

2. It is considered that the following are some of the causes of complaint which may arise against life on board a man-of-war:—

- (i) Living-quarters uncomfortable.
- (ii) General discomfort.
- (iii) Separation of men from their homes.
- (iv) Lack of opportunity for advancement.

Contributing causes to discontent are also—

- (v) Labour unrest.
- (vi) Trades-unions and politics.
- (vii) Reaction after the war.
- (viii) High wages on shore.

3. Some of the causes given above are inherent in ship life, and cannot be altogether eliminated, but it should be possible by arrangement to make them less arduous.

For instance, living-quarters could be made more comfortable, and better facilities provided for washing, stowing kits, reading, playing games, amusements, canteens, barbers' shops, etc. (the U.S. Navy has superior accommodation in some of these respects to that of our modern ships). Married men might be given facilities for having their wives and families quartered in the neighbourhood of their ship's base. Better water-transport arrangements could be provided at the various home ports. The pay should be such as will compensate men, in comparison with their neighbours on shore, for the disadvantages of ship life.

Other causes, such as labour unrest, political interference, etc., can be neutralized in time by a strengthened sense of discipline.

In regard to *promotion* from the lower deck, the position is more difficult. It is obvious that the number of officers is strictly limited by the requirements. All officers' service is long service, therefore the wastage is small, and the entry correspondingly so. It must be realized, therefore, that all men cannot enter the Navy with the promise of becoming officers; a percentage only may reach this rank, although all start with equal chances, in the same way that only a percentage of the boys entering as Cadets can hope to reach the higher ranks.

In order to build up discipline on a sure foundation it is necessary to foster the spirit of self-respect and self-control in each individual, to stimulate interest, and to produce mutual trust and confidence between officers, petty officers, and men.

From the date of their first entry, officers and men should be taught to think first of their ship and afterwards of themselves; *esprit de corps* is absolutely essential. Self-control and general control are also necessary attributes. These qualities, can, however, only be developed under conditions of ship life which are as favourable as possible.

Discipline by control, as opposed to discipline by restraint, is that aimed at as being suited to the times, the national temperament, and the advancement in education.

4. Discipline in H.M. ships is chiefly dependent on the quality of the officers, and mostly that of the Captain and Executive Officer. The standard of discipline in any ship varies as a rule with the qualities of these two officers.

This should not be so to the extent to which it is at present. The junior officers and petty officers usually take their cue from the Executive Officer, instead of having a standard of their own *taught from their first entry into the service*. If the Executive Officer disregards an obvious breach of discipline or slackness, those junior to him do the like. If, as is sometimes the case, he corrects the man himself, the man is prone to think his own immediate superior is a nonentity. In most cases it would have been better for the Executive Officer to have corrected the officer or petty officer in charge. The officer or petty officer should be supported in his lawful duty; he should always be corrected if he commits himself, but never, if it can be avoided, publicly before his subordinates.

Discipline, which is control, should start from the bottom, receiving *constant support* from above.

For a senior officer to correct a man for a trivial offence is to lower himself in the eyes of that man; not so, however, for the officer or petty officer in immediate charge—it is his business to do so.

Nothing irritates officers or petty officers more than a senior officer reprimanding or interfering with men working under their immediate command; it takes the control out of their hands which it is essential for them to have. The excuse which most officers would give for doing this is that it is generally quicker (which it is, but nevertheless wrong), or that the officers or petty officers do not know how to do it themselves; it is the duty of the Executive Officer to teach them if they do not know what to do under such circumstances, otherwise he is living on the capital of the service.

It should always be remembered that the best officers are those who possess powers of observation, and, having those powers, *know how to use them*. It is the smart, quick, and, if possible, cheery vehicle that gets the work well done. Nothing is too trifling to take notice of; for although a small thing may signify but little in itself, it is the accumulation of such, when left unchecked, that goes so quickly to show the want of supervision which spells a slack ship.

C.—NOTES ON DISCIPLINE.

Discipline is a subject on which idealists and theorists are fond of writing. It is a subject which throughout all time has presented the greatest difficulties.

At first sight it would appear obvious that the opinions on the subject which should be given most consideration should be those of men who have been able to obtain a high stan-