

- (f.) The maintenance of lists of males twenty-five to twenty-six years of age who have just completed their training.
- (g.) Communication to other areas of all changes of residence of men under training, with particulars of their military proficiency.
- (h.) Information regarding the numbers, residence, and classification of the Reserve men in the areas, and the organization and maintenance of rifle clubs.
- (i.) A thorough acquaintance with the inhabitants of his area.
32. In all these matters, except registration and enrolment, he would be assisted by the officers of the Citizen Forces of the area.
33. Detailed instructions for the guidance of area officers should be drawn up, and should, amongst other things, require a monthly statement from each area of the progress made in registration, enrolment, organization, equipment, and home training of the Citizen Forces under his charge.
34. The essential importance of these duties to the nation will make the area officer the keystone of the Citizen Force, whose organization and fitness for war will chiefly depend upon the education and training received in the "area."
35. Under this system, it is evident that the responsibilities of the area officer will make it a national necessity that he should be a carefully selected man, thoroughly grounded and trained in his profession, and scientifically educated. No social considerations, no influence, nothing but efficiency should be allowed to affect the selection and promotion of these officers. Their work should be judged by results alone.
36. The selection and education of suitable men for these instructional duties will thus be the foundation of a proficient Citizen Force. They should be taken young, given a complete military education calculated to make them good leaders, strict disciplinarians, and thoroughly competent officers—brought up to realise that their career depends upon their ability to do their duty, and on that alone.
37. In the United States of America, the Military College of West Point sets an example of a severe and thoroughly military training imposed by a democratic Government, and I should advise that Australia can only expect to produce officers of the type required by the establishment of a military college similar in ideals, if not altogether in practice—for that will vary with national characteristics—to West Point.
38. Hitherto it would have been difficult to find employment for the graduates of such a primary military educational establishment, but I have carefully examined this point, and find that, now it has been decided to create a National Force, there will be ample posts to be filled by the graduates of a military college.
39. The area officer should have reasonable prospects of promotion, and there must be systematic supervision of his work; for these reasons I have already advised that over every ten areas a supervising officer be appointed, who would, in war-time, become the Staff officer of the Infantry brigade drawn from his group. In addition, as now, District Staffs will be required in the six military districts of the Commonwealth, officers will be wanted for the Central Administration and for the permanent troops.

#### FORMATION OF A STAFF CORPS.

40. My recommendation is that a Staff Corps be formed to provide the officers for all these requirements, areas, district and Headquarters Staffs, and permanent troops.
41. This Staff Corps should be entirely drawn from the Military College, and its members should further be sent abroad to study, and be attached to, the other land forces of the British Empire, so that an officer of this Staff Corps would be the equal, if not superior, in military education to the officers of any army in the world.
42. The proposed organization contemplates the formation of 215 areas, which are required to produce a fighting-force of 80,000 men. The officers in charge of each of these areas may be of the rank of captain or lieutenant. In addition, 22 majors will be required, one to supervise every ten areas. The six District Staffs require 25 officers, mostly of field rank; Headquarters will absorb 12; the Military College, 8; and the permanent forces (on the present scale), 48.
43. To allow for officers being absent in other British dominions, on attachment to or studying other armies, at staff colleges, on leave, &c., 6 per cent. of subalterns, captains, and majors should be added. In this way an establishment of 350 officers for the Staff Corps is reached, and their distribution by ranks and duties is shown in Table III below:—

TABLE III.—DISTRIBUTION BY RANKS AND DUTIES OF STAFF CORPS OFFICERS.

| Duty.                                                                | Lieutenants. | Captains. | Majors. | Lieut.-Colonels. | Colonels. | Total. |
|----------------------------------------------------------------------|--------------|-----------|---------|------------------|-----------|--------|
| Area officers—                                                       |              |           |         |                  |           |        |
| For 215 areas .. .. .                                                | 151          | 64        | ..      | ..               | ..        | 215    |
| In charge of 10 areas .. .. .                                        | ..           | ..        | 22      | ..               | ..        | 22     |
| Permanent Forces .. .. .                                             | 28           | 11        | 5       | 3                | 1         | 48     |
| District Staff for six districts .. .. .                             | ..           | 6         | 10      | 6                | 3         | 25     |
| Central Administration at Headquarters .. .. .                       | ..           | 1         | 6       | 3                | 2         | 12     |
| Military College .. .. .                                             | 1            | 4         | 1       | 1                | 1         | 8      |
| Spare for sick, on special courses, attached to other armies .. .. . | 10           | 4         | 6       | ..               | ..        | 20     |
| Totals .. .. .                                                       | 190          | 90        | 50      | 13               | 7         | 350    |