

must secure a position in rear for the purpose of supplies or permanent defense, take it after the action is over. Having the mob at your mercy, let humanity obtain, but not at the sacrifice of your advantage or military rules. Secure your position at once by placing guards within your lines and outposts without them. Let there be no excitement or laxity anywhere. The commander will find that he must be very watchful at this time. After a fight the victors are apt to indulge in more or less of frenzy and to disorganize. If this is allowed, you place yourself at once at the mercy of your opponent, who will congregate and assault you while you are in no position to resist. Your own first success was due more to strict discipline and precise methods than to your numerical strength. As soon as you neglect these, you are no stronger or more formidable than the enemy. If attacked you are liable to become a mob yourselves. It takes the most perfect discipline, such as probably you will never attain, to form and develop for action a surprised or terror-stricken command—a few brave men if you give them an opportunity will produce the surprise and terror necessary. Hence I say secure your position and guard it against surprise by strict attention to the methods provided. You should, however, minutely of the above, give all the assistance you can to your fallen foe. Use your medical resources to allay the sufferings of the wounded, and as many more as you can spare to assist in the disposal of the dead. But let there be no disintegration in your command. Do all by regular details. Let no man volunteer for anything. In this way you will have your entire command under your control and orders.

It will be for the commander as soon as the chances for renewal of hostilities have ceased (not before) to look over the ground, decide what further use he can be in his military capacity. (*Do not let any one on the ground decide this for you.*) Seize, protect, and guard any property or persons you may think necessary, and report all your operations abinitio, by telegraph if possible, to your immediate superior, or the authority ordering the movement, and await further instructions. After the objects that brought you into the field have been accomplished, whether you have been inactive or not, take great care as to the discipline of your command. There is no better way to do this than to initiate at once all the formulae of post or camp duty, regular rolls calls, regular hours for meals, regular guard mountings, drills and parades. If in your judgment some of these will suffice at first, if you see discipline getting lax, add some. Let it be work all the time until you return to your homes and disperse. Officers must attend to these duties as well as the men. If they see officers idle and inattentive they will become so themselves. Keep a tight rein on everything, even though there appears to be no danger of trouble. The position of a commanding officer in an undisciplined camp is an unenviable one I assure you. When the work is all over and you are ordered home, keep up the same discipline en route and make the same dispositions you did going out. Your motto should be that good old Virginia one, "Semper paratus." Be commanding officer until you have given

the final command "Dismiss your companies."

The foregoing would seem principally to apply to commanding officers. A word to his subordinates. The very best rule I can lay down for them is contained in the two words "Blind Obedience." This is no time to question your commanding officer's methods or to assume knowledge of or criticize his plans. He cannot possibly be successful, no matter how perfect his plans, unless he have blind obedience from you. Your plans, if you have any, are out of the question. There can be but one commanding officer. To him has been entrusted the work in hand, and you have been given him as the instrument with which to accomplish it. You should divest your mind of the chances of results, you are not responsible for them. You cannot even be criticised. At the battle of Antietam the commander was commended for his strategy, his subordinates were condemned for their want of obedience. At the battle of Gettysburg, or rather the retreat of the beaten army, the commander was condemned for his want of energy, his subordinates were subjected to no criticism, they having given him "blind obedience."

But this does not mean that you are mere machines in your place merely to receive and transmit the orders of your superiors. You should have the information, the knowledge necessary for an intelligent performance of them. For instance, you will receive orders to protect the main body by an advance guard. Do you know how to form an advance guard, and to properly instruct it as to its duties? You will receive orders to protect a flank. You must know how to form flankers and what instructions to give them. You will receive orders to advance to action. You must know how to divide your command, form for attack, and maneuver it while in action. The lessons you are learning here and the information you are imparting to your men will all find application on the field. If you are ignorant of the details you will be of no assistance to your commander, rather you will be an hindrance. Subordinates must keep cool heads, must know thoroughly all the details of maneuver, and must obey literally the orders they receive. Knowledge of the details of drill is more important to the subordinate than to the commander. He plans and orders. You execute. You can readily perceive that this pertains to subordinates clear down the line. The captains must know how to form for attack; the lieutenants their duties and commands; the sergeants their sections and positions; the corporals their squads and places; the privates their movements and action under all formations. If all are not proficient, confusion will result, and confusion in action will negate every effort. Hence the necessity for perfection in the school and camp.

The foregoing is an attempt to give proper rules and methods in expeditions on great lines of travel, the kind of service we are most likely to be engaged in. Those to be adopted where the movement is inland, off these, and is to be prolonged, are more numerous and varied. The preliminaries as to securing proper supplies are always the same. But now the question of transportation will be added to the many cares of the commanding officer—the

amount to be provided as well as its care and protection during the expedition. I shall only attempt to give some general rules pertaining to this kind of expedition, some of them very simple, but very necessary, as time forbids going into it very thoroughly, and the National Guard is not likely to be engaged in it.

In marching, the commander must use the greatest care not to over-tax his command. His guard, outpost and flanking duties must be reduced to the lowest expedient strength, keeping as many men as possible in the main body; his marches when he commences a movement should be short, increasing the distance as the men become hardened. The second and third days out are usually the worst. The first day the men are fresh and full of ardor, and if allowed to will do more than it is prudent to let them; the second and third days they are sore and distressed. After this they will generally harden and at the end of a week you can call upon them for all the effort necessary. A rule in the regular army is to march fifty minutes and rest ten, at a rate of about two miles an hour in a long column. Camping grounds should be selected with great care, with a view to dryness and a plentiful supply of good water and fuel. Companies in a battalion, battalions in a regiment, regiments in a brigade, should alternate in the lead each day, as the fatigue of march increases toward the rear end of a column. Details should be made in the morning to do the fatigue work of the succeeding camp, and as soon as the command arrives there, these details should at once without orders proceed to gather fuel and water at the place selected for cooking. The most important thing in long marches is the subsistence of your men, and no time should be lost after arriving in camp in preparing the first meal. Almost equally important is the care taken toward the comfort and ease of your men in camp to prepare them for the fatigue of the following day. Bathing and cleanliness must be insisted upon. A tired man's first instinct is to eat, after that to lie down and sleep. He should first be made to bathe, then to eat and after that to sleep. These are some of the small details that must be attended to and can be summed up in this rule, "Bring your command on to the field of action with all the vigor and spirit you can infuse into it." A broken down command will be of no use when you come in contact with a waiting enemy.

Now as to the general methods. You will never move, no matter how distant you may be from the enemy, without following the rules laid down for your security. You must advance with an advance guard, flankers and rear guard. When you are far removed from the enemy you may reduce the strength of each to the minimum, but always keep up the semblance. As you draw near to your objective increase the strength of these bodies as well as their vigilance. The rule for a maximum detail for security is about one-sixth of the command. When you encamp, always surround your position with a chain of outposts, so posted as to be in commanding position to enable them to see in every direction, and far enough away from the main body to give it ample time to form in case of alarm, out of infantry fire. An outpost if attacked must offer stubborn