992 to mark the 40th anniversary of the appointment of Canadian Governors General. The window incorporates a representation of a Commander's insignia of the Order of Military Merit (upper right) to highlight the role of the Governor General as Chancellor and Commander of the Order



General Frederick
Ralph Sharp, CMM,
DFC, CD

were outlined, noting that recommendations could be made at any level, but had to be staffed through normal command channels; that it was not necessary to suggest the specific level of appointment; and that additional details would be included in an imminent Canadian Forces Administrative Order (CFAO). Commanders throughout the CF began to staff nominations to the Director of Ceremonial and the process of populating the new Order began.

On 14 June 1972, Butler met with Chief of the Defence Staff General Frederick Sharp to review some of the operational aspects of the new Order.¹²⁸ It was agreed that, in addition to the Advisory Committee, a Selection Committee would also be required to examine nominations in advance of their consideration by the Advisory Committee. Butler proposed that this Selection Committee be made up of the same membership as the Canadian Forces Decorations Committee chaired by the Deputy Chief of Personnel (Military) with membership including the Director General of Personnel Services, Director General Maritime Forces, Director General

Land Forces, Director General Air Forces and the Secretary to the Governor General.¹²⁹ The main purpose of this committee was to “consider all nominations for members of the Forces [...] and would forward to the Advisory Council the names of all those they felt merited consideration for appointment at any of the three levels.”¹³⁰ Butler outlined the membership of the Advisory Committee as the Chief of the Defence Staff, Vice Chief of the Defence Staff, Branch Chiefs and the Secretary to the Governor General. The duty of the Advisory Committee was to “Consider all nominations, filling the quota allowed at each level for recommendation to the Minister and the Chancellor.”¹³¹

The Governor General and Butler met with Edgar Benson, the Minister of National Defence, and General Sharp on 20 July 1972 at Rideau Hall to discuss the finer details related to the implementation of the new Order over lunch.

Doubling Annual Appointments

The first amendment to the Constitution of the Order came only a few short months after its establishment. The original Constitution allowed for a maximum number of appointments representing one-tenth of one percent of the average number of members of the Canadian Forces in the preceding year. This was problematic in light of the recognition backlog as a result of the absence of any honours for merit being awarded to members of the Canadian Forces—aside from three appointments to the Order of the British Empire—since the end of the Korean War.

The Minister of National Defence and Chief of the Defence Staff were both concerned about the pressure that would be placed on the Advisory Committee of the Order in that “it has not been possible to recognize outstanding military merit by the award of decorations for some years.”¹³² Benson proposed that the Governor General amend the Constitution of the Order to allow for doubling the annual quota from one-tenth of one percent to one-fifth of one percent, reducing the ratio of recognition amongst members of the CF from one in every thousand to one in every five hundred. The Governor General was quite pleased with the idea: “It seems to me a good idea to catch up on some of the backlog in this way.”¹³³ Article 9(2) was amended to allow for one-fifth of one percent of the average number of persons who were members of the CF to be appointed in the first year following the Order’s establishment.¹³⁴ Cabinet agreed to the change on 14 July 1972, and the necessary amended documents were prepared.¹³⁵ On 24 August 1972, Order-in-Council 1972-1798 was adopted and the revised Constitution was signed by Governor General Roland Michener. The doubling of the honours list for the first year was

not unique. The original Constitution of the Order of Canada permitted the same doubling up during the first year of the Order's operation to assist in mitigating the longstanding honours backlog with civilian recognition.¹³⁶

The First Nominations

The first lot of nominations received by the Director of Ceremonial was somewhat disappointing in that they were not complete. The Selection Committee held its first meeting on 27 July 1972, and began considering the first nominations for the Order. The Committee consisted of Brigadier General C. H. A. Thompson, Commodore N. Cogdon, Brigadier-General A. M. Reid, Colonel W. J. Buzza and Esmond Butler; Lieutenant-Colonel N. A. Buckingham (Retired) served as Secretary of the Selection Committee.¹³⁷ It was left to the Advisory Committee to consider nominations for the Commander level. The Selection Committee first devised a point system to rank each nominee from 1 to 10, the higher number representing a greater degree of achievement and meritorious service.

Most nominations did not contain enough information to judge whether or not the nominee had rendered services of merit sufficient enough to warrant appointment, others were incomplete, and some Commands failed to submit the appropriate number of nominations for consideration. This greatly annoyed General Sharp, who noted that "in the 20 years or so during which we have not been permitted to award medals for merit, we in the Canadian Forces have lost sight of some of the refinements required in selecting and recommending the most deserving servicemen for signal recognition."¹³⁸ Sharp went on to instruct his Commanders that the overriding criterion is merit "outstanding in his rank, field and occupation [...] to appear outstanding to his fellow servicemen."¹³⁹ Having been recognized for gallantry during the Second World War with the Distinguished Flying Cross, Sharp was well-positioned to explain that the Order would only be meaningful to the public and members of the CF if appointments were representative of the entire CF and not limited to a specific environment, command, linguistic group, occupation or rank. Additional nominations were to be submitted by 9 October 1972. The original plan to release the inaugural Order of Military Merit honours list on 1 July 1972 was abandoned, in part on account of the need for higher quality nominations and the fact that the new Honours Secretariat at Government House was almost entirely focused on putting together the first Decorations for Bravery honours list. Thus a prudent delay was imposed, with the inaugural list pushed back to Christmas 1972.

The first meeting of the Advisory Committee of the Order took place on 28 July 1972 at 1600 hrs in the Chief of the Defence Staff's Conference Room at National Defence Headquarters in Ottawa. General Frederick Sharp assumed the chair with Esmond Butler, Secretary General of the Order serving as the Governor General's representative; Vice-Admiral H. A. Porter, Lieutenant-General A. C. Hull and Vice-Admiral D. A. Collins made up the remainder of the committee, and Lieutenant-Colonel N. A. Buckingham (Retired), Director of Ceremonial for the Department of National Defence, served as Secretary of the Committee. One member, Lieutenant-General Jacques A. Dextraze, was absent from the meeting.¹⁴⁰ While the committee reviewed the minutes of the Selection Committee, the latter being a lower advisory body that was to serve as the vetting room for the initial deluge of nominations, a number of key decisions were taken that continue to play a role in the Order today.

The Advisory Committee set out the following general guidelines for its internal use:

- a) there would be no rigid rule afforded to freeze the distribution of the three levels of the Order amongst members of the Forces by rank, but in normal circumstances the following guidelines would apply:
 - (1) Commanders of the Order would be appointed from selected General Officers;
 - (2) Officers of the Order would be appointed from selected Captains to Colonels, inclusive;
 - (3) Members of the Order would be appointed from selected Lieutenants to Privates, inclusive; and
- b) Honours Lists: after the initial list has been published subsequent lists would be published in conjunction with the announcements of the Order of Canada, as combined semi-annual Canadian honours lists;
- c) Representational Cross Section: semi-annual lists should be balanced and representative of the Forces as a whole in terms of Commands, Environments, linguistic groups and occupations. The Selection Committee should concern itself primarily with merit and attempt to strike a balance between the aforementioned groups. Nonetheless, commanders should be made aware of the requirement to produce a balanced list of candidates and direction concerning type of submissions which are to be expected should be provided along with guidelines as to the information to be included in citations; and

- d) Commands and Quotas: the problem of unequal representation and lack of response from some Commands was noted. This aspect of the problem will be solved by giving Commanders an indication of the approximate number of submissions which would be entertained from their Commands. Commands will be required to submit to the Selection Committee a total number of recommendations representing double the possible quota which their strength could entitle them. In this way the Selection Committee will be in a position to exercise its discretion in ensuring that the number of awards is representative of the total personnel in the various groupings.

The Selection Committee having vetted the second grouping of nominations, the Advisory Committee held its second meeting on 24 October 1972. A protracted discussion about merit being “the overriding criterion in the selection of nominees”¹⁴¹ took place. Gradually the nomination list was pared down and agreed upon. The first list was sent to the Governor General by the Acting Minister of National Defence, C. M. Drury, on 8 November 1972.¹⁴² Drury was himself a retired Brigadier who had been awarded the Distinguished Service Order for gallantry and made a Commander of the Order of the British Empire for service in the Second World War.

After Sir Martin Charteris, The Queen’s Private Secretary, sent a letter confirming Her Majesty’s approval to the first Order of Military Merit honours list, the Governor General signed the instrument of appointment on 13 December 1972 and the appointments were announced in the *Canada Gazette* simultaneous with the Christmas Order of Canada honours list on 23 December 1972.¹⁴³ Five Commanders, 22 Officers and 66 Members were appointed. With this, the first list of non-*ex-officio* appointments were made to the Order and a new society of honour sprung into life at last. Each newly appointed member of the Order was mailed a letter from the Secretary General of the Order on 13 December 1972, the day the Governor General signed the instrument of appointment for the first Order of Military Merit honours list:

As you are perhaps aware, the Order of Military Merit came into being on July 1st of this year. The Order was established to recognize outstanding merit, achievement and service in the Armed Forces, including the Reserves, and has three grades: Commander, Officer and Member.

The Advisory Council, made up of members of the Armed Forces and a representative of the Governor General, review nominations and submit names through the Chief of the Defence Staff to the Minister of National Defence who recommends appointments to the Governor General.


GOVERNMENT HOUSE
OTTAWA

HONOURS SECRETARIAT

The Governor General the Right Honourable Roland Michener, Chancellor and Commander of the Order of Military Merit, on the recommendation of the Minister of National Defence and with the approval of Her Majesty, The Queen of Canada, Sovereign of the Order, hereby appoints:

Le Gouverneur général, le très honorable Roland Michener, Chancelier et Commandeur de l'Ordre du Mérite Militaire, en accord avec les recommandations du Ministre de la Défense Nationale et avec l'approbation de sa Majesté la Reine du Canada, par les présentes nomme:

to be Commanders of the Order of Military Merit
Commandeurs de l'Ordre du Mérite Militaire

Lieutenant-General Michael Reginald Dare, DSO, CD
Lieutenant-général Gilles Antoine Turcotte, CD
Rear-Admiral John Alexander Charles, CD
Major-General William Arnold Howard, CD
Major-General Norman Lawrence Magnusson, DFC, CD

to be Officers of the Order of Military Merit
Officiers de l'Ordre du Mérite Militaire

Colonel James Andrew Fulton, CD
Colonel Gérard Charles Edouard Thériault, CD
Lieutenant-Colonel Borden Ross Campbell, CD
Lieutenant-Colonel Richard Gerald Arthur Clare, CD
Lieutenant-Colonel Colin Macdonald Curleigh, CD
Lieutenant-colonel Joseph Ernest John Albert Lavis, CD
Major Donald Batesman Hope, CD
Major Archibald Fraser Leith, CD
Major Paul Frederick Hope, CD
Major Thomas Stephen Martin, CD
Major Joseph Alfred Jean Spénard, CD
Captain Lawrence Campbell Bowen
Capitaine Joseph Jean Armand Marcel Brière, CD
Captain William Thomas Floyd, CD

- 3 -

..2
...er Robert Donald George Simpson, CD
...er Kenneth Alexander Smith, CD
Sergeant Joseph Marcel Jean Pierre Blanchet
Sergeant Kenneth George Bradley, CD
Sergeant Patrick Charles Condon
Sergeant Joseph Elroi Daigle, CD
Sergeant Anthony John Dungeale, CD
Sergeant Philip David Foley, CD
Sergeant Ross Ronald Grant, CD
Sergeant Donald Robert Hogg, CD
Sergeant Edward Kenneth Koenig, CD
Sergeant Arnold Siméon Leblanc, CD
Sergeant Joseph Armand Ovide Antoine Martel, CD
Sergeant Joseph Edmond Jean Yves Michaud, CD
Sergeant James Neilson, CD
Sergeant Daniel Norggaard, CD
Sergeant Wilfred Roger Riendeau, CD
Sergeant Donald Wesley Smith, CD
Master Corporal William Joseph King, CD
Master Corporal Lloyd Douglas Lockhard, CD
Master Corporal Ronald Albert Peckatt
Master Corporal Gerald Richard Scorgie, CD
Master Corporal Robert Sidney Shaw
Master Corporal Noel Alfred Sheppard, CD
Master Corporal James Harry Stover
Corporal Roland George Gallacott, CD
Corporal Douglas Givener, CD
Corporal Dave Arnold Claxton
Corporal Reginald Lloyd Mailleux
Corporal William Ernest Somers, CD
Soldat Raymond Lucien Bernier
Private William Leon Elliott

Dated the 13th day of December, 1972
Le 13 décembre 1972

Roland Michener

The first and last pages
of the first instrument of
appointment for the Order
bearing the signature of the
Chancellor and the Seal of
the Order

His Excellency has asked me to write to inform you that, with the approval of The Queen, Sovereign of the Order, he has appointed you a Member. Your appointment will be published in the Canada Gazette dated Saturday, December 23rd, 1972.

Plans are being made for an Investiture early in the New Year, at which time it is hoped that you will be present to receive your insignia. In the meantime you are entitled to use the initials MMM after your name.

The Governor General has asked me to extend to you his warmest congratulations on your appointment to the Order of Military Merit, to which I add my own.

Yours sincerely,

Esmond Butler

Secretary General, Order of Military Merit



The medals of Lieutenant-General Gilles Antoine Turcot, CM, CMM, CD, one of the Commanders appointed on the very first list. He had seen service in Italy and north-west Europe during the Second World War and later in Indo-China. He was made a Member of the Order of Canada in 2001

Eligibility

Unlike the Order of Canada, not every Canadian citizen is eligible for appointment to the Order of Military Merit, the overriding criteria to be considered for membership in the Order being service as a member of the Canadian Forces. This would seem to be an obvious requirement; however, early in the Order's history, consideration was given to broadening it to include members of the Royal Canadian Mounted Police. On a number of occasions, members of the RCMP had been appointed to the military division of the Order of the Bath and Order of the British Empire, notably Commissioner Sir James Howden MacBrien, who was made a Knight Commander of the Order of the Bath in 1934.¹⁴⁴ It would not be until 2000 that the RCMP and other police services would become eligible for an honour akin to the Order of Military Merit, when The Queen established the Order of Merit of the Police Forces, which is entirely modeled on the Order of Military Merit.

Membership in the Canadian Forces is divided into several different service types: the Regular Force, Primary Reserve, Cadet Organization Administration and Training System (COATS, formerly known as the Cadet Instructor Cadre or CIC), Canadian Rangers and Supplementary Reserve.¹⁴⁵ This last classification includes retired members of the Regular and Reserve components of the CF, as well as those holding honorary appointments, such as Honorary Colonels, Honorary Lieutenant-Colonels and Honorary Captains(N) who are "civilians carried for administrative purposes only on the Supplementary List."¹⁴⁶

Members of the Regular Force, the Primary Reserve, the COATS and the Canadian Rangers are eligible for appointment, while those on the Supplementary Reserve are not. The annual number of appointments to the Order was initially calculated using the number of persons serving in the Regular Force and Primary Reserve alone, but since 2005, the numbers for the COATS and Rangers have been added to the calculation. This has resulted in an immediate increase of the annual number of appointments by 13.

Holders of honorary colonelcies had been eligible for various Canadian long service medals dating back to Victorian times. Long-serving Honorary Colonels received the Volunteer Decoration (VD), the Efficiency Decoration (ED) and later the Canadian Forces' Decoration (CD) if they served the required period of time. The award of military honours for distinguished or meritorious service had never been part of the Canadian tradition for honorary appointments, and this has continued with the Order of Military Merit.



The Volunteer
Officers' Decoration



The Efficiency
Decoration



The Canadian Forces'
Decoration

Periodically, nominations for Honorary Colonels and Honorary Lieutenant-Colonels have come to the Advisory Committee of the Order. There has been a consistent refusal to consider holders of honorary appointments for appointment to the Order. This is based on the view that holding an honorary appointment in the Canadian Forces is in and of itself an honour, and being permitted to wear the same uniform and help promote the CF is sufficient recognition. Holders of honorary appointments are eligible to earn the Canadian Forces' Decoration if they serve 12 years in the CF, and there has always been a latent fear that if the Order of Military Merit was expanded to those holding honorary appointments, there would be pressure to recognize people who, outside of the military field, are highly influential.

Moreover, since the early 2000s the Meritorious Service Cross and the Meritorious Service Medal—established in 1984 and 1991, respectively, and both intended to recognize short-term merit—as well as the various Commendations, have been used effectively to recognize holders of honorary appointments for their outstanding meritorious service in their honorary capacity, while preserving the ORMM as the



The Meritorious Service Cross
(Military Division)



The Meritorious Service
Medal (Military Division)



General Gérard Charles
Édouard Thériault,
CMM, CD

exclusive privilege of those actively serving in the CF.¹⁴⁷ General G. C. E. Thériault put the matter to rest in 1985: “It has been clarified beyond a doubt [...] that persons holding honorary appointments are not, in that capacity, eligible for admission to the Order of Military Merit.”¹⁴⁸ Thériault also noted that making holders of honorary appointments eligible for the Order would be a blatant backdoor move that would undermine the significance of the Order.¹⁴⁹ This policy has been consistently upheld at subsequent meetings of the Advisory Committee.

Administrative Changes

Five years after the Order was established, the Constitution was again amended to alter the percentage of appointments that could be made to each level of the Order. In 1972, the number of appointments to each of



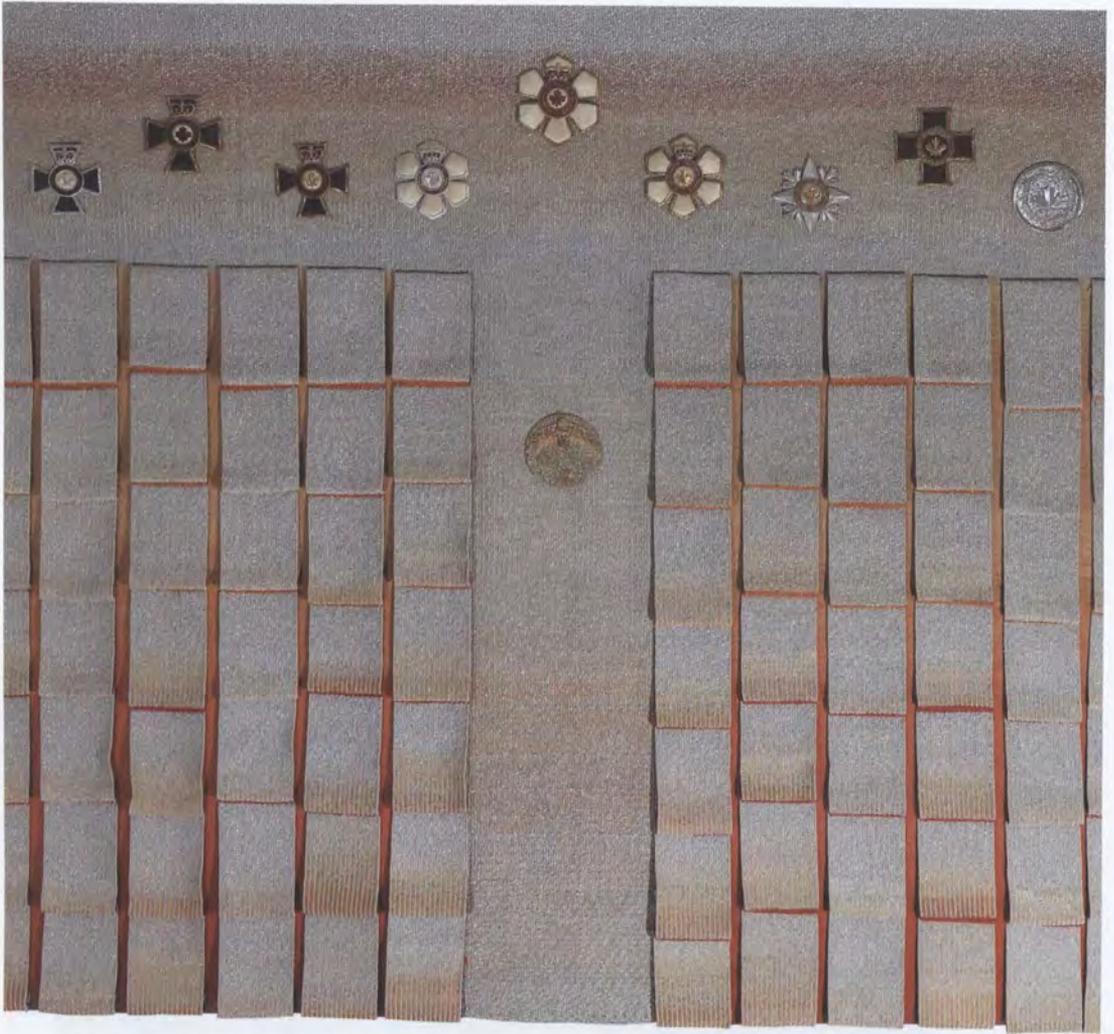
General Jacques Alfred Dextraze, CC, CMM, CBE, DSO, CD. Note the Gallantry Insignia clearly visible on his ribbon of the Order of the British Empire

the three levels, CMM, OMM and MMM, had been fixed at 5, 20 and 75 percent, respectively. There was increasing feeling in the Advisory Committee that these ratios did not “allow sufficient flexibility when selecting individuals for appointment.”¹⁵⁰ In particular, the desire was to allow for more individuals below the rank of Captain, particularly Chief Warrant Officers, to the degree of Officer.¹⁵¹ Butler suggested that percentage ranges rather than a fixed percentage be considered¹⁵² and a proposal for 5 to 7 percent of appointments to be at the Commander level, 25 to 28 percent at the Officer level and 65 to 70 percent at the Member level was developed.

General Dextraze made a formal submission to the Secretary to the Governor General proposing the change: “four years of experience in considering nominations to the Order has revealed the Constitution is too rigid in the allocation of appointments among the three degrees of membership.”¹⁵³



The medals of Chief Warrant Officer Jean Paul Côté, MMM, CD. Having seen service in the Second World War, the Korean War and in Germany, he was made a Member of the Order in 1978



The Honours Tapestry created by Micheline Beauchemin, OC, CQ, in 1977 to commemorate the 10th anniversary of the foundation of the Order of Canada also depicts the insignia of the Order of Military Merit and the Decorations for Bravery

Dextraze's main concern was the public expectation that those below the rank of Major should be admitted to or promoted in the Order at the Officer level—noting "Chief Warrant Officers do perform duties of responsibility"¹⁵⁴—but the Advisory Committee had great difficulty reconciling the appointment of Chief Warrant Officers when the number of Officer appointments was so limited. While there was some concern about the reduction in the number of appointments at the Member level, there was a general feeling that the reduction would result in more senior non-commissioned members being appointed to the Officer level of the Order.¹⁵⁵

The proposal was sent to the Working Group on Honours Policy, the interdepartmental committee created by Prime Minister Trudeau to advise on restructuring the Order of Canada, establishing the Order of Military Merit and Decorations for Bravery. The Working Group agreed with Dextraze's observations but felt that "it might be preferable to adopt a system of fixed limits,"¹⁵⁶ and proposed that the ratio be amended to 6, 30 and 64 percent for each of the three levels, respectively. The Advisory Committee met in May 1977 and agreed to this change, although some members lamented the dropping of percentage ranges.¹⁵⁷ The proposal for revising the fixed percentages was submitted to Cabinet and approved by Order-in-Council 1977-2841 on 6 October 1977, with the revised Letters Patent being signed by Governor General Jules Léger on the same day.

Method of Appointment

After the Advisory Committee of the Order has completed their list of recommendations, the Chief of the Defence Staff submits a letter to the Governor General as Chancellor of the Order. The Governor General reviews the list and then signs an instrument of appointment—a formal copy of the list sealed with the seal of the Order, which is always dated of the date the Committee met and made its decision on the list in question. Once the Governor General has signed the instrument, the appointment is deemed to have been made.¹⁵⁸ It will subsequently be published in the *Canada Gazette*, and a press release will also be issued.

The appointment process has changed slightly over the past forty years in two respects. In 1977, The Queen agreed to change the established practice related to the *Letters Patent Constituting the Office of the Governor General*. Prior to 1977, the Governor General would always submit the list of proposed appointees in advance of signing the formal instrument on behalf of The Queen. The Queen's Private Secretary would then send a message noting The Queen's concurrence with the list. While this step has been



The medals of Captain(N) John Maxwell Reid, OMM, CD. A veteran of naval convoys and operations both in the Atlantic and Pacific theatres of the Second World War, he remained in the Royal Canadian Navy after the War and specialized in anti-submarine warfare. He was appointed to Order of Military Merit in 1982

removed from the process, all appointments are made by the Governor General on behalf of The Queen through delegated authority. On an annual basis, Her Majesty is sent a complete list of all new appointments to the Order of Military Merit.

The other change came in the method of transmitting the list from the Advisory Committee of the Order to the Governor General. Up until 1991, the Chief of the Defence Staff would submit the draft list to the Minister or Associate Minister of National Defence, who would then send the list and a letter of approval to the Governor General. Given that the Canadian honours system has based much of its ethos on the principle that it must be insulated from political interference, this process was totally incongruous in the context of how all other Canadian national honours operate. There was always the potential that a Minister would alter a list or try to make recommendations. Thankfully, such involvement never occurred, not the least because the regulations directed that the Minister “shall” transmit lists to the Governor General, leaving no room for involvement; nevertheless, the practice of submitting honours recommendations through a Minister had the potential to give the appearance of political involvement. The system of having the Minister of National Defence sign off on honours lists before transmission to the Governor General was a carry-over from the period prior to the establishment of the Order

of Canada, when Canada utilized a number of British orders, decorations and medals to recognize service personnel. In this historical context, concern about ministerial involvement in the honours system was warranted given that Canada had a long history of political involvement in the creation of honours lists.¹⁵⁹ In 1990, Chief of the Defence Staff General John de Chastelain, during his first period as CDS, requested that the change be made to ensure that the Order was more insulated from partisan involvement and to further ensure the integrity of the overall system of recognition:¹⁶⁰

*I, therefore, recommend that the procedures for all military honours conform to those for all other Canadian national honours. Accordingly, I seek your concurrence to remove the described anomaly from the military honours regulations.*¹⁶¹

The Associate Minister of National Defence, Mary Collins, promptly agreed to the change.¹⁶² By 1991, the change had been made and since that time the Chief of the Defence Staff has submitted the Advisory Committee's recommendations directly to the Governor General. With ministerial approval excised from the Order's appointment process, it was on an equal footing with the Order of Canada in terms of independence from external involvement.

The Canadian Caper

Without question the most sensational appointments made to the Order to date came as a direct result of Canada's involvement in rescuing six American diplomats from Iran during the



General John Gardyne Drummond de Chastelain, OC, CMM, CD, CH



The Honourable Mary Collins, PC

Islamic Revolution, which resulted in the Shah being overthrown in February 1979. Tensions between the revolutionaries and the United States government deteriorated throughout 1979, and on 4 November 1979, members of the Islamic Revolutionary Guard seized the U.S. Embassy in Tehran, taking 52 Americans hostage. Thus began what has become known as the Iran Hostage Crisis.

Six Americans eluded capture and eventually made their way to the Canadian Embassy. For three months the American "houseguests" were sheltered by Embassy staff, notably by Patricia Taylor, wife of Ambassador Ken Taylor, and Zena Sheardown, wife of the Canadian First Secretary at the Embassy, John Sheardown. Officials at the highest level in Ottawa were involved in assisting with arrangements, and to this end two members of the Canadian Forces were dispatched to the Embassy to assist the lone military policeman onsite, Warrant Officer James Gordon Edward. The military staff posted to the Embassy grew to include Master Corporal George Edward Brian and Sergeant Joseph Gauthier. Brian, a radio operator who had served in the Korean War and a number of UN missions, was only months away from retiring from the CF when he was sent to Tehran with 24 hours' notice. A military policeman, Gauthier was sent to Iran to support Edward in securing the Embassy.

With the assistance of the Department of External Affairs and the Central Intelligence Agency, an elaborate cover story was developed to help spirit the six Americans to safety. This included the holding of a secret meeting of the House of Commons where the issuing of Canadian passports to the Americans was discussed. On 27 January 1980, the six Americans boarded a flight for Zurich; the Canadian Embassy was closed the following day, with the remaining Canadian staff departing at that time.

Following the American escape and the safe return of the Canadians, the extraordinary story of the sheltering and flight from Iran was made public. Almost immediately there were calls for public recognition of the highest level to be accorded those involved in saving the Americans. The Under-Secretary of State for External Affairs, Alan Gotlieb, was very much in favour of this and worked closely with Esmond Butler to ensure that the Advisory Council of the Order of Canada and the Advisory Committee of the Order of Military Merit were made aware of the more sensitive details related to the extremely high degree of risk that all of the Embassy staff were under throughout the three-month operation. While consideration was initially given to awarding bravery decorations for the service, as the actions of the Embassy staff had been meritorious and brought great credit to Canada on the international stage, appointment to the Order of Canada or Order of Military Merit was determined to be the most appropriate recognition.¹⁶³

Gotleib explained that “Mr. Taylor and all the others [...] well knew the very serious risk they were running in Tehran in protecting and facilitating the escape of the Americans. None hesitated to do his or her best; none asked to be relieved of his or her responsibilities.”¹⁶⁴ This was not an overstatement of the high level of risk the Embassy staff endured with full knowledge that the consequences could be disappearance or death at the hands of the Revolutionary Guard, which had little respect for the Vienna Convention that traditionally protected diplomats.¹⁶⁵ Recognition of all those involved in the escape was foremost in Gotleib’s mind.

An extraordinary meeting of the Advisory Committee of the Order was convened and an official from the Department of External Affairs briefed members on the Canadian involvement in sheltering the six U.S. diplomats.¹⁶⁶ General Withers was adamant that all of the CF personnel involved on the ground in Tehran be recognized for their service. Members of the Committee were unanimous in expressing the opinion that CF personnel should receive the same level of award as those who were civilians, and that as the Order of Military Merit was the military equivalent to the Order of Canada, the three CF members should be made Members of the Order of Military Merit. Withers also requested that the CF personnel be invested with their insignia simultaneously with the civilians who were to be recognized with the Order of Canada for their distinguished service in Tehran. Brian, Edward and Gauthier were all nominated by the Committee to be appointed as Members of the Order, and the Minister of National Defence sent the recommendation on to the Governor General for consideration. The Advisory Council of the Order of Canada had met in tandem with the Advisory Committee of the Order of Military Merit to consider the Order of Canada nominations received for the civilians involved in the escape.

On Canada Day 1980, a special honours list was published in the *Canada Gazette* announcing five appointments to the Order of Canada and three to the Order of Military Merit:

MCpl George Brian, CD	Member of the Order of Military Merit
Laverna Dollimore	Member of the Order of Canada
WO James Edward, CD	Member of the Order of Military Merit
Sgt Joseph Gauthier, CD	Member of the Order of Military Merit
Roger Lucy	Member of the Order of Canada
Mary Catherin O’Flaherty	Member of the Order of Canada
John Sheardown	Member of the Order of Canada
Kenneth Taylor	Officer of the Order of Canada

Citations for the Order of Military Merit

Master Corporal George Edward Brian, CD

Brian first enlisted in the Canadian Army in 1951 and served in Korea until he took his release in 1954. He re-enlisted as a member of the Royal Canadian Air Force in 1956. After training in basic communications he served in various locations in Canada and overseas. In November 1979 he was posted on very short notice to the Canadian Embassy in Tehran. From November 1979 until his departure in January 1980, he was required to handle a great deal of special communications traffic of an urgent and very highly sensitive nature. During the period, the hours of work were very long and tension extremely high.

Warrant Officer James Gordon Edward, CD

Edward joined the Royal Canadian Air Force in 1966 after five previous years of service from 1961 to 1966. He served in various locations in Canada and abroad, arriving at the Canadian Embassy in Tehran in February 1979. When the Canadian Ambassador gave sanctuary to the United States Nationals who had escaped the seizure of their Embassy, Warrant Officer Edward played a significant role in their safe and discreet protection under very difficult conditions.

Sergeant Joseph Richard Noel Claude Gauthier, CD

Gauthier joined the Canadian Army in January 1965. On completion of training as a military policeman, he served at various locations in Canada and overseas. In November 1979 he was posted to the Canadian Embassy in Tehran to command the security guard detachment. Sergeant Gauthier was among the last to leave the Embassy during the withdrawal of personnel from Tehran. Prior to departure he arranged for safe-guarding of Canadian equipment and carried out destruction of sensitive material.

A special investiture was held in the Ballroom at Government House on 25 July 1980, where Governor General Ed Schreyer invested five recipients with their Order of Canada insignia and three with their insignia as Members of the Order of Military Merit. Withers had noted the importance of the joint ceremony months earlier "so that awards in comparative levels in brother Orders would be perceived as equal."¹⁶⁷ Subsequently, Patricia Taylor and Zena Sheardown were appointed as Members of the Order of Canada for the significant role they played in the operation. The omission of these two women from the initial honours list had resulted in a great deal of negative commentary in the press.¹⁶⁸ In large part, this came about as a result of the efforts of the former Secretary of State for External Affairs, Flora MacDonald, and a motion she

brought before the House of Commons. At the time Sheardown was not a Canadian citizen and thus she became the first honorary member of the Order of Canada.¹⁶⁹

Refusal

With all honours, there are occasionally people appointed to Orders or awarded decorations or medals who for whatever reason do not feel that they are worthy of the honour, or do not agree with honours for political reasons. Instances of refusals are rare: in the first 10 years of the Order of Canada's existence there was a 3 percent refusal rate; today only 1.5 percent of those offered the Order of Canada refuse it.¹⁷⁰ Established at the end of the Great War in 1917, the Order of the British Empire had a refusal rate of 8 percent during its first three years of existence.¹⁷¹ Only one person has refused appointment to the Order of Military Merit since 1972; this individual was actually appointed to the Order but subsequently resigned.

This refusal caused some confusion amongst officials. Upon receiving notification from Esmond Butler, Secretary General of the Order, that she had been appointed a Member of the Order, Master Warrant Officer Isabel Joan BurrIDGE wrote to decline the appointment.¹⁷² BurrIDGE had been appointed as a Member of the Order of Military Merit on 13 December 1973 in the third Order of Military Merit honours list, which was due to be published on 1 January 1974. Given that the instrument of appointment had already been signed by the Governor General, there was no way to delete her name from the list; thus she would have to resign from the Order.¹⁷³ Unlike appointments to the Order of Canada, those appointed to the Order of Military Merit were not asked if they wished to be appointed to the Order before the appointment was formally approved. No one envisioned a member of the military not wanting to accept an honour for services rendered—it was a highly unusual situation. In writing to BurrIDGE to explain the status of her appointment, the Director of Honours Carl Lochnan pointed out, "Unfortunately, it was not possible to delete your name from the 'Canada Gazette', as this had already been published by the time your letter was received."¹⁷⁴ Lochnan went on to explain that in order to resign from the Order, she would have to submit a formal letter of resignation.

While the honours secretariat was certain of how to deal with the resignation issue, the Director of Ceremonial and others in the chain of command were less certain that a member of the Canadian Forces had the ability to refuse an honour. Lieutenant-General W. A. Milroy noted that one of the conditions of being a member of the Canadian Forces was to follow legal orders and "the Sovereign approved the

appointment of MWO Burrige as a member of the Order,” and that this constituted “a Canadian legal instrument by the signature of the Governor General.”¹⁷⁵ His assessment went on to note that the Canadian Forces Administrative Order 18-4, para 23.b, specified that a person ceases to be a member of the Order upon:

*His resignation from the Order in which resignation takes effect from the date it is accepted by the Governor General.*¹⁷⁶

Burrige subsequently submitted a formal letter of resignation to complete her part of the resignation process: “I do not consider my contributions to the Canadian Forces to be any more outstanding than the countless other members. Further, as I have derived personal satisfaction from completing a job to the best of my ability no further recognition is deemed warranted.”¹⁷⁷ The Governor General accepted Burrige’s resignation request and her name was removed from the Order of Military Merit register.¹⁷⁸

The Director of Ceremonial requested that Burrige’s file be noted to reflect the fact that she had “relinquished her appointment as a member of the Order of Military Merit.”¹⁷⁹

Termination

Most orders of chivalry and merit possess a mechanism for removing members who have committed serious offences or brought disrepute upon themselves. Even the *Croix de Saint-Louis*, the first honour bestowed upon residents of Canada, had provision for cancelling the membership of those who had behaved in a dishonourable fashion.

Section 25 of the Order of Military Merit’s Constitution makes allowances for an individual’s membership in the Order to be terminated by the Chancellor of the Order. When a member of any order is convicted of a crime, it can sully the meaning of the honour they have received and tarnish the reputation of the honour society to which they belong, so it is important for there to be a mechanism to revoke the distinction granted by the Crown in such rare circumstances. There have been terminations in all of Canada’s national orders, save the Royal Victorian Order.¹⁸⁰

The only termination of sorts came on 11 March 2002, when the Governor General accepted the resignation of Lieutenant-Colonel R. J. R. Guilbault, who had written the previous month requesting permission to resign from the Order less than six years

after being appointed.¹⁸¹ He resigned his Commission and membership as an Officer in the Order of Military Merit following conviction for inappropriate behavior involving cadets.¹⁸² While this is in reality a resignation, it seems most probable that had the member not resigned voluntarily, his membership would have been terminated. The resignation was duly published in the *Canada Gazette* on 3 August 2002.

Promotions

The Constitution of the Order makes allowances for a member of the Order to be promoted through the levels of the Order. All of the multi-leveled national orders allow for promotion from a lower to a higher level; indeed, in France there is a requirement that French nationals appointed to their orders begin at the lowest level of *Chevalier*. In the Canadian and Commonwealth tradition, there is no such requirement to progress through each level; promotions do occur, although they remain rare. It was not until 1975, three years after the first appointments were made to the Order, that the Advisory Committee began considering promotions.¹⁸³ Not coincidentally, it was also at this time that the Advisory Council of the Order of Canada began considering promotions within that Order on a regular basis.

When an individual is promoted, they are required to return the insignia of the lower level once they are invested with the insignia of the higher level. It is not permitted for a member of an order to wear the insignia of more than one level simultaneously. Since 1972, there have been a total of 79 promotions made within the Order of Military Merit: 18 from Member to Officer and 61 from Officer to Commander. Only



Major-General Joseph Paul Yvon Daniel Gosselin receives his insignia of Commander of the Order of Military Merit from Her Excellency the Right Honourable Michaëlle Jean, CC, CMM, COM, CD, Governor General and Commander-in-Chief of Canada, Rideau Hall, 24 February 2009. This was a promotion from Officer and the insignia of that rank can be seen in the member's group of medals. Following the investiture to the higher rank, the member is requested to return the insignia of the lower rank to the Chancellery of Honours



General Joseph Gérard Maurice Baril, OC,
CMM, MSM, CD

one member of the Order has progressed through all three levels of the Order: former Chief of the Defence Staff General Maurice Baril, CMM, MSM, CD. Baril was first appointed as a Member in 1974; he was then made an Officer in 1983 and a Commander in 1996 shortly before taking office as CDS.

The shortest period between appointment and promotion belongs to Chief Petty Officer 1st Class Frederick G. McKee, who was appointed a Member of the Order in 1980 and advanced to Officer of the Order in December 1982,

scarcely one-and-a-half years after his initial appointment. McKee remains one of the few non-commissioned members who have been appointed to the Officer level. The longest period between admission and promotion stands at 21 years with Major-General R. R. Crabbe; appointed as an Officer in 1976 while serving as a Major, Crabbe would go on to be promoted to Commander while a Major-General in 1997. During the intervening period he had also received the Meritorious Service Cross and would conclude his career in the Canadian Forces as a Lieutenant-General.

The second longest period between admission and promotion belongs to Richard Wayne DesLauriers. DesLauriers was appointed as a Member in 1979 as a Master Warrant Officer, being promoted to Officer in 1999 as a Lieutenant-Colonel. The average time between appointments from Member to Officer is 8.8 years, while progression from Officer to Commander takes on average 8.3 years.

Investitures

Investitures rank amongst the most important events in the lives of those honoured—a feeling often expressed by the families of recipients and the investees themselves. This is particularly true of those appointed to the Order of Military Merit as the appointment has tended to be made after many years of service, different postings and deployments that have resulted in them moving across the country, around the world, or being dispatched to conflict zones.

The investiture format for the Order of Military Merit has followed a pattern established by the Order of Canada with the first investiture of that Order in November 1967. Since Confederation, Rideau Hall has been the site of hundreds of investitures. It is there that, following the South African War of 1899–1902, Lord Minto invested a number of Canadian militia officers with the Order of St. Michael and St. George and the Distinguished Service Order in recognition for their service. This tradition continued during the First and Second World Wars as well as the Korean War. Not all Canadians could travel to London to be invested directly by the Sovereign, and as the direct representative of the Sovereign, the Governor General has made the ideal officer to preside over such happy occasions. As Chancellor of the Order, it is particularly appropriate that the Governor General invest those appointed to the Order. The significance is enhanced by the fact that the Governor General is also the Commander-in-Chief of Canada and has a special relationship with members of the Canadian Forces. Principal Commanders of the Order of Military Merit have also been presented with their chain of office by the Chancellor of the Order at the Chief of the Defence Staff change of command ceremony.



Governor General Michener with three new members after one of the first investitures for the Order at Rideau Hall in 1973



Chief Warrant Officer Jean Paul Côté receives his insignia of Member of the Order of Military Merit from His Excellency the Right Honourable Edward Richard Schreyer, PC, CC, CMM, OM, CD, Governor General of Canada, Rideau Hall, 13 June 1979



The chain of office of the Principal Commander lays on the table as the scrolls are being signed to officialize the change of command of the Canadian Forces from General Rickey John Hillier, OC, CMM, MSC, CD, to General Walter John Natynczyk, CMM, MSC, CD, Ottawa, 2 July 2008

The investiture scenario now usually includes the following parts:

- Entrance of the recipients
- Entrance of the Chancellor and Principal Commander
- Invocation by a Chaplain
- Address by the Chancellor
- Presentation of insignia (in alphabetical order by grade, starting with Commanders)
- Address by the Principal Commander
- National Anthem
- Departure of the Dignitaries and recipients

The arrival of the Governor General used to be announced with a fanfare of trumpets and the Vice-Regal Anthem was played to signal the beginning of the investiture, but this practice was abolished by Governor General Clarkson. The order of the speeches has also varied over time. The formal part of the investiture is followed by a reception. There used to be a sit-down buffet luncheon in the Tent Room, but since the mid-2000s, this is now limited to a stand-up reception to reduce costs and allow the recipients to invite more guests to the event. The program for the event used to have the badge of the Order embossed in full colour on the cover,

matching the appearance of the scroll, with a decorative cord and tassel in the colours of the Order, blue and gold. Since 2003, the format of the program has varied; it now no longer includes a cord and tassel and uses a generic Rideau Hall cover. The full-coloured embossed badge was also used on the cover of the official list of living members of the Order, which was published by the Chancellery annually in December until 1990, when this practice was discontinued. In recent years, however, it has been possible to confirm membership in the Order through the search page available on the Governor General's Website.

The first full investiture of the Order took place in the Ballroom at Rideau Hall on Wednesday 21 February 1973 at 1730 hrs.¹⁸⁴ In total, 90 members were invested: 5 Commanders, 19 Officers and 66 Members. It was the largest investiture held in Canada since the end of the Second World War and it was followed by a buffet.¹⁸⁵

As Sovereign of the Order, The Queen has also held a number of investitures, although these occasions have tended to be rare. Every Governor General since Roland Michener has been personally invested with their insignia by The Queen, usually during the private audience that takes place when a Governor General designate and their spouse travel to Buckingham Palace,



The cover of an early Order of Military Merit investiture program

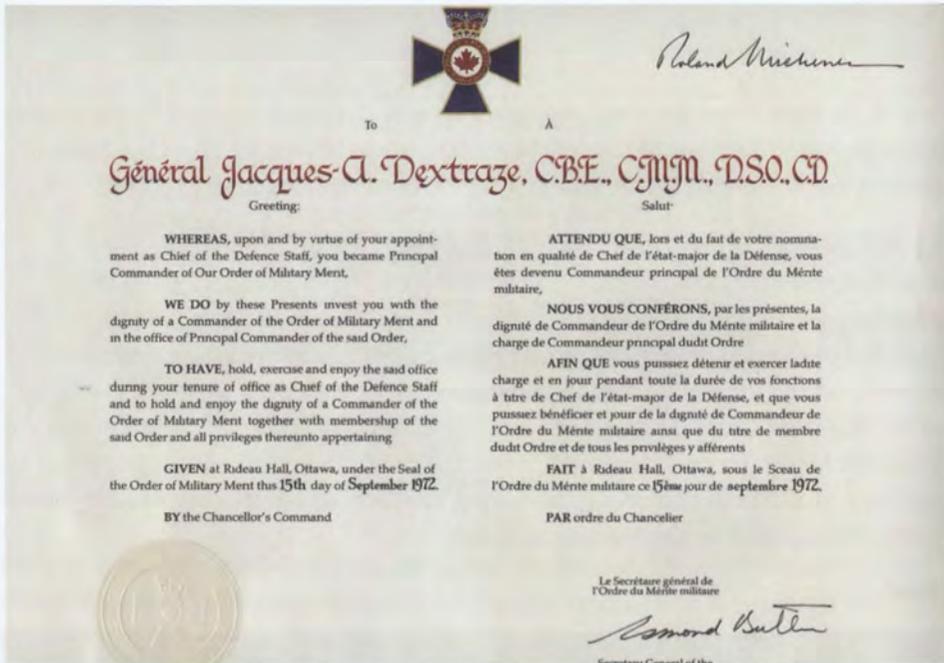


General Dextraze receives his appointment scroll from Governor General Michener after receiving his insignia as a Commander of the Order



The impressive group of medals of General Jacques Alfred Dextraze, CC, CMM, CBE, DSO, CD, includes a DSO and bar, one of only 18 such awards for the Canadian Army during the Second World War. The OBE he had received for his service in Korea was later upgraded to a CBE for gallantry for the Congo mission. He was made a Companion of the Order of Canada in 1978

Sandringham or Balmoral Castle to spend a weekend with Her Majesty. The one exception was Michaëlle Jean, who was invested as a Commander by her immediate predecessor, Adrienne Clarkson.¹⁸⁶ When presented with two black leatherette boxes containing the Order of Canada and Order of Military Merit insignia by The Queen, Ray Hnatyshyn remarked cheerily, “Your Majesty has doubled the number of medals I have!”¹⁸⁷



The scroll appointing General Dextraze a Commander and the Principal Commander of the Order



In advance of the 1973 Royal Visit of Canada, as part of the Commonwealth Heads of Government meeting that was taking place in Ottawa, "The Queen has expressed the wish to conduct an Investiture during her stay in Ottawa."¹⁸⁸ The last time The Queen had presided over an investiture at Rideau Hall was on 1 July 1959 when she presented Flight Lieutenant Robert Sabourin of the RCAF with the George Medal. The date of 2 August 1973 was set aside for

The Queen presents the George Medal to Flight Lieutenant Robert Sabourin of the Royal Canadian Air Force, Rideau Hall, Dominion Day 1959

an investiture of 15 members of the Order of Canada, 15 members of the Order of Military Merit and 15 recipients of the Canadian Decorations for Bravery.

One of the main issues discussed was how to ensure that those invested by The Queen would provide a balanced picture of the modern Canadian Forces: “the Chancellor is anxious that those who are selected [...] should be as representative as possible.”¹⁸⁹

A great deal of effort was expended into developing the list of 15 CF members to be invested by their Sovereign. The list included five Francophones and ten Anglophones; thirteen men and two women; three Navy (still using the Unification rank designations in those days), six Army and six Air Force members; and thirteen members of the Regular Force and two Reservists.¹⁹⁰ As General Dextraze explained to the Governor General’s Secretary, “the list attempts to reflect a cross-section of the Canadian Forces, by rank, language, element, branch and command. In addition I sought to give representation to our women members and to the Reserves.”¹⁹¹ Those ultimately invested by Her Majesty included:

Table 3.1

Commander	Major-General Joseph Paul-Émile Bernatchez
Officers	Major Anne Marie Bélanger
	Major John Christian Eggenberger
	Lieutenant-Colonel Edmund Gilbert Gigg
	Colonel William Arthur Hockney



Major-General Joseph Paul-Émile Bernatchez, CMM, CBE, DSO, CD, here pictured several years before his admission into the Order. He was the only Commander invested by Her Majesty during the special investiture at Rideau Hall on 2 August 1973

Members	Sergeant Joseph Albert Chiasson
	Master Corporal James Clifton Duff
	Sergeant Merlyn Frederick Fox
	Warrant Officer Alan Geoffrey Hutton
	Master Warrant Officer Joseph Robert Roland Meloche
	Chief Warrant Officer Claude Richard Muncey
	Chief Warrant Officer Lloyd Edward Swihart
	Master Warrant Officer Mary Torrens
	Warrant Officer Joseph Charles Henri Vézina
	Corporal Joseph Edward Warnke

Each investee was entitled to bring one guest. As planned, 15 new members of the Order of Canada and 15 recipients of the Canadian Decorations for Bravery were also invested at the same event. It was an enjoyable occasion with the Secretary General of the Order, Esmond Butler, acting as Master of Ceremonies; the Director of Honours, Carl Lochnan, assisting with insignia; Bruce Beatty, the man who designed the Order of Military Merit, placing the insignia on the investiture pillow; and the Registrar of Honours, Roger de C. Nantel, assisting at the Order of Military Merit Register, where newly invested members were asked to sign their names.



The medals of Major-General Joseph Paul-Émile Bernatchez, CMM, CBE, DSO, CD. He was initially made an OBE in 1943 and later promoted to CBE in 1946. He earned his DSO for a specific incident on the Fortiore River while commanding the *Royal 22^e Régiment* in Italy

Since the 1973 investiture held by The Queen at Rideau Hall, and aside from Governors General, only one other member of the Order has been personally invested by The Queen: Lieutenant-General Joseph Gutknecht, who was appointed a Commander of the Order while a Major-General serving at NATO Headquarters in Brussels. Gutknecht was invested by The Queen at Buckingham Palace on 17 February 1982, with his wife and son in attendance.¹⁹² He would go on to become personal messenger to The Queen as Gentleman Usher of the Black Rod in the Senate of Canada. The investiture at Buckingham Palace would remain a cherished memory of Gutknecht until his passing in 2010.

The first full investiture to take place outside of the Ballroom at Rideau Hall was held at the Citadelle in Quebec City, The Queen's second official Canadian residence, home of the *Royal 22^e Régiment* and site of so many important events in Canadian history. Governor General Léger, who always had a fondness for the Citadelle, had proposed the ceremony be held outside of Rideau Hall and on 14 August 1978, the investiture took place. The last such investiture for a national honour to have taken place at the Citadelle occurred during Field Marshal Lord Alexander of Tunis' tenure as Governor General. Jeanne Sauvé was the next Governor General to encourage the holding of investitures in Quebec City. Coincident with the renovation of the Ballroom at Rideau Hall, an Order of Military Merit investiture was held at the *Musée du Québec* on 21 September 1988.¹⁹³ A future Principal Commander, then Lieutenant-General John de Chastelain, quite liked the proposal: "it seems a fine idea to hold an ORMM investiture in the Citadelle."¹⁹⁴

During The Queen's 1992 Tour of Canada in honour of the 125th anniversary of Confederation, consideration was given to asking if Her Majesty wished to preside over another mixed investiture that would have included members of the Order of Canada and Order of Military Merit, and recipients of Decorations for Bravery. In place of an investiture, 12 members of the Order were invited to attend a luncheon with The Queen on Canada Day 1992 at Rideau Hall.¹⁹⁵ The list included representation from all three levels of the Order, as well as each environment, linguistic group and gender.

Honorary Appointments

The earliest draft documents proposing the creation of an Order of Military Merit included provisions for the appointment of non-Canadian citizens who rendered meritorious service to Canada or the Canadian Forces in the discharge of their military duties. The practice of recognizing Commonwealth and foreign military

personnel serving in concert with Canadians was an old idea that had never been put into practice; this despite the fact that, during the First and Second World Wars, Canadians had received thousands of honours from our Allies.

The long road toward making an honorary appointment to the Order of Military Merit is directly tied to the similarly glacial pace at which honorary appointments were made to the Order of Canada. When the Order of Canada was established in 1967, the Advisory Council considered making a number of honorary appointments to the Order, notably to former Governor General Field Marshal Lord Alexander of Tunis, one of the greatest military men of the twentieth century and a highly successful Canadian Governor General. The government decided to hold off on making any honorary appointments to the Order of Canada until a formal policy could be developed.

The original Constitution of the Order of Military Merit contained a provision for honorary appointments, with no restriction on the number made annually. In essence this divides the Order into two separate divisions: the general membership, which is made up of Canadian citizens, and the honorary membership, which is made up of Commonwealth and foreign citizens. Article 9(2) of the 1972 Constitution also set out that honorary appointments would have to be approved by the Governor-in-Council before they could be submitted to the Governor General and The Queen. This meant that the federal Cabinet was to have a say in honorary appointments.

At the first meeting of the Advisory Committee of the Order where they considered appointments, which was in fact the second meeting of the Advisory Committee, on 24 October 1972, there was an ORMM nomination for an officer of the U.S. Navy, and this was staffed to the Minister but never went further.¹⁹⁶ Over the following 30 years there would be a quantity of other nominations for honorary members at all levels of the Order, none of which would materialize.

The matter of honorary appointments to the Order of Military Merit was dealt with in conjunction with the question of honorary appointments to the Order of Canada. The forerunner of the Honours Policy Committee, the Working Group on Honours Policy, was responsible for recommending the development of a policy in relation to all honorary appointments to Canadian honours. Chaired by the future Governor General, Jules Léger, the Group was responsible for considering "how the provisions of the Constitution [of the Order of Canada] might be translated into a more precise set of guidelines."¹⁹⁷ The Order of Military Merit was not omitted from this examination and the views of General Dextraze, CDS at the time, were solicited and

eventually incorporated into the draft policy.¹⁹⁸ Honorary appointments were to be approved by the Governor-in-Council after being recommended by the Advisory Committee, but this was felt to be too broad an approach.

While the Working Group was considering the issue of honorary appointments, the Advisory Committee of the Order was considering an actual honorary nomination. A United States Air Force officer, who had recently relinquished his post as Commander-in-Chief of NORAD, had been nominated as an honorary Commander of the Order in early 1973. Dextraze was hopeful that the appointment could be approved in time for the recipient to be presented with his insignia by The Queen during the impending Royal Tour, which was expected to include an honours investiture.¹⁹⁹ The Advisory Committee considered the nomination and gave approval. Next, the Minister of National Defence, James Richardson, agreed that the candidate would be an ideal honorary appointee: "The award of the Honorary Commandership in the Order, which will be the first of its kind, can be expected to result in a positive media reaction in both the United States and Canada, and will provide tangible evidence of Canadian regard for the NORAD Commander."²⁰⁰ The proposal died a slow death at the Privy Council Office and the matter was never discussed at Cabinet.²⁰¹

Dextraze proposed that honorary appointments should only be made when the individual was formally associated with the Canadian Forces:

- (a) for service rendered under direct command of a Canadian military authority;
- (b) for service rendered in immediate association with personnel of the Canadian Forces under joint or common command;
- (c) for service rendered in operations within a multinational military grouping of which Canada is formally a member; and
- (d) for service which has contributed demonstrably to the development and strengthening of a major area of the over-all Canadian military program.

Military attachés or those on exchange who performed normal duties to a satisfactory level were not to be considered for appointment: "Honorary as much as regular membership is a recognition of especially meritorious service and not merely of duties satisfactorily discharged."²⁰² The same overall merit criteria applied to members of the Canadian Forces nominated for appointment were to be applied with equal vigour to those considered for honorary appointment. The prospect of exchange or automatic appointments was immediately discarded as such a move would have debased the importance of the Order.

The Working Group on Honours' proposal for honorary appointments to the Order of Canada and the Order of Military Merit was submitted to Prime Minister Trudeau in April 1976, but the matter was shelved.²⁰³ In 1980, the subject of honorary appointments was again examined; however, the Chair of the Advisory Council of the Order of Canada, Bora Laskin, was firmly opposed to the proposal for honorary appointments. Laskin feared that honorary appointments would devalue the Order of Canada, and by extension the Order of Military Merit, because they would have to be approved by Cabinet, which was comprised of politicians, and would not be within the sole purview of the Advisory Council/Committee. The matter of honorary appointments was again placed in abeyance.

The thorny issue of honorary appointments was reintroduced in 1986 when the government of Brian Mulroney, on the advice of Chief Justice Bora Laskin, began to study the creation of a new Canadian honour for Commonwealth and foreign citizens.²⁰⁴ The Order of the Maple Leaf was proposed, basically as an Order of Canada for non-citizens. The new Order was to be used for both civil and military recognition, and although the proposal was fully developed, including the production of prototype insignia, the project died in part on account of the projected cost.²⁰⁵

Naturally, this reignited interest in honorary appointments to the Order of Military Merit, the CDS being advised that the issue "had been controversial for many years,"²⁰⁶ in large part because of a broader concern that the Order of Canada would become a political tool to recognize non-citizens. Director of Ceremonial Vincent Bezeau, well aware of the long history of inaction on the honorary appointment issue, wrote on the edge of a memo to the Assistant Deputy Minister (Personnel), Lieutenant-General John de Chastelain, "and here we go!"²⁰⁷ In traditional fashion, the matter became bogged down and was once again shelved.

In 1997, the Constitution of the Order of Canada was amended and the requirement that honorary appointments to the Order be approved by the Governor-in-Council (Cabinet) was dropped. Throughout the 1990s, the Honours Policy Committee considered the issue of how honorary appointments to the Order of Canada should be made. A "more workable policy"²⁰⁸ was developed whereby the Deputy Minister of Foreign Affairs would be involved in the selection of honorary appointments as an additional member of the Advisory Council of the Order of Canada. Strangely enough, it was also decided that honorary appointments to the Order of Canada would only be made at the level of Officer. At this point, little consideration was given to honorary appointments to the Order of Military Merit. With amendment to the Order of Canada's governing documents underway, the Department of

National Defence was asked if it would be interested in having similar amendments made to the Order of Military Merit, with the Deputy Secretary of the Chancellery, Lieutenant-General Gervais, agreeing that three honorary Officers could be appointed annually.²⁰⁹ No action was taken on amending the Constitution of the Order of Military Merit, and this was fortuitous as the Constitution of the Order of Canada was again amended less than a year after the new foreign honours policy was adopted. The 1998 changes made to the Order of Canada allowed for appointment of honorary Members, Officers and Companions. When the Constitution of the Order of Military Merit was amended in 2003, it was left to the Chief of the Defence Staff to submit honorary nominations to the Advisory Committee, and provision was made for an annual maximum of one appointment to each of the Order's three levels. Only those persons covered by the *Visiting Forces Act* were deemed eligible for consideration.

The first honorary appointment to the Order, and the only one to date, came in September 2004, when General Richard Myers of the United States Air Force was made an honorary Commander of the Order. Myers had spent much of his career working closely with the RCAF, including as head of NORAD, in which position he was awarded a Canadian Meritorious Service Cross for his exceptional leadership in this joint defence organization. He later became Chairman of the Joint Chiefs of Staff, the U.S. equivalent to the Chief of the Defence Staff, in the critical time following the terrorist attacks of 2001 and during the early stages of the military campaign in which both our countries were involved in Afghanistan. Myers was invested with his insignia by CDS General Raymond Henault, under delegated authority from the Governor General, in Washington, D.C., in February 2005.²¹⁰



General Raymond Roland Joseph Henault, CMM, MSC, CD, Chief of the Defence Staff, invests General Richard B. Myers of the United States Air Force with his insignia of CMM, Washington D.C., 1 February 2005. Myers was the first and remains the only honorary member of the Order; he had already been awarded the Meritorious Service Cross (Military Division) in 2000

Perceptions of the Order

As the Order approached its 15th anniversary, the Department of National Defence undertook a broad survey to determine CF attitudes towards the Order of Military Merit.²¹¹ The survey was undertaken by the Operational Research Analysis Establishment in 1988. Two principal documents were generated: the first, *Extending the Utility of the Attitudinal Questionnaire: The Order of Military Merit (ORMM) Survey*, was submitted in September 1989; while the second document, *The Attitudes of Military Personnel in Canada Toward the Order of Military Merit (ORMM)*, was completed in November 1989. It was this second report that contained the actual survey results and methodology. Defence Scientist Stephan Flemming was responsible for putting the report together.

In all, 2,700 surveys containing 23 questions were sent out randomly to members of the CF, and 1,054 members responded from every element, trade, rank, language group and region of the country.²¹² The results provided an interesting picture of honours in the CF. Awareness of the Order was deemed low, with 37.6 percent not knowing anything about the Order. Despite this, most viewed the program favorably, with 87.5 percent viewing it as credible and worthwhile to recognize deserving personnel. While some felt that the Order was simply a “super CD,” what emerged was “high and consistent esteem for the award across the Forces.”²¹³ Strangely, 40.3 percent of respondents said they would not recognize the insignia or ribbon of the Order if they were shown it.

The report concluded that there was no question that “most personnel view the program favourably”²¹⁴ but they do not feel a particular attachment to it, despite accepting it as credible and worthwhile, both in terms of those who receive it and the process by which they are selected

Lieutenant-Colonel Raymond Eric Carruthers receives his insignia of Officer of the Order of Military Merit from Her Excellency the Right Honourable Jeanne Mathilde Sauvé, PC, CC, CMM, CD, Governor General of Canada, Rideau Hall, 20 November 1985



for appointment. The Order had acquired the respect of those eligible for it, but it had not generated the level of admiration usually acquired by such distinctions in a military environment. At subsequent meetings of the Advisory Committee, extended discussions took place about how to improve knowledge of the Order within the CF as this was seen as the main issue facing the program.

Modernizing the Constitution

The next amendment to the Constitution of the Order did not come until 2003, simultaneous with changes to the Constitution of the Order of Canada. The amended document included reference to the motto of the Order, which had been adopted in 1997; included gender-neutral language; clarified the process for honorary appointments; entrenched the Chief of the Defence Staff's responsibility for submitting the recommendation list directly to the Governor General following the Advisory Committee's deliberations; renamed the Advisory Committee 'Advisory Council'; and included direction related to appointment of honorary members and the ability of members of the Order to have the annulus (circlet) of the Order included in a grant of arms from the Canadian Heraldic Authority. The changes constituted a necessary housekeeping that reflected a variety of changes made to the Canadian honours system and the Order of Military Merit since 1977.



Chief Warrant Officer Marjorie Lorraine Shirley, CD, receives her insignia of Member of the Order of Military Merit from the Her Excellency the Right Honourable Adrienne Louise Clarkson, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 11 June 2004

Becoming More Representative

The performance of the Order of Military Merit as an equitable tool for recognizing outstanding meritorious service in the Canadian Forces has periodically been examined by the Advisory Committee and the administrative unit responsible for the Order, which has evolved from the Directorate of Ceremonial to the Honours & Awards Section of the Directorate of History and Heritage, and what is today the Directorate of Honours and Recognition. The desire to ensure that the Order is representative of the diversity and makeup of the Canadian Forces has required constant monitoring from the Order's establishment in 1972. When the Canadian military utilized the British honours system during the Second World War, effort was placed into ensuring a balance of honours between the RCN, Canadian Army and RCAF; however, the majority of awards for meritorious service went to officers, and little attention was given to ensuring Francophones or women serving in the Women's Royal Canadian Naval Service, Canadian Woman's Army Corps and Royal Canadian Air Force Women's Division were proportionally recognized. Conversely, Reservists who were called up for active service received a significant proportion of the honours bestowed during the Second World War for meritorious service.

In establishing the Canadian honours system in 1967, one of the overall purposes was to ensure the recognition of outstanding service to Canada and the Crown in every field, without partisan influence or patronage. Prime Minister Lester Pearson envisioned an honours system that would accord recognition to everyone from the local volunteer up to the Nobel Prize winner, albeit with different levels of award depending on the caliber of contribution. This ethos was carried forward into the Order of Military Merit—the Order was not just to be conferred upon the traditional caricature of a “brass hat,” but was to recognize NCMs, junior and senior officers.



Chief Petty Officer 2nd Class Cheryl Dawn Bush receives her insignia of Member of the Order of Military Merit from His Excellency the Right Honourable David Lloyd Johnston, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 18 February 2011

Ensuring equity amongst those considered for appointment to the Order has been a constant challenge for those who administer the Order, members of the Advisory Committee and the Canadian Forces as a whole. In the early days following the establishment of the Order, when there was not a high degree of awareness about honours—let alone specific awards—it was a difficult task for the Department of National Defence’s Directorate of Ceremonial, consisting of two people, to manage the nominations, Selection Committee and Advisory Committee, in addition to other CF ceremonial duties.

From the establishment of the Order, the Advisory Committee and officials administering the honours system, both at Rideau Hall and in the Department of National Defence, emphasized that the overarching purpose of the Order was to recognize merit, and that merit remain the overriding principle associated with the Order. This was complimented by the desire that the Order be representative of the CF membership, and one of the great promoters of this concept was General Jacques Dextraze. From the very first meeting of the Advisory Committee until his retirement as CDS, Dextraze was able to put his stamp on the Order in its formative years. In 1973, he sent a letter to all Command Commanders in the CF reflecting on the purpose of the Order and the need for nominations from all elements, branches, commands, ranks, language groups and genders:

*The Order of Military Merit is a great device by which we can recognize, in a tangible manner, those deserving of awards. It also serves as a goal for which members of the Forces of all ranks may strive [...] I am also disturbed by the lack of balance [...] our women members have not received their share of nominations, nor in the officer category do we seem to get a balance between elements, commands, branches and linguistic groups.*²¹⁵



Lieutenant-Colonel Jack David Harris receives his insignia of Officer of the Order of Military Merit from His Excellency the Right Honourable Roméo Adrien LeBlanc, PC, CC, CMM, ONB, CD, Governor General of Canada, Rideau Hall, 17 June 1999

Having been decorated for gallantry twice during the Second World War with the Distinguished Service Order, Dextraze was made an Officer of the Order of the British Empire for his role in the Korean War and was later promoted to a CBE for gallant service in the UN Congo mission. Thus he was very familiar with the meaning and importance of honours. A Francophone serving in the Regular Force following the war, he was also keenly attuned to the importance of ensuring equality of opportunity amongst those who had rendered important and meritorious service while serving in the CF. Out of his appeal to the Command Commanders came increased consultation with career managers in seeking suitable nominees. Dextraze also explained that he understood that the quality of some nominations was not of the appropriate caliber because of the 20-year period when members of the CF were ineligible for any sort of official recognition other than the CD.²¹⁶

During the ten years that followed the first appointments to the Order, there remained issues with the number of Reservists and Francophones being nominated for the Order. While the Reserve component of the CF constituted 10 percent of the entire CF, they received less than 2 percent of nominations. Similarly, Francophones constituted 14.5 percent of the CF yet they received only 6.4 percent of nominations.²¹⁷ By 1980, with nearly a decade of solid effort expended to populate the Order, the number of Francophones appointed to the Order annually had risen to 15.8 percent, but by this point they made up 22.9 percent of the total CF. The representation of women also continued to increase, with 6.2 percent of the CF being made up of women in 1980 while 3.3 percent of the 1980 nominations went to women. A great deal of study was put into finding out why more women were not nominated; part of the cause was that women tended to serve for a shorter



Lieutenant-Colonel Shelley Marie Carey receives her insignia of Officer of the Order of Military Merit from Her Excellency the Right Honourable Michaëlle Jean, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 26 January 2010



Chief Warrant Officer Kevin Roy Junor receives his insignia of Member of the Order of Military Merit from Her Excellency the Right Honourable Michaëlle Jean, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 24 February 2009

period of time in the CF than their male counterparts, which reduced the period of time during which they could be considered for an honour. Perhaps the most significant problem in ensuring the Order represented the entire CF was the number of nominations and appointments made to Reservists. By 1980, the Reserve component of the CF accounted for 22.8 percent of the Regular and Reserve CF (the Supplementary Reserve was not counted in this calculation), yet only 10.6 percent of nominations were coming from Reserve units for Reservists. Through the early 1980s, the lack of nominations for Reservists was studied. It was found that "There is an element of apathy in the Reserves to the award [...] the perception [is] that Reservists stand little chance of receiving the ORMM compared to the Regular Force."²¹⁸ The problem was also a lack of background information to Reserve unit commanders and a lack of following up on unsuccessful nominations. The problem of needing to train senior officers in the art of writing a nomination persisted.

In 1987, the Chancellery of Canadian Honours (formerly the Honours Directorate) undertook a review of the Order of Military Merit. The review found that over just 15 years, the Order had become widely accepted and that "it has served its purpose and been greatly appreciated."²¹⁹ The report also reflected on the relative fragility of such an institution, still in its infancy, and the need to ensure that standards were maintained. One of the main concerns was that the Order was being awarded late in a member's career and that it "is not reaching deserving individuals early enough."²²⁰ This issue persisted into the next two decades.



The medals of Brigadier-General Robert Stephen Millar, OMM, CD. He was made an Officer of the Order in 1994, after seeing service in Germany and in Cyprus

The most recent review of the composition and diversity of appointments to the Order took place in 2007 under the title *Order of Military Merit – Way Ahead*.²²¹ This was in connection with the 35th anniversary of the Order's establishment. Research undertaken by the Directorate of Honours and Recognition found that there were a number of issues facing the Order in terms of its composition being representative of the entire CF. In the early years of the Order, great care was taken to ensure the lists were representative and this meant, among other things, that people of all ranks were being appointed and that the appointees were generally younger. There was great emphasis in the genesis of the modern Canadian honours system that it should avoid the pitfalls and the perceived biases of the former British system, some of which led to its demise in Canada. There was a desire to ensure our honours would be fair and representative and would recognize people based on what they had done, rather than on who they were.

The 2007 study found that appointments to the Order were increasingly being made to those very senior in rank, almost completely excluding junior officers and NCMs. Officers below the rank of Major and NCMs below the rank of Warrant Officer represented 80.3 percent of the entire CF population, yet received only 8.6 percent of the appointments to the Order. It was also clear that the average number of



Sergeant Yan St-Pierre receives his insignia of Member of the Order of Military Merit from His Excellency the Right Honourable David Lloyd Johnston, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 2 December 2011

years of service of the appointees had increased to reach 28.8 years, meaning the award was made at the tail end of their career. This resulted in an increasing view, especially among more junior CF members, that the Order had become the “blue CD” or that OMM stood for “Old Man’s Medal.” The advantage of recognizing people at the peak of their career rather than at retirement is that visibility for the Order is increased within the CF, and the appointees can serve as role models for younger personnel. It also encourages the appointee to continue serving with distinction and gives them better chances to progress through the levels of the Order when they assume more substantial responsibilities later in their career. The report wisely noted that “it takes a long time to build the reputation of an Order, but very little time to destroy it.”²²² The Advisory Council discussed the fact that the problems experienced by the Order were not related to the actual structure or governing documents of the Order, but rather that various chains of command gradually moved away from the initial intent of the Order and began to treat appointments to the Order almost as retirement gifts or as automatic awards tied to certain positions or ranks. While the perennial efforts related to representation of women, Francophones and visible minorities have ensured good representation of these groups, the Order had become less representative of the CF population in terms of rank.

Table 3.2
Rank at time of appointment to the Order, 1972–2007

Rank	% of CF	% of Order Appointments, 1972	Average 1972-77	Average 2003-07
General/Flag	0.1%	10.8%	6.5%	5.3%
Col/Capt(N)	0.4%	1.1%	4.2%	11.7%
LCol/Cdr	1.5%	2.2%	6.59%	13.7%
Maj/LCdr	4.2%	7.5%	7.3%	5.6%
Capt/Lt(N)	10.0%	11.8%	11.7%	6.5%
Lt/SLt	9.6%	1.1%	0.6%	0%
CWO/CPO1	0.8%	10.6%	19.1%	29.6%
MWO/CPO2	2.4%	11.8%	11.6%	18.6%
WO/PO1	4.4%	11.8%	8.8%	6.9%
Sgt/PO2	9.0%	17.2%	13.0%	1.65%
MCpl/MS	10.6%	7.5%	7.4%	0.2%
Cpl/LS	23.5%	5.3%	3.5%	0%
Pte/AB/OS	23.6%	2.2%	0.6%	0.2%

The concentration of appointments at the Member level for Chief Warrant Officers and Chief Petty Officers 1st Class was of great concern, as “to remain meaningful, the Order must be representative of all the CF, meaning that deserving members at all levels should be appointed.”²²³ In 2006, that rank level received 34.9 percent of the appointments (55 percent of the MMMs that years), while they represented 0.8 percent of the CF. There was no suggestion that appointments to the Order should be exactly proportional to each rank level in the CF, but a shift towards the proportion of appointments made between 1972 and 1977 was needed. Similarly, it was never implied that those appointed in recent years were not deserving, the standard having remained consistently high; the concern was to ensure a greater diversity in the selection of worthy candidates. Of course, senior officers and NCMs have distinguished themselves, but motivation and recognition must also be provided to top performers in other ranks so that all CF members can identify with the Order and consider it a worthy and achievable goal in their career. In the late 2000s, there also remained issues with ensuring that members of the Primary Reserve, CIC officers and Canadian

Rangers were represented in the annual appointments as well as members of the Regular Force.

As a result of this study, a CANFORGEN was released on 7 October 2007, reiterating the purpose of the Order, noting that the level of appointment is tied to the level of responsibility an individual has, not to their CF rank, that promotion within the Order was possible: "With level of responsibility as the overriding factor, it is possible for a CWO or a Capt[ain] to be appointed a OMM, for a Maj[or] to be appointed a MMM or a B[rigadier] Gen[eral] to be appointed an OMM if this is more appropriate for the person's achievements and level of responsibility."²²⁴ It was also explained that the 1972 allocations by level were being restored to the 1972 levels of 5 percent for CMM, 20 percent for OMM and 75 percent for MMM, in order to provide a better scope for recognition of more junior ranks.²²⁵

*The Council expects to see a broader distribution of nominees among all ranks of the CF so the Order becomes more representative of the CF demographics.*²²⁶

An average of 18 to 23 years of service was set as the ideal benchmark to consider members for initial appointment to the Order. One MMM appointment was set aside annually for members of the Canadian Rangers and CIC officers, respectively, and in the event that the appointment went unfilled, it would not be filled with a member of the Regular Force or Primary Reserve.

Following a mediocre response to the 2007 campaign to increase the diversity of nominations for the Order, the issue was re-examined by the Advisory Council and another CANFORGEN was issued in 2010 explicitly calling for an increased diversity in nominations from all parts of the CF, especially in relation to under-represented ranks. The distribution of appointments between Captain(N)/Colonel, Commander/Lieutenant-Colonel and Lieutenant-Commander/Major were to be even. Similarly, for the Member level appointments, the spread was to be balanced between junior officers, career officers, those commissioned from the ranks with 30 percent for Petty



Captain Peter Joseph Pitcher receives his insignia of Member of the Order of Military Merit from His Excellency the Right Honourable David Lloyd Johnston, CC, CMM, COM, CD, Governor General of Canada, Rideau Hall, 18 February 2011

Officer 1st Class/Warrant Officers and below. The perennial issue of Reserve representation was addressed in calling for 20 percent of appointments to come from the Primary Reserve. The CANFORGEN issued by General Natynczyk noted: “The CF are made up of highly qualified candidates in all demographic groups and achieving the Advisory Council’s objectives without compromising the quality of the candidates is the responsibility of all leaders.”²²⁷

By the fall of 2010, some early positive results of the 2007 and 2010 CANFORGENs related to nominations to the Order began to be detected. The proportion of women consistently increased, from a mere 5.7 percent in 2007, to 7.3 percent in 2008, 9 percent in 2009, 13 percent in 2010, and 14 percent in 2011—very close to the actual female representation in the CF, which is now at 15 percent. Similarly, much progress has been made on Reserve representation, even exceeding the 20 percent target, reaching 27 percent in 2010—the highest percentage achieved to date—and closing in on the actual Primary Reserve representation, which currently stands at 30.5 percent of the combined Regular and Primary Reserve strength. The positions reserved for COATS and Rangers are now used every year and some commands even added to that, using some of their own allocations to recognize additional cadet instructors and Rangers. The oldest person ever appointed to the Order was Private Ollie Ittinuar, a Ranger who is a legend in the Far North and was appointed as a Member in 2008, at the tender age of 88 years old! The balance between Francophone and Anglophone appointees is also reflective of the makeup of the CF.



Lieutenant-Colonel Terry Wayne Kopan, OMM, MOM, CD, a member of the Cadet Instructor Cadre who has the rare distinction of also being a Member of the Order of Merit of the Police Forces



Private Ollie Ittinuar, MMM, CD, a Canadian Ranger who became the oldest person to be admitted to the Order at the age of 88

While significant progress has been made in these areas, much work remains to be done, especially with regards to attaining better rank representation and reducing the average number of years of service of the candidates. By 2010, the average length of service of nominees was 26.06 years, going up again to 27.09 in 2011, a few years less than when the report was made but still off the range target of 18 to 23 years. The first two Order of Military Merit honours lists (1972–1973) contained 207 appointments; of this, a total of 22 appointments were made to people who had not earned a CD, which means they had been members of the CF for less than 12 years when they were nominated.²²⁸ The last person without a CD to be recognized was Sergeant P. W. Vance, who was made a Member in 1996.

Table 3.3
Rank at time of appointment to the Order, 2003–2011

Rank	% of CF	Average 2003-07	% of Order Appointments 2008	% of Order Appointments 2009	% of Order Appointments 2010	% of Order Appointments 2011
Gen/Flag	0.1%	5.3%	4.6%	7.2%	6.1%	6.8%
Col/Capt(N)	0.4%	11.7%	13.8%	11.7%	6.1%	8.5%
LCol/Cdr	1.5%	13.7%	3.7%	3.6%	9.6%	6.0%
Maj/LCdr	4.2%	5.6%	11.0%	5.4%	5.3%	3.4%
Capt/Lt(N)	10.0%	6.5%	6.4%	10.8%	8.8%	7.7%
Lt/SLt	2.9%	0%	0%	0%	0%	1.7%
2Lt/ASLt	6.6%	0%	0%	0%	0%	0%
CWO/CPO1	0.8%	29.6%	22.9%	15.3%	24.6%	25.6%
MWO/CPO2	2.4%	18.6%	22.0%	27.0%	23.7%	18.8%
WO/PO1	4.4%	6.9%	9.2%	11.7%	10.5%	16.2%
Sgt/PO2	9.0%	1.65%	5.5%	7.2%	5.3%	4.3%
MCpl/MS	10.6%	0.2%	0%	0%	0%	0%
Cpl/LS	23.5%	0%	1%	0%	0%	0.9%
Pte/AB/OS	23.6%	0.2%	0%	0%	0%	0%

As with the Order of Canada, it often takes five to ten years for a trend to manifest itself in the nominations received, and instant changes cannot be expected. Given that these are very recent developments, it would be imprudent to suggest that the representativeness of the Order over the coming decades is destined to become an exact replica of the diversity of the Canadian Forces. However, the early signals are certainly encouraging.



Chapter Four

Logistics of the Order of Military Merit

I don't want them to feel that the Order of Military Merit is in any way inferior to the Order of Canada.

Esmond Butler, Secretary General of the Order
to Roger de C. Nantel, Registrar of Honours
20 February 1980

The symbolic and logistical aspects of the Order of Military Merit are what gives the Order its physical identity, while it is those appointed to the Order who afford the honour its symbolic capital and meaning beyond the basic criteria utilized to select the membership. Although the physical identity is obviously secondary to the calibre of the men and women who make up this living society of merit, the physical aspect is nevertheless important as it provides an outward display of the honour. Many aspects of the symbolic elements of the Order of Military Merit were inherited and adapted directly from the Order of Canada, Britain's Most Honourable Order of the Bath and the Most Excellent Order of the British Empire. As examined in Chapter One, it was these latter two orders that served as the principal method of recognizing members of the Royal Canadian Navy, Canadian Army and Royal Canadian Air Force in the period before the establishment of the Canadian honours system in 1967.

The logistical elements of the Order of Military Merit encompass everything from insignia, seal, certificate and ribbon design to investitures, post-nominals, manufacture and motto, and everything in between. Given the relative youth of the Order, the origins and development of these details lack the mystery that is associated with other honours around the globe; it also means that we are able to know about almost every detail of the Order's symbolic development, as records are readily accessible and many of those individuals involved in the establishment of the Order are still alive.



Insignia of Knight of the *Ordre du mérite militaire* of the Kingdom of France

Nomenclature

The name of the Order can be traced back to the Kingdom of France, where the *Ordre du mérite militaire*, a single-level order of chivalry, was bestowed upon Protestant military officers who had rendered outstanding service to the Crown.²²⁹ This connection is largely coincidental and there is no evidence that it was used as a template for the modern-day Order of Military Merit. There was surprisingly little debate over what name to give the honour that we now know as the Order of Military Merit. It had a certain simplicity and also translated into both official languages with ease, an important factor when deciding upon the name for a Canadian honour, as it plays a role in setting the post-nominals that recipients will be entitled to place after their name.

During the Second World War, there were various attempts to create a national order, to recognize civilians and members of the military, and a variety of names were considered:

- The Canadian Decoration of Honour
- The Canadian Award of Honour
- The Royal Elizabethan Order
- The Order of Canada
- The Order of the Beaver
- The Canada Medal²³⁰

When the government began to consider the creation of a national order of merit, the original plan was to have a single order with a civil and military division, similar to the Order of the British Empire, so there was initially no need for a separate order for members of the Canadian Forces. This changed when the focus of the nascent Order of Canada was placed on non-military endeavours. While some of these monikers were considered over 1966–1967 when the Order of Canada was being established,²³¹ there was no great debate over what to call the order that was being established to recognize meritorious service in the Canadian military, because the Order of Military Merit was the obvious choice. It was a straightforward name



The proposed Canadian
Decoration of Honour

that required little explanation and avoided the potential for ridicule that other names such as “Order of the Beaver” would have been open to.

Insignia Design

Early designs for the Order of Military Merit proposed a five-leveled order, and it is in this initial proposal designed by Bruce Beatty that we find the design for the Order of Military Merit insignia we are familiar with today. It was Beatty who designed the Order of Canada and most of the insignia that make up the modern Canadian honours system.

The frame of the Order consists of a four-armed cross with tapered arms similar to a myriad of other orders from around the world, such as the Imperial Russian Order of St. Vladimir, Luxembourg’s Order of the Oaken Crown, the Imperial German State of Oldenburg’s Order of Peter Frederick Louis and the Royal Red Cross, an order that had been bestowed upon Canadian military nurses up to the end of the Korean War. The ubiquity of the cross shape in the realm of honours symbolism prevented any claim that the insignia design was copied from any one pre-existing order. The central device of the Order, being the maple leaf, surrounded by a motto circlet and surmounted by a Royal Crown, was taken directly from the Order of



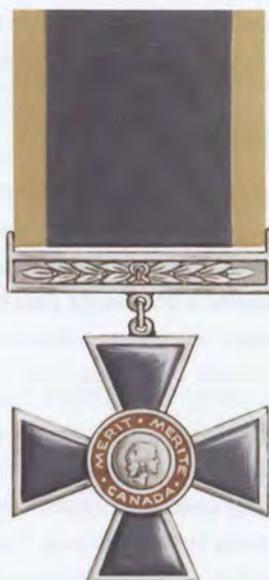
Flight Sergeant, later to become Captain Bruce Wilbur Beatty, CM, CD (Retired)



The Royal Red Cross



Insignia of Companion of the Order of Canada



Design of Member's insignia from the 1966 proposal

Canada's insignia design. This was part of an effort to ensure a level of uniformity amongst Canadian honours—that is, the inclusion of a maple leaf and Royal Crown in all insignia. The 1966 designs for the Order of Military Merit had an uncrowned effigy of a youthful Queen Elizabeth II, similar to that used on Canadian coinage from 1953 to 1964, in the centre. This option was not preferred out of a fear that at the change of reign it would be costly to alter the effigy of the Sovereign displayed on the insignia. This concern was unfounded because, while the effigies or cyphers appearing on decorations and medals do change with monarchs, such devices on insignia of orders usually remain unchanged, paying homage to the founding sovereign—as is the case with Queen Victoria's cypher, which still appears in the insignia of the Royal Victorian Order, and the cypher of King George V, which remains displayed on the reverse of the insignia related to the Order of the British Empire. The reverse of the Order's insignia is plain aside from a precious metal hallmark, and since 1984, the issue number has also been engraved on the centre of the reverse.



The Royal Cypher of Queen Victoria as Founding Sovereign remains on the insignia of the Royal Victorian Order



The Royal Cypher of King George V as Founding Sovereign remains on the reverse of the insignia of the Order of the British Empire



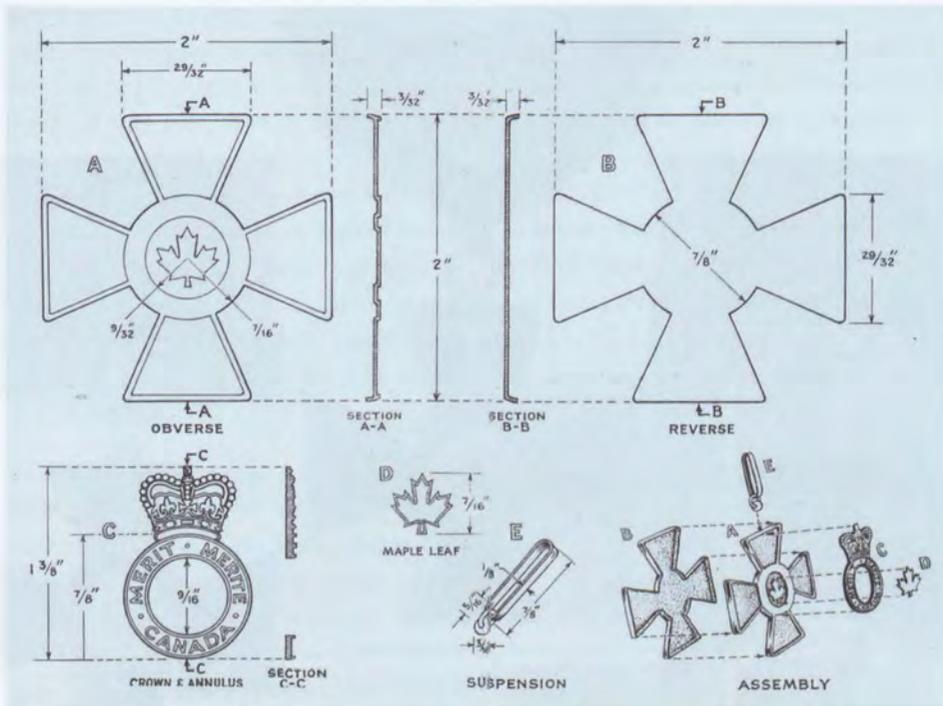
Insignia of the Distinguished Service Order

The Commander insignia is worn at the neck as is customary for Commander-levelled insignia throughout the Commonwealth and Europe. The Officer and Member insignia are worn on the left breast along with other decorations. Both the Officer and Member insignia include a decorative suspension bar whose design is taken from the suspension bar attached to the Distinguished Service Order (DSO). Established in 1886 by Queen Victoria, the DSO had been awarded to Canadian officers who served in the South African War, First World War, Second World War and Korean War, in recognition of “distinguished services under fire or under conditions equivalent to services in actual combat with the enemy.”²³²

In June 1972, the Director of Honours at Rideau Hall, Carl Lochnan, and Bruce Beatty from the Department of National Defence, travelled to London to meet with representatives of Spink & Son to review the manufacture of the insignia.²³³ A formal quote was provided on 4 July 1972, and the first batch of insignia were ordered from



Artwork for the Order of Military Merit's insignia



Technical drawings for the insignia manufacture

Spink & Son with delivery set for 31 October 1972. Spink & Son charged £350 for the cutting of steel dies and for the striking of the various elements of the insignia. The first order included:

15 Commander neck badges in 18-carat gold	£84 each
49 Officer breast badges in gilded sterling silver	£30 each
190 Member breast badges in sterling silver	£28 each

Consideration was given to having the Officer insignia made from 18-carat gold; however, with a unit cost of £74, 147 percent higher than silver gilt, the less expensive option was selected.²³⁴

Specimen badges were delivered to Lochnan at the end of November 1972, and during the first week of December, Lochnan and Beatty again travelled to London to discuss the insignia with Spink & Son. Beatty was concerned that the detail of the Crown was not fine enough, and the presence of a slight difference in the colour



Insignia of Commander of the Order of Military Merit (Canadian-made)

Insignia of Officer of the Order of Military Merit (Canadian-made)

Insignia of Member of the Order of Military Merit (by Spink & Son)

of blue enamel between the Commander and Officer/Member insignia was also discussed. Spink agreed to improve the detail on the Crown and noted that the slight difference in enamel colour was on account of the fact that the enamel vitrified at a different temperature on the 18-carat gold Commander insignia than on the sterling silver Officer/Member insignia. Upon their return, the insignia were shown to the Governor General and he was “very pleased with them.”²³⁵ With this, the production of the insignia commenced in earnest.

Sovereign’s Insignia

As the fount of all honour and head of the Order of Military Merit, the Sovereign possesses a special insignia to denote her preeminent position within not only the Order, but the overall Canadian honours system.

The Sovereign's insignia of the Order of Military Merit is an 18-carat gold four-armed cross, enamelled over scalloped machine work in translucent blue. Between each of the arms, a rectangular diamond is set between two just-off-square diamonds. In the centre of the cross, there is a maple leaf surrounded by an annulus, both of which are set with calibre rubies pavé. On the annulus the words *MERIT — MERITE — CANADA* appear in finely pierced gold. On the regular insignia, the Crown is superimposed on the upper arm of the cross; however, the Sovereign's insignia is suspended from a three-dimensional St. Edward's Crown in gold with seven diamonds set in the ermine, three in each of the fleurs-de-lys and a larger one in the orb. On the arches are 21 pearls. The base is set with a sapphire, two emeralds and two rubies. The cap is enamelled red.

The Sovereign's insignia was manufactured by Spink & Son, under the supervision of E. C. Joslin. Spink had longstanding experience manufacturing jewel-encrusted insignia for other Commonwealth countries and the various Indian states prior to 1947. This insignia is housed in a blue leatherette case lined with white satin and blue velvet. With Garrard & Company having produced the Sovereign's insignia of the Order of Canada, many of the design elements were incorporated from that first Canadian Sovereign's insignia presented to The Queen.

Governor General Roland Michener presented the Sovereign's insignia to The Queen on 25 July 1973, in Toronto, during The Queen's 1973 Royal Tour. The Queen is almost invariably shown wearing the Sovereign's insignia of both the Order of Canada and the Order of Military Merit in official Canadian photo portraits taken of Her Majesty since 1973.



1977



1987



2000



2002



2005



2010

Her Majesty wearing the Sovereign's Insignia in various Canadian official portraits



The Sovereign's Badge
of
THE ORDER OF MILITARY MERIT

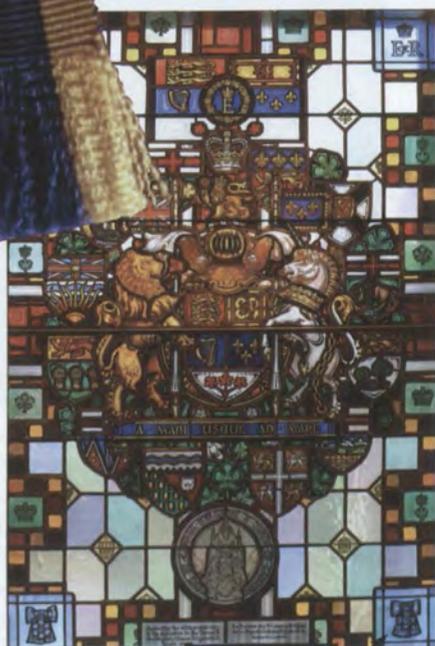
AN 18 CARAT GOLD FOUR ARM CROSS ENAMELLED DARK BLUE. BETWEEN EACH OF THE ARMS A RECTANGULAR DIAMOND BETWEEN TWO JUST OFF SQUARE DIAMONDS. IN THE CENTRE OF THE CROSS A MAPLE LEAF SURROUNDED BY AN ANNULUS, BOTH SET WITH CALIBRE RUBIES PAVÉ. ON THE ANNULUS THE WORDS 'MERIT · MERITE · CANADA' OF FINELY PIERCED GOLD. ABOVE THE CROSS A GOLD ST. EDWARD CROWN WITH 7 DIAMONDS SET IN THE ERMINE, 3 IN EACH OF THE FLEUR-DE-LYS AND A LARGER ONE IN THE ORB. ON THE ARCHES ARE 21 PEARLS. THE BASE IS SET WITH A SAPPHIRE, 2 EMERALDS AND 2 RUBIES. THE CAP IS ENAMELLED RED.

PRESENTED TO HER MAJESTY BY GOVERNOR GENERAL MICHENER IN TORONTO, ONT.
JULY 1973

Artwork for the Sovereign's Insignia



The Sovereign's Insignia



The Royal stained glass window unveiled by The Queen at Rideau Hall in 1992 to mark the 40th anniversary of Her Majesty's Accession to the Throne. The window incorporates a representation of the Sovereign's insignia of the Order of Military Merit (lower right)



Chains of the Order of Military Merit

The path toward obtaining chains of office for the Chancellor and Principal Commander of the Order of Military Merit was particularly protracted. While the insignia and ribbon were all variously developed within a very short period of time, the decision to have chains of office manufactured took almost a decade.

It is customary for the senior officials of orders to possess special insignia of office to denote their position. Aside from the Sovereign, the Chancellor, as the senior-most official of the Order and personal representative of the Sovereign, possesses a Chancellor's chain of office that is worn at investitures. As the second most senior official of the Order of Military Merit, the Principal Commander of the Order also possesses a chain of office. In many countries, the chief of the armed forces is usually an ex-officio member of the national military order of merit. In Canada this means that the Chief of the Defence Staff (CDS) serves as the Principal Commander of the Order



The chain of office of the Principal Commander worn by General Walter John Natynczyk, CMM, MSC, CD, Chief of the Defence Staff, on the occasion of the installation of the new Governor General in the Senate, 1 October 2010. In the foreground, the Right Honourable Stephen Joseph Harper, PC, MP, Prime Minister of Canada, congratulates the incoming Governor General, His Excellency the Right Honourable David Lloyd Johnston, CC, CMM, COM, CD, while Mrs. Sharon Johnston, CC, looks on

of Military Merit. Most Chiefs of the Defence Staff have been either Officers or Commanders of the Order of Military Merit prior to their appointment as CDS. The Principal Commander wears the chain at investitures, Speeches from the Throne and other occasions of state where it is deemed appropriate. It is worn in tandem with the Commander's insignia at the neck as appointment as a Commander of the Order is distinct from the temporary appointment as Principal Commander of the Order.

The chains for both the Chancellor and the Principal Commander were proposed along with the other insignia of the Order in 1972;²³⁶ however, it was not until 1981 that the two chains were manufactured. Acquiring the

chains was delayed by several factors including the desire to have all insignia manufactured in Canada, the cost of having the chains manufactured, a reluctant Governor General, and a cost-conscious Minister of National Defence.

The Royal Canadian Mint had produced the Chancellor's chain of the Order of Canada with beautiful results; however, this was done as a private project by Marvin Cook and Argo Aarand of the Mint, Aarand enamelling the elements of the chain in a small jeweller's kiln in the basement of his home.²³⁷ The chain was produced over the course of nine months of lunch hours and was not part of the Mint's normal work. In August 1974, Lochnan wrote to the Deputy Master of the Mint, E. F. Brown, who had been involved in the production of the Chancellor of the Order of Canada chain.²³⁸ Lochnan inquired about having the Order of Military Merit chains made, to which Brown replied that the Mint was "taking steps to produce the necessary equipment to allow us to carry out some experiments with this [enamelling] process."²³⁹ Ultimately, the Mint was unsuccessful in acquiring the expertise to enamel insignia and the project fell into abeyance.

In June 1975, the design of the lapel badges for the Order of Military Merit having been completed, Beatty set to work designing the Chancellor and Principal Commander's chains.²⁴⁰ Within a month, Beatty completed his preliminary artwork. The designs that Beatty arrived at were almost identical to that which would be produced, with the exception that he included the letters 'MM' for *Military Merit-Mérite militaire*, in place of the three different crown elements of the chains. This idea was taken directly from the chain worn by Knights Grand Cross of the Order of St. Michael and St. George—the Order that had been awarded to Canadian men of public life prior to the First World War. The Chain of the Order of St. Michael



Chain of office of Chancellor of the Order of Canada

and St. George contains the letters SM-SG for St. Michael and St. George. Some discussion took place in relation to the manufacture of the chains. With the Royal Canadian Mint unable to undertake the complex enamelling work, it was necessary to turn to a European manufacturer.²⁴¹ Lochnan preferred Garrard & Company, who had been producing the Order of Canada since 1967, while Roger de C. Nantel and Bruce Beatty were more favourably disposed to Spink & Son, as they had been producing the Order of Military Merit since the Order's establishment.²⁴²

The Registrar of Honours, Roger de C. Nantel, reviewed the design of the chains with Governor General Jules Léger. The Governor General felt that there was too much blue in the design and felt that the letters 'MM' were "repeated too often"²⁴³ as an element of the chain. Beatty went back to the drawing board and came up with an alternate chain design, displaying fewer 'MM' devices. New designs were prepared and then the Governor General decided that he "did not wish to pursue this matter."²⁴⁴ The reason for Léger's sudden loss of interest is uncertain. He had never been keen on wearing any orders, decorations or medals other than his Companion of the Order of Canada insignia.²⁴⁵ Shortly after the installation of Edward Schreyer as Canada's 22nd Governor General since Confederation, the project was reinvigorated. Within a week of being sworn in, Schreyer expressed his interest in pressing forward with the chains and asked for information to be prepared in advance of an impending meeting with the CDS, Admiral Robert Falls.²⁴⁶ At this meeting, Schreyer and Falls discussed the need for a Chancellor's and Principal Commander's chain. It was agreed that the MM on the maple leaves should be omitted.²⁴⁷ On 19 April 1979, the Governor General approved the revised designs for the Chancellor's and Principal Commander's chains.²⁴⁸ Nantel and Beatty then headed off to London to meet with officials and with both Garrard & Company and Spink & Son to obtain quotes for having the chains produced, and to discuss details related to their manufacture. Shortly after their return from the United Kingdom, Spink & Son wrote with a formal quote for the chains:

Insignia in sterling silver and enamel	£1,100
Insignia in 9-carat gold	£2,100
Insignia in 18-carat gold	£4,400 ²⁴⁹

The price of the insignia was based on gold valued at US\$250 per fine ounce. Garrard came through with a higher quote and it was decided to proceed with commissioning Spink to undertake the production of the chains.²⁵⁰ Esmond Butler was delighted with the progress: "as you know I am anxious to see the two chains manufactured as soon as possible as I am certain the price of materials will continue to rise."²⁵¹ Butler went on to express how anxious the CDS was to have the chains

produced, noting, "I don't want them to feel that the Order of Military Merit is in any way inferior to the Order of Canada."²⁵²

Admiral Falls, the CDS, was preparing to retire and remained dissatisfied that the chains had not yet been produced—totally unaware of recent developments in the Honours Secretariat in relation to procurement. Falls had been involved in the Order of Military Merit from its establishment and was keenly attuned to the symbolic importance of the physical elements of the Order. Himself one of the first people to become a member of the Order, he was very anxious about the project and wrote to the Governor General reminding him of the project: "We agreed that it was important to the Order and to its members that the regalia worn by the Chancellor and the Principal Commander reflect symbolically its significance in the same way as similar regalia symbolize the significance of the Order of Canada." Falls went on to "express the hope that you would see fit to authorize the manufacture of the Order of Military Merit chains of office."²⁵³ Schreyer replied, assuring Falls that the project was well underway despite the considerable cost of the chains.²⁵⁴

In a final effort to secure the chains, the Governor General phoned the Minister of National Defence, Gilles Lamontagne, to keep him abreast of the project. In 1978, the then Minister, Barney Danson, had expressed great enthusiasm for the project.²⁵⁵ Lamontagne subsequently wrote to express some reservations: "I am concerned that in a time of financial restraint, the expenditure of the required funds may be seen as unwarranted."²⁵⁶ The Minister went on to request that the project be deferred until a time when "the climate be more conducive to such an expenditure."²⁵⁷ Schreyer was not impressed with this delay tactic and subsequently took up the matter with the CDS on 24 June 1978. The Governor General explained to the new CDS, General Ramsay Withers, that the creation of the chains is all "part of the desire to raise the prestige of the Order of Military Merit to the level of the Order of Canada."²⁵⁸ Withers was enamoured with the project and met with his Minister to explain how far developed the project was, and after some mild arm twisting, the Minister stated that he would "be very happy if we would proceed with the production [...] as soon as possible."²⁵⁹ This was further expressed in a letter from the Minister to the Governor General, and with this final approval the order for the chains could finally be placed.²⁶⁰

The delay in ordering the chains proved to be costly. By September 1980 the price of gold had risen to \$673 per ounce, up 250 percent from the 1975 average. The price for each chain in 9-carat gold was quoted at £5,500, and the total cost for the chains was estimated at £11,000 or \$30,800, more than double the original projection. Options of sterling-gilt and 18-carat gold were also considered. Sterling-gilt was

discounted as it would be prone to wear, and the 18-carat gold option was declined on the basis of the cost being nearly twice that of 9-carat gold.²⁶¹ The Governor General concurred with this decision and on 16 October 1980, following Nantel's September visit to Spink & Son in London to work out the last of the details, Spink was commissioned to produce the Chancellor's and Principal Commander's chains. The chains were completed on 13 March 1981, and shipped to Canada via Canada House London and the diplomatic bag.²⁶² Governor General Edward Schreyer and CDS General Withers first wore their chains of office at the Order of Military Merit investiture held at Rideau Hall on 25 November 1981.

The Chancellor's chain of office consists of a chain of ten maple leaves alternating with four naval crowns (representing the Royal Canadian Navy), four mural crowns defaced with a maple leaf (representing the Canadian Army), and four aerial crowns composed of wings (representing the Royal Canadian Air Force). The chain is completed by a central device in the form of the shield from the Arms of Canada ensigned by the Royal Crown, each in their proper colours. A Commander's insignia is hung from this device.



His Excellency the Right Honourable David Lloyd Johnston, CC, CMM, COM, CD, touches the Chain of Office of Chancellor of the Order of Military Merit to symbolically accept it during his installation ceremony as Governor General in the Senate Chamber on 1 October 2010 as Ms. Sheila-Marie Cook, CVO, Secretary to the Governor General, and Dr. Claire Boudreau, Chief Herald of Canada, look on

Chain of office for the Chancellor
of the Order of Military Merit



Chain of office for the Principal
Commander of the Order of Military Merit



The Principal Commander's chain is similar to that worn by the Chancellor, the only difference being the central device, which is in the form of the badge of the Canadian Forces as opposed to the shield from the Royal Arms.

Both chains were made of gilded 9-carat gold and bear hallmarks for London 1981, including the Commander's insignia.²⁶³ Each is housed in a large blue leatherette case, the lid of which is embossed with the insignia of the Order. The interior of the case is lined with white stain and red velvet.



Hallmarks on the chain of office for the Principal Commander



Case for the Principal Commander's chain of office

Ribbon

The ribbon of the Order is 38 mm wide and blue in colour, edged on either side with 5 mm of gold, and is vat dyed moiré rayon. It was General Jean Victor Allard, CDS from 1966 to 1969, who requested that the ribbon of the Order be blue in colour. Allard had always wanted to have a blue sash to wear, something along the lines of Britain's Order of the Garter or France's *Ordre national du mérite*. The ribbon was designed as part of the 1966 proposal for a five-leveled Order of Military Merit at the same time as loyalist green was being considered for the new uniforms that all elements of the Canadian Forces would be issued following unification in 1968. Bruce Beatty added gold edges so that the ribbon would show up well on a green uniform²⁶⁴—the same colour as the dress uniforms presently worn by the Canadian Army. Since the establishment of the Order of Military Merit, the ribbon for the Order has been woven by Toye, Kenning and Spencer of England. Toye is the oldest and largest medal ribbon manufacturer in the world. Over the years, some changes to the composition of the ribbon have resulted in slight variations in the shades of blue and gold, and at least one batch of ribbon was produced without the watered effect, but this may have been a trial issue by another ribbon manufacturer.



General Jean Victor Allard, CC, CBE, GOQ, DSO, ED, CD



The blue sash of a Grand Cross of the French *Ordre national du mérite* created in 1963

When Governor General Roland Michener first saw the ribbon for the Order of Military Merit, he was concerned that all three levels would utilize exactly the same ribbon.²⁶⁵ It was explained to the Governor General that the undress ribbons would be differentiated by a small maple leaf in the centre of the ribbon and that there was no need to have a different ribbon for each level of the Order, given that the insignia for each level was different.



Canadian Forces Unification uniforms



Different shades of the Order's ribbon, from left to right: original silk ribbon, plain ribbon without watering effect, modern polyester ribbon

Ribbon Devices



Undress ribbon of the French *Légion d'honneur* with a rosette on a half-gold, half-silver bar indicating the level of Grand Officer



Undress ribbon of the French *Légion d'honneur* with a rosette indicating the level of Officer



Undress ribbon of the United States Legion of Merit bearing the ribbon device indicating the Degree of Commander

The tradition in other Commonwealth countries had historically been that a member of an order, regardless of level, wears in uniform the same undress ribbon (worn when the full-size or miniature insignia are not worn) without embellishment.²⁶⁶ Thus a Member of the Order of the British Empire wears the same ribbon as a Commander of the Order of the British Empire, with no device on the ribbon to differentiate the level; similarly, a Companion of the Order of the Bath wears the same ribbon as a Knight Grand Cross of the same order. It has long been a continental European tradition for the undress ribbons of orders to be differentiated by some device, most often a rosette which is further embellished with pieces of silver or gold ribbon depending on the level.

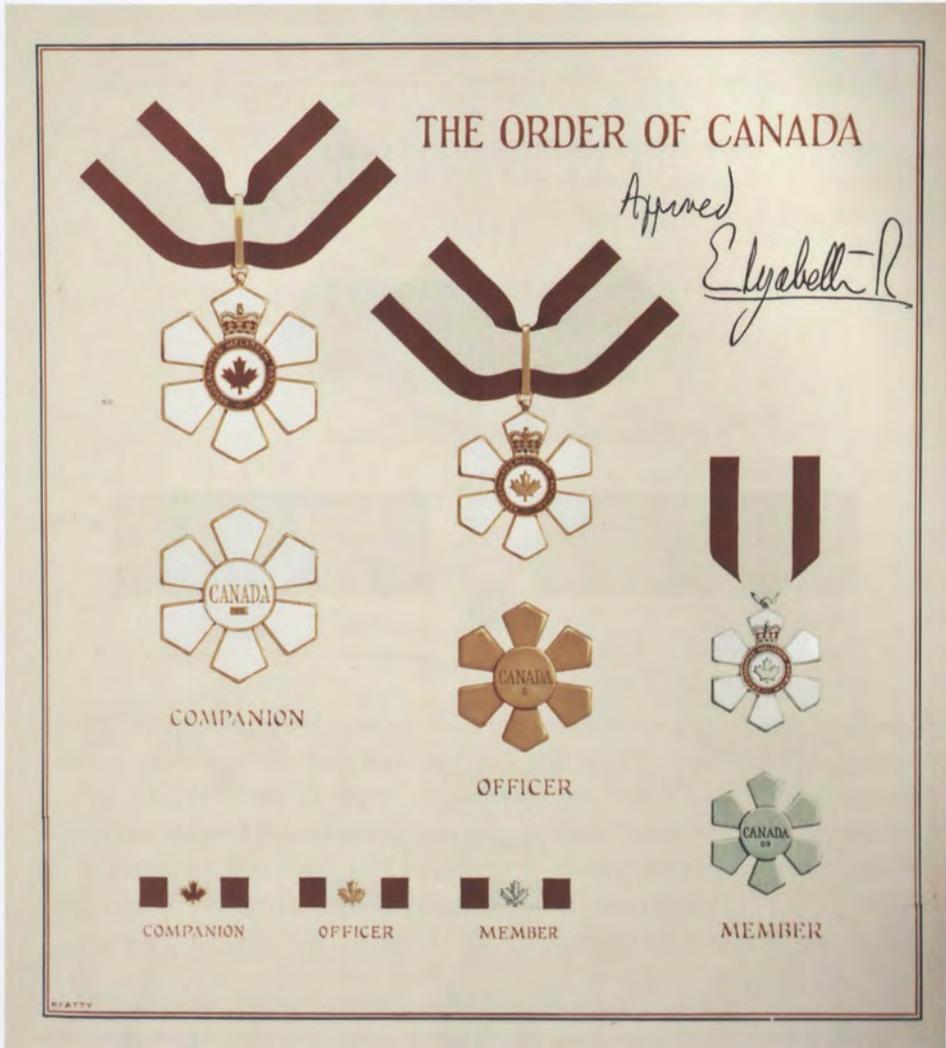
The United States followed a similar pattern when President Franklin D. Roosevelt established the Legion of Merit in 1942 with four levels: Legionnaire, Officer, Commander and Grand Commander. The levels are essentially intended for foreign recipients, enabling the United States to reciprocate

foreign orders conferred on Americans, while U.S. personnel may only receive the degree of Legionnaire although they can receive multiple awards of it. While the Legionnaire wears nothing on his ribbon, holders of the higher grades wear different devices on the undress ribbon: Officers wear a gold version of the insignia; Commanders a silver version of the insignia with a bar behind it; and Grand Commanders a gold version of the insignia with a bar behind it. It was from this tradition that the Order of Military Merit took the idea of differentiating the undress ribbons of the holders of the various levels of the Order.



Insignia of the United States Legion of Merit (Degrees of Commander, Officer and Legionnaire)

When the Order of Canada was established it consisted of three different elements: the Companion of the Order of Canada, the Medal of Courage of the Order of Canada and the Medal of Service of the Order of Canada. The ribbon for all three honours was identical, and to differentiate a Companion of the Order of Canada from recipients of the Medals of Courage and of Service, different coloured maple leaves were placed on the undress ribbons. Companions wore—and continue to wear—a red enameled maple leaf edged in gold; recipients of the Medal of Courage were to have worn a gold maple leaf in the centre of their undress ribbon, while the recipients of the Medal of Service of the Order of Canada wore a silver maple leaf. With the restructuring of the Order of Canada in 1972 into three levels, namely Companion, Officer and Member, it was decided to retain the three different maple leaf devices to differentiate between members of the three different levels.



Approved designs showing the ribbon devices for the Order of Canada



Ribbon devices for the Order of Canada for Companions, Officers and Members

Companions wear a red enamel maple leaf with gold edging, Officers a gold maple leaf, and Members a silver maple leaf. This same structure was used for the Order of Military Merit when it was created in 1972:

CMM	Red enamel maple leaf with gold edging
OMM	Gold maple leaf
MMM	Silver maple leaf



Commander



Officer



Member

The proposal for allowing members of the Order to wear more than one device on their undress ribbon to denote that they had been promoted within the Order originated with Admiral Falls in April 1980. Falls' original proposal was to allow for promoted members of the Order to wear multiple insignia of the Order. Thus a Member promoted to Officer would wear both an MMM and OMM insignia side by side. The Admiral's idea was very poorly received by the Secretary General of the Order, Esmond Butler, who noted:

From what I know of British and French Orders, the same rules are followed which we have adopted. Promotions, of course, are possible within Orders in both countries, but only one insignia is worn. In France for example, promotions within the Légion d'honneur and the Ordre national du mérite are common and recipients normally start at the bottom level and, as promotion occurs, the appropriate insignia only is worn. This makes sense as there are in fact, five levels in each Order!²⁶⁷

Commonwealth tradition and the Constitution of the Order make clear that a person is only entitled to wear the insignia related to the highest grade the person has been appointed to, inasmuch as the undress ribbon and its devices form part of the insignia. In accordance with custom, it made sense that only the senior device was worn on the undress ribbon.

Approved Elizabeth R

THE ORDER OF MILITARY MERIT



Approved designs showing the original ribbon devices for the Order of Military Merit

Falls had been encouraged to push the wearing of multiple insignia by his colleagues Lieutenant-General G. C. E. Thériault and Rear-Admiral John Allan, both of whom had been promoted from Officer to Commander in the Order in 1979. The use of German Iron Cross and Soviet examples did not help Falls' cause and the matter was dropped.



General Ramsay Muir Withers,
CMM, CD

General Ramsay Withers, who succeeded Falls as CDS, was concerned about there being no appropriate way to denote a member of the Order who had been promoted from Member to Officer or Officer to Commander. Withers first proposed that the maple leaf device worn on the undress ribbon be replaced with the lapel badge of the Order, and furthermore that members who had been promoted in the Order be permitted to wear the lapel badge of the level of admission and promotion on their undress ribbons. Withers had come up with the idea of replacing the maple leaves with the lapel badges when it was found that the maple leaf worn by Commanders was slightly larger than that worn by Officers and Members,

whereas the lapel badges were all exactly the same size, so they would look uniform when more than one was worn on the undress ribbon.²⁶⁸ The Governor General gave informal approval to the use of the lapel badges on the undress ribbons in place of the maple leaf in June 1982.²⁶⁹

Esmond Butler, who was fundamentally opposed to allowing members of the Order to wear more than one insignia, was much more enthusiastic about this new proposal²⁷⁰ and struck a conciliatory tone in writing to Withers to inform him on the Governor General's views on the matter: "I myself think that this is an honourable compromise, although I find that the medal ribbon is almost obliterated when the three lapel badges are affixed to it, but then this will be a rather rare occurrence."²⁷¹

In November 1982 the Governor General signed an ordinance of the Order of Military Merit changing the maple leaf devices for the undress ribbon to "miniature crosses in identical design and dimension as those issued as lapel badges for wear on civilian clothes."²⁷² The ordinance went on to allow those who had been promoted



Commander



Officer

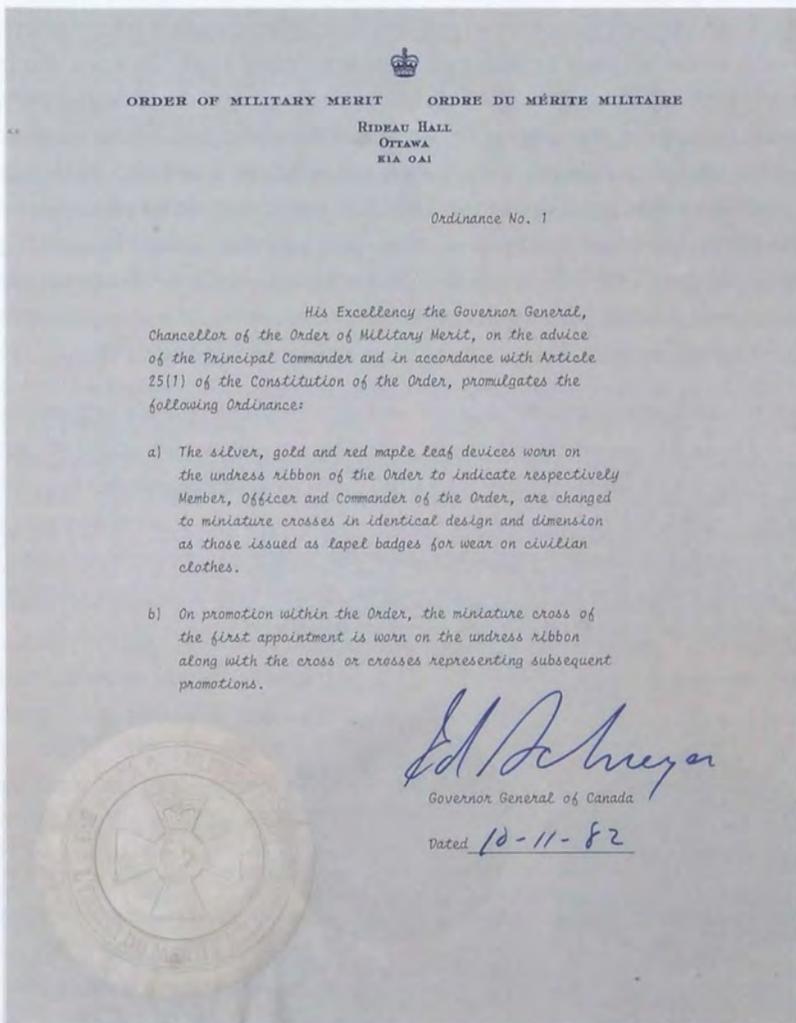


Member



Two ribbon devices indicating a promotion from Officer to Commander

within the Order to wear the cross of more than one level of the Order on their undress ribbon. Thus a Member of the Order who had been promoted to Officer would wear both a silver and gold insignia on their undress ribbon.



Ordinance No. 1 of the Order of Military Merit changing the ribbon devices

Lapel Badge

The immediate origins of the Order of Military Merit lapel badges can be found in the Order of Canada which, since its establishment, has included a lapel badge to be worn in civilian attire when full-size or miniature insignia are not worn. Lapel badges are essentially the civilian equivalent to the undress ribbons worn in uniform. The idea was introduced by Sir Conrad Swan, a Canadian who served as a Herald at the College of Arms in London. During the development of the Order of Canada, Swan discussed the idea of creating special lapel badges for members of the Order with Prime Minister Lester Pearson in September 1966. The idea was found to be “highly appropriate and likely to make the Order very acceptable and particularly with French-speaking Canadians.”²⁷³ There was the additional advantage that, if recipients of the Order regularly wore their lapel badges, members of the general public would be able to recognize not only the Order, but also its eminent recipients as having been honoured by the state. This sentiment was echoed by John Hodgson, the Prime Minister’s Principal Secretary, and it was largely at his insistence that the lapel pins were included as part of the Order of Canada, and by extension as part of the entire Canadian honours system as it developed through the 1970s.

The practice of wearing a lapel badge or rosette is believed to have originated with France’s *Légion d’honneur*. Recipients would wear a small swatch of the ribbon or rosette of the Order on their lapel when the daily wear of insignia fell out of use. When the United States founded the Legion of Merit in 1942, provision was made for the wearing a miniature version of the badge in metal. These were typically about one-sixth the size of the actual insignia. Thus it was a blending of French and American traditions that led Canada to adopt the practice.



Légion d’honneur lapel badge in the form of a rosette denoting the level of Officer



Order of Canada lapel badges for Companions, Officers and Members

Though sanctioned in 1967, the lapel badges for recipients of the Order of Canada were not manufactured and distributed until late 1972. The development of lapel badges for the Order of Military Merit was similarly delayed. The impetus came from the CDS, General Jacques Dextraze, who wrote to the Chancellor of the Order that “having seen and admired the miniature Order of Canada lapel badge, it occurred to me that a similar miniature for the Order of Military Merit would be appropriate and much appreciated by members for wear with civilian clothes.”²⁷⁴ Dextraze had been made a Grand Officer of the Belgian Order of the Crown in recognition of his services with the United Nations in the Congo. In addition to the usual full-size and miniature insignia, he was presented with the lapel badge/rosette of the Order. It seems highly likely that this is what prompted him to consider the same sort of device for the Order of Military Merit. The Governor General agreed with the idea and it was discussed further at the 10th meeting of the Advisory Committee of the Order. The Secretary General of the Order reported that designs for the lapel badges had not yet been finalized but that the project was underway.²⁷⁵ The matter was further discussed at the 12th meeting of the Advisory Committee and with this, Bruce Beatty set to designing the lapel badges. It was agreed that the Principal Commander would submit the proposal directly to the Chancellor for approval, so there would be no need to return the matter to the Advisory Committee.²⁷⁶

Beatty designed the lapel badges as miniature versions of the Order of Military Merit cross in blue enamel defaced with a maple leaf, in the colour appropriate to the level of appointment held by the wearer: red for Commanders, gold for Officers and silver for Members.



Lapel badge of a Grand Officer of the Belgian Order of the Crown



Order of Military Merit lapel badges for Commanders, Officers, and Members

In February 1978, shortly after taking over as CDS from Dextraze, Admiral Falls wrote to the Governor General to provide His Excellency with a reminder about the project, along with a few designs for the lapel badges: “it gives me great pleasure to recommend for Your Excellency’s consideration, as Chancellor of the Order, samples of the proposed badges.”²⁷⁷ Upon receiving Falls’ letter, the Chancellor approved the design and Beatty was dispatched to Montreal to arrange for the production of the lapel badges with William Scully Limited.²⁷⁸ By the end of 1978, the distribution of the lapel badges commenced.

Manufacturers

The insignia of the Order of Military Merit has been produced by a number of different manufacturers since the establishment of the Order. From 1972 until 1983, the insignia were produced by Spink & Son in London (UK). Following a 1982 decision by the Government of Canada to have all insignia manufactured in Canada, the Royal Canadian Mint was approached to take on the production; however, the Mint did not take up the contract and Rideau Ltée of Ville Saint-Laurent, Quebec, began manufacturing the insignia in 1984. This continued until 1998, when Pressed Metal Products of Vancouver, British Columbia, through Birks, began manufacturing the insignia. The contract then briefly passed back to Rideau in 2004, back to Birks in 2006–2007, and since 2008 the insignia have been made by Bond-Boyd & Co. Ltd. of Toronto. All the insignia bear hallmarks on the reverse of the lower arm of the cross and/or on the bail for Commander insignia, as well as behind the suspension bar of OMMs and MMMs for Spink insignia.

The Officer and Member insignia have always been made out of sterling silver; in the case of the Officer insignia, the silver has been gilt or gold-plated to make it appear gold in colour. The Commander insignia was made in 18-carat gold by both Spink & Son and Rideau Ltée until 1993, when it was decided to switch to gold-plated silver in an effort to reduce the cost of the insignia. This also resulted in the insignia



Spink hallmarks, here found on the reverse of the cross and of the suspension on an Officer's insignia



Rideau hallmarks on a Commander's insignia



Birks hallmarks on an Officer's insignia



Bond-Boyd hallmarks on an Officer's insignia

becoming about 35 percent lighter as the density of sterling silver is considerably less than 18-carat gold. The insignia produced by Spink was of a consistently high quality, with fine detail, and the enamel was truly blue, even iridescent blue for the Officer and Member insignia. When Bruce Beatty went to visit Spink to discuss the details of manufacture, he brought along an insignia of the Prussian Order *Pour le Mérite*, better known as the “Blue Max,” as the blue in this insignia was the colour he had in mind for the new Order. Spink closely matched the colour, but Beatty never dared tell his superiors the colour was inspired from a German decoration! With the manufacture moving to Canada in the 1980s, new dies were made and are owned by the Crown. This tooling is provided to the various firms who win the contracts for manufacture.



The Prussian *Pour le Mérite* Order, better known as the “Blue Max”



Difference in the shades of blue enamel between original Spink and a Canadian-made insignia

These new dies show some differences in detail as well as in the overall shape of the insignia—the reverse of the Canadian-made insignia, for example, are slightly more bulbous than the originals. The blue enamel has also further darkened, the colour being now closer to blue-black. This is explained in part by the fact that some of the chemicals used to attain the original blue in the enamel have apparently been banned as they are now considered health hazards.

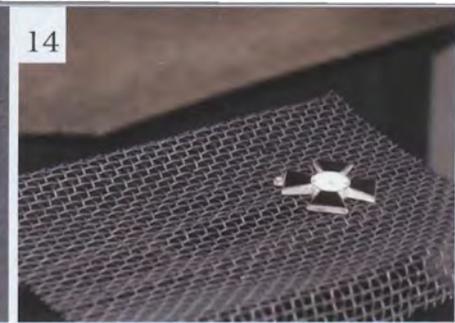
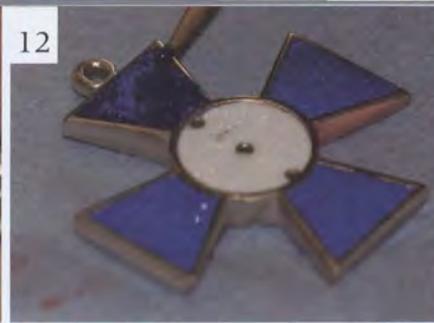


Differences in the details of the Crown between an original Spink and a Canadian-made insignia



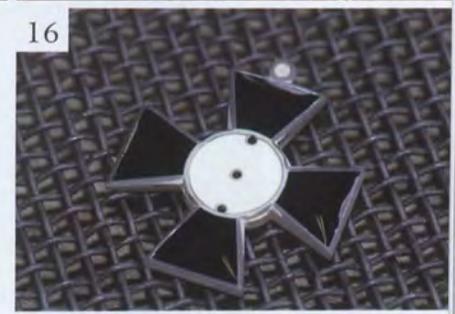
The manufacture of the Order of Military Merit's insignia

- 1 The manufacture of the Order's insignia is a complex process that requires the detailed work of many talented artisans. When the manufacture was transferred to Canada in the early 1980s, the Government had a new set of dies made; these are owned by the Crown and provided to the contractor who wins a manufacturing contract.
 - 2-5 The process starts by rolling the material, in this case sterling silver, to the appropriate thickness and striking out blanks in the general shape of the insignia. Each component is struck separately: the cross-shaped frame (two dies, front (2) and back (3)), the cirlet and Crown (4), the centre maple leaf, the reverse centre cap and the suspension (5).
 - 6 The dies are set in a hydraulic press.
 - 7 A blank is placed between the two dies for the component and struck to impress the design on both sides.
 - 8 Only one die is used for one-sided pieces such as the suspension.
 - 9 Each piece is struck between two and four times under up to 175 tons of pressure, and the piece is annealed in a furnace between each strike.
-



The manufacture of the Order of Military Merit's insignia (continued)

- 10 Each piece is then cut to remove the excess material and finished by hand.
- 11-12 The enamel powder is mixed with a little water to make the application easier with a toothpick (11). Each field created by raised edges in the striking process is filled with wet enamel powder of the appropriate colour (12).
- 13-14 Once the enamel powder has dried in place, the piece is fired in a kiln at an average temperature of 1600 degrees Fahrenheit (13), so that the enamel powder liquefies and then solidifies upon cooling to form the vitreous enamel in the specified shade (14).
- 15-16 The enamel has to be built up in consecutive layers and fired between each application until the enamel protrudes over the raised edges of the field. Any imperfection has to be picked out at every stage and any air bubble may result in the enamel popping during firing. The enamel is then ground down (15) and polished to a smooth finish using a range of increasingly finer files and polishing stones (16).
- 17-18 The metal parts are then buffed (17) and polished (18).





The manufacture of the Order of Military Merit's insignia (continued)

- 19 The enamelled pieces for the insignia of Commander and Officer are then plated in 24-carat gold; those for the Member insignia remain silver in colour. The various components are then assembled together by riveting posts into drilled holes.
- 20-22 The centre maple leaf is affixed to the cross first (20), followed by the cirlet and Crown (21), then the back is covered with the reverse cap bearing the engraved registration number. The rings in the suspension are formed by heating the wire and are then soldered shut (22).
- 23-24 The insignia is cleaned and is now ready to be mounted with its distinctive blue and gold ribbon; ready for presentation.

Bestowal Cases

The bestowal case is quite simply the small box in which the insignia is delivered. Following an investiture, it has long been tradition for the insignia to be returned to the bestowal case until it is mounted with a recipient's other orders, decorations and medals—thus the case has limited use. For holders of the CMM, the case is of much greater importance as the CMM remains stored in the case, other than when worn.

For the CMM the case provides a protective home for the insignia to prevent it against damage or unnecessary wear in the proverbial sock drawer where medal groups are most often stored when not worn.

The original bestowal cases issued with the Spink & Son issues of the Order's insignia were made of leatherette-covered wood.²⁷⁹

The interior of the lid was lined with white silk, defaced with the name of the manufacturer in both official languages, while the part where the insignia lay consisted of a deep blue velvet pillow board indented with the shape of the insignia for safe storage. This pillow board could be removed and underneath was a small compartment where undress ribbons were included following an investiture. The lid of each case was stenciled with the level of insignia: "C.M.M.," "O.M.M." or "M.M.M." Following the transfer of manufacture from Spink & Son to Rideau Ltée, the design of the case was converted to a black leatherette-covered metal box, similar in construction to the Farrington Box that the Canadian Forces' Decoration has been presented in since 1951. The interior of this case was similar to the previous issue, although beginning in 1994, the name of the manufacturer was not included on the white silk liner. Early CMM cases from Rideau Ltée had a hasp-like lock for the lid, but this was replaced by a spring-loaded lid in



Lid of an original case



Original bestowal case interior



Current bestowal case

1996. Until 2006, the outer lid of the bestowal case remained stenciled with the level of the insignia; after that date, this was replaced with the Crest of Canada, taken from the Royal Arms of Canada, the same symbol often referred to as the Vice-Regal Lion or Governor General's symbol. Since 2006, the outer covering of the cases has varied depending on manufacturer, and they can be found both in black smooth leatherette and dark blue smooth leatherette. The interior pillow board has not been indented with the shape of the insignia since 2006 and is now simply a flat piece of blue velvet-covered cardboard.

Certificate

The appointment scroll, what is often referred to as appointment certificate, is modeled on the appointment scroll of the Order of Canada that was designed in 1967 by Bruce Beatty. The bilingual certificate is printed on fawn-coloured cardstock paper, measuring 34.5 cm by 43.2 cm, bearing the text outlining the name of the individual appointed, level of appointment and date of appointment. The appointment scroll is signed by the Chancellor of the Order and countersigned by the Secretary General of the Order. From the establishment of the Order in 1972, the signature of the Chancellor has been placed to the right of the Seal of the Order.



Original appointment scroll used until 2006

The appointment scroll displays in full colour an embossed representation of the badge of the Commander's insignia of the Order, while the text of the scroll is in black script. The die for embossing the paper for approximately the first 35 years of the Order's history was produced by the Canadian Bank Note Company. The name of the member is painted onto each scroll in red gouache by a calligrapher, and the rank that appears on the scroll, is reflective of the substantive rank held on the day the instrument of appointment was signed by the Chancellor. Until 2006, in accordance with tradition, the post-nominals inscribed on the scroll did not include the appointment recognized by the scroll, but only those held by the person prior to this new appointment. This was not only consistent with tradition but also allowed the viewer to see when a person was being promoted within the Order. Since that time, the level of appointment in the Order of Military Merit has appeared on the post-nominals included on the certificate.



Modern appointment scroll

Insignia Numbering

Each insignia of the Order of Military Merit is engraved with an inventory number. Once an insignia is bestowed, the name of the member is recorded in relation to the number. If a member is promoted from Member to Officer or Officer to Commander, he is required to return the insignia of the lower rank upon elevation and the insignia is then refurbished and reissued. The purpose of the numbering was in part to maintain an accurate inventory of insignia and also to assist in case of an insignia being stolen. Of the British and French national orders, only the insignia of the Royal Victorian Chain and the Royal Victorian Order are numbered.²⁸⁰ The insignia of the Order of Canada has been numbered since the establishment of the Order in 1967, and when the Cross of Valour was created in 1972, it was decided to number all of the CV insignia as well. The register of insignia numbers is maintained by the Chancellery of Honours.

The numbering has appeared in two different locations on the insignia. All insignia manufactured by Spink & Son were stamped with a number on the reverse side edge of the lower-most arm. When Rideau Ltée took over manufacture of the insignia in 1984, the numbering was moved to the centre of the reverse of the insignia, with Commander insignia changing to a three-digit number and Officer and Member insignia increased to a four-digit number, all machine engraved. This numbering style continues to this day for all insignia produced by Rideau, Birks and Bond-Boyd.



Numbering on the reverse of an insignia of the Royal Victorian Order



Numbering on the reverse of an insignia of the Order of Canada



Insignia numbering on the edge of the lower arm for Spink and on the reverse centre on Canadian-made insignia

Miniatures

Miniature insignia exist for most honours in the Commonwealth, European countries and most countries around the world, to be worn with evening attire in lieu of the full-size insignia. According to Commonwealth custom, the miniature insignia are not provided by the State but must be privately purchased by the recipient when needed. Miniature insignia are manufactured by a variety of companies and a range of quality exists depending on how much a recipient is willing to spend. The initial manufacturer of the Order's insignia, Spink & Son, produced high-quality miniature insignia, struck in silver and including real vitreous enamel. Since then, many other companies in Canada have undertaken this work and while there are some acceptable examples available, it appears that most of the modern-made insignia are in molded base metal which is then plated, and the enamel has been replaced with epoxy.



Example of miniature insignia, by Spink at left and of modern Canadian manufacture at right

Post-nominals

The post-nominals used by the Order have remained unchanged since the 1966 proposal for an Order of Military Merit and were designed to reflect Canada's bilingual character:

CMM	C ommander of the Order of M ilitary M erit C ommandeur de l'Ordre du m érite m ilitaire
OMM	O fficer of the Order of M ilitary M erit O fficier de l'Ordre du m érite m ilitaire
MMM	M ember of the Order of M ilitary M erit M embre de l'Ordre du m érite m ilitaire

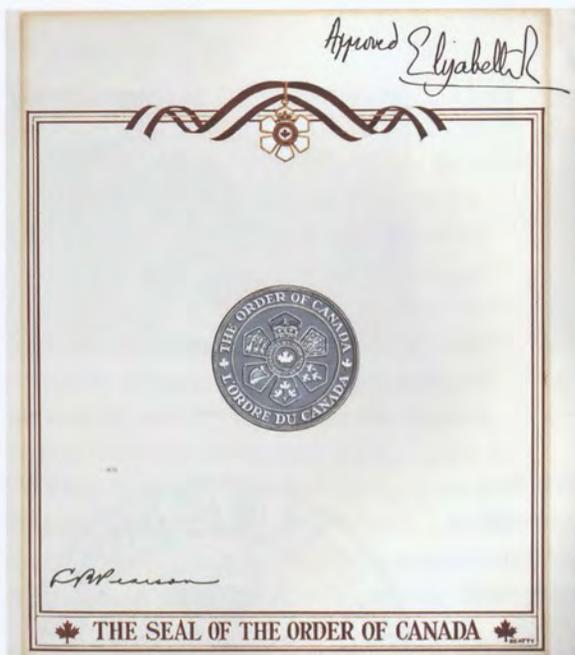
The Seal of the Order

In Britain, France and most other countries possessing national honours, the certificate of appointment granting an individual membership in an order is impressed with the seal of the order. The seal, when accompanied by the signature of the Head of State or their representative, is what makes a decision related to the order official. The first Constitution of the Order outlined:

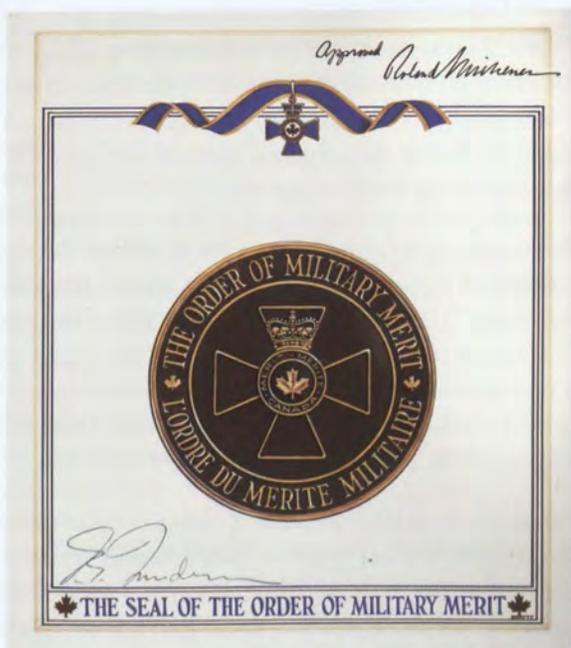
*Appointments as Commanders, Officers and Members of the Order [...] shall be made, with the approval of the Sovereign, by Instrument signed by the Governor General and sealed with the Seal of the Order and shall have effect from the date of the affixing of the Seal unless another effective date is specified in the Instrument.*²⁸¹

The seal of the Order is impressed onto the instrument of appointment that is signed by the Chancellor making appointments to the Order. It is also impressed onto the appointment scroll that is presented to each member of the Order. The seal coupled with the signature of the Chancellor make the document they are applied to an official and legal decision of the Order. The seal is also impressed on the ordinances of the Order, including those ordinances terminating an individual's membership in the Order.

In June 1972, as the announcement of the establishment of the Order of Military Merit and Canadian Decorations for Bravery was imminent and officials at Rideau Hall began making the necessary preparations to bring these new honours to life, in a memo to Esmond Butler, Secretary General of the Order, Roger de C. Nantel, the Registrar of Honours, outlined the necessity for a seal: "I would think that the seal is



Approved design for the Seal of the Order of Canada



Approved design for the Seal of the Order of Military Merit



Seal press



Seal impressed on a scroll

required and would therefore suggest that you get in touch with Lieutenant-Colonel N. A. Buckingham (Retired) and stress to him that no appointment can be made until the Seal is available."²⁸²

Butler contacted Buckingham to request that he have designs drawn up for the seal of the Order of Military Merit and on 13 June 1972, rough designs were delivered to Butler for preliminary approval. In his letter, Buckingham noted that "a finished drawing of the Seal in the proposed size [will] be required for approval by Her Majesty."²⁸³



Black and white line rendition of the Seal as used in the *Canada Gazette*

The design of the seal of the Order of Military Merit was devised by Bruce Beatty and is based on the seal of the Order of Canada. The seal is circumscribed by the name of the Order, "ORDER OF MILITARY MERIT – ORDRE DU MERITE MILITAIRE," with the cross of the insignia of the Order in the centre. With Beatty's painting completed, it was approved in July 1972. The Order of Military Merit seal matrix and seal press were manufactured by the Royal Canadian Mint and delivered to Esmond Butler on 12 September 1972 at a cost of \$750.²⁸⁴

The seal is invariably impressed onto a circular seal wafer or label, and never directly onto a piece of paper. Two different seal wafers have been employed since the establishment of the Order: the first a white seal wafer used from 1972 to 2004, the second a gold seal wafer that has been in use since 2004. Since 1972, the appointment lists published in the *Canada Gazette* also include a black-and-white representation of the seal at the end of each Order of Military Merit honours list.

Paperweight of the Order

The concept behind the paperweight of the Order of Military Merit was taken directly from the Order of Canada. Since 1967, members of the Advisory Council of the Order of Canada and long-serving Chancellery staff who are involved with the administration of the Order of Canada have been presented with a “Cameo replica of the Order’s Seal,”²⁸⁵ or what has affectionately become known as the “paperweight.” Struck by the Royal Canadian Mint in tombac (an alloy of copper and zinc) and patinated with a chemical solution to give it an oxidized appearance, the paperweight is 2 and 3/4 inches in diameter and 1/2 inch thick, and is engraved with the name of the recipient on the edge.



Paperweight of the Order of Canada

Although not an official honour, the paperweight of the Order of Military Merit is a highly prized token of appreciation that is presented by the Governor General to certain people involved with the Order. During the discussions surrounding the various elements that had to be created in advance of the establishment of the Order of Military Merit, the idea of having a paperweight for the Order of Military Merit similar to the one given by the Governor General to those involved with the Advisory Council of the Order of Canada was discussed. It would not be until after the announcement of the Order’s creation that the idea was acted upon.

In early 1973, following the announcement of the first appointments to the Order and the first investiture ceremony, there was time to focus efforts on some of the less immediate pressures related to the establishment of the Order. An internal note from the Registrar of Honours to the Director of Honours gave the project, along with the design of lapel badges, an increased priority:

Sometime ago it was mentioned that paperweights bearing the Order of Military Merit might be produced in order that His Excellency might present these to people who have contributed, or will contribute to the Order.²⁸⁶

The production of the paperweight was somewhat delayed when the Director of Honours insisted on having a design drawn up with the “inclusion of elements from the Coat of Arms of Canada.”²⁸⁷ This was meant to duplicate the design used for the seal of the Order of Canada. After some discussion it was agreed that this would not be practical, given the fact that the shield of arms of the Royal Arms of Canada



Paperweight of the Order of Military Merit



Naming on the paperweight

contains five different elements and the insignia of the Order of Military Merit displays only four arms, one of which is already occupied by the Crown—thus it was insufficient to include the five elements. Beyond this, it would mean that the paperweight would differ from the seal of the Order of Military Merit and the whole concept of the paperweight design centred on it being identical in appearance to the seal of the Order.

On 31 July 1975, the paperweight design was accepted and the Registrar of Honours instructed that 60 paperweights be ordered from the Royal Canadian Mint.²⁸⁸ The Order was placed in August 1975, and the Royal Canadian Mint was directed that “the size, material, and finish, will be exactly in accordance with the Order of Canada paperweights [...] we would very much appreciate having this work completed at your earliest convenience.”²⁸⁹ The Mint quoted \$3,000 for the production of 60 paperweights.²⁹⁰

A heavy workload at the Royal Canadian Mint meant that nearly a year later the order for the paperweights was not yet completed. Governor General Jules Léger was anxious to present the paperweights to serving and retired members of the Advisory Committee. Writing to the Governor General, the Registrar of Honours explained, “*La production de presse-papiers pour l’Ordre du Mérite militaire, anticipée depuis longtemps, avait dû être différée en raison du surplus de travail imposé à l’Hôtel de la Monnaie royale canadienne.*”²⁹¹ Finally, in November 1976, the paperweights were delivered from the Mint. The first paperweights were sent out on 8 December 1976, along with a letter from the Governor General.²⁹² Every member of the Advisory Committee, going back to 1972, was given a paperweight. The letter that accompanied every paperweight noted that it is “a token of appreciation for the time and trouble you have taken in assisting the [Advisory] Committee in this difficult task.”²⁹³

The tradition of presenting paperweights to members of the Advisory Committee and Chancellery staff who were involved with the Order continued until at least 1987.²⁹⁴ The last Governor General to receive an Order of Military Merit paperweight

was Ramon Hnatyshyn in 1990.²⁹⁵ The files do not reveal the reason why this tradition ceased sometime in the 1990s; however, it was likely related to budgetary constraints. As part of the 40th anniversary of the establishment of the Order, the paperweight tradition has been re-instituted.

Motto

The motto of the Order of Military Merit is one of the newest components of the Order, having been selected 25 years after the Order was established. In contrast, the Order of Canada's motto is the oldest component of that Order by virtue of its origins in the Old Testament. It is worth noting that most national orders have a motto of some type. Britain's Order of the Garter has the most notable *Honi Soit Qui Mal Y Pense*, "Evil be to him who evil thinks." France's *Légion d'honneur* is simply *Honneur et Patrie*—honour and fatherland. Mottos are typically intended to serve as a touchstone of meaning or epithet for what the order represents, embodying the spirit of what membership in the order signifies.



Insignia of Commander of the Order of Military Merit

When the Order of Canada was created, it was accompanied by a motto taken from the Old Testament, *Desiderantes Meliorem Patriam*, which translates as "they desire a better country."²⁹⁶ This motto is inscribed on the motto circlet that surrounds the central maple leaf on the obverse of the Order of Canada insignia. For the Order of Military Merit, the motto circlet on the obverse of the Order was simply emblazoned with the words MERIT, MERITE and CANADA. The records do not reveal why a motto was not selected; even the designer of the insignia, Bruce Beatty, could not recall the issue being raised in the developmental stages of the Order in the late 1960s and early 1970s.

With the approach of the Order's silver jubilee, officials at the Department of National Defence's Directorate of History and Heritage began considering

appropriate ways to mark the 25th anniversary of the Order's creation. One idea considered was the adoption of a motto for the Order. Rather than senior officials simply choosing a motto, a more consultative process was adopted that allowed a cross-section of the Order's membership to be involved in the selection of an appropriate phrase to summarize what it meant to be a member.

One of the items discussed at the 48th Meeting of the Advisory Committee in August 1996²⁹⁷ was the adoption of a motto for the Order. The Committee agreed that there should be wide consultation on the text of the motto. The Armed Forces Council took an interest in the development of a motto and directed that a focus group be established to consider the different motto options.

In accordance with the wishes of the Advisory Committee and Armed Forces Council, Major B. R. Brown from the Directorate of History and Heritage developed a form letter that was sent out to 44 members of the Order, at all levels, both serving and retired, Regular and Reservists. The letter outlined that with the approaching 25th anniversary of the Order's establishment, there was a desire to adopt a motto for the Order. While recipients of the letter were encouraged to submit their own suggestions, two motto proposals were advanced:

- Service before Self
- For Others not Ourselves

*The Armed Forces Council (AFC) wishes to sample the opinions of a cross section of serving and retired members of the Order before proceeding. We have selected you as one member of this focus group. The names of others are also enclosed. Please feel free to discuss the issue with them or other interested persons in rendering your judgment.*²⁹⁸

With a 100 percent response rate, the overwhelming majority of respondents preferred "Service before Self."²⁹⁹ Other suggestions ranging from the mundane to the colourful included:

- Exemplary Service
- For Canada or for Country
- Others before Self
- The Mission, The Men, Then Me
- Service
- Pleasure in Service/Fulfillment through Service
- Success through Perseverance



General, then Major-General, Alfred John Gardyne Drummond de Chastelain, OC, CMM, CD, CH, receives his insignia of Commander of the Order from Her Excellency the Right Honourable Jeanne Mathilde Sauvé, PC, CC, CMM, CD, Rideau Hall, 29 May 1985. He was later to serve as Chief of the Defence Staff and Principal Commander of the Order on two occasions, as Canadian Ambassador to the United States of America and was one of the rare Canadians appointed a Member of the Order of the Companions of Honour for his contribution to the Northern Ireland Peace Process

Only one member of the focus group suggested that no motto was necessary. Former Chief of the Defence Staff General John de Chastelain scrawled in large letters across his own response “Good idea!”³⁰⁰ Other members of the focus group were similarly enthusiastic. While the motto was found to be similar to that of the Rotarians, which is “Service above Self,” it was nevertheless determined to be the best option and that there was no need to avoid it for that reason.³⁰¹

At the meeting of the Armed Forces Council on 14 November 1996, Major B. R. Brown was prepared to make a presentation, having written up extensive speaking notes outlining the purpose of a motto and referencing mottos used by the Order of Canada, Order of the Bath and Order of the British Empire. The memo also stressed that the motto should be expressed in Latin to allow for a neutral translation.³⁰² Brown explained that “mottos are guidelines or inspirational maxims and this was one of several initiatives focused on enshrining military ethos in our system.”³⁰³ Upon entering the meeting he was approached by the Acting Chief of the Defence Staff, Admiral Larry Murray, who told him that the motto had been approved by the Council with “almost no discussion.”³⁰⁴ Brown set to work obtaining a Latin translation of the motto, as one was not yet available,³⁰⁵ and informed the Chancellery of Honours that the Constitution of the Order would have to be amended to include the motto.

On 16 April 1997, Major Brown wrote to Mary de Bellefeuille-Percy, Director of Honours at the Chancellery, to confirm that “at long last the official translation of the recently approved motto for the Order of Military Merit has been received.

The official Latin is as follows: OFFICIUM ANTE COMMODUM. This translates into English as "Service before Self" or "*Le Service avant soi*" in French.³⁰⁶

At the 49th meeting of the Advisory Committee of the Order, the Latin translation OFFICIUM ANTE COMMODUM was presented to the Committee and approved.³⁰⁷ The Order now had a motto to its name, achieved via what was almost certainly an unprecedented consultative process. It is conceivable that in the future, the cirlet of the Order's insignia will be redesigned to incorporate the motto. At present, it only appears in the Constitution of the Order and a few heraldic grants, although it is included in a number of official Department of National Defence publications.

The Order in Heraldry

A heraldic grant is in and of itself an honour of the Crown, and there has long been a tradition of incorporating the insignia of orders and decorations into the grants of arms bestowed upon those who hold such distinctions. The Constitution of the Order indicates that all members of the Order are entitled to surround their shield of arms with the motto cirlet of the Order, and Commanders of the Order are entitled to be granted supporters (for life) with their arms. Usually, at least in the British tradition, the motto cirlet that appears on the insignia actually bears the motto, and that is what is illustrated, in the same colours, in grants of arms. The Order did not have a motto until 1997, and even since the motto was adopted, it has not appeared in the insignia itself. In the absence of a motto, the red cirlet of the insignia with its rather generic inscription 'MERIT – MERITE – CANADA' has been displayed in grant of arms to members of the Order from 1989 to 2002. A few years after the adoption of the motto OFFICIUM ANTE COMMODUM, it was decided to include it on the cirlet used with a coat of arms, even though it is not depicted in the physical insignia. However, the link with the colour used in the insignia was lost for a few years, when the main colour of the ribbon, blue, was used for the cirlet instead of red in two grants. Since 2008, a policy was established by the heralds that henceforth the motto would consistently be displayed on a red cirlet.

The first grant of arms to a Canadian to include the insignia of the Order of Military Merit was made in 1989 to François Richard, CMM, CD, a retired Lieutenant-General who, as Deputy Secretary, Chancellery at the Office of the Secretary to the Governor General, was also the Canadian Heraldic Authority's first Deputy Herald Chancellor. While six Commanders and seven Officers have had arms granted to them displaying the insignia of their membership in the Order, we have yet to see the insignia of a Member displayed in a grant of arms.



The arms granted in 1989 to Lieutenant-General François Richard, CMM, CD (Retired), then Deputy Secretary, Chancellery of Honours and Deputy Herald Chancellor. These were the first arms depicting the insignia of the Order of Military Merit. The level of Commander entitles the bearer to supporters (animals, mythical creatures or human figures holding the shield). Note the original cirlet of the Order surrounding the shield



The arms granted in 1990 to General Jacques Alfred Dextraze, CC, CBE, CMM, DSO, CD (Retired), former Chief of the Defence Staff. In this case, the Order of Canada cirlet is depicted as this was the bearer's senior order. In addition to the insignia of Companion of the Order of Canada, those of Commander of the Order of the British Empire (Military Division) and Commander of the Order of Military Merit are suspended from the shield. Note that at that time, the CBE outranked the CMM in the order of precedence. The traditional limit of three suspended insignia (the middle one having precedence) meant that the bearer could not display his other orders and decorations, which included the Distinguished Service Order, the Canadian Forces' Decoration with two clasps, and the level of Grand Officer of the Belgian Order of the Crown



The arms of office of Deputy Herald Chancellor, here impaled with the arms of Lieutenant-General James Cyrille Gervais, CMM, CD (Retired), who held the office from 1993 to 2004. The impaled shield is surrounded with the Order's cirlet and depicts the baton of office in saltire behind the shield. While a cirlet may be used with impaled arms, insignia are not suspended from the shield



The arms granted in 1997 to Brigadier-General Owen William Lockyer, OMM, CD (Retired), were the first ones to display the insignia of an Officer of the Order. It is accompanied here with the insignia of an Officer of the Most Venerable Order of the Hospital of St. John of Jerusalem and the Canadian Forces' Decoration. Officers and Members of the Order are not entitled to supporters



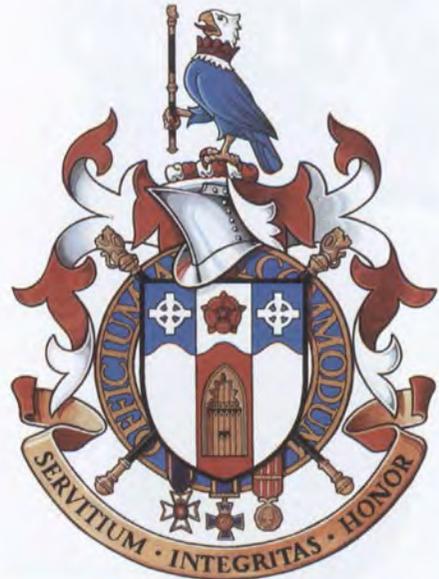
The arms granted in 1998 to Colonel John Loughton Frazer, OMM, MSC, CD (Retired). Interestingly, the bearer decided to display only his insignia of an Officer of the Order and the Meritorious Service Cross (Military Division), omitting his Canadian Forces' Decoration



The arms granted in 2005 to Vice-Admiral Glenn Victor Davidson, CMM, CD (Retired), were the first to display the actual motto of the Order on the cirlet, although it is here displayed in a blue cirlet, one of only two such grants

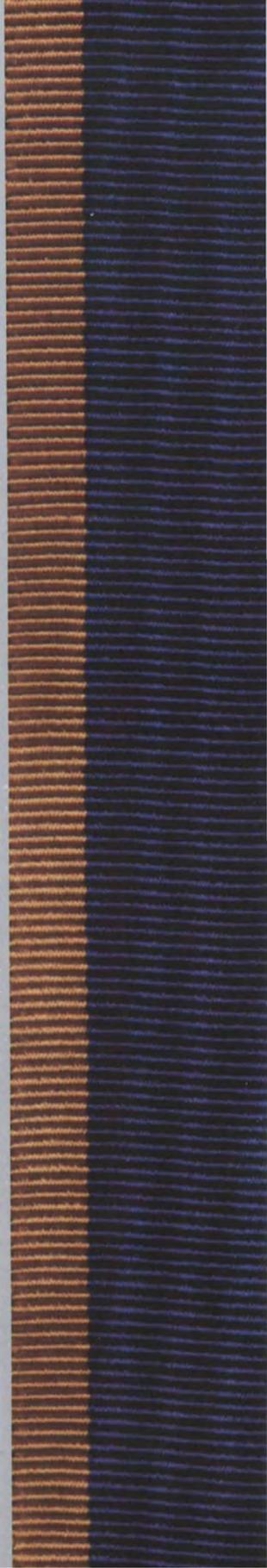


The arms granted in 2005 to Brigadier-General Isidore Popowych, OMM, CD (Retired) were the first to display the definitive circlet depicting the motto on a red circlet. In addition to the insignia of an Officer of the Order, the insignia of a Serving Member of the Most Venerable Order of the Hospital of St. John of Jerusalem and the Canadian Forces' Decoration with two clasps are displayed



The arms granted in 2006 to Lieutenant-Commander Terrance Jude Christopher, OMM, LVO, CD (Retired), then Usher of the Black Rod in the Senate of Canada, hence the Black Rods in saltire behind the shield. His were the second and last arms to show the motto of the Order on a blue circlet. In addition to the insignia of an Officer of the Order, the insignia of a Lieutenant of the Royal Victorian Order and the Canadian Forces' Decoration with one clasp are displayed

Conclusion



With more than 4,000 members appointed since 1972, the Order of Military Merit has recognized long and meritorious service in the Canadian Forces for the past 40 years. As the principal mechanism through which The Queen rewards outstanding service in the defence of Crown and country, the ethos and meaning of the Order is not defined by the selection criteria attached to it; rather, the character and deeds of the members of the Order are what give it currency and value in the eyes of both serving members of the Canadian Forces and the general citizenry.

The role of our Sovereign as a central element in not only the Order of Military Merit but also of our broader honours system is appropriate and fitting. This is especially true for members of the Canadian Forces, who have a very special relationship with our Head of State, in whose name they are appointed and commissioned and under whose authority they act, on behalf of the duly elected government of Canada.

The Order is not a common honour, but one of the most rarely bestowed in the Canadian honours system. Its membership includes recipients of the George Cross, Cross of Valour, Order of Canada, Star of Courage, Meritorious Service Cross, Medal of Bravery, Meritorious Service Medal, and of course the Canadian Forces' Decoration. This history of the Order to date has been formed not solely by brass hats and honours administrators, but more importantly by the membership of the Order and members of the Canadian Forces from all ranks, language groups and parts of the country.



The medals of Lieutenant-Colonel Richard Arthur Butson, GC, OMM, CD. He earned his George Cross (originally an Albert Medal) for a daring rescue in a deep crevasse in Antarctica in 1947. His medals also include a rare Polar Medal (with the white ribbon) to a Canadian. He was made an Officer of the Order of Military Merit in 1982

As with many other elements of the broader Canadian honours system, the development of an indigenous series of honours unique to Canada can be traced back to the establishment by King George V of the Royal Canadian Mounted Police Long Service Medal in 1934, and the creation by King George VI of the Canadian Forces' Decoration in 1949. The founding of the Order of Military Merit was directly linked to the establishment of the overall Canadian honours system in the late 1960s and early 1970s, a living institution that continues to be expanded upon. The close relationship between the Order of Military Merit and the Order of Canada speaks to the significant position that the Order of Military Merit holds in our national



Master Warrant Officer Bryan Keith Pierce, CV, MMM, MSC, CD, being invested a Member of the Order, Rideau Hall, 2 March 2012. He earned the Cross of Valour, one of only 20 such awards since the creation of that decoration in 1972, for an unprecedented and perilous night parachute rescue in Arctic waters in November 1996. He also earned the Meritorious Service Cross (Military Division) for another daring rescue jump at low altitude and in difficult circumstances in the Northwest Territories in 2007

honours system and our symbolic lexicon. To further highlight the regard in which the membership is held, a special announcement was made during Citizenship Week 2011 that members of the Order of Military Merit of the rank of Captain(N)/Colonel and above have been added to the list of distinguished Canadians eligible to act as voluntary presiding officers at citizenship ceremonies joining the members of the Order of Canada in this role.³⁰⁸

When compared with other military orders such as the Order of the Bath, *Légion d'honneur* and Legion of Merit, the Order of Military Merit is a young institution. Nevertheless, free from nepotism and open to all ranks, the Order has, from its establishment, set the tone for balanced recognition amongst all ranks and elements of the Canadian Forces. That members of the Order are nominated and selected by their peers and superiors on the basis of their service affords great strength to the quality of those admitted. Those involved with the administration of the Order, and the membership as a whole, must remain vigilant to maintain a high standard of achievement and service as the bar for admission. The future of the Order is secure so long as outstanding service in the defence of Canada remains at the forefront of the selection of those appointed to this preeminent Canadian society of military honour founded on 1 July 1972.

OFFICIUM ANTE COMMODUM



The limited edition Spode Order of Military Merit plate, part of a line of promotional items launched to mark the 40th anniversary of the Order in 2012. The items, which also include a tie, scarf, cufflinks, glass wear, etc., are intended to enhance the visibility of the Order and increase the feeling of fellowship among its members. Guthrie Woods Products Ltd. is the official supplier of the items. A portion of the proceeds is donated to military charity