quently, on the expansion of the Army during the war many officers had to be recruited for Staff appointments—from good regular officers chiefly, but also from officers of our new Armies—and trained for the new duties required of them. Though numbers of excellent Staff Officers were provided in this way, it was found as a general rule that the relative efficiency in Staff duties of men who had passed through the Staff Colleges, as compared with men who had not had that advantage, was unquestionably greater.

Good Staff work is an essential to success in all wars, and particularly in a struggle of such magnitude as that through which we had just passed. No small part of the difficulty of achieving it lies in the possibility that officers on the Staff of higher formations may get out of touch with the fighting forces, and so lose sense of proportion and become unpractical. Every endeavour was made to avoid this by maintaining a constant interchange of such officers with others from the front, so that all might keep abreast with the latest ideas and experience both in the fighting line and elsewhere. In pursuance of this principle, in addition to 18 officers from Army or Corps Staffs and other officers from the Intelligence Corps or General List, there were brought in during the period of my command some 50 officers direct from active duty with divisions or smaller units to hold for longer or shorter periods appointments in the General Staff branch at G.H.Q.

It may be accepted as a general rule that previous organisation should be upset as little as possible in war. As each war has certain special conditions, so some modification of existing ideas and practices will be necessary, but if our principles are sound these will be few and unimportant. In the present war, new organisations and establishments for dealing with the demands of both the fighting and the rearward services have been brought into being continually, and added to or absorbed by our existing organisation and establishment.

The constant birth of new ideas has demanded the exercise of the greatest care, not only to ensure that no device or suggestion of real value should be overlooked or discouraged, but also to regulate the enthusiasm of the specialist and prevent each new development assuming dimensions out of proportion to its real value. As the result of our own experience and that of the French during the fighting of 1915, all kinds of trench weapons were invented, bombs, bomb throwers, mortars, and even such instruments as trench daggers. In those days, the opinion was freely expressed that the war would be finished in the trenches and every effort was made to win victories in the trenches themselves. In consequence, rifle shooting was forgotten and was fast becoming a lost art. Similarly as regards artillery, the idea of dominating and defeating the hostile artillery before proceeding to the infantry attack was considered an impossibility.

Then followed the experience of the battle of the Somme in 1916, which showed that the principles of our pre-war training were as sound as ever. That autumn, a revival of old methods was inaugurated. Musketry shooting was everywhere carried out, and bayonet fighting was taught as the really certain way of gaining supremacy in hand-to-hand fighting. At the same time, as pointed out in para. 17 above, the greatest care was devoted to artillery shooting, as well as to the training of all arms for open fighting. The events of the next two years fully confirmed the lessons drawn from the battle of the Somme. In short, the longer the war has lasted the more emphatically has it been realised that our original organisation and training were based on correct principles. The danger of altering them too much, to deal with some temporary phase, has been greater than the risk of adjusting them too little.

(22) Some idea of the extent of the organisation built up during the war for the training of our Armies can be gathered from a survey of the different schools actually established.

In the Armies important schools were maintained for the instruction of officers and non-commissioned officers of infantry and artillery in their several duties, for training in scouting, observation and sniping, in the use of trench mortars, in signalling, musketry and bayonet fighting, anti-gas precautions, mining and defence against tanks. The different Corps controlled a similar series of schools. Added to these were the special schools of the Cavalry Corps, including a School of Equitation; the Tank Corps Mechanical School; and the different courses instituted and managed by divisions, which were largely attended whenever the battle situation permitted.

Other schools under the direct supervision of General Headquarters provided instruction in the machine gun, Lewis gun and light mortar, in anti-aircraft gunnery, in observation for artillery, in sound ranging and flash spotting, wireless, bridging and other engineering duties, in firing and bombing from aeroplanes, and in physical and recreational training. At the Base depôts, big training and reinforcement camps were set up for infantry, artillery, cavalry, engineers, machine gunners, cyclists, Tank Corps, Signal and Gas personnel. Further, a regular succession of Staff officers and others were sent home to take part in the various schools and courses established in England.

In the course of the past year, it was found desirable to make provision for the more thorough co-ordination of effort among these various schools, and also for assisting commanders, especially during battle periods, in the training and instruction of such troops as might from time to time be in reserve. For this purpose an Inspectorate of Training was established. Training and organisation must always go hand-in-hand; for while tactical considerations dictate the organisation of units and methods of training, upon sound tactical organisation and training depend the development and effective employment of good tactics.

In the early Spring of 1918, the foundations were laid of an educational scheme which might give officers and men throughout the Army an opportunity to prepare themselves for their return to civil life. Delayed in its application by the German offensive and the crowded events of the summer and autumn of that year, since the conclusion of the Armistice the scheme has been developed with most excellent results under the general direction of the training subsection of my General Staff branch, and generously supported in every possible way by the Educational Department at home. Divided into a general and a technical side, every effort has been made both to give opportunities for the improvement of general knowledge and to enable trained men to "get their hands in" before returning to civil life. In this way, be-