

*delay*

more you know them, the better you can use them, of course. But you should refrain from inquiring about their families and their personal affairs which ~~are~~ <sup>is</sup> none of your business and which they will resent bitterly. You are not supposed to know whether a man is married or not unless he tells you; and the address of his home, if he has one, is his business and not yours.

*look after*

Remember that your men expect you to look after them. If you are suddenly dumped at midnight in heavy rain with your battery in a strange place, ~~preside over~~ them. You must not sit down and wait for morning. Get busy, locate the headquarters of that area. Find food and shelter for your outfit, and with as little ~~trouble~~ as possible. If you are stationed in barracks and find your men without cots, commandeer trucks, rout out *Supplies,* ~~the authorities,~~ and put your men to bed in comfort. Of course, you can draw your pay and hold your rank merely by conforming to regulations and attending all formations, but that is the least part of being an officer. Your job is not to administer ~~your~~ your battery, but to use it to help win the war. It is fine to keep a gun clean, but your job is to fire it. Just so with your men and other equipment. If you hope for promotion, you should do as in civilian life. Study the job of the man above you. You can learn a great deal from the example, and if you study the job of your senior, you will be ready when the time comes, as come it will in such a rapidly expanding army.

When you are sick, go on sick report, and if you are sent to hospital or sick in quarters, remember that you are no longer in command. An officer cannot be in two places at once. ~~and~~ when you are incapacitated, you have no rank or authority until sent back to duty. Therefore, do not make the mistake of ordering people around in the hospital, because the medical officers, not being very military as a rule, are very touchy and will file charges against you. As a patient, you are lowest of the low and must obey orders from the nurse and even from the orderly of the hospital.

In some outfits, all the officers are very "pally" with the commander. It seems to work sometimes. But you must use your own judgment about this. The colonel may be the sort to take advantage of what he knows about you. And this brings me to perhaps the most melancholy feature of being an officer; namely, that you have no equal and, therefore, may have no absolute friend unless it is someone who cares nothing for rank. Every officer, you know, has a number, and he is either above or below every other officer in the army. You will, therefore, find that your life will be somewhat lonely, as those below you will regard you with some distrust, and you may feel a similar distrust to those above you—distrust in the sense of being unwilling to force yourself upon them, in the sense of not knowing how far they wish you to go. The enlisted man has no such difficulty: he can be pals with everybody. And he very often has more money to spend than an officer, also.