

safely be entrusted with it. But in time of war when the army is expanding so rapidly, the trained noncom's are buttered pretty thinly over the army 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 a first class private, if that. You will have to work with noncom's who are, on the whole, not equal to their jobs. This means that you will have to do a great deal of their work yourself though you should not appear to be doing it. Good outfits in a new army are those in which officers are always with the men whatever the detail. You cannot entrust untrained noncom's with instruction or training of the men.

Of course as time goes on many of these noncom's will become qualified through experience and many bright young men who were drafted or enlisted will learn the business and fill their positions very well. It will be your job to keep an eye out for this kind of people—a man first of character and second of brains.

That 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, whereas the sergeant has to live with the men he controls and can only prevail by spirit of character and ability. I think most officers will agree that this is the case and that a first-rate sergeant inspires the respect and envy of everyone in the service. When you get such men under your command, your pride will be to live up to them.

Before long, I suppose, you will be placed in command of a battery. It will then fall to you to recommend promotions. This is a serious responsibility, do not be hasty about it and do not promote anybody suddenly without trying him out in the position of acting corporal or sergeant or whatnot. Play no favorites, but back the men you choose once you have chosen them. 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 commander or between them and the anger of your men. Of course, if there is any serious offense, that is another matter.

With regard to punishments: There are two punishments; first, court martial, second, battery punishment awarded by the battery commander. In the matter of offenses, the offender has the choice of these. You will find that battery punishment will be far more effective if it is not prolonged. If you confine a man to camp for the weekend he will watch his step the next week to avoid the repetition of punishment, but if you confine him to camp for six weeks he will be 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. Punishment should be sure, immediate, and brief. You must always remember that many of the recruits, although willing to serve, are not accustomed to army life and require a little time to adjust themselves; it is, therefore, desirable and necessary that you treat rookies gently at first and explain to them in a pleasant but dignified manner why they are expected to do as you tell them. Let the sergeant do the booting around and reserve for yourself the god-like roll of solving difficulties and conferring benefits. Take care not to work your rookies after supper or on holidays unless it is absolutely necessary. Encourage them to take