



VICE-ADMIRAL SIR NORMAN DALTON, K.C.B., O.B.E.  
CHIEF NAVAL ENGINEER OFFICER

### FAREWELL TO THE FLEET

The Navy has seen many changes in recent years and there must be more yet to come as the Navy is adapted to the needs of the future. But the spirit and traditions of the Navy do not change. The Navy still remains an indispensable element in the defence of this country and of the Commonwealth and of our Allies, and is still determined to be the best, even if we can no longer afford to be the largest, Navy in the world.

In all this, Engineering Specialists of the General List, Engineer Officers of the Special Duties List and Engineering Branch Ratings have a great part to play. Nothing but the highest standards of professional ability and conduct is good enough for the Navy. The needs of the Navy are even more demanding now than they were in the past and one can foresee that with the great technological advances being made they will become even more demanding in the future.

I am confident that you will all rise to the occasion and I send you my very best wishes for the future, your future and the Navy's future.

*H. E. Dalton.*

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**VICE-ADMIRAL SIR NORMAN DALTON, K.C.B., O.B.E.**  
**AN APPRECIATION**

So much of Norman Dalton's recent career has been spent in the field of influencing and forming higher policy for the best utilization of the Engineering Specialization that we are apt to forget the very considerable contributions he made earlier in his career to marine engineering and to the technical side of naval aviation. It is, however, in the realm of policy that we owe to him the greatest debt.

His appointments as a senior Captain and onwards qualified him for this task. He was Head of E.-in-C. Personnel Section under Vice-Admiral Sir Denis Maxwell—a position in which he could see at close hand the major problems confronting both the Engineering Specialization and the officering of the Navy as a whole. Then he went as Rear-Admiral (E) to Portsmouth where he was in close contact with the Fleet, seeing and handling the technical problems of the modern Navy, and learning the views of a very wide range of officers. Subsequently as Deputy Engineer-in-Chief, he carried a major responsibility for future design and development.

It was during the period of these two appointments that A.F.O. 1/56— the new officer structure of the Navy— was hammered out. His wisdom and patience in listening to the firmly held and widely divergent views of many officers enabled him to piece together the real essentials and to assist Sir Frank Mason in making his contribution to the institution of the General List.

As Engineer-in-Chief of the Fleet Norman Dalton had to help implement this policy and it was due to his leadership that many who were disappointed were brought to realize some of the sacrifices which officers of other specializations were called upon to make.

The operation of the General List inevitably ended the appointment of the Engineer-in-Chief of the Fleet. The work and the personality of the last Engineer-in-Chief stands comparison with any of his eminent predecessors.

As Director-General of Training his wisdom and understanding stood him in good stead and officers in all the wide variety of training establishments under his direction came to realize they had a leader whom they could trust to guide their affairs and to enable their establishments to turn out the officers and ratings the Navy required.

But it was perhaps as the first Chief Naval Engineer Officer that he made his biggest contribution, for in this post he has been a major influence in amalgamating the Engineering and Electrical Specializations into a single Engineering Specialization within the framework of the General List. This is something which the Navy has wanted for a very long time, but which was difficult of attainment. In all this work Norman Dalton's sole theme was the Needs of the Navy. Everything else had to be subjugated to that.

He was clear as to the need for senior officers with technical knowledge and experience to attain positions where they can influence the higher councils, and for technical officers to bear a proper responsibility for their work at each level in the Fleet. He was also clear about the necessity of proper training and of getting the necessary calibre both of intelligence and of personality into the technical branches of the Navy.

We, in the Navy today, have much to be grateful for to Norman Dalton, but the Navy of the future will probably owe him a greater debt.