

pride in their service and to feel that they are getting along and not sacrificing too much at first. Keep them up to scratch but not in a *Prussian* ~~pressing~~ manner.

You will find that a good kitchen will do wonders for your outfit and that if you will ~~deal~~ with the men, the same rations they receive, you will create good will and also keep the cooks on their toes. In dealing with cooks (who are not usually very military) it is well to carefully explain what you expect of them before hand and then inspect them every day to see that they are on their toes. Perhaps I am a fanatic on this matter, but I take pride in the fact that my kitchen was rated the best in the division at the final inspection before we went over seas in the last war. My battery also rated first in paper work in the brigade and won the battery competition in the regiment. I think the paper work and the firing were good because the kitchen was A-1. *The* Army travels on its belly. By judicious use of your battery funds you can give your men many little extra dishes which are not included in the official *regimental* rations.

On road marches you will discover that unless you take care your men will eat all ^{the} rations they have at the first halt and go hungry for the next two days as a result of it. They expect and demand that you look after them in such matters and no matter tiresome it becomes that is your job. *show*

Each time you call out a detail you must decide what clothing the men must wear and if you make a mistake it is quite possible that some men will get pneumonia and die. Therefore, you must be forehanded in these matters, ~~and~~ try to strike a balance in not loading men down with equipment and giving them what is necessary for their safety and well-being. Try to make sure when a detail is ordered out how long it is supposed to lay out, for if the men are to go out for the whole day, they should take a lunch with them. If through your mistake this is not done, these men are going to resent it and justly so.

be In dealing with men, it is best to be quiet and even tempered if possible and to avoid cursing at a man. Of course, this is strictly forbidden by regulations, but you can do a lot of swearing without swearing at him. This is sometimes necessary but in some outfits undesirable. On the other hand, it is dangerous to be too palzy-walzy with your men. They will think you are trying to *show* favor with them and lose respect for you. Your job is to see that *each* man gets a square deal and that the men get one too.

Do not challenge them to get the best of you, for the chances are they will do it when your back is turned. This creates bad spirits. Rather, you should tell them that you and they are both trying to help the other and win the war, and that you are there to see that every man gets his chance and his fair treatment.

Discipline should be regular and sure. The officer who is lax one day and strict the next does not have a good outfit and is constantly in hot water. Let the men know what is expected of them and hold them to it