

regiment. If you have to keep him, put him in some place where he will not have much contact with the other men; keep him busy; and, if he is an able man, put him in charge of something that he can run more or less by himself. That is, give him responsibility and deprive him of a following. There is nothing like responsibility to take the wind out of the sails of an agitator.

If you have trouble with your men, it is better to remove the causes than to make concessions.

If you march on foot, you will always find some men who peter out and can't carry their packs. You and your brother officers should carry these extra packs yourself, unless your duty makes this impossible. If a man is injured and sent to the hospital, you should make it a point to visit him at least once and keep in touch with the physician. If someone dies, you should show proper concern and make arrangements for a military funeral if this is not handled by the hospital or some other authority.

One of the main causes of trouble in a battery is \ mismanagement of the duty roster. You will have to see to it that the duty roster is properly kept so that no man will feel that he is doing more than his share of the work, particularly the dirty work. In the German Army, I understand, the soldier does nothing but soldier, and all other work is performed by civilians. In our army this is not the rule. It is, therefore, up to you to see that no one who is properly off duty, such as a man who has just come off guard, is put to work. When calling out a detail, do it from the book. Do not simply round up the men you happen to find in the barracks. This is very unfair and often unnecessary. Of course, in an emergency, you will have to use the men you have at hand. *But* Ordinarily, a few minutes' trouble will enable you to get the detail out without imposing on anybody. You will always have some men who are unable to tell their left foot from their right. Naturally, on inspection days or when a review is to be held, you will detail these men for kitchen police so that they will not be out of step. The reason for their being detailed on k.p. can be explained to them if necessary to keep them in a good humor.

Periodically you will have to listen to complaints from your men, ~~about regulations~~. Do this in a patient and kindly manner, and try to iron out the causes for these complaints. Of course, some of them will be routine. Thus, an old soldier feels he must complain about something in order to hold up his end, and he will gripe about the rations or something else. Such complaints should not be taken too seriously. But you should give your men the impression that you are interested and willing to help without letting them feel they are imposing on you. I have known officers who kept a card file on their men; who have photographed them completely and who went over the file each day to check on every man. This is a counsel of perfection but may be useful in some cases. The