

38. That on all recruit parades provision be made for two squads, a first squad and an awkward squad—the latter for all inattentive and particularly backward men, so as not to discourage the smart, attentive recruits. This would tend to drill all up to the standard of the best men, instead of, as at present, bringing the best men down to the level of the indifferent.

39. After men have passed their recruit period, it is found desirable to parade once a week, and the present practice of having Government and company parades each alternate week is found to be satisfactory.

40. *Non-commissioned Officers.*—Good non-commissioned officers are the backbone of the Force. Without non-commissioned officers who are thoroughly proficient in their many and arduous duties, and who zealously and loyally discharge them, and who possess the instinct of commanding their men in action, that Force, however perfect its regulations, however able its commissioned officers, and however brave its private soldiers may be—that Force for modern warfare is utterly useless, and a perfect sham, its cost a waste of public money, and its retention simply insures disaster on the day of battle.

41. That there is but one way by which non-commissioned officers can fulfil the conditions required of them, and that is, as already mentioned, the habit of personal instruction and command of their company squads.

42. The ultimate object for which every armed force is maintained, whether offensive or defensive, is war. In battle a parrot-knowledge of the whole drill-book from cover to cover is useless; but the instinct of command, and of seizing the opportunities of the moment in a calm, common-sense manner, is of the first importance.

43. The non-commissioned officers must also instruct their men in shooting and fire discipline.

44. To successfully carry out their duties, non-commissioned officers must devote a great deal more time than the ordinary evening parades, and they must often incur money expenditure.

45. It has been already assumed that a Volunteer shall not be required to spend money on the service; therefore it is necessary to repay non-commissioned officers (when qualified, and after passing a searching examination) somewhat as follows: Pay a colour-sergeant £12 rank pay per annum; pay a sergeant £8 rank pay per annum; pay a corporal £6 rank pay per annum.

46. All non-commissioned officers to be required to maintain their efficiency or be promptly reduced.

47. Volley and independent firing: Pay each sergeant whose squad makes 15 points 5s.; pay each sergeant whose squad makes 18 points 7s.; and pay each sergeant whose squad makes 20 points 10s.

48. For Easter camp and field-days pay non-commissioned officers the war pay for active service.

49. To encourage sergeants to take their men to the rifle-range, and when there practically instruct them in shooting, pay each sergeant up to 10s. for range-fares (as shown by records), and, as practice teaches better than precept, he should always have some ammunition with him. For this purpose issue to sergeants fifty rounds extra free ammunition yearly.

50. That every effort should be made to fit Volunteer non-commissioned officers to qualify for and obtain employment as staff sergeant-majors, as the present army staff instructors die out.

51. That it is most important that the country should gradually obtain all ranks for defence from those living in the country: it must be entirely self-reliant in this respect.

52. As sketched in the foregoing, a private who obtained the maximum efficiency in all duties could receive at end of year—Class-firing, 5s.; volley and independent, 5s.; refund of tram-fares, 5s.; Easter camp, 16s.; Inspector's annual parade, 2s.; three field-days—each 4s.—12s.: total, £2 5s. At present the capitation is, per man, 2s., which, however, entirely goes to company funds, and most companies are in financial difficulties on account of the number of men who, under the present discouraging conditions, fail to earn capitation.

*Other matters necessary for good discipline and administration.*

53. That an abstract of the Defence Act and Regulations be compiled, containing the matters necessary for Volunteers to know; and that it be issued free to each recruit on enrolment.

54. That all company rules be abolished, all corps being administered under the Act and Regulations only.

55. That printed forms be issued to secure a uniform system of internal management, and officers commanding held responsible that they be used and complied with.

56. That officers commanding districts periodically examine all corps, their books and records, and causes of absence from Government parade, and insist that they be properly kept and dealt with.

57. That uniforms be supplied by Government, as well as arms and accoutrements (at present Government issues arms and accoutrements, and corps go into debt to get uniforms, gradually paying for them out of capitation), and corps be inspected periodically to insure due care being taken of the articles on issue; and that the uniform of all corps of the same arms be alike throughout the colony.

58. That the district staff have a special gas-metre, and supply free gas for capitation, recruit, and company parades.

59. Allow each company a small sum per annum (say £50) to recoup outlay for cleaning company quarters, fuel and orderly-room, gas, &c., and do away with all other capitation.

60. It is quite unreasonable to expect officers and non-commissioned officers to continue the present worry and loss of time caused by financial-committee work, the purchase of clothes, and getting up concerts and other appeals to the public for aid. All this so takes away from the dignity and respect of the Force that there is no wonder it has gone to the devil.

61. That Government pay a rifle-range caretaker, to act as marker without charge to men or corps.