safely be kntrusted with it. But in time of sar when the any is axpanding so rapidly, the trained noncom's are buttered pretty thinly over the arry and it will be luck if you have one or two good ones in your battery. The chances are that your top sergeant will be a man who in time of peace could only rate first class private, if that. You will have to work with noncon's who are: the whole, not equal to their jobs. This means that you will have to do a yreat deal of their work yourself though you should not appear to be doing it. Good out its in a new amy are those in which officers are slways with the men whetever the detail. You cannot entrust untrained noncon's with instructio training of the men.

Of course as time goes on many of these noncon's will becone qualified through experience und many bre goung men who were drafted or enlist d will learn the business and fill their positions very well. It will be your job to keep an eye out for this kind of peonle-a man first of character and second of brains.

Thet fact is that it takes a better man to be a sergeant than it does to be a second lieutenant because the officer lives to himself, is protected by his rank, and authority, wheras the sergeant has to live with the men he controls and can oniy prevail by spirit of character and ability. I think nost officers will agree that this is the case and that a first-rate serpeant inspires the respect at envy of everyone in the service, when you get such men under your conmand, your pride will be to live up to them.

Before long, I suppose, you will be placed in conmand of a battery. It will ther ? you to reconmend promotions. This is a serious responsibility. whot be hasty about it and do not pronote anybody suddenly without trying hin out in the position acting corporal or sergeant or whatnot. Play no favorites, but back we men you choose once you have chosen thea. They, like you, will make mistakes at first and it will be up to you very often to stand between them and the wrath of your comander or between them and the anger of your men. Of courses, if there is any serious offense, that is another matter.

With ragard to punishments: There are two punishments; first, court martial, nezor, battery punishment awarded by the battery comander. In the matter offotionses, the offender has the choice of thess. You will find that battery punishment will be far more effective if it is not prolonged. If you confine a nan to camp for the weekend he will watch his step the next weok to avoid the repicition of punishment, but if you confine him to canp for aix weeks he will oe sullen and resentful, having no hope of a respite, and instead of making a better soldier of him, you will have made him into a sorehead. Punishont should be sure, imediato, and brief. You must always remerber that many of the recruits, although willing to serve, are not accustoned to army life and require a little time to adjust thenselves; it is, therefore, desirable and necessary that you treat rookies gertly at first and explain to them in a pleasant but dignified aanner why they are expected to do as you tell thera. Let the sergeant do the booting around and reserve for yourself the god-like rol. if solving difficulties an conferring benefits. Take care not to work your rookies after supper or on holidays unless it is absolutely necessary. Encourage then to take

