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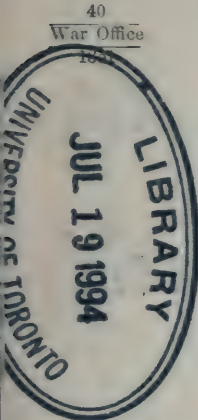
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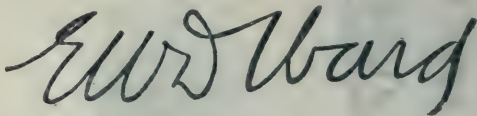
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WAR OFFICE, S. W.,
November 17th, 1913.

CONTENTS.

CHAPTER I

Principles and System of Training.

| SECTION | PAGE |
|-----------------------------------|------|
| 1. Object of Training | 9 |
| 2. Responsibility for Training .. | 10 |
| 3. System of Training | 12 |
| Regular Forces | 12 |
| Special Reserve | 13 |
| Territorial Force | 14 |
| 4. Training Grant | 16 |
| 5. Programmes of Training | 16 |
| 6. Memoranda on Training | 17 |

CHAPTER II.

Individual Training.

| | |
|---|----|
| 7. General Instructions | 19 |
| 8. Individual Training of Officers | 19 |

EXERCISES ON THE GROUND WITHOUT TROOPS.

| | |
|--|----|
| 9. General Instructions | 23 |
| 10. The Director of an Exercise on the Ground without Troops | 27 |
| 11. Administrative Arrangements | 28 |
| 12. Preparation of Scheme | 29 |
| 13. Issue of Scheme and Preliminary Work | 31 |
| 14. Appreciations | 32 |
| 15. General Procedure | 35 |
| 16. Work done at an Exercise on the Ground without Troops | 39 |
| 17. Duties of the Director-in-Chief | 42 |
| 18. Duties of a Director | 42 |
| 19. Duties of an Assistant Director | 43 |

| SECTION | PAGE |
|---|------|
| 20. Special Instructions for a Regimental Exercise | 43 |
| 21. Preparation of the Scheme for a Regimental Exercise ... | 44 |
| 22. General Procedure at a Regimental Exercise | 47 |
| 23. Administrative Exercises | 49 |
| WAR GAMES. | |
| 24. General Instructions | 49 |
| 25. Director and Umpires for a War Game | 50 |
| 26. Preparation and Issue of Scheme for a War Game ... | 50 |
| 27. General Conduct of a War Game | 50 |
| 28. INDOOR EXERCISES | 53 |
| 29. INTELLIGENCE COURSES | 54 |
| 30. CIPHER COURSES | 57 |
| 31. RECONNAISSANCES | 57 |
| 32. LECTURES | 57 |
| 33. ESSAYS | 58 |
| 34. CONFERENCES ON TRAINING | 59 |
| 35. ENTRAINING AND DETRAINING | 60 |
| 36. SLINGING FOR EMBARKATION | 60 |
| 37. ATTACHMENT TO OTHER ARMS | 61 |
| 38. INDIVIDUAL TRAINING FOR N.C.O.'s | 62 |
| 39. INDIVIDUAL TRAINING FOR MEN | 63 |

CHAPTER III.

Collective Training.

| | |
|--|----|
| 40. General Instructions for Collective Training | 67 |
| 41. Squadron, Battery or Company Training... .. | 71 |
| 42. Regimental, Artillery Brigade, and Battalion Training... .. | 75 |
| 43. Cavalry and Infantry Brigade and Divisional Artillery Training | 76 |
| 44. Divisional Training | 77 |
| 45. Command Training | 78 |
| 46. Special Exercises | 78 |
| 47. Training of Administrative Services and Departments | 79 |
| 48. Skeleton Forces | 79 |

CHAPTER IV

Army Manœuvres.

| SECTION | PAGE |
|---|------|
| 49. General Instructions | 82 |
| 50. Preparatory Measures | 83 |
| 51. Arrangements for acquiring ground | 84 |
| 52. Director and Directing Staff... .. | 84 |
| 53. Preparation of Scheme | 87 |
| 54. Composition of Opposing Forces and Establishments | 88 |
| 55. Provision and Training of Umpires | 89 |
| 56. Orders and Arrangements for Concentration and Dispersal | 90 |
| 57. Reconnaissance of the Manœuvre Area | 90 |
| 58. Arrangements for Supply and Transport | 91 |
| 59. Arrangements for Posts and Telegraphs | 92 |
| 60. Arrangements for Civil and Military Police | 92 |
| 61. Arrangements for Military Attachés, Press and Spectators | 93 |
| 62. Provision of Maps | 94 |
| 63. Miscellaneous Arrangements | 94 |
| 64. General Conduct of Manœuvres | 95 |
| 65. Duties of Director | 95 |
| 66. Duties of Commander of Forces | 98 |
| 67. Duties of Regimental Officers | 98 |
| 68. Duties of Compensation Officers | 99 |
| 69. Duties of Civil and Military Police | 99 |
| 70. Rules for Manœuvres... .. | 100 |
| 71. Rules for Entrenching, Demolitions, etc. | 102 |
| 72. Rules for Aircraft | 104 |
| 73. Discipline | 105 |
| 74. Distinguishing Flags, Dress and Arm Bands | 105 |
| 75. Bugle Calls and Balloon Signals | 107 |

CHAPTER V.

Umpiring.

| SECTION | PAGE |
|---|------|
| 76. Reason for Employing Umpires | 109 |
| 77. The Two Main Duties of Umpires... .. | 109 |
| 78. The Duties of Umpires with regard to Conveying Information as to Artillery and Rifle Fire | 109 |
| 79. The Duties of Umpires with regard to Giving Decisions | 110 |
| 80. Other Duties of Umpires | 115 |
| 81. Duties of Regimental Officers of all Arms as regards Co-operation with Umpires, with special reference to Umpiring with Infantry | 116 |
| 82. Special Points with regard to Umpiring with Cavalry ... | 118 |
| 83. Special Points with regard to Umpiring with Artillery | 120 |
| 84. Special Points with regard to Umpiring with the Air Service | 121 |
| 85. Umpiring Duties of the Director | 121 |
| 86. Special Duties of the Chief Umpire of each Side ... | 122 |
| 87. Casualty Screens | 123 |

APPENDIX A.

| | |
|--|-----|
| Short <i>précis</i> of the Military Manœuvres Act of 1897, as amended by the Act of 1911 | 125 |
|--|-----|

APPENDIX B.

COMPENSATION.

| | |
|--|-----|
| 1. General Instructions | 128 |
| 2. Manœuvres Commission | 128 |
| 3. Chief Compensation Officer | 128 |
| 4. Area Compensation Officers | 130 |
| 5. Road Compensation Officers | 131 |
| 6. Civil Compensation Officers | 132 |
| 7. Secretary to the Military Manœuvres Commission and Staff Officer to the Chief Compensation Officer | 132 |

| SECTION | PAGE |
|---|------|
| 8. Circulation of Information to Residents in the Manœuvre Area | 133 |
| 9. Claims | 134 |
| 10. Telegrams | 135 |
| 11. Hiring of Camps | 135 |
| 12. Orders to be issued to the Troops | 136 |
| 13. Damage by Civilian Employés | 137 |
| APPENDIX C. | |
| Form of Agreement for Hire of Land for the Encamp- ment of Troops or for Hire of Watering Places .. | 138 |
| APPENDIX D. | |
| Form for Claim for Damage done by Troops, other than for Damage to Roads | 142 |
| APPENDIX E. | |
| Form for Claim for Damage to Roads | 144 |
| APPENDIX F. | |
| Form for Notice of a Work of Construction or Destruc- tion, which, owing to manœuvre conditions, cannot be practically executed | 147 |
| APPENDIX G. | |
| Distribution of Duties of Directing Staff at Army Manœuvres | 148 |
| APPENDIX H. | |
| Scale of Issue of Maps for Training and Manœuvres .. | 149 |
| INDEX | 152 |



Howles /

TRAINING AND MANŒUVRE REGULATIONS.

CHAPTER I.

PRINCIPLES AND SYSTEM OF TRAINING.

1. *Object of Training.*

1. The sole object of military training is to prepare our forces for war, success in battle being constantly held in view as the ultimate aim.

2. The principles that should guide our forces in war are given in Field Service Regulations, Part I, and it is on the principles and requirements therein laid down that all our training must be based.

3. It is the function of training to develop the mental, moral, and physical qualities as highly as possible in each individual, and also to inculcate by theory and practice the methods of employing the various arms in co-operation to the best advantage.

4. Skill with arms and the power to move rapidly in formed bodies without confusion must be acquired during the elementary stage of training. In this stage physical efficiency and self-reliance must be sought and the foundations of discipline laid. Advanced training is devoted principally to the study and practice of the principles of co-operation.

5. In order to ensure mutual confidence and unity of action all training must be based on uniform principles. These principles are laid down in the Training Manuals and it is the duty of all commanders to see that they are strictly observed.

2. *Responsibility for Training.*

1. The main principles as to the responsibility for training are :—

- i. That the commander of each unit, or sub-unit, however small, shall be responsible for the training of all under his command, and
- ii. That the commander of each unit or formation shall devote himself principally to the training of his unit or formation as a whole, and to the instruction of his subordinate commanders, and shall delegate to them the details of the training of their commands.

2. But, while strict adherence must be given to the principle that each commander is to be made wholly responsible for the training and efficiency of his command, whether large or small, his superiors must not forego their functions of guidance and control. They should exercise a general and continuous supervision which, without ever curbing initiative or taking the form of interference, should ensure that the training shall be always on sound lines.

Criticism by superior officers should be kindly, helpful, and constructive. Criticism of a fault-finding or discouraging nature tends to create an unwillingness to face responsibility and display initiative and originality.

3. The foundation of all training is laid within the

squadron, battery, or company. These, therefore, are the principal training units. Their commanders must be given as free a hand as possible, and must be made to feel that they are responsible for the continuous training of their units throughout the year, not merely during the company, etc., training period only.

Squadron, battery, and company commanders will hold sub-unit leaders responsible for the training of their own sub-units, and will allot such time as they think fit for the training of each sub-unit under its own leader.

Squadron, battery, and company commanders must ensure not only that sub-unit leaders are well trained, but also that in each sub-unit there shall be subordinates fully trained to take the place of the leader if he becomes a casualty.

4. Special schools and courses are instituted for the instruction of officers (and, in certain cases, of non-commissioned officers and men) in specific duties. Details of this special instruction are contained in the King's Regulations.

It is the duty of commanding officers to ensure that suitable officers and non-commissioned officers are sent to such courses, and that they are qualified by previous instruction to obtain full benefit from them.

Other classes for the instruction of officers and of non-commissioned officers may occasionally be formed for special purposes under the authority of general officers commanding-in-chief, but it must be clearly understood that the extra-regimental instruction of officers (or the extra-company, etc., instruction of non-commissioned officers) is to be exceptional, and that as a general rule the battalion, etc., commander is to be responsible for the training of his officers and the company, etc., commander for the training of his non-commissioned officers.

3. *System of Training.*

Regular Forces.

1. So far as the conditions of enlistment allow, the training, both of the individual and unit, will be progressive and continuous.

The general principle of training is first to give the individual a thorough knowledge of his duties and then to teach him to act in combination with his comrades.

The training year will therefore be divided into two periods, which will be devoted respectively to—

- i. Individual training.
- ii. Collective training.

The object of Individual Training is to prepare the individual officer, non-commissioned officer or soldier for the duties which he will be required to carry out in war.

The object of Collective Training is to render the squadron, battery, or company, and the larger units and formations, capable of manœuvre and co-operation in battle.

2. The first or individual training period is to be employed in so training individual officers, non-commissioned officers, and soldiers, as to enable them to fulfil successfully their several rôles in their units during the second period. For details as to individual training see Chapter II and the Training Manuals for each arm.

The second or collective training period is to be devoted to the progressive training of units and formations, as laid down in Chapters III and IV and the Training Manuals for each arm.

The army manœuvres form the culmination and conclusion of the training year for the regular troops who take part in them.

3. General officers commanding-in-chief will determine the dates of the commencement of the individual and collective training periods for the troops in their commands.

For regular units at home these dates will usually be fixed about October 15th and March 1st respectively.

4. In places other than the United Kingdom and the Channel Islands, this division of the year will be modified to suit climatic and other conditions.

Special Reserve.

5. So far as is possible the Special Reserve will be trained on the same principles as are laid down in these Regulations for the Regular Forces.

6. Special Reserve officers will be given thorough individual training during the probationary period. Further individual training should be provided by short courses held at convenient centres in each command, by attachments to regular units, and by regimental exercises and war games conducted both by, and under arrangements made by, officers commanding districts.

Officers commanding districts will pay special attention to instructing senior Special Reserve officers in the art of command and in the best methods of instructing their junior officers and of training their units.

It is important that commanders of coast defences should hold regimental exercises for officers of Special Reserve and Territorial Force units which would form part of the garrison on mobilization so that these officers may obtain a knowledge of the locality and of the duties which will fall to them in war.

The individual training of Special Reserve non-commissioned officers should take place prior to the annual training.

They should be therefore called up, especially after first appointment, for short periods of instruction with a Regular unit or at the headquarters of the Special Reserve unit (see Special Reserve Regulations).

The Special Reserve soldier will receive a careful and thorough individual training during his period of training on enlistment.

7. The collective training of Special Reserve units will take place during the annual training, under the immediate supervision of officers commanding districts. The instruction given should not go beyond battalion (or regimental) training, and attention should be principally devoted to company (or squadron) training and musketry.

Territorial Force.

8. The periods of recruit training and annual camp for the Territorial Force and the obligatory and optional courses for officers and non-commissioned officers are laid down in the Territorial Force Regulations.

As far as possible the system of dividing the year into two periods, one devoted to individual and the other to collective training, should be adhered to, though the date of the commencement of the collective training period may be varied to suit local conditions.

9. During the individual training period the training of officers, non-commissioned officers and men will be carried out on the lines laid down for regulars as far as the conditions of service permit.

Divisional and brigade commanders will devote special attention to instructing the senior Territorial officers in the art of command and in the best methods of instruction. Commanders of smaller units will similarly instruct their

officers and non-commissioned officers. They should be assisted by officers of brigade and divisional staffs. Much may be done in this matter by means of simple exercises on the ground without troops, affording practical demonstration of how a regimental exercise should be conducted.

Great attention must be paid during this period to the training of Territorial non-commissioned officers as instructors.

10. During the collective training period, but prior to annual training, every opportunity should be taken to train out of doors sub-units such as troops, platoons, or sections.

11. During the annual camp the training should, as far as possible, be progressive, commencing with the elementary collective training of each sub-unit under its own commander, supervised by the squadron, battery or company commander. During this training careful attention must be given to the instruction of the non-commissioned officers and men, so that each may have a thorough grounding in the elementary work required of him in his sub-unit. Much of the instruction should be given by demonstration and by practical explanation of what is required (see Sec. 41, para. 4).

This elementary training should be followed by squadron, battery, and company training, to which most of the time available during the annual training in camp should be assigned.

Brigade commanders, assisted by the regular officers under their command, must devote great attention to training Territorial officers how to teach. The suggestion in Sec. 41, para 5, should be considered in this connection. It will often be possible to teach the commanders in the afternoons that which they are to teach their subordinates next morning.

If ordered by the brigade commander, one day's battalion training may take place towards the end of the annual camp. This may be increased to two days' battalion training at the discretion of the divisional commander. If specially authorized by the general officer commanding-in-chief, one day's brigade training may take place at the end of the second week. Divisional exercises should be exceptional, and must not be carried out without previous authority from the War Office.

It will generally be advisable that units composing a brigade should camp together. When local conditions permit the concentration of a division for annual training, either in one camp, or in camps within easy reach of one another, much mutual benefit is derived from the fact that the units composing the division have opportunities of becoming acquainted with each other. Such camps enable the higher commanders to supervize more easily the training of the units composing their formations, and give the technical and administrative services practice in supplying the requirements of the other arms.

4. *Training Grant.*

Instructions regarding the preparation of estimates for the training grant and for its allotment will be found in King's Regulations, Appendix XXV, para. 8.

5. *Programmes of Training.*

1. Before each training period all commands, formations, and units will prepare careful programmes of the training to be carried out.

In order that the programmes of the smaller units may be

issued before the training period commences, it is important that the commanders of the higher formations should issue in good time any necessary instructions.

2. Returns giving a general programme of the trainings to be carried out during the year will be forwarded by general officers commanding-in-chief both to the War Office and to the Inspector-General of the Home Forces on the following dates :—

Regular Troops before 15th February, on the forms issued with War Office letter No. 34/1678 (M.T. 2) of 31st August, 1912.

Special Reserve units before 1st March, on Army Form E 519.

Territorial Force units before 15th January, on Army Form E 656.

6. *Memoranda on Training.*

1. From observation of the troops and from the reports of the Inspector-General of the Home Forces, the Chief of the Imperial General Staff will issue in the summer a Memorandum on Army Training during the preceding individual training period, and in the winter a Memorandum on Army Training during the preceding collective training period.

The main object of these memoranda is to draw the attention of those concerned to points in the training where principles contained in the Field Service Regulations and Training Manuals have been misinterpreted or ignored, or where methods of instruction are faulty, and to show the direction in which improvement is to be sought.

2. With the same object, general officers commanding-in-chief may issue similar memoranda if they consider it advisable to bring to the notice of their commands any

points not mentioned in the memorandum by the Chief of the Imperial General Staff, or to emphasize any point in that memorandum which, for any particular reason, requires special attention by the troops under their command.

Copies of these, and of all other memoranda and instructions on training issued by general officers commanding-in-chief, will be forwarded to the War Office.

3. The issue of treatises on training by subordinate commanders should be very exceptional, as a multiplication of such treatises tends to confusion of thought and neglect of the study of the official Training Manuals, on which the attention of all ranks should be concentrated.

CHAPTER II.

INDIVIDUAL TRAINING.*

7 *General Instructions.*

1. Individual training is an essential preliminary to collective training and the more thorough the individual training has been the more satisfactory will be the subsequent collective training

2. As the season for leave and furlough corresponds with the period allotted to individual training, careful arrangements must be made by those concerned to ensure that this training is as far as possible progressive and uninterrupted.

3. Leave and furlough must be so arranged that each squadron, battery† or company is struck off duty and placed at the disposal of its commander at full strength for a definite period, or periods, in order to allow its commander to carry out a complete and thorough course of individual training for his officers, non-commissioned officers, and men. This period, or the aggregate of these periods, should not be less than twenty-four working days.

8. *Individual Training of Officers.*

1. An officer's first duty is to fit himself to become a capable leader in war. But it is of almost equal importance that he should be an efficient instructor in peace, for

* The training of individuals and units is not to be considered as limited to any particular period; advantage must be taken of any opportunities which may arise for individual training during the period of collective training; and, *vice versa*, the training of sub-units may sometimes be arranged to take place in the individual training period.

† It is sometimes better to arrange furlough in the artillery by sections rather than by batteries.

it is on the training given by him to his subordinates in peace that the war efficiency of his unit depends.

2 Many of the qualities required to fit a regimental officer to be a good leader of his men in war are the same as those required to fit him to be their instructor in peace. To fill either *rôle* with success he requires a clear mind and a strong character which commands the respect of his subordinates, with whom he should be in close touch and sympathy. He must have sound military knowledge, which can only be gained in peace by a study of how military situations have been dealt with in the past and by constant practice in thinking out and deciding how best to meet definite military problems with which he is likely to be confronted in war. He needs imagination in order to have the power of anticipating probable future requirements and developments, and organizing ability in order to make the necessary provision to meet them. He must have a good eye for the use of ground, a capacity for promptly grasping a situation in all its bearings and for coming at once to a correct decision, which he must be able to translate forthwith into clear and concise orders.

To fit him for his duties as a leader in war he must, in addition, have practice in handling troops in the field. Further he needs a healthy body capable of long continued exertion, a capacity for overcoming difficulties and for always appearing confident and cheerful, and finally a cultivated will power and determination strong enough to impress itself on his men in the stress of battle.

3. To be an efficient instructor it is not sufficient merely to have knowledge of the subject which is to be taught; it is necessary also to know how to impart that knowledge to others in a form that will interest them. This is to a very great extent a matter of practice and training. Senior

officers should devote great attention to the training of their juniors in the art of imparting knowledge in a form easily intelligible by, and interesting to, those who are being instructed.

4. It must not be forgotten, however, that it is even more important to learn than to teach, and that no instructor can be efficient if he be not always learning. All commanders, therefore, must constantly study how to improve themselves in the art of command, in the power of giving due value to all the essential factors of a military situation, in the faculty of forming a simple plan to meet the situation, and in the determination necessary to carry that plan to a successful conclusion.

5. Though much can be done by senior officers to train their juniors, it must be thoroughly understood by all officers that the most important part of their individual training is the work they do by themselves.

It is impossible to lay down any definite instructions for private study, since the facilities and capacity for study and the individuality of the officer vary in each case. But an officer's first duty in this respect is to acquire a thorough knowledge of all the details of his own unit and then of his own arm, studying simultaneously also the functions and methods of action of the other arms and services, so that from the first he may recognize that in war co-operation between the arms, careful organization and thorough training are the essentials of success.

6. It is of importance that officers should acquire a knowledge of French and German sufficient to enable them to converse and to read with facility the many excellent military treatises published in those languages. Commanding officers should encourage their young officers to become interpreters in these languages as early in their

service as possible. A knowledge of foreign languages is necessary for admission to the Staff College, and to become a Staff College graduate should be the ambition of all young officers. Officers serving abroad should learn the languages of the countries they are serving in, or are likely to be ordered to.

7. Military history is of great importance in the instruction of officers, and it is for this reason that a special campaign or special period of a campaign is selected every year for general study during the individual training season.

In studying military history an officer's object should be to derive from the records of the past lessons which will be of value to him in dealing with military situations that he may meet with in his career. Such lessons can best be obtained from a close examination of some definite operations in a few well selected campaigns. The reasons that led to success or failure must be noted and proposals for action in similar circumstances must be considered. A book that gives only a broad view of the leading incidents of a campaign will, if the story is well written, be of great interest to a soldier, but such reading is useless for the purpose of the study mentioned above.

8. In order to help officers to pursue their studies in military history with thoroughness it may sometimes be useful to base the schemes for exercises on the ground without troops, or for war games, and the subjects for essays, on the campaign selected for the year.

9. Individual training will also be given to officers at the schools and classes of instruction laid down in the King's Regulations.

10. Details of the following forms of training are given in the succeeding sections :—

| | Sections |
|--|-------------------|
| *Exercises on the ground without troops | 9-23 |
| War games | 24-27 |
| Indoor exercises | 28 |
| *Rapid solution schemes | 15 (6) and 28 (2) |
| *Intelligence courses | 29 |
| Cipher courses | 30 |
| *Reconnaissances | 31 |
| Lectures... .. | 32 |
| Essays | 33 |
| *Conferences on training | 34 |
| *Entraining and detraining | 35 |
| *Slinging for embarkation | 36 |
| *Attachment to other arms | 37 |

All the above, with the exception of the last, are suitable forms of training for the individual training period. Those marked * are also suitable for the collective training period.

EXERCISES ON THE GROUND WITHOUT TROOPS.

9. *General Instructions.*

1. The object of all exercises on the ground without troops is to give the officers who take part in the exercise instruction and practice in carrying out the duties that might fall to them in war.

It is obvious, therefore, that the more closely the whole proceedings are made to resemble the conditions that would obtain in war, the greater will be the value of the exercise.

2. Exercises on the ground without troops include what have hitherto been known as staff rides or staff tours, and may be either regimental, brigade, divisional, coast defence,

command, or army exercises, according to their scope. Those dealing principally with the work of staff officers are termed staff exercises, and those dealing with administrative matters are termed administrative exercises. In these two cases the duties of commanders may, if desired, be carried out by the directing staff. In all other exercises it is desirable that command and direction should be kept separate. The exercises will be framed either with the object of dealing with certain specific tactical or administrative problems, or they may be of a more comprehensive nature, the operations being allowed to run their course without interruption and the various problems to arise naturally from the development of the scheme. In the latter case commanders and staffs will take all action they would take in war without any instruction or guidance from the directing staff. In all cases, except in special circumstances, officers should be employed on the war duties of the appointment they are holding, or those which they might have to carry out owing to casualties in the next higher rank.

3. In the term "regimental exercise" are included all exercises on the ground without troops, in which the force to be actually dealt with on the ground does not exceed that likely to be commanded in war by a lieutenant-colonel.

Exercises on the ground without troops conducted by officers commanding districts for the Regular and Special Reserve officers under their command, and those conducted by the commanders of Territorial infantry and mounted brigades and of Territorial divisional artillery, should be "regimental exercises" as thus defined.

4. The term "brigade" in para. 2 includes divisional artillery.

5. It will often be advantageous to base the problems dealt with in a brigade exercise on those that have arisen out of a previous divisional or command exercise. Similarly, it may be possible to work out in a regimental exercise the tactical problems that have arisen in a former brigade exercise.

6. The scheme set at a coast defence exercise should be such as to lead to situations that are likely to occur in war at the particular fortress or defended port at which the exercise takes place. Furthermore every endeavour should be made to obtain the co-operation of the Royal Navy in these coast defence exercises, for the presence of officers of the Royal Navy not only adds greatly to the value of the experience gained, but goes far to help towards that practical co-operation and mutual understanding between the two services which is essential in coast defence.

7. In order that the instruction given may be practical and interesting, it is of importance that the problems considered at all exercises on the ground without troops should be such as might have to be dealt with in war by the officers taking part in the exercise.

But, however restricted the scope of the exercise may be, the action of the various arms in combination must be considered. Officers of all arms and services should, whenever possible, be associated in these exercises.

8. In all these exercises practice must be given in the faculty of forming a simple plan to meet a given situation (see Sec. 8, para. 4, and Sec. 14, para. 9), and in the art of issuing quickly concise and complete orders, both verbal and written (see Sec. 15, para. 6).

9. The methods of conducting exercises on the ground without troops vary in accordance with the scope of the instruction intended to be given and the number and status

of the officers taking part, but the general principles will be the same in all cases. In the succeeding sections (10—19) instructions are given for an exercise conducted on a large scale, such as a Command exercise or a staff exercise under the Chief of the Imperial General Staff. For smaller exercises these instructions must be modified as necessary.

In Sections 20—22 some notes are given as to the modifications required for a regimental exercise.

10. Brigade commanders and staff with their battalion commanders should periodically be employed under the divisional commander and staff in dealing for a few hours with tactical problems on the ground in the vicinity of their station.

Similar exercises on the ground without troops for divisional and brigade commanders and staffs should also be carried out under general officers commanding-in-chief and command staffs when conditions permit of this being done without incurring any great expense.

11. The value of the instruction given during an exercise on the ground without troops will mainly depend upon the extent to which the ground itself is actually utilized, and in this connection it is necessary during tactical operations that officers should, as far as possible, occupy the same positions on the ground as they would occupy in similar situations in war. From this it follows that it will be desirable, whenever possible, to provide means of communication between the headquarters of the different formations, and for this purpose the units of the signal service should be used when local conditions admit, and they should, if possible, be brought up approximately to war strength.

The signal service exists to provide communication between the staffs and the troops, and this communication can only be efficient if the staffs have practical experience

of the possibilities and limitations of the signal service, and if the signal service have constant practice in carrying out the requirements of the staffs for whom they would work in war. This form of exercise is, therefore, invaluable for the mutual training of the signal units and staffs.

If the signal units are not available, a few men on bicycles, or other means of communication, should, if possible, be provided.

10. *The Director of an Exercise on the Ground without Troops.*

1. A director and an adequate number of assistants are required to conduct an exercise on the ground without troops. These should be selected with care, for the smooth working of the exercise and the value of the instruction gained depend almost entirely on the ability and energy of the directing staff.

2. In the case of an exercise on the ground without troops in which there are two sides (called a "double exercise") it is necessary to have a director for each side and a director-in-chief, who will act as umpire and control the course of the exercise by issuing instructions to the directors. If necessary, one of the directors can act as director-in chief in addition to performing his own duties.

A double exercise will usually prove of more interest to the officers taking part in it than one at which only one side is represented, but, in order to keep the total number of officers within reasonable limits, it may be desirable that one side should be represented by only a few officers.

11. *Administrative Arrangements for an Exercise on the Ground without Troops.*

1. The administrative arrangements to be made beforehand depend on the country in which the exercise is being held.

2. If at a distance from barracks the first step is to arrange for accommodation, whether the latter be in hotels or tents, etc. All the officers of one party should be accommodated together. If officers representing opposing forces are in the same locality they should be in different hotels or camps.

3. Where hotels are used the accommodation required is one large room for conferences, and for the use of officers taking part, one small sitting room for the director, another for his assistants, a small room for clerks, and a bedroom for each officer. Inclusive terms at a fixed price per head should be arranged for each officer and for each clerk, etc. Terms must also be arranged for sitting rooms and for motor and cycle accommodation.

4. As regards means of locomotion, motor cars should only be employed when the exercise cannot be efficiently conducted without their use. Cheaper forms of transport, such as bicycles or motor omnibuses, should be utilized whenever and for whomsoever the rapidity of a motor car is not essential.

It must be remembered that motor cars are expensive, that the total of the training grant is limited, and that money can only be obtained for the hire of motor cars by reducing other forms of training.

5. When the exercise is on a large scale, one or more officers will be required to arrange about accommodation, transport, etc.

6. Clerks for the director and for commanders of sides may also be necessary.

7. In the administrative instructions, to be issued to all officers, information should be included as to the above matters and as to the hour and date of assembly, dress, stationery, travelling claims, and other details.

12. *Preparation of Scheme.*

1. The scheme is usually divided into (i) the general idea, which is made known to all, and (ii) the special ideas, one of which is issued confidentially to each side.

2. The general idea gives information which would, in war, be in possession of both combatants, and therefore is not a confidential document. In exercises on the ground without troops which are intended for the higher commanders, or for staff officers, much valuable instruction will be obtained during the initial stages of the supposed operations, when strategical plans must be formulated. The actual problem for solution will usually be a side issue of a greater problem, the bearing of which on the lesser problem must also be considered. Although therefore the general idea for the smaller exercises should be short and simple, the general idea for an exercise intended for the higher commanders and their staffs may frequently be a document of considerable length giving all the data which could affect the solution of the problem. For example, mention may be made of the general political situation, the characteristics of the opposing armies, the *moral* of the troops, the attitude of the inhabitants in the area of operations, the security or otherwise of the lines of communication, the value of the capital both politically and in respect of the military resources of the country.

3. **Special ideas** contain the immediate problem to be solved and give the information which each commander might, in war, be assumed to possess of his adversary's position and movements at the time of receipt, in addition to that given in the general idea.

Special ideas consequently differ for each side and are confidential documents.

4. The scheme should be so constructed that it may be suited to the ground and may lead to situations likely to occur in war. The battle is the supreme test in war, and the necessity of training officers in the duties that will fall to their lot in battle must always be borne in mind.

The ground outside the theatre of operations of the forces whose actions are being studied may, if necessary, be considered as other than it is (*e.g.*, the sea may represent a neighbouring state), but the ground over which the forces have to operate must be subjected to no imaginary change except such as cannot complicate the scheme, nor add an air of unreality to it. For instance, in case of necessity a narrow stream might be considered to be an unfordable river.

5. If the ground be suitable it may be possible to base the scheme on some episode in military history. When this is possible an added interest is given to the scheme, and the study of the original is encouraged. Care, however, must be taken that the general nature of the principal features in the historical parallel and in the selected area coincide sufficiently for the parallel to be of value. Further, in determining its suitability for conveying lessons that are both strategically and tactically sound, due consideration must be given to the changes that have occurred in armament and conditions of transport.

6. As the rôle of the British Army is so varied, schemes should not necessarily be restricted to the operations of

organized bodies in civilized warfare. Where ground and other conditions are favourable, warfare against savages among hills, or in bush country, and other similar exercises, may be practised

7. When selecting the ground on which the exercise is to take place its accessibility from the nearest suitable accommodation must be considered.

13. *Issue of Scheme and Preliminary Work for an Exercise on the Ground without Troops.*

1. The general and special ideas, composition of the forces, administrative instructions and instructions as to the preliminary work to be done, should be issued a sufficient time before the commencement of the exercise to enable officers to study the scheme, to write their appreciations and other preliminary work, and, if the scheme is based on history, to give them time to study the original operations.

2. Though for the purposes of the actual course of the exercise commanders of sides may be the only officers from whom appreciations are necessary, it is better that all taking part should write appreciations as part of their preliminary work. It gives good instruction and ensures that all officers shall have a thorough knowledge of the scheme before the exercise commences.

3. Officers will forward these appreciations and other preliminary work to the director in such time as will permit of all being gone through and annotated before the commencement of the exercise.

14. *Appreciations.*

1. The object of appreciating a situation is to arrive at a decision as to the best course to adopt in certain given circumstances after a careful consideration of the known or surmised factors bearing on the situation.

2. A distinction must be drawn between (a) appreciations in connection with subjects elaborated in peace time, such as plans of campaign, and (b) appreciations of tactical or of minor strategical problems which arise in the field.

In the former rapidity in compilation is immaterial, and every factor, however slight its influence, must be considered and recorded, since future developments may materially alter its importance.

In the latter rapidity is generally all-important, and the time at the disposal of the writer of the appreciation and of the officer to whom it is rendered seldom admits of all the factors being recorded, though they should all receive consideration.

Only the latter class of appreciation is dealt with in the following paragraphs.

3. The value of method is very apparent in war, where there are so many disturbing influences and where rapidity is often of the utmost importance. Constant practice in appreciating minor strategical and tactical situations is therefore essential.

The habit of forming appreciations teaches an officer to arrange his facts methodically, and trains him to arrive rapidly at a logical and sound conclusion.

4. Though it is undesirable to lay down a form to be followed in writing an appreciation of a situation, it has been found by experience that until officers have had a certain amount of practice in this work, they require training in

marshalling their ideas so as to obtain logical sequence of thought. The following arrangement of points requiring consideration should be of assistance to officers in appreciating a situation, but it must be clearly understood that it is not intended that the order in which they are arranged should be taken as the order of their importance, nor as the order in which they should receive consideration, or be presented to the reader :—

The **object** to be attained.

Factors which might influence the attainment of the object.

The **courses open** to both sides.

A **definite plan of action**.

5. The *heading* should state what the situation is, and from whose point of view it is being appreciated.

6. The *object* should be clearly and concisely given and should be kept in view throughout the appreciation.

7. Among the *factors* which might influence the attainment of the object the following may be mentioned as usually requiring consideration: the position and relative strength and efficiency of the opposing forces, including probable reinforcements, topographical and climatic conditions, the political situation, time and space, the enemy's vulnerable points, character of the opposing commander, railways, telegraphs, and communications generally. It should, however, be remembered that information regarding these and kindred matters is not of itself of great value. It is the deductions and inferences to be derived from such information that are chiefly needed.

In the case of proposed railway movements, sufficient detail should be given to show that they are within the capacity

of the railways affected and that the necessary arrangements have been worked out.

Though the above and other factors must be considered, nothing should be written down that is not essential to the solution of the particular problem under consideration and that has not a definite bearing on it.

8. The arguments for and against each *course open* to either side should be briefly discussed, and its practicability proved if necessary. A distinction should be drawn between established facts and assumptions, since on the accuracy of the latter the soundness of the arguments is largely dependent. This discussion should lead logically to the plan proposed.

9. The *plan of action* must be simple, practical, and definite. The more simple the plan the greater chance there is of its successful execution. A complicated plan usually takes longer to carry out. A simple plan giving greater rapidity allows the initiative to be seized. The plan must be concisely stated, but all essentials must be given, so that from it a staff officer shall be able to draft the orders required to carry it out.

The main point is to recognize the dominant factors and to attempt to turn them to account with the object of forcing the enemy to subordinate his action to one's own. There are, of course, instances in which the orders received, or the circumstances of the case, preclude taking the initiative; but a purely passive attitude is seldom permissible, and when such an attitude is recommended it must be clearly justified by the appreciation.

15. *General Procedure at an Exercise on the Ground without Troops.*

1. The details vary with each particular case and depend on the nature of the exercise, the number of officers engaged, the country, and the problem or problems which it is desired to consider. The instructions contained in the following paragraphs must, therefore, be taken as a guide only.

2. An exercise on the ground without troops should seldom continue for more than three days, exclusive of the preliminary work. It will rarely be possible to maintain interest in the exercise for any longer period, or to frame a scheme which will provide continuous work.

3. Before going on to the ground it is usually advisable to have a conference at which the director explains the object of the exercise and the main points to which he desires to direct attention during its course. He also discusses in general terms the preliminary work done by officers.

The discussion on the appreciation and plan of the commander or commanders should not take place till after the conclusion of operations, so that the commander and his subordinates may not lose confidence in the plan that is to be carried on. During the operations attention should be concentrated on the execution of the plan and not on its conception.

4. On the orders issued by the force commander (or on former orders issued by the director so as to bring about the situations he desires that officers should study), subordinate commanders will write the orders for their respective formations, either on the ground or indoors. On these orders the commander of the next lower formation will base his orders, and so on.

5. During the day officers will either be given definite tasks, as explained in the next section, and will be ordered to hand in their work by a specified time, or they will be given a series of situations to be studied on the ground. The work done out of doors should, as far as possible, be discussed and criticized on the ground, paper work being kept to a minimum.

6. Exercises on the ground without troops afford frequent opportunities of giving officers practice in making up their minds quickly and writing or dictating orders in the field, a most important part of their training. Both when making their plans and when writing their orders, officers should be restricted to the time which would actually be available on service. When, therefore, the situation demands prompt decision on the part of the commander and the rapid issue of orders a note should be made of the time taken from the moment the superior commander is given the problem until the moment at which units receive the order that would put them in movement. The different portions of this total time should also be noted, viz., the time taken (i) by the commander to make up his mind as to what he is going to do, (ii) by the commander to indicate his intentions, (iii) by the staff officer to issue operation orders, (iv) for these orders to reach the next lower commander, (v) for this subordinate commander to make up his mind, (vi) for him to indicate his intentions, (vii) for his staff officer to issue orders, and so on until the moment at which the troops would actually move.

7. In order to reduce the amount of work to be dealt with by the director and to give opportunity for discussion of the different aspects of the problem before making out the solution, it may be advisable that officers should work in groups of about four. Whenever possible officers of different arms should be associated in these groups. Each

officer in turn should act as the mouthpiece of the group, and be responsible for the distribution of the work among the other members.

8. It is important that the director's remarks on such written work as may be done by officers should be given to them, either on the evening of the day on which the work is done, or next day at latest, while the details are still fresh in their minds. This must not, however, prevent the written work done by officers from being placed in the first instance at the disposal of the commander who ordered its execution, so that he may make use of the information furnished when formulating his plan or writing his orders.

9. A short conference should be held every evening when points of general interest with reference to the day's work will be discussed, and any necessary instructions as to the next day's work will be issued.

10. At the conclusion of the exercise a final conference should be held by the director, at which all officers should be present. At this final conference the lessons learnt from the exercise will be summed up and discussion invited on any subjects of general interest that have been brought to notice during the exercise.

11. Conferences, except the final conference, should seldom last for more than an hour and only important points should be dealt with.

12. The value of the instruction obtained from exercises on the ground without troops depends, to a great extent, on the criticism, and therefore the director and his assistants should pay special attention to this part of their duties.

Criticism should be, when possible, constructive, the critic giving his own views as to the correct method to be employed.

In order that the directors and assistant directors may be

able to make out their appreciations of the situations, and be able to criticise the work done from the point of view of the officers taking part in the exercise, none but the director-in-chief and his immediate assistants should, in ordinary circumstances, have access to the special ideas or special information of the side other than that with which they deal.

In criticizing work there are two errors to be avoided. One is undue dogmatism on the part of the critic, who must remember that his own solution of a problem is not necessarily the only one. The other error is the tendency to fasten on minor points to the exclusion of the important ones.

Before criticizing an officer's work or opinion it is usually better to ask him to give the reasons that led him to his conclusion. Incidentally this gives the officer good practice in expressing himself clearly and concisely.

13. When the exercise is intended to form the basis for the study of a series of tactical and administrative problems, it will usually be necessary for a narrative to be compiled based on the results of the orders to the various commanders and such decisions as may be given by the director.

Each narrative should detail the events which have happened since the issue of the previous narrative and should give the positions of all the troops, so far as the commander to whom it is issued is likely to know them. A separate narrative for each side will, therefore, be required. The intelligence which has been received should be embodied in the narrative of events, or appended in the form of a summary.

Administrative arrangements, such as those for food and ammunition supply, and for the disposal of wounded or prisoners, must be carefully examined by the director before compiling the narrative.

It may be necessary, in order to produce a certain desired situation, to introduce into the narrative unforeseen events or the receipt of unexpected intelligence.

11. When, however, an exercise is being conducted with a view to the operations running their natural course without interruption, a narrative is neither necessary nor desirable, for it may prevent the difficulties of war from arising, and also prevent useful practice from being obtained in the all-important work of co-operation. Each commander should be told from time to time during the day and night by the directing staff what happens to his command, and what, in reality, he would hear or see of neighbouring commands and of the enemy, and items of intelligence regarding the enemy should be furnished in the same way. Thereafter it would rest with commanders and staffs to make all concerned acquainted with the situation as known to them regarding both their own troops and the enemy.

16. *Work done at an Exercise on the Ground without Troops.*

1. The work of officers during the exercise will usually be allotted by the commanders of the respective sides. It should be closely connected with the actual operations and be of a definite and practical nature. Care must be taken to avoid giving tasks which are merely academic and which the particular officer is unlikely to be called upon to perform in war. The more the work has a direct bearing on the operations, the more interesting it will be, and the greater will be the instruction gained by it. Too much care cannot therefore be expended over the allotment of work.

2. Provided they are instructive and interesting, the tasks allotted to officers may be of the most varied nature.

They may be required to furnish information necessary in

connection with projected movements, or to provide for the safety or maintenance of the force. Such tasks may include, for example, reconnaissances of and reports on—

Ground with a view to security, attack, or defence—selection of localities into which troops would move during darkness, so as to be screened from the observation of aircraft the following day—localities such as villages, bridges, posts or depôts on lines of communication with a view to defence—rivers, hilly or mountainous areas, etc., as to their value as military obstacles—roads, rivers, railways, telegraph lines as means of communication—railway stations as to their facilities for dealing with military traffic—streets and roads with a view to the regulation of traffic at points where it is likely to become congested—harbours, docks, and coast lines with a view to embarkations and disembarkations—billets, camps, bivouacs, and forming-up places—sites and arrangements of depôts and hospitals—areas with a view to accommodation and supplies—measures necessary to be taken for movement by night, etc.

3. The tasks suggested above will necessitate officers visiting the actual ground, although their reports may be drawn up indoors. Other indoor work might consist of—

Drafting routine and standing orders—keeping war diaries and intelligence reports—writing despatches—arrangements for entrainment, embarkation, or disembarkation—organization of a system of field intelligence—arrangements for the evacuation of sick and wounded—replenishment of ammunition and

supplies—the organization of lines of communication—arrangements for the requisitioning of supplies, transport animals, vehicles, and stores—collection and distribution of requisitioned supplies, etc.—replacement of personnel—organization of civilian labour—disposal of military prisoners—military administration of conquered territory.

4. In carrying out the above tasks, the War Establishments and Field Service Regulations, Part II, must be carefully studied.

Sketches, tables, diagrams, and graphics may be furnished in connection with the above tasks if the work will gain thereby in clearness and conciseness.

5. After the completion of an exercise on the ground without troops, officers who have taken part should file all papers issued in connection with the exercise together with the work done by them and any notes they may have made. Each officer should then carefully reconsider the problems dealt with during the exercise, taking into account

- (i) his own solution as given in the course of the exercise,
- (ii) the solution suggested by the directing staff,
- (iii) the portions of the Training Manuals applicable,
- (iv) his notes.

The value to be obtained by a careful reconsideration of the lessons gained during the exercise is often so great as to justify special arrangements being made to give officers time to carry out this work.

17. *Duties of the Director-in-Chief.**

1. The director-in-chief will be responsible for the preparation of the scheme and for the general conduct of the exercise.

2. He will give decisions as required by the operations, and will conduct the final conference.

3. On the completion of the exercise, the director-in-chief may prepare a report for submission to the War Office should he consider the points, which have arisen in the course of the exercise, to be of sufficient general importance.

These reports will only be printed in full in very exceptional circumstances. Any portion considered to be of such interest as to justify the cost of printing for general circulation should be prepared for issue in pamphlet form and should be forwarded to the War Office, so that, if approved, it may be forwarded to His Majesty's Stationery Office to be printed.

18. *Duties of a Director.**

The director will be responsible to the director-in-chief for the work of his side, and will assist him in the general conduct of the exercise, communicating to him by post or telegraph the orders issued by the commanders of his side. Among his duties will be the following: communicating to his side the director-in-chief's decision and instructions; approving the tasks set by commanders and supervizing and issuing the comments on the work done.

* As before explained, these instructions apply to a large double exercise on the ground without troops. They must be modified for small exercises. When there is only one side the director carries out the duties here laid down both for a director-in-chief and for a director as far as they are applicable

As explained in Section 15, para. 5, the work done out of doors should, as far as possible, be discussed on the ground. When this is not possible the director should always visit the ground on which officers are working in order to be in a position to comment on their work and to discuss subsequently the tactical and other problems that arise.

Directors (when not director-in-chief) and assistant directors should usually make their own appreciations of the situations and think out their own solutions of the problems set. As laid down in Section 15, para. 12, they should not, in ordinary circumstances, have access to the special ideas of both sides.

19. *Duties of an Assistant Director.**

An assistant director will be responsible to the director for the work of the party to which he is allotted and will assist him in the performance of the duties indicated in Sec. 18. It will be his special care to see that any indoor work of the previous evening and the written work (if any) done out of doors during the day are returned, with the director's comments, to the officers concerned at or before the evening conference, unless required by commanders for their own use as explained in Sec. 15, para. 8.

20. *Special Instructions for a Regimental Exercise.*

1. The object of regimental exercises is to train officers and senior non-commissioned officers in working out, on the ground without troops, such tactical and administrative problems as they might be expected to meet in war.

They are a most valuable method of training and should be frequently carried out by all arms and services.

* See footnote on page 42

2. The force whose action is considered in detail during a regimental exercise should not usually be larger than that which the majority of the officers taking part might conceivably, owing to casualties among their seniors, be called upon to command in war.

This force must always be a portion of a larger force of all arms, such as a division or other formation dealt with in war establishments. The action of all arms, and of the administrative services, and the relation of the small force towards the larger force of which it forms part, must be kept in view at all times throughout the course of the regimental exercise.

3. Whenever possible, officers of other branches of the Service should take part in regimental exercises conducted by, or under the orders of, the commander of a unit in the ordinary course of the instruction of that unit.

4. Regimental exercises will usually be conducted on ground accessible from barracks by rail or bicycle. It should be exceptional for hotel accommodation to be provided or for any considerable expense to be incurred.

5. The general principles given above for the preparation and direction of a big exercise on the ground without troops apply also to regimental exercises, but in their application they must be much simplified.

21. *Preparation of the Scheme for a Regimental Exercise.*

1. As in the case of exercises on a larger scale, the success of a regimental exercise depends almost entirely on the director. The more care he devotes to the preparation of the scheme and problems, to the choice of ground, and to his comments on the work, the more valuable will be the instruction gained by the officers attending.

2. The director's first consideration must be the selection of a piece of ground, which is accessible in the time and with the means of locomotion available.

After careful study of the ground he must make up a scheme that will lead to situations such as will afford opportunities of teaching the practical application of the principles he wishes to inculcate.

The director should try to concentrate attention on one thing at a time, each problem being designed to teach some definite lesson.

3. The director should consider all the possible solutions of each problem, so as to be ready to discuss with the officers the relative advantages and disadvantages of each course and to give his reasons for the solution he himself prefers. In each problem he must himself consider, and get the officers he instructs to consider, how the unit whose procedure is being dealt with at the moment is influenced by the intention of the higher commander and by the disposition and action of other units of the same and of the other arms. The action (if any) of the administrative services in relation to the problem must not be forgotten.

Sufficient copies of each problem should be made previous to the exercise to enable one to be given to each officer.

4. The following are examples of problems that might be set during a regimental exercise in which the force to be dealt with was, say, an advanced guard of any specified strength :—

1st Problem.—You are the commander of the advanced guard. Show on a rough enlargement of the map, and point out on the ground as far as the view permits, the exact disposition of all parts of the advanced guard, including your own position, at the moment when the head of the main body passes the starting point. At what hour did the

various components of the advanced guard pass the starting point? What special orders did you give to the cavalry?

2nd Problem.—On arrival at a given point you find that your leading troops are being fired upon from certain points indicated to you by the director. How do you appreciate the situation, what orders do you issue, and what messages do you send? At this moment where do you expect all the components of your advanced guard to be? Where are the machine guns and what is their action? Where do you believe the different parts of the flank guards (if any) to be? Where are the heads of the nearest infantry and artillery of the main body and how long will it be, in the ordinary course of their march, before they reach the spot on which you now are?

3rd Problem.—You decide to attack. What form will the preliminary reconnaissance take? What orders do you issue? The progress of one particular unit during the attack should be followed in close detail, paying particular attention to the selection of fire positions and the determination of how fire can best be employed to facilitate movement.

4th Problem.—The advanced guard has seized a particular position. As officer commanding the advanced guard you are ordered to hold it until the main body comes up. What are your dispositions? How are the trenches or other defences sited? What range cards are prepared?

5th Problem.—The advanced guard is ordered to find the outposts for the main body. What dispositions do you make and what orders do you issue?

6th Problem.—A portion of the advanced guard billets in a village. Show how it would be disposed.

And so on.

(See also Sec 9, para. 8, and Sec. 15, para. 6.)

22. General Procedure at a Regimental Exercise.

1. The instructions given in Sections 13, 15, and 16 as to the issue of the scheme, and for the preliminary and final work, apply equally to regimental exercises, though the scheme must necessarily be much simplified.

2. Officers may work either singly or in groups. The latter is usually the better method (see Sec. 15, para. 7). When officers of other arms are not available, an officer of the unit must be told off in the group to represent each other arm, and, in addition to his other duties, to consider specially the action of the arm he represents.

3. As an example of the general line of procedure on a regimental exercise in which the problems to be set were such as those suggested in the previous section, the following may be given :—

Before each day's work commences a preliminary conference will be held at which the director will explain the principles which it is proposed to exemplify, giving references to the Training Manuals

On reaching the ground the director should ensure that all officers have in their imagination a clear picture of the situation, that they can show the probable position of each component of the force they are dealing with, and can explain what it may be expected to be doing at that moment. For instance, if, in accordance with the scheme, an 18-pr. Q.F. battery would be passing along an adjacent road, the officers should have so clear a picture of the battery in their minds that they should be able to see it in their imagination, should be able to describe its appearance, giving the number of guns and wagons and horses there would be on the part of the road visible to them, and should be able to say at which

spots on the road they would expect the head and tail of the battery to be.

The director will then proceed to the spot where the officers are supposed to be at the time of the first problem. He will there give out to each officer a copy of the problem, stating the time given for its solution. At the end of the time allowed the officer acting as mouthpiece of each group will hand in his solution, or explain it verbally. The various solutions will be discussed, and their good or bad points brought to notice. The director must ensure that the officers are thorough in their work, and that the answers given are crisp, exact, concise, and easily intelligible; any vague or indefinite solution should be severely criticized. After all the solutions have been discussed the director will give out his solution, stating the reasons that led him to prefer it.

The director will then, if necessary, give a narrative of the action supposed to have taken place, and will move on to the spot selected for the next problem.

The comments should usually be verbal and given on the spot, but in the case of some problems that necessitate more elaborate work it may be best to write comments on the work. Every effort should, however, be made to return all work the same evening.

At the conclusion of the day's work the director will hold a short conference in which he will discuss the various lessons of the day, and will show how the principles to which he drew attention in the preliminary conference have been contravened or successfully applied.

4. Small scale maps should generally be used for the sake of practice in working with maps such as are available on service, and because it is essential for officers to learn to study the ground and not to trust unduly to maps.

23. *Administrative Exercises.*

Administrative exercises without troops will be carried out by commands and formations, to give practice to commanders and staffs and administrative services in the administrative problems they are likely to have to deal with on service.

Administrative exercises will also be carried out with troops, to give practice in dealing with A.S.C., R.A.M.C., and other administrative problems, when funds permit, and when the exercises can be arranged without unduly interfering with the other training of the troops.

WAR GAMES.

24. *General Instructions.*

1. The object of a war game is to afford an opportunity for indoor study of strategical, tactical, staff, or administrative problems. The game is carried out on a map, with blocks representing troops, on much the same lines as has already been laid down for exercises on the ground without troops.

2. War games should not (except in the Territorial Force, where opportunities for working on the ground are restricted) be used for the purpose of instruction in minor tactics. Such instruction can only be adequately given on the ground.

3. Sets of maps, on the scale of 6", 1", and $\frac{1}{2}$ " to a mile, and maps of certain portions of foreign countries, with a R.F. of 1,100,000, are provided for use at war games, but the 6" maps are only to be issued to the Territorial Force.

25. *Director and Umpires for a War Game.*

A director with any assistants that may be required should be appointed.

It is desirable to have two umpires for each side, one for operations and the other for intelligence duties. The former conveys to his party the decisions of the director and moves the troops first on the director's map and afterwards on the map of his party. The latter watches the director's map, and under his direction supplies his side with information either verbally or in writing.

26. *Preparation and Issue of Scheme for a War Game.*

The scheme for a war game will be drawn up on the same lines as already described for an exercise on the ground without troops.

General and special ideas will be issued beforehand, appreciations and orders will be called for from commanders, and a narrative dealing with the events up to the hour fixed for the war game will be prepared. Most of the strategical work will ordinarily be done prior to the commencement of the war game, but strategical war games may be played by the higher staffs in connection with special operations, in which case the war game may extend over several days.

In preparing a scheme for an ordinary war game it will be found advisable to arrange for a few definite tactical situations.

27. *General Conduct of a War Game.*

1. Commanders of sides and subordinate commanders for cavalry and detached forces will have been appointed beforehand. For a purely strategical war game, representatives of the three branches of the staff will also be required

in order to work out the various problems on which strategical moves depend.

2. The director should not interfere with the initiative of commanders, and must allow them entire liberty of action. He will, however, control the general course of the game by giving to commanders such information as they would be likely to have in actual war, by issuing decisions on strategical and tactical points, and, if necessary, by the methods laid down in Section 65, para. 3, (i), (ii), (iii), for a director of manoeuvres.

3. Three maps should be provided, either in separate rooms, or separated from each other by screens; one for each player and one in the centre for the director.* If there is a detached force the commander should, if possible, have a separate map and be screened off. Each commander and his subordinates will be allowed access to their own map only.

The blocks representing the forces on either side will be arranged on their respective maps by the umpires, in accordance with the dispositions and orders of the commanders. On the centre or director's map the forces of both sides will be similarly arranged.

All movements of the blocks will be made by the umpires, in accordance with the directions of the players and the decisions of the director.

4. When any portion of one side would be visible by the other, blocks representing that portion will be placed on the opponent's map. But as the exact force at any spot is always difficult to ascertain in the field, only such pieces

* Where this arrangement is impracticable it will be found possible to carry out the game on two, or even on one map, using small screens to prevent either commander seeing more of the movements of his opponent than service conditions would permit.

will be put by the umpire on the player's map as will correspond with the knowledge he is supposed to have acquired of the enemy's strength, position, etc.

5. When, in the opinion of the director, the commander of a force, or one of his subordinates, comes within sound of artillery or rifle fire, he should be informed by one of the umpires of the direction, intensity and duration of that fire.

6. When artillery is in action, the commander must always state the target he is firing at and the nature of the projectile used.

7. If unduly long marches are made on one day the troops will be penalized the following day.

8. From the commencement of the game all direct verbal communication between commanders and their subordinates should cease, unless they would in reality be actually able to talk to one another. All orders and other communications must pass through the umpires, who will estimate the time required for carrying the orders, and will communicate them, after a sufficient interval, to the person for whom they are intended.

9. Orders, reports, etc., should be actually written, but the umpire for intelligence may, if he chooses to do so, assume for the time the character of orderly, and may deliver the message verbally to the person for whom it is intended. It will rest with that person to extract, by questions from the orderly, any additional information possessed by him. The umpire may also appear as a prisoner and submit to examination.

10. Information obtained by the cavalry, aircraft or other sources will be supplied by the umpires.

11. On large notice boards (preferably black boards), placed so as to be easily seen by all the players, a notice in tabular

form should be put up, stating (i) the imaginary date and hour (according to the scheme) of the situation now being considered, and (ii) the interval of time that is supposed to have elapsed since the last situation. When the director announces that a situation is closed, a line should be ruled across the board, and details (i) and (ii) of the new situation to be considered should be entered on the notice board.

The interval of (imaginary) time between each successive situation will be determined by the director with due regard to the chances of the opposing forces coming into collision. When the operations extend over several (imaginary) days the intervals between the situations may sometimes be as long as a whole day (24 hours). As troops come into contact, however, the intervals between the situations should be reduced at the discretion of the director to 6 or 3 hours, and, in cases which involve the decision of a tactical engagement, the intervals may be reduced to 10 minutes.

12. It will, however, rarely be advisable to continue a war game on a small scale map once the main bodies have become closely engaged.

It will be found more instructive to follow out minor tactical details on the ground itself, and for this reason the war game should, where possible, be arranged to lead up to a tactical situation, which can be worked out at a regimental exercise.

13. At the close of the war game the director will hold a conference and bring to notice the salient lessons of the operations.

28. INDOOR EXERCISES.

1. When ground suitable for a regimental exercise is not accessible with the means of locomotion and within the time available, or when the weather makes outdoor work

inadvisable, it is possible to afford useful instruction by means of indoor exercises. These will consist of tactical and administrative problems, set on a map, and will be conducted on the lines laid down for exercises on the ground without troops.

2. Problems demanding rapid solutions and orders written within a time limit are specially suitable for indoor exercises.

29. INTELLIGENCE COURSES.

1. The object of an intelligence course is to give a certain number of regimental officers some preliminary training in intelligence and reconnaissance work, so that they may be fitted to be attached to the general staff to assist in the performance of those duties in the field.

2. The instructor or instructors should be serving on, or have served on, the general staff. The instructor, or chief instructor, will, under the direction of the general officer commanding-in-chief, or general officer commanding, prepare the necessary schemes and lectures, and make all arrangements for holding the course.

He should endeavour, when possible, to obtain the services of officers who have had experience of intelligence and reconnaissance work to give some of the lectures of the course.

It may often be advisable for two or more adjacent commands to carry out a joint intelligence course. This will be arranged by direct communication between the commands concerned.

3. The number of officers under instruction should usually not exceed about six per instructor, preference being given to officers on the list of those recommended for admission to the Staff College (King's Regulations, para. 721), and to those who have qualified in, or at least have a

colloquial knowledge of, foreign (especially European) languages. Officers selected must be capable of reading a map with facility and of putting military detail on a map or sketch.

If possible officers should be given three months' notice of their selection, in order that they may prepare themselves for the course.

4. The course should last about 24 working days, and instruction should be given in the following subjects: organization of the intelligence service in war and the duties of intelligence officers; reconnaissance; examination of persons and documents and collation of intelligence; transmission of intelligence, intelligence diaries and accounting; ciphers; prevention of leakage of intelligence; censorship; elements of the laws and customs of war.

Lectures should be given on the subjects mentioned above, and simple indoor and outdoor schemes relating to these subjects should be set. Cipher work should be confined to lectures on general principles and to a few incidental exercises in simple cipher work in connection with intelligence schemes; more advanced cipher work should be dealt with at cipher courses (see Sec. 30).

The study of strategical problems which arise through the political relations existing between Great Britain and foreign countries is altogether outside the scope of the course. The organization, uniforms, tactics, etc., of foreign armies may be referred to in general terms, but instruction with regard to a particular army will not be given. All officers, however, who pass satisfactorily through the course should be advised to take up the study of a particular army and its language.

The training of scouts, which is a regimental matter, should not be dealt with.

Great attention should be paid to reconnaissance in the field both by day and night.

The importance of training the memory should be impressed upon the officers, and ample practice should be given in the preparation of sketches and reports from memory.

One or more intelligence schemes should form part of the course, and officers should be instructed during these schemes as to what intelligence is required for a given situation, how it is to be obtained and sifted, and how transmitted. The examination of persons with a view to eliciting information should be practised during these schemes. When possible, reconnaissance should be combined with the schemes.

The importance of recording methodically all intelligence received should be specially impressed upon the officers, who should be instructed in the proper method of keeping an intelligence diary and summary.

Instruction should also be given in the method of keeping accounts in the field, with special reference to the requirements of the intelligence branch of the general staff.

Frequent conferences should be held on the work done, and the officers should be encouraged to take part in the discussion.

5. At the close of the course the instructor will prepare a report giving the programme of the course and a list of the officers instructed. Reports on individual officers will not be rendered, but mention should be made of those who show special aptitude for intelligence work and who possess the best qualifications for attachment to the general staff to assist in the performance of intelligence work in the field.

The report with any remarks of the general officer commanding-in-chief will be forwarded to the War Office.

6. Officers who have been trained in intelligence courses should, if possible, be given further training in connection with command staff tours or manoeuvres.

30. CIPHER COURSES.

1. A few specially selected regimental officers should receive such training in the conduct of cipher correspondence as would qualify them to carry out cipher work for the general staff in war.

2. General officers commanding-in-chief will arrange that all staff officers shall be exercised during the individual training period in the ciphers they will be called upon to use on service.

31. RECONNAISSANCES.

1. The object of practising reconnaissance is to ensure that qualified officers are available to perform this duty in war.

2. A reconnaissance should be carried out in accordance with the instructions laid down in Chapter XII, Manual of Map Reading and Field Sketching, 1912. Ground which is not familiar to the officers carrying it out should be utilized, and the reconnaissances should be executed in connection with the solution of a definite tactical or administrative problem.

32. LECTURES.

Lectures are a useful means of instruction if they stimulate interest, and lead to officers studying the subject with which they deal; but care must be taken that the lectures are carefully prepared and well delivered, and that the number of lectures given is not excessive.

Lectures may be divided into two classes—

- i. Lectures delivered by qualified officers on special subjects of military interest.
- ii. Lectures which are intended mainly to provoke discussion.

It is advisable to issue a *précis* of the lecture some days beforehand in order to give officers an opportunity of studying the subject with a view to discussion.

Discussion should be encouraged so as to give officers practice in formulating their opinions and expressing them shortly in easily intelligible form.

33. ESSAYS.

1. The writing of an essay will be voluntary. Officers should, however, be encouraged to write essays, as not only does essay writing tend towards concise thought and crystallization of ideas, but it involves study of the subject itself and of cognate subjects, and cannot but increase professional efficiency.

2. Essays may be either historical or general. Historical essays will deal critically with a campaign or portion of a campaign. A mere narrative of events or a reiteration of the remarks of previous critics is of little value, independent thought must be brought to bear and definite deductions drawn.

The subject for a general essay may have reference to particular campaigns, or may deal with any subject of military interest, general or technical.

3. The subjects for essays will be set either by general officers commanding-in-chief or, if authority is delegated to them, by commanders of divisions, brigades, coast defences or districts.

Essays will be criticized under arrangements made by the officers who set them.

4. Essays of exceptional interest may be forwarded to the War Office if the suggestions contained in them are likely to prove of value to the army generally.

When an officer shows very marked literary ability or original thought to such a degree as to make it probable that his powers would be of special service to the army, a note to this effect should be made in his confidential report by the officer who set and criticized the essay.

5. In writing an essay—

- i. A clear understanding of the subject and what is required are essential.
- ii. The subject should be divided into suitable headings, and these headings subdivided into paragraphs arranged in proper sequence.
- iii. Irrelevant matter and exaggeration should be avoided.
- iv. An endeavour should be made to state ideas logically, clearly, and concisely.

34. CONFERENCES ON TRAINING.

During the individual training period conferences of senior officers should be held to discuss the training, individual and collective, of the past season and to consider that of the coming season. At them the points brought to notice in the Memoranda on Army Training should be carefully noted.

Such conferences may often be profitably combined with a command or divisional exercise on the ground without troops.

35. ENTRAINING AND DETRAINING.

Practice in entraining and detraining men, horses, vehicles, and stores will be given, in accordance with the principles laid down in Field Service Regulations, Part I, Chapter III, Sections 34-39; Railway Manual (War), Chapter IV; and King's Regulations, paras. 1420-1457. Entraining and detraining from the ground level by means of portable ramps should be included in this practice.

Where necessary, arrangements will be made by general officers commanding-in-chief with the railway authorities for the necessary facilities for practising entraining.

Practice in the making of temporary ramps and platforms will also be undertaken.

In addition to the training of men and horses, officers should also be practised in making the preliminary arrangements necessary to enable complete units to entrain or detrain without delay or confusion.

36. SLINGING FOR EMBARKATION.

In order that all arms of the service may have some knowledge of their duties if called upon to take part in an embarkation or disembarkation, soldiers should be so trained as to be capable of slinging rapidly every description of gun, vehicle and store which may form part of their war equipment. In addition, men of mounted units and transport establishments of dismounted units should be trained in the methods of slinging and unslinging horses.

The preliminary training should consist of instruction in :—

- (a) The methods of making the various knots and lashings, and their application to the work of slinging.
- (b) Preparation of horses, guns, vehicles and stores for slinging.

Further instruction should consist in actual practice in slinging horses, guns, vehicles and stores. To enable this to be done a dummy ship's hold and a simple type of derrick should be erected. In stations where facilities exist, such as Woolwich, Dover, Portsmouth, Dublin, etc., instruction of a more advanced type should be given by the use of a steam derrick and hulk, which may have to be hired.

When such exercises are being practised by cavalry and infantry the services of a R.E. officer should be obtained to instruct the officers how to calculate the strains, to determine the scantlings necessary for the spars, and to advise as to the erection of the sheers and derricks.

37. ATTACHMENT TO OTHER ARMS.

1. Regimental officers should be attached to other arms of the service with a view to gaining a more intimate knowledge of the tactical action of these arms than it is possible for them to acquire with their own corps. The period of attachment should be limited to three months. The cost will be charged against the training grant of the commander who orders an attachment.

2. The general officer commanding-in-chief or other commander who orders an attachment will ensure that the period of attachment is profitably employed, and will arrange that, having due regard to the most profitable season for attachment, the work of the attached officer's unit suffers as little as possible from his absence. In cases in which the unit to which the officer is attached lies near his own unit it may sometimes be advisable for the officer to remain with his own unit and only to do duty with the unit to which he is attached when it is doing training from which he will learn useful lessons.

The attached officer, irrespective of his rank, should, whenever possible, be given command of a sub-unit, and the commander of the squadron, battery, or company to which that sub-unit belongs should be specially charged with his instruction according to a carefully thought-out programme. On all suitable occasions the attached officer should be called upon to explain to the officer of the unit the probable action of his own arm in the situation under discussion.

3 The attachment of cavalry officers to horse artillery and of infantry officers to field artillery, during the annual course of gun practice of artillery units, is most important. Whenever possible each cavalry and infantry brigadier accompanied by his commanding officers should attend some portion of the tactical practice of the artillery of their division. On brigade tactical days a cavalry or infantry brigadier should command the side to which the batteries taking part belong, and should issue his orders as if other troops were present.

38. INDIVIDUAL TRAINING FOR NON-COMMISSIONED OFFICERS.

1. The non-commissioned officer, like the officer, must be able both to instruct the men and to lead them. He must, therefore, be carefully taught the best methods both of commanding and of teaching and must be proficient in all the duties which he has to teach. The senior non-commissioned officers should be capable of taking the place of officers, in case casualties render this necessary.

2. The Training Manual of each arm, including the Musketry Regulations, shows under the heading "Principles

of Training," the various subjects in which non-commissioned officers should be instructed during individual training. The period of individual training should also be utilized for training in repeating verbal messages and orders, and for cultivating the memory and the power of clear and concise expression.

3. Useful instruction can be given by taking parties of non-commissioned officers out into the country and holding small regimental exercises (see Sec. 20). Outpost and patrol work, visual training, fire direction and control, reconnaissance and use of ground, the attack and defence of localities, the application of fire and mutual support, etc., can be taught on such occasions.

Senior non-commissioned officers should also take part in the regimental exercises for officers.

4. The umpiring system laid down in Chapter V should be carefully explained to all non-commissioned officers, so that they may understand their duties in this connection.

5. Squadron, battery, or company commanders are responsible for the individual training of their non-commissioned officers. But in special cases the general officer commanding-in-chief may authorize the organization of a series of classes for non-commissioned officers under selected officers.

39. INDIVIDUAL TRAINING FOR MEN.

1. The Training Manuals for the various arms, including the Musketry Regulations, show under the heading "Principles of Training," the subjects which every man is to be taught during the period of individual training.

2. Generally speaking, the men should be taught during this period all the individual duties that they might be

called upon to perform in the field, including practice in finding their way about the country by themselves in the dark. Specialists, such as scouts, signallers, range-finders, gun-layers, etc., should receive instruction in their special duties, and provision should be made for training extra men to take the place of specialists likely to become casualties during the year.

3. Tactical instruction of all ranks, but more especially of privates and junior non-commissioned officers, should be conducted by the discussion and solution of concrete tactical problems, rather than by the delivery of lectures on general tactical principles. To learn a principle by rote is useless if its practical application be not understood. For this instruction the use of **improvized models** in the barrack room is recommended.

Models of small tracts of country can be improvized in many ways. One of the easiest methods is to use an ordinary barrack table, to make a sill about 3 inches high all round it, and to fill it with sand or sawdust. The model can be made to any scale required, usually 12, 18, or 24 inches to the mile. The more detailed the instruction to be imparted, and the lower the rank of those to be taught, the larger should be the scale. It is usually best to exaggerate the heights of the hills. Roads, rivers, etc., can be shown by coloured tapes. Pieces of green cloth folded into various sizes and shapes can be used to represent woods. Houses and villages can be shown by means of pieces of cardboard, matchboxes, etc.

Problems such as the leading of patrols, the placing of detached posts, piquets, or standing patrols, can be worked out in as great detail as if on the ground itself.

The following is a short summary of how an instructor should set to work :—

He should first think out the particular lesson he wishes to teach, and decide on a piece of ground suitable for his problem. He should then make a rough model of this ground with the sawdust, tapes, etc.

In working the problem out with the men, the question and answer system should be adopted, but it should be borne in mind that, unless the pupil is made to carry out every movement on the table itself, much instruction will be lost. Thus, if a junior non-commissioned officer be ordered to take a detached post, consisting of six men, and place it in position at a certain point, the non-commissioned officer under instruction should be made to show on the table the actual route he would take to reach the point, the formation in which the party would move, and how he would dispose of his post when he reaches his destination. The individual men in this case can be easily represented by matches stuck into the sawdust.

As the instruction progresses, the action of the enemy can be illustrated by the instructor, and the class asked how they would deal with the situation so created.

This method of instruction can be elaborated to any extent required, but it must be remembered that its greatest value is the preliminary instruction of all ranks.

4. Officers and non-commissioned officers must bear in mind throughout all their instruction that one of the most important objects of individual training is to foster a spirit of self reliance in the soldier, to increase his *esprit de corps* and his patriotism, and to develop as highly as possible the mental, moral, and physical qualities in each individual. They should study the individual character of each man in their sub-unit and adapt their teaching to his character and intellect.

5. It is impossible to teach every subject thoroughly to every man during one individual training period or in one training year. The training in a unit, therefore, should be so arranged that, while all important subjects are taught, special instruction shall be given each year in certain selected subjects. The training will thus be progressive throughout a man's service in the unit.

CHAPTER III.

COLLECTIVE TRAINING.

40. *General Instructions for Collective Training.*

1. To achieve success an army in the field must be able to move rapidly, to strike effectively, and to resist stubbornly.

The object of collective training is to develop these powers, and to engender mutual confidence between units, between formations and their commanders, and between the several arms of the service.

2. It is essential that collective training should be progressive. It should commence with the training of the smallest sub-unit,* and continue with the training of the successively larger sub-units, units, and formations, terminating in army manœuvres in the case of those units which take part.

When funds are restricted, or time limited, the most advanced training is that which must first be sacrificed.

In the case of regular units not forming part of a formation attention must necessarily be concentrated on those forms of training for which facilities exist, but all training must be progressive as far as it goes.

The object of the training of each sub-unit, unit, or formation, is to fit it to take its place in the next higher formation.

* The training of individuals and units is not to be considered as limited to any particular period; advantage must be taken of any opportunities which may arise for individual training during the period of collective training, and, *vice versa*, the training of sub-units may sometimes be arranged to take place in the individual training period.

3. In order that the best use may be made of the time, money, and ground available, it is necessary to compile a carefully **pre-arranged programme** for every sub-unit, unit, and formation, in which due attention should be given to the various items of training according to their importance.

As laid down in King's Regulations, Appendix XXV, para. 8 (a), preparations for the collective training period at home should be commenced before the preceding 1st November.

It is the duty of all commanders to examine the programmes prepared by their subordinates and, while allowing them the fullest latitude, to assist them where necessary to improve their programmes and schemes. Commanders can thus ensure that the training is properly organized, and can guide their subordinates without interfering with the responsibility of the latter for the training of their commands.

4. During collective training each tactical scheme must exemplify some particular principle or principles, and be designed to teach some definite lesson or lessons, which should be explained beforehand either in orders or at a short conference held preferably on the ground. The sections in the Field Service Regulations, Training Manuals, or Memoranda on Army Training bearing on the matter should be mentioned.

5. At the conclusion of each exercise a conference should be held on the ground at which it should be shown how far the principles, referred to at the preliminary conference, have been successfully applied to each situation, where these principles have been violated, and how faults made can be avoided in future.

In the case of divisions and larger formations it may be

necessary to postpone the conference till after the return to camp or quarters, and to limit the attendance to senior officers, but the lessons learnt should, when necessary, be communicated by them in turn to their officers and men.

6. As the promotion of co-operation and mutual understanding between the various arms is one of the objects of collective training, it is advisable, whenever possible, to associate the four arms even at an early stage of the training. For instance, it is useful towards the conclusion of battalion training to have cavalry, artillery, and engineers working with the infantry, provided that the progressive training of the former troops does not suffer.

During brigade training it is advisable to attach at least sufficient cavalry for scouting duties, and occasionally field batteries and field companies, to infantry brigades, and to attach horse artillery batteries and field troops to cavalry brigades.

It may similarly be possible, during divisional artillery training, to utilise infantry for the purpose of showing, in skeleton, the positions and movements of the infantry in a scheme designed principally for the training of the divisional artillery.

When units are not available officers of other arms should be attached when possible for the purpose of stating the action that would be taken by those arms, and in the case of the artillery officer to say whether the mode of advance was favourable or otherwise to the opposing artillery.

7. The **association of all arms**, even during battalion (etc.) and brigade training, will also provide opportunities of training senior regimental officers to handle small forces of all arms, such as advanced and rear guards, a duty certain to be required of them in war.

8. Commanders of all units should be practised in the

rapid solution of tactical problems on the ground with troops. The problem must be set by another officer. Schemes of this nature which do not allow of previous explanations to subordinates conduce to quick decision on the part of the leaders and rapid mutual understanding among subordinates.

9 Every opportunity should be taken of training the troops in **fighting in woods and villages**. Such opportunities are difficult to obtain, but military cantonments and the woods situated on Government land and on land hired for training should be utilized as far as possible. Much instruction can be given in these subjects during "regimental exercises."

10. It is most important that all commanders, in addition to training their troops, should themselves obtain practice in the art of command. It is, therefore, essential for commanders themselves to take command of their formations on some of the concluding days of their training.

11. An officer commanding a unit or formation should not attempt to command and at the same time to direct operations. If he wishes to direct, he should appoint an acting commander, while, on the other hand, if he wishes to command, he should get another officer to direct.

The officer who directs should preferably be senior to the officer who commands, but there is no objection to a commander delegating the duty of direction to an officer junior to himself in order that he may have practice in commanding his formation. When the director is junior to the commander he will give his comments to the commander at the conclusion of operations, and the latter, from his own observations and the information supplied to him by the director, will compile the comments and remarks that he will make at the final conference.

12. The term "manœuvres" should be reserved for operations between opposing forces the commanders of both of which are allowed freedom of action within the limits of the scheme.

Other instructional operations may be termed "exercises."

13. It must be clearly understood that the object of all peace manœuvres and exercises is to afford instruction. If the training given be good, the question as to which side would have won is of minor importance.

41. Squadron, Battery, or Company Training.

1. The training of the squadron, battery, or company, and their component sub-units, forms the foundation of the efficiency of the army, and it is therefore essential that this training should not be curtailed.

2. The syllabus for the collective training of the squadron, battery, or company, and of their component sub-units will be found in the Training Manual of each arm, including Musketry Regulations.

Diaries of work should be kept by squadron, battery, and company commanders.

3. The training of each sub-unit must be carried out under its own commander, supervised by the squadron, battery, or company commander. During this sub-unit training the previous individual training of non-commissioned officers and men should be carried a step further, each non-commissioned officer and man receiving thorough instruction in his duties as a member of his sub-unit.

4. Much of the elementary instruction of squadrons, batteries, and companies, and of their component sub-units, should be given by demonstration and by practical explanation.

One method of instructing by demonstration is as

follows: The instructor orders a portion of the unit, or sub-unit, to carry out the operation which is the subject of instruction, the remainder being told to observe and being subsequently asked for their criticisms. The instructor should point out to the onlookers what is being done wrong and what is being done well, and should explain to them what ought to be done and why. As soon as the first party have finished, a party of those who have been observing should carry out the operation in the light of the lessons they have just learnt, while the first party and the remainder of the command observe and criticize them.

By this means an instructor can impress his teaching on his non-commissioned officers and men, cultivating their intelligence and making them thorough in their knowledge.

5. It is difficult for junior officers and non-commissioned officers to think out and decide on their course of action in a tactical situation, while simultaneously instructing their men as to what to do and how to do it. It will often, therefore, be found advisable for the unit commander in the early stages of instruction to work out on the ground beforehand with his officers and other sub-unit leaders the instruction he wishes them to convey to their men. This preliminary instruction of the leaders should be carried out much on the lines suggested for the conduct of a small regimental exercise, but with special reference to the details of the instruction that it is desired to impart, when the exercise is afterwards carried out by the whole unit.

6. In order to encourage initiative, resourcefulness, and the sense of responsibility in officers and to give them an insight into the administrative side of their duties in war, the general officer commanding-in-chief, in all cases in which he considers that good value will be obtained for the consequent expenditure of his training grant, will order each

squadron and company to march out of barracks at the end of its training for a period of about three days, during which time tactical exercises will be carried out. All arrangements* should be made entirely by the officers in command without assistance from higher authority. Batteries will usually be able to get sufficient similar experience during their marches to and fro and while at practice camp.

This system is of particular value when the Government ground available for training in the neighbourhood of the station is restricted. The extent to which use can be made of it depends, however, on the nature of the country in the vicinity of the station and on the expense involved in obtaining the necessary facilities.

It is advantageous that country should be selected which differs in nature from that over which the troops are usually exercised.

The scheme under which the exercises are to be carried out will be drawn up by the officer commanding the squadron, battery, or company concerned. Should it be desired, however, that two or more companies, etc., camping separately, should carry out combined operations, the scheme for these particular operations will be drawn up under the orders of the officer commanding the regiment or battalion. In such cases an opportunity may be afforded of associating two or more arms.

Preparations must be commenced a considerable time beforehand in order that the programmes of training, the schemes for each day, and all administrative arrangements

* In order to prevent giving undue trouble to neighbouring proprietors, it may be better that the arrangements for obtaining the use of ground near large garrisons should be made by higher commanders, and not by each company, etc., commander separately.

may be thoroughly thought out, and may be approved by the regiment or battalion commander before the date fixed for the exercise.

The following is an outline of the conditions under which these exercises should be carried out:—

- i. All administrative arrangements will be made by the officer commanding the squadron, battery, or company concerned. These will include arrangements with landowners and tenants for the use of ground over which to manœuvre, if not made by a higher commander (see footnote, p. 73), reconnaissance of the ground, arrangements for billeting, hire of camping or bivouac grounds, rations, water, sanitation, etc.
- ii. Manœuvring ground should not be hired, but a guarantee given to the effect that any damage done to gates, hedges, walls, fences, ditches, etc., will be made good by the troops if the circumstances permit, or a just and fair sum allowed to the owner as compensation.
- iii. A model agreement for the hire of billets or land for camping should be issued to commanders for their guidance.
- iv. A money allowance in lieu of rations for men and forage for horses may be authorized.

Any unavoidable expense incurred on messing in excess of the above money allowance plus the usual stoppage for messing, calculated at 4*d.* per day, may, on the authority of the general officer commanding-in-chief, be charged against the training grant.

- v. The allowance of transport, equipment, tools, etc., to be taken will be decided by the divisional or brigade commander.

- vi. Such ordnance stores as are required will be drawn from the Army Ordnance Department.
- vii. A sum of money from the training grant will be allotted to the officer commanding the squadron, battery, or company, to cover the cost of hire of camping ground, water supply, compensation for disturbance or damage, etc.

When an allotment is made, instructions will be issued as to the restrictions which the G.O.C may desire, within the powers entrusted to him by financial regulations, to be placed upon any class of expenditure likely to be incurred.

- viii. A statement of account including all claims, and supported by vouchers for each item, must be rendered to the command paymaster as soon as possible after the conclusion of training. On all claims and vouchers should be marked the item of the training grant to which chargeable. Claims for travelling expenses and field allowance will be rendered separately.

42. *Regimental, Artillery Brigade, and Battalion Training.*

1. Instructions regarding the collective training of cavalry regiments, artillery brigades and infantry battalions will be found in the Training Manual for each arm, including Musketry Regulations.

2. As explained under "General Instructions" in Section 40, para. 6, all arms should occasionally be associated at this stage of collective training.

3. The instructions as to training a company, etc., laid down in para. 5 of the preceding section are equally applicable to a battalion, etc., during the very early stages of its training.

4. The system laid down for companies in Section 41, para. 6, should be extended to regiments, artillery brigades and battalions, when funds, time, and ground are available. On such occasions opportunity should be taken to mobilize the regimental transport.

5. During this period of training, both infantry and cavalry and also artillery whenever possible should practise the complete system of replenishment of ammunition, rough wooden dummy blocks being used to represent the ammunition when sufficient blank is not available. In the infantry the ammunition reserve should always be represented—by flags if pack animals and carts are not available.

It is advisable to issue blank ammunition to each soldier, and to make him responsible for its safe custody both in barracks and in the field. Any rounds expended will be replaced. This method teaches the soldier to take care of his ammunition, permits of constant practice in bringing up fresh supplies of ammunition to the firing line, facilitates the practice of fire control and renders the operations more realistic.

43. Cavalry and Infantry Brigade and Divisional Artillery Training.

1. Arrangements for the training of cavalry brigades will be made by general officers commanding-in-chief under instructions from the War Office.

Divisional generals, subject to the approval of the general officer commanding-in-chief, will decide the duration and locality of the training of their infantry brigades and divisional artillery.

2. It should be arranged that every formation should carry out at least a portion of its training away from

barracks, and, if possible, in country unlike that over which it usually exercises.

3. As in the former stages of collective training the work should be progressive. The necessity of practising co-operation with the other arms during brigade (etc.) training has been pointed out in Section 40.

4. During infantry brigade training the chain of ammunition supply should be represented at all field operations. Supply arrangements and the collection of wounded should also be practised.

5. During the training of the divisional artillery communication work and reconnaissance must first be perfected. Subsequently, schemes should be framed to illustrate definite points in connection with the tactical employment of artillery in various situations, the higher command of artillery in battle, the allotment of zones or tasks, the application of fire, and the replenishment of ammunition.

44. *Divisional Training.*

1. It is important that each division and cavalry division should train as a whole and that every unit which belongs to it should take part in the training.

Provided financial and other conditions allow, the division should be assembled for manœuvres and exercises within an area which will be selected or approved by the War Office, the Military Manœuvres Act being put into force when necessary.

2. Divisional training and cavalry divisional training will usually consist of—(i) inter-brigade manœuvres; and (ii) divisional manœuvres or exercises.

3. Cavalry divisional training, when circumstances permit, may profitably be preceded by a strategical reconnaissance carried out on the way to the manœuvre area.

45. *Command Training.*

This will consist of—

- i. Inter-divisional manœuvres.
- ii. Command manœuvres or exercises.

The preparations for, and general conduct of, command manœuvres will be carried out on the principles laid down in the chapter dealing with army manœuvres.

46. *Special Exercises.*

1. In addition to the training mentioned in the preceding sections, special exercises and training will be carried out when opportunities arise. Such exercises, some of which can also be carried out during the individual training period, may consist of—

- i. Combined naval and military manœuvres or exercises, such as landings on the open beach or in unprotected harbours; attack and defence of defended ports, including tests of the examination service, and the entry of H.M. warships.
- ii. Siege exercises.
- iii. Mobilization exercises, such as the mobilization of a division or of a coast defence command.
- iv. Exercises framed to exemplify or test the value of a theory or principle or to practise some particular kind of operation.
- v. Technical exercises, *e.g.*, engineer, signal service or Flying Corps exercises.
- vi. Billeting exercises.

2. The object of **billeting exercises** is to train officers and men in the telling-off and occupation of billets. In order that the exercise may be instructive, it is necessary to have

reconnoitred previously a suitable area, so that units may be detailed to farms, etc., just as they would be in war. The billeting must, of course, be voluntary, and the consent of the farmers, owners, etc., should have been obtained some time beforehand. It may be necessary occasionally to pay a small sum for the option of billeting, but, as a rule, it will be found that farmers are willing to agree that they shall only be paid if their barns, stables, etc., are actually used. An inclusive price per man and horse should be arranged, and it must be clearly stated whether the agreement includes officers or not.

3. In all such exercises the commanders and staff officers who are to be given practice should be afforded no previous information relating to the scheme other than that which would be known to them in war. The scheme and all preliminary arrangements should be made by officers other than those who will take part.

47. Training of Administrative Services and Departments.

The training of the administrative services and departments will be carried out in accordance with the principles laid down in these Regulations, so far as the conditions peculiar to each allow.

Manœuvres or exercises in which the medical, supply and transport services and the system of ammunition supply are tested should be frequently held, the combatant troops being represented, if necessary, by a skeleton force.

48. Skeleton Forces.

1. During squadron, battery or company training and the early stages of the training of each successive formation, a skeleton force as the opponent of the troops under instruction may be used with advantage. But such forces do not

satisfy all requirements and commanders of units larger than a company, squadron, or battery should be given frequent opportunities of handling their units against an opponent who has free initiative and under conditions more approximating to actual service.

2. A skeleton force may be represented in several ways. For instance, (i) a company may be supposed to represent a battalion, a battery an artillery brigade. Or (ii) different coloured flags may be used—*e.g.*, white for cavalry, blue for artillery, red for infantry—each flag showing a squadron, battery, or company. In the case of flag detachments the flag should represent the centre of the unit and men using their rifles should mark the flanks. The best way, however, of representing an infantry force is (iii) by means of “dummy screens” (formerly called “pole-targets”).

3. The skeleton force must occupy the same extent of ground, and move at the same speed as the force which it represents. It should not be concentrated, but must march at full intervals. In fact, every effort should be made to render the operations of the skeleton force realistic.

The handling of a skeleton force requires much care to ensure that its movements do not become unreal. It should be commanded by a specially selected officer, and a high proportion of officers and non-commissioned officers should be included.

4. The initiative of the commander of the skeleton force must be limited, so as to ensure that the troops, which are being exercised against the skeleton, are given opportunity for practising the operation, or operations, in which the director wishes to instruct or test them. The skeleton force must remember that it is not there for its own instruction, nor for free manœuvre, but only for the purpose of bringing about the situations desired by the director.

5. Skeleton troops may be usefully combined in the same force with troops at full strength, the distribution being dependent on the lessons which are to be inculcated ; whenever possible, advanced troops should be real.

For instance, it may be desired to exercise troops in the first stages of the attack and defence of a position. The attackers and the actual defenders of the position may be represented at full strength, while the reserves of the defence are represented by skeleton troops. As soon as the skeleton reserves become engaged the operations may be terminated. The attacking force will have been exercised in deployment and the earlier stages of the attack, and will have ascertained the direction of the counter-attack. It should also be possible to judge whether the arrangements to meet the counter-attack are suitable. The defending force will have been exercised in the defence of a position. Similarly, advanced guards, rear guards, or outpost lines may be represented at full strength, with the main body represented by a skeleton. On the other hand, if the special problem to be studied is the use and conduct of the counter-attack, the troops to carry it out should be at full strength while the actual defenders may be represented by skeleton troops. Such exercises are particularly suited to the period of divisional training when it is desired to operate with opposing forces, and to exercise two brigades of a division against the third.

CHAPTER IV.

ARMY MANŒUVRES.**49. General Instructions.**

1. Army manœuvres, or an army exercise, constitute the final stage of collective training

2. In the following paragraphs army manœuvres are referred to. Arrangements similar in principle but varying in detail are required for an army exercise, and for command or divisional manœuvres and exercises.

3. The principal objects of holding army manœuvres are—

- i. To afford opportunities to the higher commanders and their staffs of handling troops in the field.
- ii. To train the troops in combined operations in the larger formations.
- iii. To give the administrative services practice in carrying out their duties in the field.

4. It is essential that lessons learnt at artillery practice camps and machine gun and musketry courses should not be forgotten at manœuvres and the more advanced forms of training.

Although the larger manœuvres are primarily intended for the instruction of generals and their staffs it must be clearly understood that this period of training is also the occasion when regimental officers and rank and file must practise those fire formations and exercises which it would be necessary to employ on service for the destruction of the enemy. Fire discipline is just as necessary at manœuvres when firing with or without blank ammunition as it is when

firing service ammunition at practice camps or musketry courses, and no firing should take place unless there would be a reasonable probability of hitting the target aimed at under service conditions. This does not apply to signal rounds fired by artillery to indicate their position.

The instructions as to the tactical application of artillery, machine gun, and rifle fire are to be carried out at manœuvres with the same care, forethought, and thoroughness as during the earlier periods of training. Not only must the rank and file strive for a high standard of fire discipline, but every opportunity should be taken by officers and sergeants to practise fire control and fire direction.

50. *Preparatory Measures.*

1. The preliminary preparation for army manœuvres is made at the War Office by the general staff in consultation with the other branches of the staff. The subsequent arrangements are for the most part carried out by commands under instructions issued by the War Office.

2. The principal subjects concerning which instructions must be issued and arrangements made are as follows; they are dealt with in detail in the succeeding sections:—

- i. Arrangements for putting the Military Manœuvres Act in force or otherwise acquiring ground.
(Sec. 51.)
- ii. Appointment of director and directing staff.
(Sec. 52.)
- iii. The preparation of the scheme generally. This will include drawing up the general and special ideas and deciding on the duration of the operations.
(Sec. 53.)

- iv. Provision of the headquarter units and composition of opposing forces. (Sec. 54.)
- v. Provision and training of umpires. (Sec. 55.)
- vi. Orders and arrangements for concentration and dispersal of troops. (Sec. 56.)
- vii. Reconnaissance of the manœuvre area. (Sec. 57.)
- viii. Arrangements for supply and transport. (Sec. 58.)
- ix. Arrangements for posts and telegraphs. (Sec. 59.)
- x. Arrangements for civil and military police. (Sec. 60.)
- xi. Arrangements for military attachés, press, and spectators. (Sec. 61.)
- xii. Provision of maps. (Sec. 62 and Appendix H.)
- xiii. Miscellaneous arrangements. (Sec. 63.)

51. *Arrangements for Acquiring Ground.*

As a general rule, the Military Manœuvres Act (see Appendix A) will be put in force in the area in which army manœuvres take place. The area may be selected either on account of its suitability for a pre-conceived scheme of operations ; or of its dissimilarity from the ground on which the troops usually train ; or of its accessibility.

If it is not desirable to put the Military Manœuvres Act in force, it will be necessary to obtain "user" rights over suitable land.

52. *Director and Directing Staff.*

1. The general conduct of manœuvres or exercises is vested in a director, under whose orders the scheme will be prepared and all arrangements made.

To enable the director to carry out his duties, he will be assisted by :—

- (a) Officers of the general staff, whose duty it is to watch the course of the operations; to issue orders when so instructed by the director; to compile narratives; and to collate the reports received. (See Appendix G.)
- (b) Officers of the adjutant-general's and quartermaster-general's branches of the staff, whose duty it is to assist in the maintenance of discipline; to supervise the control of traffic; to make arrangements for dispersal; and to watch the operations as far as the administrative services are concerned. (See Appendix G.)
- (c) Umpires, who are the local representatives of the director.

2. Narratives of the operations of each force will be compiled daily by narrative officers, who form part of the general staff of the director. There will usually be a chief narrative officer on each side, with a number of assistant narrative officers.

It is the duty of all narrative officers to watch the operations, and to report at stated hours the course of events and the position of the troops to the director and to the senior umpire of the formation to which they are allotted. The information on which these reports are based should be obtained from the umpires and commanders.

Narrative officers should usually work in pairs, so that one shall always remain with the troops when the other goes to report or to obtain information as to distant bodies of troops. One pair of narrative officers will usually be allotted to each division.

As soon after 5 p.m. as possible, the chief narrative officers working in consultation will compile narratives of events up to that hour, as known to each side.

They will send a *précis* giving the position of the troops at 5 p.m. to the director and to the chief umpires as soon after that hour as possible.

The narrative for each side will be printed and distributed under arrangements made by the senior of the chief narrative officers, so as to be in the hands of the troops before the commencement of the next day's operations.

In the case of night operations it is usually advisable to issue a morning edition of the narrative in confirmation of the 5 p.m. edition.

3. It is desirable also to issue daily for the information of the directing staff and of official visitors, such as military attachés, a certain number of maps showing the position of the troops either at the end of the day's fighting or, if the operations be continuous, at any hour or phase decided by the director. These maps will usually be prepared by a section of a printing company R.E., attached to the narrative staff for this purpose.

4. The smooth working of manœuvres depends to a large extent on an efficient service for the transmission of reports to chief umpires and to the director. A **neutral signal service** will therefore be organized in accordance with the means available. Report centres will be established for the director, for the chief umpires and for those umpires to whom the narrative officers render their reports. To these report centres all messages for the officers in question will be sent.

5. In connection with the directing staff, officers must be appointed to take charge of, and to give information to, military attachés, officers of the overseas dominions, accredited representatives of the press, and military spectators in uniform.

6. To make all administrative arrangements for the directing staff at army manœuvres a camp commandant and

an assistant camp commandant should be appointed some months before the manœuvres begin. The commandant should be given such subordinate personnel as may be necessary.

During the period of manœuvres the following also will be required :—

A medical officer ;

A detachment of infantry for fatigues ; and

A detachment of cavalry to provide the necessary orderlies, horses, and horse-holders.

7. Arrangements will also be made by the War Office for mounting official visitors, military attachés, and certain officers of the overseas dominions and of the directing staff.

53. *Preparation of Scheme.*

1. The scheme for the manœuvres naturally depends on the object and duration of the operations, the number of troops employed, and the ground available.

The principles laid down in Section 12 for framing a scheme for an exercise on the ground without troops apply generally to the preparation of a scheme for army manœuvres.

The scheme should be as simple as possible. When imaginary units are employed their sphere of action should be kept clear of the area in which the real troops operate.

To facilitate control by the director, and to make the conditions approximate to those likely to obtain in war, the force under each commander will usually be a portion of a larger force, or a force acting with a stronger ally.

2. The opposing forces should be placed sufficiently far apart to allow of strategical combinations and reconnaissance, and to give commanders scope for turning movements or similar operations.

3. The general and special idea will be forwarded confidentially to the commander of each force in sufficient time to enable each of them to write his appreciation and initial orders, and for the director to look through these appreciations, and to determine whether the views taken by the commanders necessitate any alteration in the general and special ideas before they are finally printed off for distribution.

4. The general idea should be issued to the press and to all ranks before the manœuvres commence.

5. The special ideas must be kept confidential, but should be issued to units in time to enable commanders of the smallest bodies to understand the situation.

Each special idea should give the situation at the commencement of hostilities, as known to the commander of that side. In a note at the end the hour at which the troops of that side may move should be stated.

54. Composition of Opposing Forces and Establishments.

1. Commanders and staffs must be detailed, and an order of battle issued for each side. In drawing up the latter, troops should be kept as far as possible in the formations to which they are allotted.

2. In order that commanders, staffs, services, and departments may be given as much experience as possible of working under service conditions, the number of officers and other ranks allotted in war establishments to each branch of the staff and to each of the various services and departments is in no case to be exceeded. The numbers will usually be restricted to those actually necessary to perform the requisite duties, having regard to the conditions under which the manœuvres are held.

On the other hand it is sometimes advisable to complete staffs up to war establishment in order that the work may

be distributed as in war, and that the personnel may learn to work together.

3. No personnel, motor cars or other vehicles, cycles or horses, in excess of those allowed in the official establishments, are permitted to take part in manœuvres; nor are private servants (in excess of those authorized), private motor cars, or other private vehicles, allowed to accompany the troops.

55. *Provision and Training of Umpires.*

1. Under the director a chief umpire will be appointed for each side, with such immediate assistants as may be necessary.

A senior umpire will be allotted to the headquarters of each formation, with one or more assistants, as may be necessary, in the case of a division or larger formation.

An umpire will usually be allotted to each lieutenant-colonel's command, and, if necessary, to smaller independent or special detachments.

2. The above allotment of umpires to units is for purposes of food and quarters only.

Special camps for umpires are neither necessary nor advisable.

3. Umpires with units belonging to formations existing as such in peace should be appointed by the command concerned. Chief umpires and their assistants and umpires allotted to formations brought together for manœuvres only will be appointed by the War Office.

4. Since umpires have a considerable influence on the training of the army, they should be carefully selected and trained. Only those officers who have proved themselves good instructors and are in close touch with troops should be chosen as umpires.

5. The training of officers detailed to act as umpires with a brigade or with divisional artillery during army manœuvres should commence under the senior umpire of the brigade, etc., not later than the beginning of brigade training, and should, whenever possible, be supervised by the officer appointed as senior umpire of the division.

56. Orders and Arrangements for Concentration and Dispersal.

The area of concentration of troops is usually decided by the War Office, while arrangements for carrying out the concentration are made by commands.

The arrangements for dispersal, on the other hand, are usually more conveniently made by the War Office. Unless the general situation of the troops at the conclusion of manœuvres can be accurately foreseen, alternative schemes for dispersal must be prepared.

57. Reconnaissance of the Manœuvre Area.

1. It is necessary to make a previous reconnaissance of the manœuvre area, in order to select camping grounds, etc., and to determine whether special arrangements for water are required. This reconnaissance should be carried out by officers of the general staff and of the quartermaster-general's branch of the staff, accompanied, if necessary, by a Royal Engineer and a medical officer.

2. During the actual manœuvres, troops will usually bivouac. When the Military Manœuvres Act is in force no previous arrangements need normally be made, for the less the troops depend on pre-arranged camps and bivouac grounds the greater will be their mobility. Camps may,

However, be established for use before and after the actual operations.

If the water supply, or other circumstances, restrict the number of bivouac grounds, the available sites may be marked on the maps, and a list of such sites, with their description, issued to the staffs. This description should give the name of the owner of the land, the water supply, the accommodation available for men and horses, the rent per acre, and any other useful information. Tracings from the Ordnance map, on a scale of 6 inches to 1 mile, of the camping grounds or bivouac spaces should be issued with the above lists.

Where large bodies of troops are to be kept concentrated, it will usually be necessary to make previous arrangements for water, but where formations are bivouacked over a considerable area, the existing sources of water supply, *e.g.*, wells, streams, etc., will usually suffice for their needs.

58. *Arrangements for Supply and Transport.*

On the object for which manœuvres are held and on the scheme depend the arrangements which must be made for supply and transport. The general staff will, therefore, lay down the general system which is to be followed, while the quartermaster-general's branch of the staff will issue the necessary instructions for carrying out the system.

When circumstances permit, the supply and transport services will be carried out in accordance with service conditions. Financial considerations, however, will usually impose certain restrictions.

In ordinary manœuvres the most important consideration is the training of the troops, especially that of the higher commanders and their staffs. It is therefore almost always

necessary to restrict expenditure on the supply and transport services. It is, in fact, only when the object of the manœuvres is to test war organization that arrangements can be made for supply and transport on a war scale.

59. Arrangements for Posts and Telegraphs.

1. Postal arrangements for troops in the manœuvre area will be made by the director of postal services, in accordance with the requirements of the director or commander concerned.

The personnel of the army postal services for the Expeditionary and Territorial Forces are available for carrying out these duties.

2. Arrangements for special military requirements for training or manœuvres in connection with the G.P.O. telegraph system will be made by the Director of Army Signals, Home Defence.

Any special military requirements in connection with the G.P.O. telegraph system for command training or manœuvres in Ireland will be arranged by an official of the G.P.O. deputed by the Director of Army Signals, Home Defence, who will also be available to advise the G.O.C.-in-C. the Forces in Ireland as to questions bearing on any provision by the G.P.O. to meet military requirements.

60. Arrangements for Civil and Military Police.

1. It is advisable to attach a few civil police to each formation at manœuvres. Civil police are also required to assist in the control of the civil traffic in the area of operations.

The necessary arrangements will usually be made by the Secretary to the Military Manœuvres Commission with the

chief constables of the counties concerned, and with the Commissioner of Police of the Metropolis if mounted police be required.

2. A provost marshal, with assistant provost marshals and military police, both mounted and dismounted, will be employed as required. Some will usually be attached to each of the higher formations. A certain number will be allotted to assist compensation officers.

61. *Arrangements for Military Attachés, Press, and Spectators.*

1. Arrangements in connection with military attachés will be made by the War Office.

It will be the duty of the officer appointed to be in charge of the military attachés to see that they are furnished with maps, with general and special ideas and with copies of operation orders, etc., to supervise the arrangements regarding motor cars, horses, accommodation, etc., and to accompany them daily to the places to which they should proceed to view the manœuvres.

2. Either a special officer or one of the officers of the directing staff should be appointed to afford information to privileged spectators, such as officers in uniform, and to the accredited representatives of the press.

Copies of the narrative and of the accompanying maps (if any) will be issued to privileged spectators and to the press. But, as these cannot be ready in time for insertion in the morning edition of the newspapers, the officer in charge of the press representatives will meet them each day, both before and during manœuvres, at times convenient to them, to give them information as to what has occurred, and as to what appear likely to be the movements in the immediate future. The information given to the press in

peace manœuvres should be as full as is compatible with the efficient conduct of the operations.

3. Where a camp for privileged spectators is established, an officer must be detailed to supervise it.

62. *Provision of Maps.*

1. Manœuvre maps will be reproductions of the Ordnance Survey, but should show the boundaries of the manœuvre area and of the larger prohibited or out-of-bounds districts.

The maps will be of the following scales, viz. :—

- | | | |
|----------------|-----|--|
| (a) At home... | ... | $\frac{1}{2}$ inch to 1 mile, |
| (b) Abroad ... | ... | $\frac{1}{2}$ or $\frac{1}{4}$ inch to 1 mile. |

2. Maps for manœuvres will be issued gratis to units in accordance with the scale laid down in Appendix H, and will be distributed to officers and other ranks at the discretion of the officer commanding the unit.

Spectators and others may purchase these maps from the agents of the Ordnance Survey if the supply admits.

For manœuvres in Great Britain, the maps will be specially issued from the War Office. For manœuvres in Ireland, they will be issued by the Irish Command Headquarters.

Notice of the maps needed should be sent to the Ordnance Survey about three months before they are required.

63. *Miscellaneous Arrangements.*

1. After consultation with the general staff branch, arrangements regarding the following and cognate subjects should be made by the branches of the staff concerned : accommodation and motor transport for directing staff, umpires, narrative officers, etc. ; camp and other equipment ; ammu-

dition ; pay ; extra-duty pay and allowances ; divine service ; medical services ; veterinary services, etc.

2. For convenience of reference, a pamphlet will usually be published by the War Office embodying the instructions which have been issued on the subjects dealt with in the preceding sections, and any other instructions or information needed to make the general instructions contained in these Regulations applicable to the particular manœuvres or exercise about to take place.

64. *General Conduct of Manœuvres.*

In order to derive the greatest amount of instruction from manœuvres it is essential that, so far as peace exigencies allow, they should be carried out under conditions that approximate as nearly as possible to those that would obtain in war.

Army manœuvres should, therefore, either be continuous or should consist of periods of continuous operations with definite intervals for rest.

Transport will not be considered neutral unless specially ordered by the director. If considered neutral, instructions regarding its movements will be issued separately and not included in operation orders.

65. *Duties of Director.*

1. The duties of the director of manœuvres are three-fold—

- i. To instruct the troops.
- ii. To control the course of the operations.
- iii. To adjudicate between the opposing forces.

2. The first of the director's duties, viz., the instruction of the troops, will be carried out either by word of mouth at

a conference or by a written memorandum. In exceptional circumstances the director may consider it advisable from the point of view of the instruction of the troops to cause an operation to be repeated.

With large forces such as take part in army manœuvres it is not advisable to hold a conference until the reports of the umpires have been read and digested. With small forces, however, it is usually advantageous to hold a conference immediately after the conclusion of operations, so that the salient lessons may be pointed out on the ground, a further conference being held later if necessary to bring out points gathered after study of the orders and of the umpires' reports. At the conference the director will hear the accounts of the commanders and umpires, and will give his opinion on the tactical handling of the troops and on the manner in which the administrative services have been carried out.

The object of all operations being instruction it follows that their value largely depends on the effectiveness of the subsequent criticisms. It is desirable that where action is unfavourably criticized, the officer concerned should have an opportunity of stating shortly the reasons that led him to adopt that course of action, and that the director should indicate the manner in which, in his opinion, the operation should have been conducted.

It will often occur that many points of instructional value will be omitted from the remarks of the director at a conference, owing to want of time for a thorough collation of the reports. In such cases a memorandum containing the matured remarks of the director will be issued later.

3. As regards the second of the director's duties, viz., the control of the course of operations, the director should keep

constantly in view the necessity of being prepared to intervene, and should have at his hand the necessary levers by which to exercise his control.

Intervention may take the following forms:—

- i. *Orders from the Imaginary Commander-in-Chief.*—As stated above, it should be very exceptional for either of the opposing sides to represent an entirely independent force. The actual forces operating should usually each form part of a larger force. It is, therefore, easy for the director to control operations by issuing orders in the name of the Commander-in-Chief.
- ii. *Change in the Strategic Situation.*—This will generally be conveyed to the commander in the form of intelligence, or of a new special idea so worded as to cause the required change in the situation.
- iii. *Imaginary Reinforcements.*—Information as to these will be conveyed in the same manner as in (ii).
- iv. *Skeleton Reinforcements.*—These should be placed in such a position as to necessitate a detachment on the part of the enemy, and should usually be so arranged as to make their appearance on the field at the close of the day's operations. This procedure will require nice judgment and considerable forethought.
- v. *Actual Reinforcements.*—These may be brought into the area of operations when and where required. Their provision is, however, a matter of difficulty, as it is undesirable to transfer troops from one side to the other without changing the general scheme of operations, and if fresh troops are kept in hand

ready to be introduced it is probable that a portion of their training will be sacrificed.

4. As regards the third of the director's duties, viz., adjudicating between the combatants, see Section 85.

66. *Duties of Commander of Forces.*

Commanders of forces are responsible for sending to the director and the chief umpire of their side copies of their orders as soon as these are issued.

Copies of reports and messages received or sent should also be kept for reference if required.

67. *Duties of Regimental Officers.*

The success of manœuvres depends to a very great degree on the regimental officers. They must remember that the object of manœuvres is instruction, and that the question of one side defeating the other is a minor consideration. **There must always be some unreality at manœuvres, but regimental officers can do much to prevent false lessons from being conveyed by this unreality by cordial co-operation with the umpires, and by acting in any given circumstances as they would do in war (see Sec. 81).**

Decisions given by umpires must be instantly accepted without discussion.

Commanders are entirely responsible for their own actions. They may ask umpires for any information which they consider they would possess in war, but they are not to ask umpires for advice.

In the absence of umpires, officers in command of troops which are in close contact with each other will come to an agreement as to the action which the situation demands.

Officers must at once report decisions of the umpires to their immediate superiors and to the troops on either flank, and they should keep a note of the time of important events. Copies of all orders, messages and reports, whether sent or received, should be kept for reference.

68. *Duties of Compensation Officers.*

Compensation officers should be thoroughly acquainted with the contents of Appendices A and B, and of the confidential pamphlet entitled "Information for the Guidance of Compensation Officers Assessing Claims for Damage at Military Manœuvres," issued by the War Office.

69. *Duties of Civil and Military Police.*

1. The Military Manœuvres Act (see Appendix A) gives certain powers to the military authorities and to the civil police to prevent obstruction or interference with the execution of manœuvres; to deny access to, or the right to remain in, a camp; and to prevent trespass or damage by civilians.

The Act also gives the power to proceed against any person who may remove any distinguishing flag or other mark, or who maliciously cuts or damages any telegraph wire laid by, or for the use of, the troops.

In all matters the civil and military police will act in the closest co-operation.

In case it be necessary to take proceedings against a civilian for damage, etc., it is better that action should be taken through the civil police.

2. In addition to their ordinary duties of maintaining discipline and seeing that orders are carried out, provost marshals and military (and civil) police will, under the general direction of an officer of the adjutant-general's

branch of the directing staff appointed for this purpose, control all traffic, both military and civil, vehicular and pedestrian, within the immediate area of operations.

3. The officer of the directing staff appointed to the control of traffic will make careful previous arrangements with the county police authorities for closing roads, for directing the traffic, and for parking spectators' cars and carriages well clear of the troops as may be found necessary during the course of operations.

70. *Rules for Manœuvres.*

1. Orders given by an umpire are to be regarded as the orders of the director. Objections to decisions can be raised at the conference.

2. The strength of opposing forces is to be estimated by squadrons, batteries, companies, battalions, etc., and not by their actual effectives.

3. Opposing troops will not approach nearer to one another than 50 yards.

4. Bayonets must not be fixed, swords drawn, or lances couched where there are opposing forces.*

5. Mounted troops operating on a public road will not move faster than the trot.

6. Firing on a public road will not, as a rule, be permitted; but when a road is unoccupied by the public, with no horses or carriages near, a single shot may be fired to mark the position.

Owing to the danger of stampeding the horses no firing will take place in close proximity to led horses nor to camps or bivouacs of mounted troops.

* In the case of regular troops commanded by an officer, bayonets may be fixed and swords drawn during daylight.

7. To denote the target fired at, artillery on coming into action will fire the following signal rounds before going through the process of ranging :—

At cavalry—three guns in rapid succession.

„ artillery—two guns in rapid succession.

„ infantry—single gun.

8. During operations, patrols and scouts who push forward beyond reach of support are liable to capture. The officers or non-commissioned officers on the spot will be held responsible that actual conflict between the men does not take place. Captured patrols and scouts will remain with their captors until the end of the day's operations, or until released by an umpire. Larger bodies held to be captured, will be ordered by the umpire to remain at, or to move to, a definite locality and to be out of action for a certain time. In no other circumstances will prisoners be taken.

In no circumstances are captured aircraft, motors, motor cycles, cycles, or horses to be used by others than the owners.

9. When troops are placed out of action and ordered to a certain locality, they will proceed there in close order, and infantry will carry their rifles butts uppermost. When troops, out of action, remain halted, mounted men will dismount and remove their saddles; infantry will pile arms.

10. If certain places are "out of bounds" for manœuvre purposes, they should usually be treated as if they were impassable morasses. If, however, this procedure be not adopted, troops should march through, or round, the "out-of-bounds" area in close order, in "quick time" with arms at the slope, and resume operations after lapse of the time which would have been required to traverse the ground under service conditions.

11. If operations are temporarily suspended by the director no military action of any kind, *e.g.*, obtaining information, issuing operation orders, etc., is to be taken by either side during the pause in the manœuvres.

71. *Rules for Entrenching, Demolitions, etc.*

1. The following rules are to be observed when entrenching:—

(a) The construction of shelter trenches, redoubts and other military fieldworks of a temporary nature is permitted by the terms of the Military Manœuvres Act (see Appendix A), and may be carried out, when considered desirable, during the whole period that troops are in the manœuvre area.

(b) In order to avoid heavy claims for compensation, due regard must be paid to the locality in which it is contemplated to construct such works, and also to the nature of the soil and sub-soil.

(c) Acts of vandalism, such as entrenching on the sites of ancient Roman camps, ancient dykes, burial mounds, British villages, etc., are prohibited. These are generally shown on the map in Old English characters, *e.g.*, *Vandlebury*.

(d) Entrenchments should not be constructed in private parks or gardens, nor on chalk downs, without permission from the owner.

(e) Tapes should be carried with the entrenching tools for the purpose of marking the sites of trenches when, owing to local conditions, the surface of the ground cannot be broken.

(f) As soon as any entrenchment has been decided on, the officer commanding the unit should take immediate steps to communicate its situation to the nearest area compensa-

tion officer, whose position should be known at divisional headquarters.

(g) When entrenchments are evacuated they should be filled in under the orders of the officer commanding the troops last occupying them, care being taken to replace the turf on the top.

(h) In particular cases where the course of the operations does not permit of the troops filling in the trenches, the area compensation officer should be asked to arrange for this to be done by civilian labour.

2. Owing to the heavy cost involved, clearings and demolitions must never be carried out without the previous authority of the director or chief compensation officer.

3. Gaps should not be made in hedges, railings, walls, or other fences, except by order of an officer and only when absolutely necessary for tactical reasons. Ornamental hedges, such as old trimmed yew or holly hedges, should never be cut.

An officer who orders a gap to be made must report his action to the area compensation officer as soon as possible, in any case within 24 hours.

4. In cases where a work of construction or destruction (such as putting a house in a state of defence, levelling a hedge, or repairing or demolishing a bridge) cannot be carried out practically owing to manœuvre conditions, notices on the form given in Appendix F will be placed by an umpire in conspicuous positions at the site of the work. Before putting up such a notice the umpire will satisfy himself that any requisite preliminary calculations and orders have been made out, that the men required have had the necessary tools issued to them, and have been on the site of their work for sufficient time to complete their tasks, and that all other arrangements for the work have been made that manœuvre conditions permit.

5. If, in the opinion of an umpire, a work thus notified as having been destroyed has been repaired, he will affix to the notice of destruction a separate notice of construction, detailing the work of repair, and, in the case of a bridge, stating the load the repaired bridge can carry.

6. A house, village, enclosure, etc., thus notified by an umpire as being prepared for defence, will be considered to be occupied if its garrison be formed up in, behind, or near it.

72. Rules for Aircraft.

1. The aircraft available with units of the Military Wing, Royal Flying Corps, will be employed in accordance with instructions contained in Field Service Regulations, Part I.

2. The responsibility for ordering an aircraft to take the air will rest with the senior officer, Royal Flying Corps, present.

3. The officer commanding the detachment of the Military Wing, Royal Flying Corps, of each force, will be responsible for determining whether there are suitable landing places at points where it is desired that aircraft should deliver their information, and for making arrangements for indicating such landing places to pilots. When an aircraft descends in the vicinity of troops the commander of the latter will take steps to keep spectators clear of the ground upon which it is about to alight.

4. An aircraft (and its personnel) which has met with an accident and been forced to descend must be treated as neutral and assisted to where the aircraft can be repaired.

5. The observers in aircraft are generally best able to judge whether, when carrying out their reconnaissances,

they were at sufficient altitude and distance to be reasonably secure from hostile artillery and rifle fire.

In their reports, therefore, they will state the approximate range and altitude at which they were moving when making their observations, and whether in their opinion they completed their reconnaissance without coming within effective range of hostile fire.

73. *Discipline.*

1. Great importance will be attached to march discipline as laid down in Field Service Regulations, Part I.

2. Care must be taken to prevent damage and to prevent entry into prohibited areas. See Appendices A and B.

3. Canteen carts, if permitted to accompany the troops, will not be allowed to obstruct the manœuvres in any way.

4. Hawkers will not be permitted to accompany the troops.

5. No compliments will be paid during manœuvres.

74. *Distinguishing Flags, Dress, and Arm Bands.*

1. *Distinguishing Flags.*—

- i. The director will be accompanied by an orderly carrying a Union Jack.
- ii. The commander of one of the forces will be accompanied by an orderly carrying a red oblong flag with a broad brown upright cross, and the commander of the other force by an orderly carrying a blue oblong flag with a broad white upright cross.
- iii. Chief umpires will be accompanied by orderlies carrying plain square white flags.

- iv. Commanders of armies, divisions and cavalry divisions will each be accompanied by an orderly carrying the flag laid down for them in the Field Service Pocket Book.
- v. Other distinguishing flags will be as laid down in the Field Service Pocket Book.

2. *Dress.*—

- i. All officers will wear service dress. Officers from stations abroad may wear khaki drill.
- ii. Officers of the directing staff will wear blue forage caps without cap-covers.
- iii. Umpires will wear white cap-covers.

3. *Arm Bands.*—The following arm bands, 6 inches wide, will be worn on both arms above the elbow:—

| Colour of arm band. | By whom worn. |
|-------------------------------------|--|
| White, with gold badge* ... | Military Manœuvres Commissioners. |
| White | Umpires. |
| Red and white | Military and Civil Compensation Officers. |
| Green | Narrative officers. |
| Blue and white... .. | Neutrals |
| Red | Officers attending manœuvres as spectators, and Press correspondents. |
| Red, with "Press Officer" in black. | Officer charged with the duty of giving information to accredited representatives of the Press and to spectators in uniform. |

* Worn on left arm only. The wearers will be allowed to pass everywhere. Commanders will give orders accordingly to all concerned.

75. Bugle Calls and Balloon Signals.

1. With the exception of the charge and halt for mounted troops, and of bugles and pipes playing for the assault, calls are only to be sounded by order of the director.

2. On the undermentioned calls sounding, the troops will act as follows :—

Stand Fast.—Cease fire ; infantry lie down ; mounted troops dismount.

Continue.—The engagement is resumed.

Dismiss.—Conclusion of operations.

Officers' Call.—Those officers who have been previously instructed to do so will join the director.

The War Office Instructions for Army Manœuvres, or the standing orders of formations, should clearly show what officers are to report to the director on the above-mentioned call being sounded.

3. When signal balls are displayed below a spherical captive balloon, their meaning will be as under :—

1 ball “ *Stand fast.* ”

2 balls... .. “ *Continue.* ”

3 balls... .. “ *Conclusion of operations. Orders for further movements will be issued by the director.* ” On this signal, troops will halt, feed, and await orders from the director as to their bivouacs, camps, or entraining stations, while officers of the quartermaster-general's staff and representatives of cavalry and infantry brigades and similar formations, and of detached forces, will proceed at once to the balloon wagon to receive orders from the director as to the dispersal of the troops.

- 4 balls... ... “*Conclusion of operations. Troops will bivouac for the night under orders to be issued by commanders of forces.*”
On this signal the commander of each force will move his troops back a sufficient distance toward their advanced base to ensure that all are well clear of the other force. He will send one of his staff officers, and any other representatives that he may think necessary, to the director to report the positions of the components of his force and to receive orders as to their dispersal next morning.
- 5 balls... ... “*Officers' call.*” As in para. 2.

CHAPTER V.

UMPIRING.

76. Reason for Employing Umpires.

One of the main difficulties in preparing troops for war is that, during peace training, there are neither shells nor bullets.

In order to overcome this difficulty, as far as is possible in peace, umpires are employed to convey to the troops the information that would in war be given by the effect produced by the enemy's fire.

77. The Two Main Duties of Umpires.

Umpires therefore have two main duties : —

- i. During the progress of an action, to keep all commanders fully supplied with information concerning the direction, intensity, and effect upon their troops of the enemy's artillery, machine gun, and rifle fire, and of the apparent effect on the enemy opposed to them of their own fire, and that of other bodies of their own troops.
- ii. After the delivery of the assault, to decide what the result of the attack has been, and to issue orders as to what each side is to do before hostilities are resumed.

78. The Duties of Umpires with regard to Conveying Information as to Artillery and Rifle Fire.

1. In order that umpires may carry out the first of their duties as defined above it is important that they should keep

themselves informed as to the situation of all troops, both hostile and friendly, within artillery range of those with whom they are umpiring.

Umpires cannot possess themselves of the necessary information if they remain tied to their own particular unit or formation. They can only do so by keeping well to the front in constant touch with the umpires of the opposing force. They must also be careful to keep in touch with the umpires of neighbouring bodies of troops.

They must make use of the periods when their troops are not engaged to collect information, so as to be prepared to impart to the troops a clear picture of what would be the effect of the fire of both sides.

2. Umpires must remember that they are appointed in order to assist the commanders to train themselves and their subordinates. They must, therefore, take a broad view of their duties and must act at all times with tact and common sense, so that they may gain the confidence of the commanders and engender a feeling of mutual understanding between the umpires and troops.

3. To be a successful umpire therefore demands (i) energy in the collection of information; (ii) sound military knowledge and a cultivated military imagination so as to be able to picture the probable effect of the fire of all the artillery and infantry fire units concerned; (iii) a practised power of expression so as to be able to convey this picture to the commanders concerned in a few crisp and easily intelligible sentences; and (iv) tact and common sense.

79. The Duties of Umpires with regard to Giving Decisions.

1. After the delivery of the assault it is most important that the decision of the umpires should be promptly announced, and that effect should be given to it by the troops

at once. A prompt decision, which may turn out to be incorrect owing to the insufficiency of the information available at the time it is given, is preferable to a decision which is delayed in order to obtain fuller or more reliable information.

2. During the progress of a fight the umpires of both sides in the locality should keep themselves and each other well informed as to the general situation, so that the senior umpire present may know the views of his colleagues and be able to give a prompt decision as soon as it becomes necessary to do so.

3. Umpires must take a broad view of the situation and not allow their attention to be absorbed, and their judgment unduly influenced, by local and minor episodes which may come under their personal observation.

4. It will often happen that, when large bodies of troops are engaged, a minor assault may have been delivered at one or more points before the situation as a whole has had time to develop. The troops at those points may, if necessary, be ordered to stand fast until the general decision is given.

In giving their decisions, umpires will, if necessary, inform commanders whether such decision is given on account of local considerations or in order to adjust the general situation.

5. An umpire must always report to the chief umpire through the umpire immediately superior to him any important decision he has given. This report should be brief, but it must clearly show from whom it comes, the units or formations to which it refers, the actual position of the troops at the time of the decision, the reason for the decision, and any orders issued to, or by, commanders as a result of the decision.

6. The following points should receive consideration in judging of the conduct of an attack :—

- i The condition of the troops due to the length of previous march, previous losses or repulse.
- ii. The choice of fire positions and the manner in which they are approached and occupied.
- iii. The use made of the tactical features of the ground and of cover.
- iv. Whether the element of surprise is present or not.
- v. The fire preparation up to the moment of the assault, including the co-operation of the artillery and machine guns.
- vi. Superiority of numbers.
- vii. The frontal or enveloping nature of the attack.

If the attack is unduly hurried, if insufficient attention is paid to the effect of the enemy's fire, or if any of the vital points enumerated above are neglected, reasonable grounds will exist for ruling that the attack has failed. In coming to a decision, due regard should be given to the necessity for impressing on the troops the advantage of offensive action and of inculcating the offensive spirit in all commanders.

7. In judging the conduct of the defence, the following points should be considered :—

- i. The distribution of the defending forces.
- ii. The field of fire.*
- iii. The co-operation of the artillery and machine guns in the decisive stages of the fire fight.
- iv. The extent to which the position has been artificially strengthened.
- v. The use made of counter-attack.

* In order to estimate this point correctly umpires should dismount and place themselves in the position of the firer.

8. Umpires will not order troops acting on the defensive to retire unless an assault has been delivered and has been adjudged successful, and troops who intend to await, or to advance to meet, an assault should always be allowed to do so. If the commander wishes to retire from a position without awaiting an assault, he should judge for himself when, and how, the retirement should be conducted, and he should reap the reward or suffer the penalties of the correctness, or otherwise, of his judgment and of the degree of skill with which he carries out the operation. He should be allowed to retire without being heavily penalized only if the tactical situation is such that a retirement could be carried out without becoming disorderly. The action of the umpires in this respect should be guided by the principle that troops who engage in a fire fight at decisive ranges cannot, as a rule, withdraw by day without delivering a successful counter-attack, and that attempts to do so would certainly result in very heavy losses, without any compensating advantage, whereas troops which await or advance to meet the assault have always before them the possibility of success.

9. Mounted troops, on account of their greater mobility, can hold on longer and make good their retreat more easily than infantry.

10. When an assault has been delivered, the defeated troops that have taken part in the actual contest will be ordered to withdraw under conditions imposed by the umpires, either behind supporting troops, judged to be capable of maintaining their position, or if there are no supporting troops, to a definite locality, at such distance that a new situation will be created, and that there shall be no danger of a running fight ensuing. They should not be allowed to undertake offensive operations before a stated hour.

11. In order that the successful troops may gain an advantage commensurate with their victory, severely defeated troops may, for the remainder of the operations, be ordered to count only as such proportion of their former nominal strength as the umpires may determine. Thus the men, who at the beginning of manœuvres represented a company, may, after a serious defeat, be ordered to represent three sections, two sections, or even one section. In arriving at a decision as to the proportion, umpires must take into consideration not only the estimated relative losses on each side but also the effect on *moral* due to victory and defeat respectively.

12. The successful troops will be allowed to occupy captured positions at once and to continue their operations after such an interval as the umpires may decide.

13. The regulation by the director of a running fight, in which one combatant endeavours to delay the enemy's advance while continuing to retire, is extremely difficult. Such situations should be avoided by terminating the operations or ordering a pause of sufficient duration to allow the combatants in the particular locality concerned to break away from one another. If it is desired to practise retirements in the presence of the enemy, special arrangements should be made and special instructions should be issued to umpires.

14. Umpires must at all times act on broad lines and with common sense. For instance, in enclosed country it may happen that a deadlock may occur, each side firing at the other from opposite sides of the same or neighbouring hedges or other obstacles, yet neither side being able to deliver an assault owing to the nature of the obstacles.

In such a case the senior umpire present will give a decision and will carry out the other duties which in

ordinary circumstances he would defer until after the delivery of the assault.

15. Umpires will not allow themselves to be influenced adversely if, when building up a firing line, more men are placed in it than can use their rifles with effect, provided that the reinforcements, while being thrown into the firing line, are brought up in suitable formations. Casualties will occur in war, resulting in a less dense firing line, and it is impossible in peace to practise the due reinforcement of a firing line without overcrowding it towards the end of an engagement when the assault is about to be delivered, unless the special exercise of making casualties is being practised during the operation.

80. *Other Duties of Umpires.*

1. Umpires must be strictly impartial and not identify themselves with the troops which they are accompanying. They must avoid any suggestion of partisanship, such as referring to "our infantry" or "our side."

2. Umpires should not inform the combatants of the strength or dispositions of their own or the enemy's forces.

In describing to a combatant the effect of fire, umpires should be careful not to disclose more concerning the strength and disposition of the friendly or hostile forces than would be known by that combatant in similar circumstances in war.

3. Umpires must never interfere with the actual command of troops, and except after the delivery of an assault must not issue any order to the commanders.

4. Umpires may be required to act as compensation officers in the temporary absence of such officers, and they should always report wilful or unnecessary damage.

5. Umpires with units should render a report to the chief umpires, through senior umpires, soon after the conclusion of each day's operations, dealing with the service of protection, the method of occupying camps, bivouacs or cantonments, and all administrative arrangements connected therewith.

6. Umpires should be given as little writing as possible to do in the field, for their primary duties entail much movement and a close and constant attention to the situation.

7. The instructions contained in this and the two preceding sections refer to all umpires, whether chief umpires, senior umpires of formations, umpires, or assistant umpires.

81. *Duties of Regimental Officers of all Arms as regards Co-operation with Umpires, with special reference to Umpiring with Infantry.*

1. Regimental officers (or non-commissioned officers) of all arms in command of units, or sub-units, however small, are solely responsible for the handling of their unit.

2. If they are to obtain sound instruction from the operations they must be carefully trained in their duties as regards the conduct of the fight, so that they may be able to come promptly to a decision as to what would be the best course to adopt in war in the circumstances of the battle and in accordance with the information given by the umpires.

They must understand that until the assault has been delivered the responsibility for the conduct of the operations lies in the hands of the commanders of the troops from fire unit commanders upwards.

3. It is the duty of regimental officers to avoid, and to teach their subordinates to avoid, acting in a manner that would be impossible in war.

4. **Some unreality is inevitable at manœuvres, but if the umpires give good information, and the regimental officers regulate the conduct of the fight intelligently, such unreality should not lead to false lessons.** (See Sec. 67.)

5. It is better to have temporary unreality at manœuvres than to check the dash and offensive spirit of the troops, or to destroy their belief in the advantages of pressing forward resolutely in spite of losses, but, on the other hand, it is very important that the necessity for an adequate fire preparation should not be disregarded.

6. **Unreal rapidity in the attack is bad training for infantry,** for it does not teach fire unit commanders to think how to help other units by their fire, nor to consider how best to utilize for their advance the effect that would be produced on the enemy by the fire of the artillery and by the fire of other infantry units.

Undue rapidity also renders it impossible for the artillery to gain instruction in its primary duty of directing its fire in accordance with the requirements of the infantry and supporting the latter in the attack, and is liable to prevent any intervention of the cavalry during the struggle for superiority of fire.

It is, therefore, the duty of regimental officers to ensure that the progress of the attack shall adequately represent what would happen under similar circumstances in war.

If the attack is progressing with unreal rapidity umpires should remind commanders of their duty in this respect.

7. If the effect of the enemy's fire in war would be to delay, or temporarily stop, the advance of a body of troops, until its own fire, with the co-operating artillery and rifle fire, had succeeded in diminishing the accuracy and volume of the enemy's fire sufficiently to enable the advance to be resumed, the umpires in accordance with their duty as laid

down in Sec. 77 (i) will so describe the fire that the commander may understand the situation.

By informing the commander of the percentage of loss his unit would suffer in the particular situation, if it advanced before adequate fire effect had been produced upon the enemy, the umpires can check or stop the advance as would the enemy's fire in war.

It is in the power of the umpire in extreme cases to say that in the circumstances obtaining at the time further advance would cause a loss of 100 per cent. This would make further advance impossible, unless the commander were deliberately to disregard the information given by the umpire, in which case disciplinary action would be called for.

8. To obtain satisfactory results it is essential that there should be a close understanding and sympathy between umpires and commanders. Umpires must not take the initiative and responsibility out of the hands of the commanders, and regimental officers must feel that the one object of the umpires is to help them to train themselves and their subordinates to act intelligently, promptly, and in combination under all the varying conditions with which they may have to deal in war.

82. *Special Points with regard to Umpiring with Cavalry.*

1. When the encounter takes place between forces of independent cavalry, victory may confer a great strategic advantage. Such encounters, therefore, require special treatment.

2. When shock action is employed, the result is usually decisive, the *moral* of the defeated force suffering severely. The umpires, therefore, in deciding on the result of such

encounters, must so arrange that the victorious combatant shall reap the full advantage of his success. This can be done by ordering the defeated cavalry to withdraw to some point well removed from the scene of action, which it is not to leave until a stated hour, and by reducing its nominal strength very considerably. Thus the men who at the commencement of manœuvres represented a squadron might, after a decisive defeat, be ordered by the umpires to count only as one or two troops for the remainder of the operations.

3. If a deadlock should occur, as may be the case when dismounted action is employed in enclosed or intricate country, the senior umpire on the spot will act as if an assault had been delivered. If necessary, in the interests of the manœuvres as a whole, he will report the situation to the director with a view to the situation being arbitrarily readjusted so as to give to one side or the other the strategical or other advantages conferred by a victorious cavalry. If such action is taken by the director, the reasons should be fully explained.

4. Umpires must not allow patrols to reconnoitre and obtain and transmit information in a manner which it is clearly impossible that they could adopt in war

The commander of a patrol that has transgressed in this respect should be reminded of his responsibility as laid down in Section 81, para. 3, and should be told that information improperly obtained must not be communicated.

This applies equally to reconnaissance by staff and other officers. In this connection it must be remembered that it would be but seldom that a motor car or motor cycle would be used for reconnaissance in a hostile country.

83. *Special Points with regard to Umpiring with Artillery.*

1. It is only by the exercise of forethought and energy in the collection and dissemination of information that umpires with the artillery can overcome the difficulties which are encountered in affording information to the opposing troops of the effect of artillery fire.

2. When artillery is in action, umpires must see that the proper number of signal rounds are fired.

3. If artillery is known to be in action but no definite information is available regarding its target or rate of fire, umpires with the opposing force are to think out what such artillery is most likely to be doing, and, if they think it probable that the artillery is firing on the unit to which they are conveying information, they will describe to the commander the effect that they assume the fire would be likely to have. Any such reasonable assumption is preferable to a disregard of artillery fire. When an assumption of this sort is made and communicated to the troops, it should also be communicated as soon as convenient to the neighbouring umpires so that there may be uniformity of information.

4. In order to prevent manœuvres from conveying false lessons, umpires must always keep in mind the important question of ammunition supply. They should estimate from the orders given by battery commanders the expenditure of ammunition and ascertain from battery commanders the steps which would be taken to replenish the supply.

If an umpire considers that a battery would have run out of ammunition he should inform the battery commander, who will cease fire until he has obtained further supplies, or until, in the opinion of the umpire, further supplies would have arrived in war.

If batteries are exposed to such heavy fire from artillery, machine guns or infantry that, in the opinion of the umpire, replenishment of ammunition would be impossible, the battery commander should be so informed.

84. Special Points with regard to Umpiring with the Air Service.

1. The report of an observer will be handed to an umpire before being made use of by the force to which the aircraft belongs. The umpire will decide what portion of the information contained in the report shall be communicated to the commander of the troops, having regard to the altitude at which the observations were made, weather conditions, etc. A verbal report of an aërial reconnaissance will only be made with the concurrence of the responsible umpire.

2. In the present state of development of aeronautics, it must to a great extent be left to the honour of the pilots to obtain information only under such conditions as would be possible in war.

85. Umpiring Duties of the Director.

The director is the final arbiter, and all decisions are issued under his authority.

He must remain in touch with the report centre established by the neutral signal service (see Sec. 52, para. 4), so that he can receive promptly the reports of the chief umpires and narrative officers, and thus be in a position to give, when necessary, a decision embracing the whole area of the operations.

If it is necessary for the director to base a decision on circumstances unconnected with the actual result of the

fighting, such as the position of previously arranged camps, supply or other administrative questions, this should be clearly explained at the time.

86. Special Duties of the Chief Umpire of each Side.

1. The chief umpire of each side must arrange to be in close touch with the director and with his subordinate umpires, on whose reports he will have to rely for his own decisions. This will usually be arranged by means of the neutral signal service (see Sec. 52, para 4)

2. The chief umpire of each side is responsible for the distribution of the umpires allotted to his side. He will delegate to the senior umpire allotted to each army, division, brigade, etc., the duty of disposing of the umpires allotted to that formation as may best suit the probable course of each day's operations.

3. Though umpires will usually be attached to units for food and transport they should not be considered as in any way tied to these units for umpiring duties.

4. As soon as possible after the conclusion of the manœuvres chief umpires will forward to the director a report in which they will record all important decisions which they or their subordinate umpires have given and the reasons for them. These are open to criticism equally with the action of the troops. The report will also contain a general account of the work of the umpires and will give suggestions for any amendment to the umpire regulations, etc., that they may consider necessary. The tactical lessons to be gained from the manœuvres, and any other point which it is thought desirable to bring to the notice of the director should be included.

87. *Casualty Screens.*

1. Casualty screens will be carried in the proportion of 32 per battalion of infantry and 12 per regiment of cavalry.

2. Their object is to help officers in command of troops to realize the relative effect of their own and the enemy's fire, in order that they may take such steps as they consider suitable to the situation.

Casualty screens are to be considered only as a very rough ocular demonstration to all ranks of the relative effects of the enemy's fire, and of their own and their friends' fire, the details of which are given verbally by the umpires to commanders.

3. Umpires will order casualty screens to be displayed when they consider that in similar circumstances in war the enemy's fire would be so effective as to cause serious casualties and loss of fighting efficiency.

4. Casualty screens are to be raised only by order of an umpire, and are to be kept exposed, except when the unit is on the move, until an umpire orders them to be furled.

5. They should be displayed in close proximity to the troops to which they belong in such a manner as to be visible not only to the enemy but to supporting troops.

6. Umpires will order some or all casualty screens to be lowered (i) when they consider that covering artillery, machine gun, or infantry fire is having its effect on the opposing side, (ii) when the firing line has been sufficiently reinforced or has been long enough in a good fire position to have gained superiority of fire, or (iii) when other circumstances such as the progress of a flank attack have weakened the resistance of the enemy.

7. By the relative number of screens displayed in the ranks of their own and of the opposing forces, and by the informa-

tion which the umpires give them, commanders can judge how far they are gaining superiority of fire. In the attack they can see when the firing line requires strengthening; when it is imperative to support neighbouring troops by covering or enfilade fire; and when the right moment has come for the assault. If acting on the defensive, they can judge how far their fire is delaying the attack; and when the moment for the counter-attack has arrived.

8. It must be clearly understood that the conduct of the fight lies in the hands of the officers in command of troops, and that they are not debarred from advancing, even when all their casualty screens are displayed, if they consider that the exigencies of the situation require such a step, and that, in the circumstances described by the umpire, it would be possible for them to advance in war.

APPENDIX A.

THE MILITARY MANŒUVRES ACT OF 1897 AS AMENDED BY
THE MILITARY MANŒUVRES ACT OF 1911.

The following is a short *précis* of the Military Manœuvres Acts. Staff and regimental officers should have a working knowledge of the Acts, and other ranks should know what powers are conferred or restrictions imposed on them by these Acts :—

*Points to be Noted by Officers Concerned in Arranging for
Manœuvres.*

1. Manœuvres under the Act are authorized by His Majesty making an Order in Council ; the draft Order in Council has to be sent before the 31st March to each county, district, and parish council in the proposed area, and has to lie before each House of Parliament for 30 days.

2. Manœuvres under the Act may only take place over the same area once in every five years, but by the consent of the county or borough concerned this proviso may be waived in respect of any particular area. It should be noted that in the case of any area situated in the New Forest the consent of H.M.'s Office of Woods and Forests and of the Court of Verderers is required.

3. Whenever the Act is put into force a Military Manœuvres Commission is appointed ; it consists of members selected by the County Councils and County Borough Councils in the proposed area, together with a certain smaller number of members nominated by the Secretary of State for War. The Military Manœuvres

Commission decides whether the whole of the proposed area is to be authorized for manœuvres, or whether certain portions are to be excluded. The Military Manœuvres Commission also makes regulations with regard to the protection of animals and property from damage.

Points to be Noted by Officers and other Ranks during the Progress of Manœuvres and Afterwards.

4. When the manœuvres are thus authorized by the Order in Council, and the area has been authorized by the Military Manœuvres Commission, troops, when engaged in operations, have the right—

- (a) To go practically everywhere across country, with the exception that they may not enter houses, churches, gardens, orchards, farmyards, or burial grounds. Enclosed woods, parks, and plantations can be entered unless they have not been specially excluded by the Commission.
- (b) To camp or bivouac where they wish, except in places mentioned in the exceptions noted in (a).
- (c) To make field entrenchments, so long as antiquarian remains, or places of historic interest or exceptional beauty, are not interfered with (entrenchments must subsequently be filled in).
- (d) To use the existing water supply, provided sufficient is first available for the ordinary civilian requirements.

It should be noted that troops when off duty have no right to enter any park, wood, field, or other private property outside the confines of their camp or bivouac.

5. Compensation is paid by the military authorities for

any damage to lands, roads, or property caused either by the troops themselves or by the presence of troops.

6. The commander of the troops is empowered to prevent trespass or damage to property by spectators and others, and it should be particularly noted that the military authorities may be held liable, under certain conditions, for damage done by spectators.

7. Any general or field officer may be authorized by justices of the peace to close any roads to traffic for not more than six hours daily. Reasonable facilities for traffic (*e.g.*, doctors, market produce, or urgent traffic) must be given during that period, and the authorized officer in question must give such publicity of his intention to close roads as he may consider practicable.

8. Any person who—

- (a) Unlawfully interferes with the conduct of the manœuvres ;
- (b) Without authority enters or remains in any camp ;
- (c) Removes distinguishing notices or erects unauthorized notices, such as “out of bounds” notices, etc. ;
- (d) Damages field telegraph wires ;

is liable to be fined, and in the case of (a) or (b) may be removed by any police constable, or by, or by the order of, any commissioned officer.

APPENDIX B.

COMPENSATION.

1. *General Instructions.*

The following paragraphs apply in their entirety to manœuvres held when the Military Manœuvres Acts, 1897 and 1911 (see Appendix A), are put into force; but if suitably modified they are applicable to any manœuvres.

2. *Manœuvres Commission.*

The Military Manœuvres Commission makes regulations with respect to compensation, and appoints the following:—

- (a) Military officers, on the recommendation of the Army Council, to be “chief compensation officer” and “compensation officers.”
- (b) Civilian land valuers to be “civil compensation officers.”
- (c) A military officer, on the recommendation of the Army Council, to be Secretary to the Commission.

3. *Chief Compensation Officer.*

It is advisable for the chief compensation officer to be appointed several months before the commencement of manœuvres, so that he can become thoroughly acquainted with the manœuvre area and the landowners and farmers in it. It is generally advisable that the chief compensation officer at army manœuvres should be a major-general. He should be in close touch with the Military Training Directorate of the General Staff, War Office, and must keep in

acquainted with the results of his reconnaissance of the manoeuvre area, especially as regards any portions of it which it is advisable to place out of bounds.

The duties of the chief compensation officer will be as follows :—

- i. He will be responsible to the Manœuvres Commission for the assessment and payment of all claims for compensation, and will arrange that, as far as possible, all claims are dealt with on the spot.
- ii. He will organize the compensation officers under his command into—
 - (a) Area compensation officers ;
 - (b) Road compensation officers ;and will issue to them general instructions on all matters affecting their duties. See Appendices C, D, and E.
- iii. He will correspond on financial matters relating to claims for compensation with the command paymaster of the command in which the manœuvres are being carried out, or, where more than one command is concerned, with the command paymaster of a command selected by the Army Council.
- iv. He will prepare a memorandum as a general guide to the rates and conditions of hiring in the area where the manœuvres will take place.

The chief compensation officer should have early information of the position of standing camps. He will fix his headquarters in the locality most convenient for the performance of his duties, and will be furnished with an establishment of clerks. It is essential that he and the officers employed under him should receive full information

as to the general plan of manœuvres and daily operations from the directing and other staffs, to enable them to follow the movements of the troops and arrange for recording any consequent damages, but this information must in all cases be treated as strictly confidential.

4. *Area Compensation Officers.*

1. Area compensation officers should be field officers or senior captains. Retired or reserve officers are often employed on this duty. Officers on the active list while employed as compensation officers will be relieved from all other duties and receive extra-duty pay under Article 154, Pay Warrant. The area to be allotted to each officer will be defined by the chief compensation officer. The size of areas must necessarily vary according to the nature of the country and of the operations which are likely to take place in the areas. For instance, areas on down lands might be considerably larger than areas cut up into fields or much intersected by hedgerows. Again, areas should be comparatively small if large bodies of troops are expected to operate over them.

2. Area compensation officers, who will be supplied with maps of the manœuvre area and general instructions as to their duties, will proceed to the ground in sufficient time before manœuvres commence to inspect their respective areas thoroughly; when manœuvres on a large scale are contemplated, at least a month before the troops enter the area will, as a rule, be necessary. The area compensation officers will make themselves personally acquainted with the landowners and farmers within their areas. They will record the condition of crops, fences, gates, orchards, etc., before the arrival of the troops. When troops are operating

in his area, the area compensation officer will keep in touch with the main body.

3. An area compensation officer will not leave his own area unless so ordered by the chief compensation officer. He will be given as free a hand as possible in that area, and his headquarters should be at a conveniently central place. He will, if possible, be in telegraphic communication with the chief compensation officer.

4. Damages to standing corn, seed, clover, gates, fences, etc., should be inspected and assessed immediately after damage: inspection of damage to grass and roots, except in the case of mangolds, should sometimes be deferred for a month.

Each camp, or bivouac, should be inspected before the arrival, and immediately after the departure, of the main body of the troops.

5. *Road Compensation Officers.*

Road compensation officers, who should, when possible, be Royal Engineer officers, will be charged solely with noting the condition of the roads, both those leading to the manœuvre ground and those traversing the whole area over which the troops will move. The conditions of their employment will be similar to those laid down above for area compensation officers: for large manœuvres they should proceed to the manœuvre area about three weeks before the arrival of the troops. They will carefully note, in conjunction with the county or district surveyors, the condition of all roads, bridges, culverts, etc., before any movement of troops takes place.

If a road is in a very indifferent condition before the commencement of manœuvres, the attention of the county or district council should be drawn to it and its state noted,

more especially if a large amount of traffic is expected to pass over the road during the operations.

Road compensation officers will follow movements of troops along the roads and note any damage which has been done.

A second inspection should be made subsequently, but should not take place till some time after the completion of the manœuvres and, preferably, after rain has fallen.

6. *Civil Compensation Officers.*

Civil compensation officers (see Sec. 2 of this Appendix) may be consulted by the chief compensation officer on any matter which he has been unable to decide. They should have a good knowledge of farming, land valuing, road making, etc.

7. *Secretary to the Military Manœuvres Commission and Staff Officer to the Chief Compensation Officer.*

The Secretary to the Military Manœuvres Commission should usually be the staff officer to the chief compensation officer, and should be appointed about six months before the commencement of army manœuvres.

He will assist the chief compensation officer by making a general reconnaissance of the manœuvre area, with the object of enlisting the goodwill and support of the chief landowners, farmers, and others; he should keep in close touch with the Military Training branch of the General Staff, War Office.

He is responsible for obtaining the co-operation of the civil police, for circulating the information as laid down in the following section, and for seeing that effect is given to any regulations the Military Manœuvres Commission may make.

He will send the names and addresses of the area and road

compensation officers to the Secretary, General Post Office, asking him to notify all post offices in the manœuvre area.

All communications between the military authorities and the Manœuvres Commissioners pass through the Secretary.

8. *Circulation of Information to Residents in the Manœuvre Area.*

1. The names of all compensation officers, together with their headquarters, will be published in the local press by the Secretary, Military Manœuvres Commission, at least one month before the commencement of the manœuvres.

2. Posters will be distributed throughout the manœuvre area as arranged by the Secretary, Military Manœuvres Commission, generally with the aid of the civil police and the postal authorities. The posters should contain the following information and be signed by the Military Manœuvres Commission :—

- (a) The names of all civil and military compensation officers, their addresses, and the area with which each officer deals.
- (b) The distinguishing badge of a compensation officer.
- (c) To whom claims must be submitted, the time by which they must be lodged, the regulations as to assessment, and the form of claim to be used. See Appendices D and E.
- (d) The information that should be given on the claim, and where forms of claim can be obtained.
- (e) Intimation that in the event of the award of compensation approved by the chief compensation officer being disputed, claimants may refer the same to arbitration under the Military Manœuvres Act.
- (f) Warning to all owners of animals to keep their stock

together, so as to enable them to be easily placed in folds, yards, or places of safety should it be necessary to do so while troops are operating in the vicinity.

- (g) Notice to the effect that private valuation of damages by valuers will not be accepted, and that the War Office authorities will only deal direct with farmers, etc., and not with their agents.

3. Notices will be served through the area compensation officers who, whenever necessary, will obtain the assistance of the civil police, as to hours and times animals should be kept in places of security. As long notice as possible should be given. Whenever, owing to suddenness of movement, it is necessary for an officer other than the area compensation officer to give this notice direct, the area compensation officer should at once be informed. Provision is made in the Military Manœuvres Acts whereby any person who, without reasonable excuse, fails to comply with the regulation shall not be entitled to compensation for any damage caused to his property by reason of his default.

9. *Claims.*

1. Claims for all damage must be submitted to the area or road compensation officer, as the case may be, within the time specified by the Military Manœuvres Commission, usually within seven days of the alleged commission of the damage, except in the case of damage to roads, when 14 days is preferable: no claims will be entertained unless submitted within that time. Claims for compensation for damage done by troops must be made on the form shown in Appendix D; those for damage to roads on the form shown in Appendix E. Area and road compensation officers

will issue forms of claim to applicants only. No indiscriminate distribution of these forms will be made in districts. On receipt of the claim, the alleged damage must be immediately inspected by the officer concerned, who will, if possible, at the same time assess the compensation to be paid. It is advisable that claims should be settled, as far as possible, on the spot. Area compensation officers may therefore be authorized by the chief compensation officer to satisfy all claims up to £15 without reference to him, unless they have doubts as to the genuineness of the claim, or the amount claimed cannot be reduced to a reasonable figure. They will receive a sum on imprest to enable them to settle claims on the spot. All claims, whether the amount of compensation can be immediately assessed or not, will be signed by the area or road compensation officer, as the case may be, and transmitted by him to the chief compensation officer, together with a daily statement of all sums paid out or cheques issued.

2. If it is found that a claim is of such a nature that it cannot be immediately assessed, the claimant will be duly informed that it is noted for subsequent assessment.

3. Any case of dispute will be referred to the chief compensation officer. Claims which cannot be settled by the chief compensation officer will be referred to arbitration, as provided in the Military Manœuvres Act.

10. *Telegrams.*

The compensation officers may transmit military telegrams on matters connected with their duties.

11. *Hiring of Camps.*

The hiring of camps should be left to the command staffs; but the chief compensation officer should prepare a memo-

randum as a general guide to command staffs regarding the rates and conditions of hiring in the neighbourhood where the manœuvres are to take place and should be prepared to advise in cases of difficulty. In the case of army manœuvres, this memorandum will be sent by him to the War Office and will be issued by the War Office to commands. In the case of command manœuvres, the chief compensation officer should forward this memorandum to the general officer commanding-in-chief of the command. If the memorandum can be prepared in good time, this system should secure a reasonable uniformity of payment. If, however, excessive rates are demanded, the land should be used without prior agreement, compensation for actual damage and loss being assessed afterwards.

In cases of exceptional damage to hired ground, owing to wet weather or other causes, it will be open to the chief compensation officer to make an additional payment at a later stage.

The plan of making agreements beforehand prevents to a great extent doubt or disputes as to the amount to be paid, and is the most suitable for standing camps, rest camps, and camps of assembly; but for bivouacs and dispersal camps the plan of assessing compensation afterwards for actual damage and loss is preferable. A suitable form of agreement (A.F. K 1334) is given in Appendix C.

*The arrangements for hiring camps, etc., should be of a provisional nature, a stipulation being made in the agreement that a site shall be paid for only if it is actually used. A small retaining fee may be necessary.

12. *Orders to be issued to the Troops.*

1. Special orders as regards the prevention of damage will be issued either by the War Office or by the head-

quarters of the command or commands concerned before the commencement of manœuvres.

2. Officers commanding units will be held responsible for reporting to the compensation officers (a) damage committed by men under their command either when in camp or during manœuvres, whether such damage be wilful or the result of military operations, and (b) the site of every bivouac or camp occupied.

13. *Damage by Civilian Employés.*

As the employés of civilian contractors often commit damage, especially in respect of broken bottles and glasses, contractors should be cautioned on such points, and a penalty clause inserted in their contracts.

APPENDIX C.

FORM OF AGREEMENT FOR HIRE OF LAND FOR THE ENCAMPMENT OF TROOPS, OR FOR HIRE OF WATERING PLACES.

(Army Form K 1334.)

An agreement made the _____ day of _____, 19____, between _____ of the one part, and His Majesty's Principal Secretary of State for the War Department (hereinafter called the said Secretary of State) of the other part.

1. In consideration of the sum of _____ the said _____ agrees to let, and the said Secretary of State agrees to hire,* all the land and hereditaments described in the schedule hereto and the rough plan hereunto annexed, from the _____ day of _____ till the _____ day of _____, 19____, both dates inclusive, as† a camping ground for troops, or depôt for supplies or stores, or field bakery, or slaughter place for cattle, or watering place, or _____ on the conditions hereinafter specified.

2. The said _____ shall accept the above-mentioned sum in full satisfaction of all claims (except as hereinafter specially mentioned), and shall

* The description and details of the land, etc., should be set out in the schedules, and should be as careful and accurate as the circumstances permit.

If no plan be used, the words referring to a plan should be struck out and initialled by both parties.

† Any of these words which are not appropriate to the particular case can be struck out and initialled by both parties.

And where the land is to be used for any other purpose, the purpose should be inserted in writing in the blank space.

make no claim for compensation in consequence of damage clearly incidental to the use of the premises aforesaid for the purposes mentioned above. And further will allow water to be obtained where practicable and give access thereto.*

3. The said _____ shall be entitled to fair compensation for damage done to gates, banks, hedges, walls, fences and ditches not made good by the troops; but no compensation shall be payable under this head for loss due to straying or to inability to use the land or other indirect results of the damage done.

4. The said _____ shall also be entitled to fair compensation for such damage as is not the fair and reasonable outcome of the occupation or use of the premises for the purposes aforesaid.

4a. The right to compensation under either Clause 3 or Clause 4 hereof shall accrue and be admissible in respect only of claims made either at the time when the land is handed back to the said _____ by a representative of the said Secretary of State in accordance with Clause 5 hereof, or within 3 days of the date of such handing back.

5. The aforesaid land and premises shall be formally handed over to an officer or other representative of the said Secretary of State by the said _____, and the condition of all gates, banks, hedges, walls, fences and ditches situated therein noted, and the notes signed by both parties; and on the conclusion of the tenancy the land shall be handed back to the said _____ by a representative of the said Secretary of State, and notes taken and signed by both parties of all damage thereto

* To be used only when necessary, and when not necessary to be struck out and initialled by both parties.

caused by the troops for which compensation under this agreement is payable.

6. *The period mentioned in Clause 1 hereof is the period during which the land and premises may be occupied and used for the purposes aforesaid by the main bodies of troops ; but the said _____ shall also allow occupation of the land and premises for _____ days previous to the commencement of the said period by advance parties for the purpose of preparing camps, laying down water troughs and pipes, digging wells, and fixing water tanks, and so on as may be necessary, and shall also after the departure of the main bodies allow occupation by details for not more than _____ days, after the expiration of the period aforesaid, for the purpose of clearing the land, refilling trenches, and such other matters as may be necessary.

7. The said Secretary of State shall cause all trenches to be filled in, all dams made by the troops to be cut and removed, and the land used to be cleared of rubbish, as well as circumstances permit ; but no compensation will be paid on account of improper restoration of surface soil or insufficient cleansing and clearing up of the land so used, or any other such cause.

8. Any dispute as to compensation for damage under this agreement shall, when the Military Manœuvres Act, 1897, is, for the time being, in force in the district in which the land and premises are situate, be dealt with as provided for under Section 6 of the said Act in such cases, and shall, when the

* Should the land be hired for a period to include the previous occupation by advanced parties, and after occupation by details for clearing the camp and other purposes, this clause may be struck out and initialled by both parties.

said Act is not so in force, be referred to the arbitration of a single arbitrator, to be agreed upon by both parties, or, failing agreement, to be appointed by the President of the Surveyors' Institution.

9. Always provided that if the land be not occupied by the main body of the troops no sum of money shall be claimed or paid beyond a sum of £ for the privilege of making any necessary preparations on the land.

The Schedule above referred to

(containing description of the land and premises let).

In witness whereof the parties hereto hereunder subscribe their name.

Witness.

Signature on behalf of the
said Secretary of State.

Witness.

Signature of occupier of land.

APPENDIX D.

FORM FOR CLAIM FOR DAMAGE DONE BY TROOPS, OTHER
THAN FOR DAMAGE TO ROADS.

Name of claimant in full... _____

Postal address _____

Name and address of land- }
lord } _____

Average rent per acre of }
land } _____

Place where damage oc- }
curred... .. } _____

Date upon which damage }
occurred } _____

Nature of damage—to be }
stated fully. (*If space* }
is insufficient, the state- }
ment should commence }
on the back—total sum }
claimed to be written on }
this side.) } _____

I declare the above to be a just and true statement of the damages stated herein, and that the same were done by, or due to the presence of, the troops in the neighbourhood.

Signature of claimant _____

Date _____

For Use of Area Compensation Officer only.

Amount of compensation assessed in respect } £ s. d.
of this claim }

Signature of military com- } _____
pensation officer in charge }
of Area }

Date _____

I agree to the above assessment and will accept the sum assessed as full compensation in settlement of this claim.

*Signature _____

Date _____

* Not to be signed unless claimant agrees to accept the sum at which damage is assessed by the military compensation officer.

RECEIVED from _____, Compensation Officer.
the sum of _____.

Signature _____

| |
|--|
| <p>Stamp if sum is £2 or over.</p> |
|--|

Date _____

For Use of Chief Compensation Officer if the sum is over £15.

Approved, _____,

Chief Compensation Officer.

APPENDIX E.

FORM FOR CLAIM FOR DAMAGE TO ROADS.

Name and address of road } _____
surveyor or inspector ... }

County _____

Council _____

Postal address _____

Place where damage oc- } _____
curred (giving nearest }
milestone where possible) }

Date upon which the } _____
damage was done ... }

Length of road damaged ... _____

Width of road ... _____

Description of metalling ... _____

Date when last repaired ... _____

Nature of damage and
 cost of repairs in full
 detail, including any
 damage to culverts,
 drains, pathways, etc.
*(If space is insufficient,
 the statement should
 commence on the back—
 total sum claimed to be
 written on this side) ...*

I declare the above to be a just and true statement of the damage enumerated hereon, and that the same was done by, or due to, the extraordinary military traffic on this road.

Signature of claimant and
 date of signing ...

{ Signature _____

{ Date _____

For Use of Military Compensation Officer in charge of Roads only.

Amount of compensation assessed in respect } £ s. d.
 of this claim } _____

Signature of military com-
 pensation officer in charge
 of roads }

Date _____

I agree to the above assessment and will accept the sum assessed as full compensation in settlement of this claim.

* Signature _____

Date _____

* Not to be signed unless claimant agrees to accept the sum at which damage is assessed.

RECEIVED from _____, Compensation Officer,
the sum of _____.

Signature _____

Stamp if
sum is
£2 or over.

Date _____

For Use of Chief Compensation Officer, if the sum is over £15.

Approved, _____ ,

Chief Compensation Officer.

APPENDIX F.

FORM for NOTICE OF A WORK OF CONSTRUCTION OR DESTRUCTION which, owing to manœuvre conditions, cannot be practically executed.

(B 10535)

See "Training and Manœuvre Regulations," 1913, Sec. 71, paras. 3 and 4.
(To be printed on cardboard not less than foolscap size.)

1. Strength of the working party employed _____
2. Number and nature of tools employed _____
 Whence obtained
3. Amount and nature of materials or explosive employed _____ }
 Whence obtained
4. Hour at which work commenced
- Hour at which work stopped
- Total time taken

_____ Rank and Name.
 Commander, Working Party.

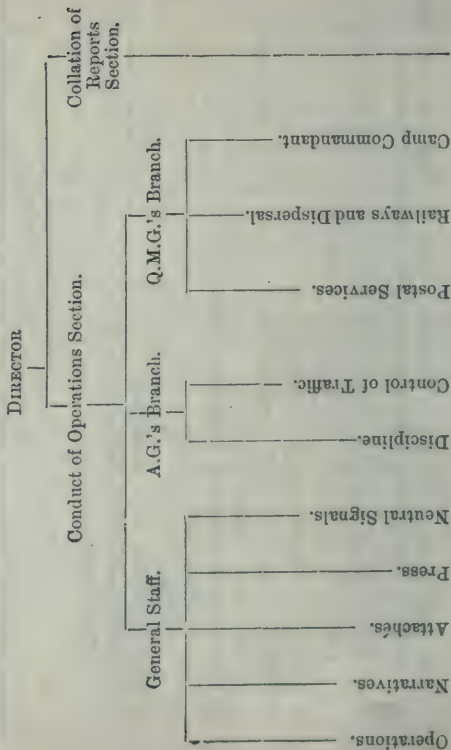
5. Amount of work, clearing, or demolition effected }

_____ Umpire.
 (or Assistant Umpire.)

Date _____, Hour _____.

APPENDIX G.

DISTRIBUTION OF DUTIES OF DIRECTING STAFF AT ARMY MANŒUVRES.



APPENDIX H.

SCALE OF ISSUE OF MAPS FOR TRAINING AND MANŒUVRES.

| Unit. | Number. | |
|---|----------------------------|-----|
| HEADQUARTERS. | | |
| General Headquarters | 65 | |
| Headquarters of an Army | 30 | |
| Headquarters of Inspector-General of Communications | 20 | |
| Headquarters of Lines of Communication Defences ... | 7 | |
| Headquarters of Administrative Services and Departments | 54 | |
| Headquarters of a Cavalry Division | 34 | |
| Headquarters of a Division... .. | 25 | |
| Headquarters of a Cavalry Brigade | 8 | |
| Headquarters of a Mounted Brigade, or of a Cavalry Brigade not forming part of a Cavalry Division ... | 11 | |
| Headquarters of an Infantry Brigade | 7 | |
| Headquarters of Cavalry Divisional Artillery | 5 | |
| Headquarters of Divisional Artillery | 6 | |
| Headquarters of Cavalry Divisional Engineers | 5 | |
| Headquarters of Divisional Engineers | 5 | |
| FIELD UNITS | | |
| <i>Cavalry.</i> | | |
| Regiment { | Headquarters | 8 |
| | 3 Squadrons | 132 |
| | Machine-gun Section | 2 |
| Squadron of Irish Horse | 47 | |

| Unit. | Number. |
|--|---------|
| <i>FIELD UNITS—continued.</i> | |
| <i>Artillery.</i> | |
| Horse { Headquarters | 6 |
| Artillery { 2 Batteries | 24 |
| Brigade { Ammunition Column | 8 |
| Field Artillery { Headquarters | 6 |
| and Howitzer { 3 Batteries | 36 |
| Brigade { Ammunition Column | 10 |
| Heavy Battery { Battery | 8 |
| { Ammunition Column | 6 |
| Siege Battery | 8 |
| Divisional Ammunition Column | 27 |
| Mounted Brigade Ammunition Column | 7 |
| <i>Engineers.</i> | |
| Field Troop | 15 |
| Field Company | 18 |
| Bridging Train | 7 |
| <i>Signal Service.</i> | |
| Signal Squadron { Headquarters | 10 |
| { 4 Troops | 40 |
| Signal Troop | 10 |
| Signal Company { Headquarters | 4 |
| with Division { 4 Sections | 28 |
| Signal Company (Wireless) | 13 |
| Signal Company (Air-line) | 27 |
| Signal Company (Cable) | 27 |
| <i>Infantry.</i> | |
| Battalion | 85 |

| Unit. | Number. |
|--|---------|
| FIELD UNITS—continued. | |
| <i>Army Service Corps.</i> | |
| Cavalry Train (Headquarters | 6 |
| (5 Companies | 40 |
| Divisional Train (Headquarters | 5 |
| (4 Companies | 36 |
| Army Troops Train | 12 |
| Mounted Brigade Train | 12 |
| <i>Royal Army Medical Corps.</i> | |
| Cavalry Field Ambulance | 11 |
| Field Ambulance | 17 |
| LINES OF COMMUNICATION UNITS. | |
| <i>Ammunition.</i> | |
| Cavalry Ammunition Park | 12 |
| Divisional Ammunition Park | 12 |
| Army Troops Ammunition Park | 6 |
| <i>Signal Service.</i> | |
| Signal Company (Lines of Communication) | 6 |
| <i>Transport and Supply.</i> | |
| Cavalry Supply Column (M.T.) | 12 |
| Divisional Supply Column (M.T.) | 8 |
| Army Troops Supply Column (M.T.) | 7 |
| Reserve Park | 7 |

INDEX.

| | PAGE |
|--|------------------|
| Accessibility of ground for exercises | 44, 45 |
| Accommodation during exercises | 28 |
| Administrative— | |
| arrangements | 26, 37, 74, 86 |
| exercises | 49 |
| services and departments, training of | 79, 82 |
| Agreement for hiring, form of... .. | 138 |
| Aircraft at manoeuvres, rules for | 104 |
| Appreciations | 32, 88 |
| general form of | 32 |
| instructions regarding | 32-34 |
| object of | 32 |
| writing orders for | 34 |
| Area compensation officers | 130 |
| Arm bands at manoeuvres | 106 |
| Army Form E 519 | 17 |
| " " E 656 | 17 |
| " " K 1334 | 138 |
| Army manoeuvres— | |
| acquisition of ground for | 84 |
| aircraft | 101, 104 |
| ammunition, blank... .. | 76, 82 |
| " service | 83 |
| " signal rounds | 83 |
| " supply of | 76, 77, 120, 121 |
| " " umpires' duties | 120 |
| appreciations of schemes | 88 |
| arm bands | 106 |
| arrangements for, detailed | 83, 84 |
| balloon signals | 107 |
| bayonets, where not to be fixed | 100 |
| bugle calls | 107 |
| camp commandant | 86 |
| camping grounds | 90 |

| | PAGE |
|--|----------|
| Army manoeuvres—continued. | |
| captures | 101 |
| civilians, damage by | 99 |
| commander of forces' duties | 98 |
| compensation officers' duties | 99 |
| compliments during | 105 |
| composition of forces | 88 |
| concentration of troops | 90 |
| conduct of | 95 |
| conference | 96 |
| copies of orders, reports, etc., to be kept | 98, 99 |
| damage by civilians | 99 |
| decisions: by umpires | 98, 99 |
| " in absence of umpires | 98 |
| demolitions | 103 |
| directing staff | 83, 84 |
| " distribution of duties | 148 |
| director | 83, 84 |
| " assistants to | 84 |
| " duties of | 95 |
| " intervention by, forms of | 97 |
| " memorandum by | 96 |
| discipline | 105 |
| dispersal of troops | 90 |
| dress | 106 |
| entrenching | 102 |
| establishments | 83 |
| fatigue party | 87 |
| firing, rules as to | 100 |
| " signal rounds | 101 |
| flags, distinguishing | 105 |
| flying | 104 |
| forms, claims for damage... .. | 142, 144 |
| " hire of land... .. | 138 |
| " notice of destruction, etc. | 147 |
| general instructions | 82 |
| ground, acquiring | 83, 84 |
| hawkers | 105 |
| headquarters units, provision of... .. | 84, 88 |

| | PAGE |
|--|------------|
| Army manœuvres— <i>continued.</i> | |
| horses for visitors, and horse-holders | 87 |
| ideas, general and special... .. | 83, 88 |
| instructions for | 99, 127 |
| intervention by director, forms of | 97 |
| lances, where not to be couched... .. | 100 |
| maps | 84, 86 |
| " provision of | 94 |
| " scale of issue... .. | 149 |
| " tracings from | 91 |
| march discipline | 105 |
| medical officers | 87 |
| military attachés | 84, 87, 93 |
| " " duties of officer in charge of... .. | 93 |
| Military Manœuvres Act | 83, 84 |
| " " " powers over civilians conferred by | 90 |
| " " " précis of | 125 |
| miscellaneous arrangements | 84, 94 |
| mounting official visitors... .. | 87 |
| narrative officers | 85 |
| " " allotment of | 85 |
| " " duties of | 85 |
| " " procedure | 85 |
| narratives | 85 |
| neutral signal service | 86, 121 |
| object... .. | 82 |
| officers in charge of attachés, press, etc. | 86, 93 |
| orderlies | 87 |
| orders, copies of, to be kept | 98, 99 |
| "out of bounds," rules | 101 |
| police... .. | 84, 92 |
| " duties of | 99 |
| postal arrangements | 84, 92 |
| preparatory measures | 83 |
| press | 84, 88, 93 |
| prisoners | 101 |
| private vehicles prohibited | 89 |
| provost marshal | 93, 99 |
| reconnaissance of area | 84, 90 |

| | PAGE |
|---|----------------------|
| Army manœuvres—<i>continued.</i> | |
| regimental officers' duties | 98 |
| report centres | 86, 121 |
| rules for | 100 |
| scheme, preparation of | 83, 87 |
| spectators | 84, 93 |
| supply and transport, arrangements for | 84, 91 |
| swords, where not to be drawn | 100 |
| telegraphs, arrangements for | 84, 92 |
| traffic, control of | 85, 100 |
| transport, neutrality of | 95 |
| trespass by civilians | 99 |
| umpires, decisions | 98, 99 |
| " duties | 109-124 |
| " object of | 109 |
| " provision and training of | 84, 89 |
| Art of command | 14, 21, 70 |
| Artillery brigade training (see Regimental training) | 75 |
| " divisional training | 76 |
| Assistant director, duties of | 43 |
| Attachment to other arms— | |
| cost of | 61 |
| period of | 61 |
| value of | 61 62, 69 |
| Attack | 40, 63, 80, 111, 112 |
| <hr/> | |
| Balloon signals at manœuvres | 107 |
| Battalion training | 75 |
| Special Reserve | 14 |
| Territorial Force | 16 |
| Battery training (see Squadron training). | |
| Battle, importance of | 9, 30 |
| Bicycles, use of... .. | 28, 44 |
| Billeting exercises | 46, 78 |
| Blank ammunition | 76 |
| Brigade training | 76 |
| arrangements for | 76 |
| cavalry | 76 |
| infantry | 76 |

| | PAGE |
|--|----------------|
| Brigade training— <i>continued.</i> | |
| Territorial Force | 16 |
| Bugle calls at manœuvres | 107 |
| Bush country | 31 |
| <hr/> | |
| Camp training, Territorial Force | 14, 15, 16 |
| Camping of divisions, Territorial Force | 16 |
| Camps, access to... .. | 99 |
| „ hiring of... .. | 135 |
| Casualty screens... .. | 123 |
| Cavalry brigade training | 76 |
| „ divisional training | 77 |
| Cipher courses | 57 |
| Civil compensation officers | 132 |
| Claims for damages | 129, 133, 134 |
| „ „ form for | 142, 144 |
| Clerks | 28, 29, 129 |
| Closing roads | 100, 127 |
| Coast defence commanders | 13 |
| Collective training— | |
| conferences | 68 |
| co-operation of all arms | 69 |
| dates of, at home | 13 |
| „ abroad | 13 |
| diaries to be kept | 71 |
| fighting in woods and villages | 70 |
| general instructions | 67, 71 |
| object of | 12, 67 |
| preparation for | 68 |
| programme for | 68 |
| Special Reserve units | 14 |
| squadron, battery, or company | 71, 75 |
| tactical schemes | 68 |
| Territorial Force | 14, 15 |
| Combined naval and military exercises | 25, 78 |
| Command, art of, etc. | 19, 21, 24, 70 |
| Command manœuvres, preparation for | 78 |
| „ training | 78 |
| Commission, manœuvres | 125, 128 |

| | PAGE |
|---|---|
| Company training (see Squadron training). | |
| Compensation— | |
| agreements | 131 |
| arbitration on claims | 133, 135 |
| camps, hiring of | 136 |
| for damage | 74, 99, 126, 127 |
| Compensation officers— | |
| area | 130 |
| chief compensation officer, appointment of | 128 |
| " " " duties | 129 |
| " " " staff officer to | 132 |
| civil | 128, 132 |
| civilian employés | 137 |
| claims | 129, 133, 134 |
| clerks | 129 |
| damage, assessment of | 131, 133, 134 |
| ,, to hired ground | 136 |
| damages, private valuation of | 134 |
| duties of | 99, 129-132 |
| information, circulation of | 133 |
| manœuvres commission | 125, 128 |
| names published | 133 |
| notices issued by | 134 |
| orders to troops | 136 |
| pay | 130 |
| police co-operation | 93, 133 |
| posters | 133 |
| rank of | 128, 130 |
| road | 131 |
| secretary to manœuvres commission | 128, 132 |
| staff officer to chief compensation officer | 132 |
| telegrams | 135 |
| umpires may act as | 115 |
| Conferences | 35, 37, 43, 47, 48, 53, 56, 59, 68, 96 |
| Confidential reports, literary ability noted in | 59 |
| Construction form | 147 |
| Co-operation of Navy | 25, 78 |
| ,, all arms | 9, 12, 25, 39, 43, 44, 61, 67, 69, 73 77, 82, 112, 117 |

| | PAGE |
|---|------------------------|
| Courses, cipher | 23, 57 |
| ,, intelligence | 23, 54-57 |
| ,, of instruction | 11 |
| Criticism, errors to be avoided | 38 |
| ,, use of | 10, 37, 38, 48, 59, 72 |
| <hr/> | |
| Damage and trespass at manœuvres | 99, 127 |
| ,, by civilians | 98, 125, 137 |
| ,, claim forms | 142, 144 |
| Defence | 40, 63, 81, 112 |
| Demolitions at manœuvres | 102 |
| Demonstration, method of instruction by | 71 |
| Departments, training of | 79 |
| Derricks for slinging | 61 |
| Destruction form | 147 |
| Detraining | 60 |
| Diaries of work | 71 |
| Directing staff duties, distribution of, at army manœuvres | 148 |
| Director, assistant, duties of | 43 |
| ,, umpiring duties of | 121 |
| Director of— | |
| exercises, duties of | 42 |
| manœuvres | 95 |
| war games | 50 |
| Director-in-chief of exercises, duties of | 42 |
| Discipline at manœuvres | 105 |
| Divisional— | |
| artillery training | 76 |
| camping arrangements, Territorial Force | 16 |
| exercises, Territorial Force, to be exceptional | 16 |
| training | 77 |
| Dress at manœuvres | 106 |
| Duties of directing staff at army manœuvres | 148 |
| <hr/> | |
| Embarkation | 60 |
| ,, preliminary training for | 60 |
| Entraining and detraining, practice in | 60 |
| Essays | 58 |

| | PAGE |
|--|------------|
| Essays, hints regarding writing of | 59 |
| " subjects, by whom set | 58 |
| Exercises— | |
| administrative | 40 |
| ammunition supply | 79 |
| billeting | 78 |
| command | 78 |
| definition of | 71 |
| divisional | 77 |
| indoor | 53 |
| medical | 79 |
| regimental, instructions for | 43 |
| " procedure at | 47 |
| " scheme for | 44 |
| special | 78 |
| supply and transport | 79 |
| war games | 49 |
| Exercises on ground without troops— | |
| administrative | 24, 49 |
| " arrangements | 28 |
| assistant director, duties of | 43 |
| brigade | 23 |
| by divisional, brigade and battalion commanders | 26 |
| clerks | 28, 29 |
| coast defence | 23, 25 |
| " co-operation of Navy in | 25 |
| conferences on | 35, 37, 42 |
| co-operation of signal service during | 26, 27 |
| criticisms during, rules for | 37, 38 |
| director of | 27 |
| " duties of | 42 |
| director-in-chief, duties of | 42 |
| discussion on | 35 |
| divisional | 23, 26 |
| double exercises | 27 |
| duration of | 35 |
| employment of officers in their war duties | 24 |
| general idea | 20 |
| " instructions | 23 |

| | PAGE |
|--|--------|
| Exercises on ground without troops—continued. | |
| groups of officers | 36, 47 |
| indoor | 53 |
| instructions for framing | 24 |
| means of locomotion during | 28 |
| narrative | 39 |
| object of | 23, 24 |
| ,, factors influencing attainment of | 33 |
| preliminary work | 31 |
| procedure and instructions regarding | 35-39 |
| record of work done | 41 |
| regimental, definition of | 24 |
| ,, preparation of scheme for | 44 |
| ,, special instructions for | 43 |
| scheme for, preparation of | 29 |
| ,, issue of | 31 |
| scope of | 23, 24 |
| special ideas... .. | 30 |
| staff | 24 |
| tasks set during | 40, 41 |
| work, allotment of | 39 |
| ,, done during | 39 |
| ,, indoor, examples of... .. | 40 |
| <hr/> | |
| Flying at manœuvres... .. | 104 |
| Forces, skeleton | 79 |
| Foreign languages, use of | 21, 55 |
| Forms to be used for— | |
| agreements | 138 |
| construction... .. | 147 |
| damage by troops, claim | 142 |
| ,, to roads claim | 144 |
| destruction | 147 |
| French, importance of | 21 |
| Furlough | 19 |
| <hr/> | |
| Games, war, instructions for | 49 |
| German, importance of | 21 |
| Grant for training | 16, 28 |

| | PAGE |
|---|----------------|
| Ground acquired for army manoeuvres | 84 |
| " suitable for exercises | 45, 73 |
| Guns, slinging of | 60 |
| Hawkers | 105 |
| Hiring agreement form... .. | 138 |
| History, military | 22 |
| Horses, slinging of | 60 |
| Impartiality of umpires | 115 |
| Improved models | 64 |
| Individual training— | |
| conferences | 59 |
| dates for, abroad | 13 |
| " " at home | 13 |
| during collective training and <i>vice versa</i> | 19, 67 |
| forms of | 23 |
| general instructions | 19 |
| instructions by G.O.C.'s-in-C. | 19 |
| men | 63 |
| N.C.O.'s | 61 |
| object of | 12 |
| officers | 19-23 |
| Special Reserve, officers | 13 |
| " " N.C.O.'s... .. | 13 |
| " " men | 13 |
| Territorial Force | 14, 15 |
| Indoor exercises... .. | 53 |
| Infantry brigade training | 76 |
| Initiative not to be curbed | 10 |
| Instruction— | |
| demonstrations | 71 |
| individual, method of | 64 |
| schools and classes of | 11, 22 |
| Instructors— | |
| Territorial N.C.O.'s as | 15 |
| training of and qualifications for | 15, 19, 20, 21 |
| Intelligence courses— | |
| by two commands | 54 |

| | PAGE |
|---|--------------------------------|
| Intelligence courses—<i>continued.</i> | |
| conferences... .. | 56 |
| instructors for | 54 |
| lectures | 55 |
| length of | 55 |
| method of keeping accounts in field | 56 |
| notice to officers attending | 55 |
| numbers under instruction | 54 |
| object... .. | 54 |
| scope of | 54, 55 |
| Inter-brigade manœuvres | 76, 77 |
| Inter-divisional manœuvres | 78 |
| <hr/> | |
| Languages, foreign, use of | 21, 55 |
| Leave | 19 |
| Lectures | 55, 57, 58 |
| <hr/> | |
| Manœuvres— | |
| Act | 125 |
| „ points to be noted | 125, 126 |
| army (see Army Manœuvres). | |
| command | 78 |
| commission | 125, 126 |
| definition of | 71 |
| divisional | 77 |
| inter-brigade | 76, 77 |
| inter-divisional | 78 |
| maps, scale of issue of | 149 |
| object of | 12, 71 |
| Maps, scale of issue | 149 |
| „ use of | 48, 49, 51, 53, 54, 86, 91, 94 |
| Memoranda on training... | 17 |
| Men, individual training for | 63 |
| Military— | |
| attachés at manœuvres | 84, 98 |
| history, method of study of | 22 |
| Manœuvres Act, powers given by | 125, 127 |
| „ „ précis of... .. | 125, 127 |
| manœuvres commission | 125, 126 |

| | PAGE |
|--|-----------------------------|
| Mobilization exercises | 13, 78 |
| Models, use of, for instruction | 64, 65 |
| Motor cars, use of | 28 |
| <hr/> | |
| Narrative | 38, 39 |
| officers | 85 |
| ,, allotment of | 85 |
| ,, duties of | 85 |
| ,, procedure | 85, 86 |
| Naval co-operation | 25, 78 |
| New Forest | 125 |
| Non-commissioned officers : individual training for | 19, 62 |
| " " " instructors | 15 |
| <hr/> | |
| Orders, concise, practice in issuing, etc. | 20, 25 |
| ,, from appreciations | 34 |
| ,, war game | 52 |
| ,, writing, etc. | 20, 25, 34, 36, 40, 46 |
| Out of bounds (action of troops) | 101 |
| Outposts | 63, 64, 81 |
| <hr/> | |
| Police at manœuvres | 92, 99 |
| Political relations | 55 |
| Portable ramps | 60 |
| Postal arrangements at manœuvres | 92 |
| Press arrangements at manœuvres | 93 |
| Prisoners | 101 |
| Private study | 21 |
| Problems for exercises... .. | 45, 46, 54 |
| Programmes of training | 16 |
| Progressive training | 12, 19, 66, 67 |
| Promptness in issuing orders... .. | 36 |
| <hr/> | |
| Quick decisions, practice in giving | 25, 32, 36, 40, 54, 70, 116 |
| <hr/> | |
| Ramps, for entraining and detraining | 60 |
| Range cards | 46 |
| Rear guard | 69, 81 |

| | PAGE |
|---|--------------------|
| Reconnaissances | 46, 55, 57, 77, 79 |
| Regimental, artillery brigade and battalion training | 75 |
| ammunition, blank | 76 |
| " replenishment of | 76 |
| instructions for | 75 |
| system | 76 |
| Regimental exercises | 43, 44, 47 |
| comments at... .. | 44, 48 |
| conferences | 47, 48 |
| ground for | 45 |
| instructions for | 43 |
| maps used | 48 |
| problems | 45, 46 |
| procedure | 47 |
| scheme for | 44 |
| Special Reserve | 13 |
| Territorial Force | 13, 15 |
| Regimental officers, co-operation with umpires | 98, 116 |
| " " duties at army manœuvres | 98 |
| Regular forces, system of training | 12, 13 |
| Reports on officers at intelligence courses | 56 |
| Residents in manœuvre area | 133 |
| Responsibility for training | 10 |
| Return of trainings | 17 |
| Road compensation officers | 131 |
| Road damage claim forms | 144 |
| Roads, closed | 127 |
| Rules for manœuvres | 100 |
| Running fights | 114 |
| <hr/> | |
| Savage warfare | 31 |
| Schemes for— | |
| exercises, appreciations | 32 |
| " issue of | 31 |
| " preparation of | 29, 44 |
| manœuvres, preparation of | 87 |
| war games, conduct of | 50 |
| " " issue of | 50 |
| " " preparation of | 50 |

| | PAGE |
|---|---------|
| Schools and classes of instruction | 11, 22 |
| Screens, casualty | 123 |
| Secretary to Military Manœuvres Commission | 132 |
| Siege exercises | 78 |
| Signal service, utilization of | 27 |
| " " neutral | 86, 122 |
| Skeleton forces | 79 |
| employment and limitations of | 79 |
| how represented | 80 |
| method of employing | 81 |
| rules for handling of | 80 |
| Sketches, use of... .. | 41, 56 |
| Slinging for embarkation | 60 |
| Special exercises, scope of | 78 |
| .. Reserve, officers, regimental exercises by commanders of | |
| coast defences | 13 |
| " " system of training | 13, 14 |
| Specimen regimental exercise | 45 |
| Spectators at manœuvres | 93 |
| Squadron, battery, or company training— | |
| accounts | 75 |
| administrative arrangements | 73, 74 |
| agreements for hiring | 74 |
| allowances... .. | 74, 75 |
| away from barracks | 73 |
| " " conditions under which carried out | 74, 75 |
| conditions for | 74 |
| co-operation of arms | 73 |
| cost | 74, 75 |
| criticism | 72 |
| demonstration, instruction by | 71, 72 |
| diaries of work | 71 |
| ground for | 73, 74 |
| hiring arrangements | 74 |
| importance of | 71 |
| method of | 71 |
| preparations for | 73 |
| stores | 74 |
| syllabus for | 71 |

| | PAGE |
|--|------------------------------------|
| Staff, etc. | 15, 26, 29, 49, 54, 82, 88 |
| " college | 22, 54 |
| " officers, cipher work | 57 |
| Supply and transport for manœuvres | 91 |
| System of training (Regulars) | 9, 12, 13 |
| " " (Special Reserve) | 13, 14 |
| " " (Territorial Force) | 14, 15, 16 |
| <hr/> | |
| Teaching, importance of | 15, 19-22 |
| Technical exercises | 78 |
| Telegrams | 135 |
| Telegraphs at manœuvres | 92 |
| Territorial Force, system of training | 14, 15, 16 |
| Training— | |
| administrative services | 79 |
| annual, Special Reserve | 13 |
| " Territorial Force | 15 |
| artillery brigade | 75 |
| " divisional | 76 |
| basis of | 10, 11 |
| battalion | 75 |
| battery | 71 |
| brigade, cavalry | 76 |
| " infantry | 76 |
| cavalry brigade | 76 |
| collective | 12, 67-81 |
| command | 78 |
| company | 74 |
| conferences | 35, 37, 42, 47, 48, 53, 56, 59, 68 |
| departments | 79 |
| divisional | 76, 77 |
| " artillery... .. | 76 |
| function of | 9 |
| grant | 16, 28 |
| guidance and control of, by superiors | 10 |
| individual | 12, 19, 23, 62, 63 |
| infantry brigade | 76 |
| memoranda | 17 |
| object of | 9 |

| | PAGE |
|---|--------------------|
| Training— <i>continued.</i> | |
| out of doors | 15 |
| periods, dates of | 13, 14 |
| principles of... .. . | 9-11 |
| programmes | 16, 17 |
| progressive | 12, 15, 19, 66, 67 |
| regimental | 75 |
| regulars | 12 |
| responsibility for | 10, 11 |
| skeleton forces | 79 |
| Special Reserve | 13 |
| squadron | 71 |
| system of | 9, 12-18 |
| Territorial Force | 14 |
| treatises on by subordinate officers | 18 |
| units, principal | 11 |
| year, division of | 12 |
| Trespass by civilians | 99, 127 |
| <hr/> | |
| Umpires— | |
| air service | 121 |
| allotment of | 89 |
| ammunition supply | 120 |
| army manœuvres | 89, 98 |
| artillery | 120 |
| attack, advantages of | 117 |
| „ judging conduct of | 111, 112 |
| „ undue rapidity of | 117, 118 |
| casualty screens | 123, 124 |
| „ „ control of | 123 |
| „ „ object of | 123 |
| cavalry | 118 |
| chief, duties | 122 |
| compensation duties | 115 |
| conveyance of information as to effect of fire | 109 |
| deadlocks | 114, 119 |
| decisions by... .. . | 110 |
| defence, judging conduct of | 112, 113 |
| director's duties | 121 |

| | PAGE |
|--|----------------------------|
| Umpires— <i>continued.</i> | |
| duties of | 109, 115, 121, 122 |
| firing line casualties | 115 |
| impartiality of | 115 |
| indication of artillery fire... .. | 120 |
| orders by | 115 |
| patrols | 119 |
| penalizing troops | 113, 114 |
| provision and training of | 89 |
| qualifications necessary | 110 |
| rapidity of attack | 117 |
| reason for employment of | 109 |
| regimental officers' duties | 116 |
| retirements of troops | 113, 114 |
| running fights | 114 |
| screens for casualties | 123 |
| situation, close attention to | 116 |
| training and provision of... .. | 89 |
| war games | 50 |
| Uniform at manoeuvres | 106 |
| <hr/> | |
| Verbal orders | 25 |
| Verderers, Court of | 125 |
| Villages, fighting in | 70 |
| <hr/> | |
| War games— | |
| conference | 53 |
| director for | 50 |
| general conduct of | 50-53 |
| instructions for | 49 |
| maps used for | 49, 51, 53 |
| object of | 49 |
| scheme for | 50 |
| umpires for | 50 |
| Woods, fighting in | 70 |
| Woods and Forests, H.M. Office of | 125 |
| Writing orders | 20, 25, 31, 35, 36, 40, 52 |

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- Scheme for the Transfer of the Honourable Artillery Company, the Imperial Yeomanry in Great Britain, and the Volunteer Force, and their Reorganization into the Territorial Force.** Special A.O., March 18, 1908. 2d. (2d.)
- Service in the.** Its Terms and Conditions. 1d. (1d.)
- Training.** Provisional. 2d. (2d.)
- Transfer of Units to the.** Special A.O., March 20, 1908, enclosing the Order in Council dated March 19, 1908. 2d. (2d.)
- Uniform.** Special A.O., June 12, 1908. 1d. (1d.)

(As to prices in brackets, see top of page 2.)

Territorial Force—continued.

Voluntary Aid :—

Scheme for the Organization of, in England and Wales. Dec. 1910. 2d.
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Do. do., Amendments. 1d. (1d.)

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Training. (Extracts from "Medical Corps. Royal Army. Training, 1911.") 6d. (7d.)

Tractor Trials held by the Experimental Sub-Committee of the Mechanical Transport Committee at Aldershot, Sept. and Oct. 1903. Report on. 6d.
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Training and Manœuvre Regulations. 1913. 4d.

Transport Manual. Field Service. 1905. Part I. Provisional. 4d. (4d.)

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Transport. Pack. Notes on. 1d. (1d.)

Trumpet and Bugle Sounds for the Army. With Instructions for the Training of Trumpeters and Buglers. 1909. 9d. (8d.) (Under revision)

Typhoid (Anti-) Committee. Report. 1912. 2s. 6d. (1s. 11d.)

Typhoid (Anti-) Inoculation Committee. Report on Blood Changes following Typhoid Inoculation. 1905. 1s. 6d. (1s. 2d.)

Urdu-English Primer. For the use of Colonial Artillery. 1899. 15s.
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Pattern 1888 with Pattern 1894 Pouch opening outwards. 1895. 1d. (1d.)

Bandolier pattern. 1903. 2d. (2d.)

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Veneral Disease. See Medical Services.

Veterinary Corps. Army :—

Regulations for Admission. 1910. 2d. (2d.)

Standing Orders. 1906. 4d. (4d.)

Veterinary Services. Army. Regulations. 1906. 3d. (3d.)

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War Office List, and Administrative Directory for the British Army. 1913. Sold by Harrison & Sons, 45, Pall Mall. 5s. net. (Under revision)

Warfare. See Land Warfare.

Water Supply Manual. 1s. 6d. (1s. 4d.)

Works Manual. (War). 1913. 4d. (4d.)

X-Ray Apparatus. Hints regarding the Management and Use of. 3d.
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Yeomanry and Mounted Rifle Training. Parts I and II. 1912. 6d. (6d.)

Zulu War of 1879. Narrative of the Field Operations connected with the 1881. (Reprinted 1907). 2s. (2s. 4d.)

