

guide his lieutenants in the performance of their duties, and to mark out their work for them, but also to superintend their instruction and improvement in the knowledge of their profession, that they may become fitted for the functions of the higher grade. For the purpose of interior service the company is divided into squads of from ten to twenty each, every squad being under the immediate supervision of a non-commissioned officer, whose duty is to maintain a constant watch over the men of the squad to see that all orders and regulations are strictly obeyed, that they take proper care of their arms, clothing, equipment, ammunition, etc.; observe the necessary hygienic precautions in regard to their food, persons, etc., in brief, it is the province of the non-commissioned officers to see that all orders of the captain are carried out, and to report to him every thing that is necessary to keep him fully informed as to the condition of the men. Upon the non-commissioned officers also devolves the immediate instruction of the recruits in the school of the soldier, and the first elements of duty and discipline. It is also their duty to act as guides and assistants in the company and battalion drills, to command the small detachments for guard, patrol duty, etc., and in battle to keep the men to their duty, and to aid in carrying out the captain's orders. The immediate superior of the non-commissioned officers is the first or orderly sergeant—in the Prussian army he is called *Feldwebel*—who is the direct agent of the captain, and through whom all orders and reports pass. It is his duty to keep all the company books and records, to make all details, to form the company whenever it is assembled, to superintend the messing of the men, keep the mess accounts when the men all mess together, etc., etc. He should never be selected from mere seniority, but the most intelligent, trustworthy, and soldierly non-commissioned officer should always be chosen for this position, provided his character is such as to inspire all his subordinates with respect. The senior non-commissioned officers replace absent officers, where necessary, in the command of platoons and other duties.

It is the duty of the lieutenants to assist the captain, and to represent him in his absence. They must therefore endeavor fully to understand his views, and work in perfect harmony with him, and must make themselves thoroughly acquainted with the personnel and material of the company and all the arrangements in force. Usually each lieutenant has the general charge of several squads, but this does not constitute an intermediate authority between the captain and the men, as nothing can be allowed to intervene between the captain and his command. In most armies there is in every company a lieutenant "of the day" or "of the week," whose duty it is to remain at the barracks or camp, to be present at all roll calls, to superintend all issues of rations, forage, or material, to take immediate action in any sudden emergency requiring prompt decision, etc., etc. In those services where the men are paid daily or weekly it is also the duty of the lieutenant of the day or week to be present when the first sergeant receives the money from the battalion paymaster, and also when the men are paid. At drills the senior lieutenants command platoons, the juniors acting as file-closers. In the field they frequently command detachments, such as advanced guards, strong patrols, outpost guards, etc. The duties of the field officers vary slightly in different services. Where the regiment consists of two or more battalions, each bat-

talion commander is charged with the general supervision of the affairs of the companies. He must see that all orders coming from a higher authority are strictly carried out, and that the captains perform their duties faithfully and intelligently; but he must not interfere with them except in cases of neglect or mistakes. He of course assumes the direct command of his battalion whenever it, or the greater part of it, is formed for any duty, whether of instruction or otherwise. The battalion adjutant is appointed by the colonel on the recommendation of the battalion commander. It is his duty to keep all the battalion books and records, to make the various details for duty, to instruct the non-commissioned officers in the battalion drill, and, in the winter, in regard to their general duties; he has also the charge of the band.

When there is an extra major with a regiment he is specially charged with the administrative service.

The commander of a regiment is specially charged with the maintenance of the general discipline and the administration of justice in minor cases. He must also superintend the instruction and administration of his command, and must pay especial attention to the instruction of his officers. He gives the general orders necessary to insure uniformity in the instruction of the battalions, and interferes directly with the battalions only under circumstances similar to those which justify the interference of the battalion commanders in the affairs of the companies.

The regimental adjutant is appointed by the colonel, and need not be senior to the battalion adjutants. He keeps all the regimental books and records, makes the details, etc.

In the German army the principle is fully established that every commander of a distinct unit, from the captain of a company upward, is independent and responsible; that is to say, that his superiors have no right to come between him and his command, or to interfere with him in the performance of his duty, unless he shows himself negligent or incapable. Every commander is responsible for the strict observance of the tactics and of all general orders, for the proper employment of the officers, and for the preservation of the health of the men under him; but he must be careful to conduct himself in such a manner that all under him may do their duty with cheerfulness, and preserve the greatest zeal for the good of the service. If the superior interferes unnecessarily or too quickly with his subordinates, he will necessarily impair their efficiency, destroy their interest in the service, lessen their influence over their men, and at the same time impair his own usefulness and dignity. It is especially the duty of the generals to guard against this evil: they should never take the place of the regimental commanders, and issue orders for the minute details of service. Too many orders and too much writing should be avoided as far as possible.

The rule is that each commander has the general control and supervision of all the units intrusted to him, and that so long as his subordinates do their duty properly he should, as much as possible, confine himself to this general control. The principle just laid down will explain sufficiently well the usual duties of general officers under ordinary circumstances; it is only necessary to add that where the larger units—corps, divisions, and brigades—are permanently organized it is the duty of the brigade commander to make at least once in two years a

careful inspection of his entire command to satisfy himself that the administration is properly conducted, that the men are fully instructed, and that everything is complete and ready for passing at once to the war footing. The division commander directs the combined instruction and manœuvres of the different arms of service under him, and is responsible that they receive all the necessary practical instruction for field service. Upon him also devolves the administration of justice in most of the important cases.

It is the duty of the army corps commander to inspect his troops, and to see to it that the generals and field and staff officers under him maintain their places only so long as they are fit for field service, and knowledge of their duties.

It may be well to repeat that for the infantry and the engineer troops the company, for the artillery the battery, and for the cavalry the squadron, are the really independent units which are the foundation of an army, and on the condition of which the efficiency of the army mainly depends. These smaller units are never merged in the larger ones, which are simply aggregations of companies, and which are established for the convenience of the service, and to conform to the principle that no commander should have more than five or six independent subordinates under his immediate orders. It should also be repeated that the system of strong companies—that is to say, of those composed of about 250 non-commissioned officers and men—is rapidly gaining ground in Europe, it now holds in Germany, Russia, and Austria, and with a year or two has been adopted for the Italian army. In France and England it has many and able supporters, but has not yet been adopted. It has already been stated that this number of men has been found to be the greatest that a captain can command efficiently under all circumstances, and which permits him to acquire an accurate personal knowledge of all his men by name and individual character. The economy resulting from this organization, as compared with that of the small companies, has been already pointed out.

We have thus sketched, in a very general way, the main features of army organization, the principal duties and functions of the component parts, and the various methods pursued for procuring the requisite number of officers and men. An army is the most powerful yet the most delicate and complex of machines, and every one knows that the work for which it is intended is of the utmost difficulty and importance. Its importance is measured by the fact that, under Providence, a war, a campaign, or a single battle may, and often does, determine the fate of a nation for centuries, and thus affect the liberties and happiness of families and individuals yet unborn. The task is difficult, because it requires every member of an army to submit cheerfully to the extremes of privation, fatigue, and danger, to devote all his faculties to his duties; to give up his own will and opinion for those of superiors; and to be ready to expose his life at any moment. It is clear that a mere form of army organization, no matter how perfect in theory, will not suffice to produce good results, and that the frame-work must be animated by a normal force which shall impel and enable every man to do his best.

To be Continued.

It is reported that an order will soon be issued expelling from Prussia all foreign priests, monks and nuns.