

MEMO. RE. ADJUTANTS.**Foreword.**

Can't you see him crossing the Barrack Square? Bright, alert, soldierly. Here a word of praise, there a word of blame, but all exhilarating! A real soldier man, the walking and talking encyclopaedia of regimental customs and traditions, interior economy, drill and discipline. Bold, steadfast, just, full of common sense, well understanding 'The letter killeth but the **spirit** quickeneth'. The personification of soldierly loyalty and regimental efficiency; full of forethought; - good manners, good organizer, good soldier, good man-at-arms, good sportsman.

In choosing.

Apply the acid test: (a) Character; (b) Intelligence; (c) Experience; (d) Manners.

His dress, general appearance, soldierly bearing, saluting, riding, etc, must satisfy his C.O., whose mouthpiece and mirror he is, otherwise there will be a rift in the lute from the start in the shape of fault-finding on these points by the C.O. The Regimental Staff must be one and indivisible.

In **(a) Character**, the more he possesses the qualities that give us influence over other men the better. I allude to absolute straightness, absence of side, sense of humour, faith and sympathy.

In **(b) Intelligence**, he must be quick to grasp the point, receptive to new ideas, and have not only a good retentive memory, but what soldier men call "an Adjutant's memory", that small voice within you that says "Beware, You've forgotten something". Think it out! Remember it somehow, or things will go wrong and the C.O. and Regiment will be disgraced.

In **(c) Experience**, he must be recognized by his brother officers as the equal of all and the superior of most in all regimental duty, interior economy, drill, discipline, military procedure and law. Having grasped the difference between a mistake and a crime; that he has eye-lids as well as eyes; that he does not himself command the Regiment but is the mouth-piece of the C.O., whom he enables, by his systematic, thorough grasp of office work and all detailed work and clearly issued orders, tact, forethought and organizing powers, to devote his full time to drilling, training and fighting his Regiment, untrammelled by other worries.

His **experience** as a Regimental officer must be thorough enough to