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Though you will be often compelled to do the work of a noncom in the interest of efficiency, you cannot be corporal and commander too. Thus, in the horse exercise, if a horse breaks away and runs off, it is not your job to catch it. Send somebody after it and go on with the main body. You are an executive, not job man.

As you know, each commander is responsible for the instruction of the men in his unit. But in a new army it often happens that there are gaps in this instruction. Some of those gaps will be in your own instruction, and sooner or later some superior officer will find you making a blunder because of your ignorance. When that happens and you are called to account, the proper reply is always, "Sir, I have had no instruction"; or "Sir, I have not had sufficient instruction." This will prevent you from appearing to be insubordinate or wilfully at fault. Of course, if you have had the instruction, you should carry out the duty. But you can never be court martialed where you have had no instruction.

Army regulations are so worded that there is actually no chance for an officer to buck the game. If your commander is determined enough, he can always bust you. Depend upon it. This strictness is necessary, but it is very seldom enforced. A young officer's difficulty is often not being shoved around by his commander, but rather that there is some soldier in his command who will try to get his goat. Don't let him do it. You have the authority and you must keep them in their place. Never lose your temper with your men, and never let the men see you wrangle with another officer. Always appear to be calm and collected and know what you are about if you want your men to follow you.

I suppose you know about court martial from your study, but there is something which is not printed in regulations that you should know now: that an officer never files charges against a man unless he is sure that those charges will stick. It is taken for granted that when charges are filed the man will be convicted. If there is any doubt about that, the charges should not be filed; for if the army fails to convict, it is very bad for discipline. The commander must, therefore, make sure that he has proof before he files charges.

If an officer is unselfish and patriotic, hard-working and faithful, kind and just, he will not be likely to have any serious trouble with his men. They will follow if you can lead. They despise the lax officer and hate a martinet, but the man who is fair and does his full share and more will not lack for support. Of course, there will be some soreheads in your outfit in everything. It is quite probable that certain men have sworn to shoot you the first time the regiment is under fire. Every officer hears these tales, and most of them amount to nothing. If you find a nest of soreheads in your outfit, you will generally find one rather eloquent high-brow at the bottom of it, a fellow who can talk and stir up the others, an agitator. Sometimes this fellow is officer material and should be sent to training camp; sometimes he is a chronic sorehead and should be in a guard house. Sometimes you can get him transferred to another outfit when a requisition for men comes to your

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