

of his Commander's intention, the enemy, and *what* he is expected to do to help his Commander's scheme, but not *how* he is to do it in detail. It is no time to begin to learn to swim when one falls overboard, and, if an officer cannot command his own unit under all circumstances that may arise, long-winded orders in detail in the presence of the enemy will not render him fit to do so. I have found the orders often much too involved and too full of detail that the subordinate ought to know—probably because the senior issuing them was aware, or afraid, that the junior did *not* know; but this only points to the necessity for progressive training, first of small and then of larger units.

- (5.) Generally the forces have got much too scattered, leaving on several occasions hardly any main body at all, and have got quite out of touch and unworkable.
- (6.) I have frequently been surprised to find at manœuvres that officers have shown an extraordinary tendency to "take up a position," as they term it—arrange to dig themselves in, and often scatter their forces without communication, and so render the whole immobile, and this, too, without any reliable knowledge of the enemy's whereabouts or intention. It should be realised that "the soundest defence is attack" whenever possible, especially for our forces.

#### CONCLUSION.

In conclusion, sir, I should like to point out that I am certain it is not for what is commonly referred to as "want of encouragement to the Volunteer Force" that it is not in a better state as regards efficiency. Ever since I first joined the Force more and more so-called encouragement has been given, almost year by year, in the shape of increased camp and other allowances, personal payments for daylight parades and for Easter Camp, pay for efficiency for various grades in the different arms, &c., free travelling on railways, and numerous other concessions, and less work has been demanded in return in order that a man may be called efficient.

I think that in return for concessions *more* work should always be demanded.

I have, &c.,

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Inspector-General, New Zealand Forces.

The Right Hon. the Minister of Defence.

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