

NOTES  
*on*  
DIVISIONAL  
WORK



## NOTES ON DIVISIONAL WORK

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The following pamphlet is published as a guide and reference handbook for the use of all Divisional officers. Its object is to try and improve the existing conditions with regard to Divisional work, to instill into them the spirit of the Divisional system, and to provide a general picture of its operation. Much of the material discussed herein is supplemental to the Admiralty publication entitled "O.L.Q.", and attention is also directed to K.R. & A.I., Article 1158 (a) and Naval Order 2549.

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Although there is no technical knowledge involved in what is to be explained, the fact remains that the basic principles of the system are among the most important to be grasped during an Officer's career. Without a full comprehension of them and their proper use, all the technical knowledge and ability in the world is useless.

In ships and shore establishments, administration is handled largely with the Divisional system as its foundation. In a ship, the seamen are normally divided into four Divisions, namely: Forecastle, Foretop, Maintop and Quarterdeck. (In smaller ships these are often reduced to three). Each of these

Divisions is set up in the following manner:—

- (1) A Divisional Officer in charge.
- (2) A Divisional Chief or Petty Officer.
- (3) One or more Divisional Leading Hands.

Artisan, Artificer, Accountant, Stoker and Communication Ratings have their own Divisions under a similar organization.

The Divisional Officer in reality is in *loco parentis* in relation to the ratings in his Division. He is responsible to the Commanding Officer through the Executive Officer for their entire welfare. By and large, this consists principally of the retaining and keeping up of individual confidential records, the handling of all requests, representation of his ratings at the Defaulters table, and consultations with them on other matters about which they may need help. These responsibilities require that the Divisional Officer be entirely conversant with the intricacies of Service Certificates, S264's and all the other Service Documents which govern so vitally the welfare of the rating. These will be investigated in subsequent sections of this pamphlet.

Before embarking on the details of Divisional organization, it should be pointed out that a great many of the Personnel problems now existing in the R.C.N. are due to the fact that in the past some Officers, in ships and ashore, neglected their Divisional duties, passing them up as too trivial for their

superior attention. One instance can be cited of a Leading Stoker who should have been rated Stoker Petty Officer two years before he was, merely because his Divisional Officer omitted to interview him and investigate his Service certificate. Apart from his resultant loss of pay, this rating had his confidence shaken in his superior Officers, and a degree of respect has been lost which can never be regained.

There are a number of reasons why the system has not been working as successfully as it should since the outbreak of hostilities. These should be studied to prevent their recurrence in the future. The following represent the more important items.

(1) The prevalent idea that the Divisional system is unnecessary and impractical in small ships (i.e. corvettes and minesweepers). This, of course, is ridiculous. All of these ships carry three executive officers, at least, in addition to the Commanding Officer and the First Lieutenant. With a maximum of only ninety ratings in the ship, the Divisional problem should be simple under such circumstances, and a higher standard of efficiency should be evident even than in larger ships with more men in each Division.

(2) Many Officers who enlisted in the early part of the war were given very little formal training. Due to the urgency of their being sent to sea, what training they did receive was of a technical nature, and the

broader aspect of their duties as executive Officers were, perforce, ignored. This defect, of course, is now being remedied through the medium of Command Courses and Refresher Courses, but much damage was done to Ships' Companies morale by the urgency of the occasion.

(3) Insufficient knowledge of the intricacies of Service Certificate procedure. This has been discussed earlier, and can be once more attributed to lack of training in the early stages of the War. The addition of a writer to the complement of small ships and an Accountant Officer to the staffs of Group Senior Officers will help materially to solve this problem. If you ever find yourself in difficulties on matters of this sort, don't be afraid to go and ask someone who does know.

(4) Neglect in reading current Naval Orders and other publications pertaining to administration and personnel. The average seagoing Officer to-day is apt to be a bit facetious about paper work or "bumph" as he terms it, but he forgets he is really defeating his own ends in the long run by neglecting it.

(5) Insufficient knowledge of ratings pay and allowances, kit requirements and opportunities for advancement. This is particularly noticeable in the case of artisan and artificer ratings. Executive officers are inclined to overlook these ratings since they do not come into their sphere as much as seamen. Executive

Officers do from time to time, however, find themselves responsible for these ratings as their Divisional Officers, and it is necessary that they know all about them and their advancement problems.

(7) Insufficient knowledge of how to deal with Requestmen and Defaulters, and the significance of K.R. & A.I., Chapter XII. Many breaches of discipline occur about which nothing can be done as a result of faulty procedure at the initial investigation.

In closing this phase of the discussion, this anecdote seems to be of pertinent interest. An R.C.N.V.R. Officer, of Lieutenant's rank, recently remarked that he thought "the Divisional business was a waste of time and that all that sort of thing didn't matter as long as a ship was efficient at sea"! He little realized that an attitude of this sort is directly responsible for inefficiency at sea or anywhere else in the Naval Service.

#### INITIAL INTERVIEWS

Some of the general aspects of the Divisional System having now been dealt with, it is intended to discuss at this point your duties in more detail as they will confront you when you become Divisional Officers.

On joining a ship or shore establishment, one of the first responsibilities allocated to you will be your Division. If you are lucky, you may be relieving another Officer who has not yet left the ship. In this

ideal situation, which unfortunately seldom occurs in this day and age of pier-head jumps, you will be able to start off at a great advantage. Before he leaves, you should obtain from him a list of all the ratings in the Division, and discuss with him any remarks he may have entered in their documents. Most important of all is to find out from him the names of any candidates for advancement substantively or non-substantively, or for promotion to warrant or commissioned rank. However, if you are placed in the usual position of being unable to spend much time with your predecessor, your best alternative is to go to the Ship's Office and draw all the Service documents belonging to your own ratings. Go through these carefully, note the remarks of your predecessor on Forms S.264, then divide them up into their non-substantive categories and obtain any further information you require from the head of each non-substantive department (e.g. find out about all your gunnery ratings from the Gunnery Officer) and, of course, from the Executive Officer of the ship. The Executive Officer ought to know something about every rating in the ship, and his advice should be invaluable to you.

Following this sorting out of your nominal lists and Service documents, your next step, and your most important one, is to interview each rating in your Division, starting with the Divisional Petty Officer. This rating is virtually your Executive Assistant,

and as such should be given every assistance and confidence. Make your interviews with him as informal as possible, without breeding familiarity. When he comes to your cabin, invite him to sit down, allow him to smoke and give him a chance to present his views as freely as possible (they may not always coincide with yours, but he is entitled to them, and they may be of value to you).

After you have seen your Divisional Petty Officer, pass on next to interview any Leading Hands you may be fortunate enough to possess. Accord them the same treatment as your Petty Officer. Don't forget they are potential Petty Officers, and every encouragement must be given to them. A Leading Hand's job is one of the most influential and difficult in a ship, since he is placed in a position of authority, and at the same time has to live in the same messdeck as the ratings over whom he exercises that authority. Therefore, you must back him up in every way and sympathize with his predicament.

Your interviews with the rank and file of your Division should take some time. Don't endeavour to see too many in one day. You must also realize that some ratings are liable to be a bit antagonistic to these interviews, especially if they have not been accustomed to them. This will constitute one of your greatest personnel problems. Any antagonism *must* be overcome. Its usual form of expression is the

attitude that you, as an Officer, are trying to make a "stool pigeon" out of him, and through him are trying to spy on the lower deck. The defeat of such an attitude must be engineered finally by the Divisional Officer himself, as one cannot lay down a fixed formula to govern the relationship of two personalities. However, as you get to know your individual ratings, humour them, do your best to make them laugh (with you, *not* at you), and generally make them realize that although you are their superior Officer you are also their friend, and as such are prepared to assist them in every way possible. In the case of antagonism, you will generally discover that there is a latent reason for it—probably some ill-treatment, or worse still, neglect by an Officer in the past. Get at the resentment and clear it up.

It is strongly suggested that a rough book be kept, listing the names of every rating in the Division, with columns devoted to advancement, recreational preferences, athletic abilities—in short, much the same information as is included in Form S.264. All this data can be transcribed to Form S.264 at a later date when a more comprehensive opinion can be formed on the man.

At the beginning of a commission ratings should be interviewed by their Divisional Officer more frequently, perhaps, than later on, when the ship has settled down, gone through her Working Up Period,

and commenced operational work. On each occasion of their being interviewed the Divisional Officer should note additional remarks in his rough remarks book. Thus he has a running commentary on the rating's progress, character and efficiency at all times.

One fault which must be guarded against during interviews, which is common among inexperienced Officers, is the tendency to carry them out on a literal basis of Form S.264—i.e. having the Form on the desk in front of them and reading off the questions contained therein. This gives the attitude that the Officer is not really interested in what he is doing, and is merely asking a lot of arbitrary questions. As has been mentioned before, informality less familiarity must be the keynote of all Divisional interviews.

Every opportunity should be taken to observe your ratings during working hours. By so doing much valuable information can be obtained as regards efficiency and congeniality which you cannot come by in any other way.

The publication distributed by the Admiralty entitled "O.L.Q." gives some excellent advice on interviews. It states "Learn your ratings' names. You must make a sustained effort in this direction should it lie within your powers.

There is nothing more irritating to a sailor than to be addressed as "you there" or something akin to that. He likes to know that he is known by name.

Know their pay, allowances and opportunity for advancement. Learn their circumstances, qualities and ambitions, as unobtrusively as possible, gradually gain knowledge of their budgets and family situation, but beware of prying into a man's family affairs in a manner which might strike him as being that of a busybody.

After all is said and done, an Officer's bearing towards his men should be that of a friend, and, as a friend, a man should realize that if he is faced with professional or domestic problems that need advice, he can go to his Officer without fear to obtain it."

#### FORMS S.264 AND C.W. 1(A)

Having covered the subject of interviews, the discussion leads us to an investigation of Forms S.264—the confidential report, as it were, which is made out on every rating by the man who should know him best—his Divisional Officer. It should be completed at the end of each quarter, and always when a rating is drafted from his ship. The purpose of the form is to provide an Officer with the necessary information about a rating when he first joins a ship. The Captain, when seeing a rating as a Requestman or a Defaulter, almost invariably refers to it for indications as to his past performance in the Service. As a concrete example of this practice, a Captain "D" recently reduced a sentence of cells by seven days on

the basis of favourable remarks contained in a man's S.264. Therefore, it is most important to the rating concerned that the Form be kept up to date, and that the information therein be clear, concise and accurate.

Many Divisional Officers are prone to the habit of entering in the General Remarks Column phrases like "Average" or "a good Rating". These are of no earthly use in judging a man's character, efficiency or anything else, and it shows that the author of such remarks has not taken the trouble to get to know the rating he is talking about. The type of information that is of value presents one with a brief thumbnail sketch, telling of the man's general characteristics, what sort of job he has been doing and how he has carried it out, and whether or not he possesses energy and aggressiveness—e.g., "This rating has served in this ship for 16 months. He has been employed as Gunner's Yeoman. As such he has been thoroughly reliable and efficient. A good seaman, he takes charge well when necessity arises. Recommended for Leading Seaman". Such an assessment serves as a guide for his future employment in his new ship, and gives a good indication as to his trustworthiness and ability.

Forms S.264 should be retained in the Divisional Officer's possession, preferably locked in his cabin. This ensures his easy access to them, and also prevents unauthorized personnel from viewing them. S.264's

are to be regarded as confidential—the same as an Officer's Form S.206. There is, however, no objection to a Divisional Officer showing his remarks to a rating, if they are exceptionally good, or exceptionally bad. An appropriate time to show a man his S.264 is when he sees his annual character and efficiency assessment at the close of each year, but the decision to do this rests with the individual Officer.

At this time, indeed, at any other favourable opportunity, a rating should also be told of any weaknesses he may possess, and given advice as to how to improve them.

An important point to remember in connection with S.264's is the fact that certain parts must be filled in in pencil (e.g. the man's Rating—A.B., L/S, P.O. etc., next of kin, number of badges, etc.)—anything on the Form which becomes liable to change. Neglect of this small item only leads to untidiness, a waste of paper, and extra work for someone.

You will notice that space is allocated in S.264 to Educational Tests. Not much stress is laid on these in wartime, since conditions for study at sea are not good, and when in harbour ratings have other more engrossing things to do with their spare time than study. However, you must remember, particularly in the case of those ratings who intend to remain in the R.C.N. after the war, that normal regulations provide that to pass for higher rates, certain educa-

tional qualifications must be attained as well. Therefore, for this reason, if for no other, every encouragement should be given to ratings who wish to try the E.T. 1, E.T. 11 and H.E.T. Furthermore, it must be impressed on any rating who has any aspiration to pass for warrant rank that he must also pass E.T. 1 and a selection of H.E.T. subjects.

The sections devoted to G.C. Badges and advancement must be carefully watched, especially as both of these considerations affect a rating's pay. A good many ratings don't know when they are entitled to G.C. badges, and won't request them unless reminded by their Divisional Officer. With regard to advancement, you will run across a number of excellent junior ratings who do not want to be advanced, some due to inferiority complex, others because they don't want the added responsibility. These people must be encouraged in every way to utilize the excellent opportunities to get ahead made possible by the current shortage of Leading Seamen and Petty Officers. The gaps in these rates must be filled, and every executive officer at sea must make it his business to see that they are. In the same connection, there is also always a shortage of non-substantive rates, and the search for candidates in this field must not be neglected. Endeavour to interest the members of your Division in the various non-substantive departments in the ship, and when anyone shows an aptitude for a par-

ticular branch, make sure that one of the Senior ratings in that branch instructs him, and fosters his interest, until such time as you are able to draft him to one of the schools for his course.

Over and above your search for applicants for normal advancement you must always be on the "qui vive" for candidates for commissioned rank. Naval Orders on the procedure in this regard are most explicit, and no effort will be made here to explain the machinery of the system involved once a candidate has been selected. However, a few remarks on the primary stage of making your initial choice would not be out of order. If you are new to your ship, and most of your knowledge of your Division is based on records, the first guide toward the Officer prospect will be normally educational standards. Any rating with junior or senior matriculation should come under review as possible officer material. As soon as you have completed your initial interviews you should have a much better idea on this question. Any whom you do choose as likely candidates should be watched carefully for at least a month as to initiative, general behaviour, interest in new jobs, curiosity in what goes on about him, sense of humour, congeniality among his messmates and qualities of leadership. If satisfied on these points, the rating should be interviewed and if still found satisfactory, and willing to seize the opportunity for

advancement, Forms C.W. 1 and C.W. 1a should be started for him, after obtaining the approval of the Captain. The educational standards laid down are important, but should the rating, through no fault of his own, not have had these chances, and on the other hand is high in Officer-like-qualities, there is no obstacle, according to Regulations, in the way of recommending him. Cases of this sort often arise in the case of Reserve Petty Officers who in their youth have probably had to forego their higher education in order to earn a living. A number of these ratings will be eligible for warrant rank (i.e. Boatswain, R.C.N.R. and R.C.N.V.R.) under the new plan of promotion for men of this calibre. (Vide Naval Order 3183.)

Older R.C.N. ratings who are outstanding and are not eligible for promotion to commissioned rank under C.N.R. 129 (b) and Amendments should be advanced as candidates for warrant rank in their particular branch (i.e. Boatswain, Gunner, Gunner (T), etc.), and their application and recommendations be forwarded on Form S.198 to N.S.H.Q. after they have conformed with the necessary qualifications laid down in K.R. & A.I. or in Naval Orders 1259 and 1284. Never forget that many distinguished Senior Officers have referred to the warrant officer of the permanent force as "the backbone of the Navy", so let your choice of candidates be governed accordingly.

As soon as a C.W. or S.198 Form has been started on a rating, the entire subsequent procedure is laid down in Naval Orders, and if the candidate is as good as you consider him after all your scrutiny and investigations, he should have no trouble in satisfying the various Boards of Selection.

## DISCIPLINE

This subject is one that recurs time and again, and endless definitions, both good and bad, are continually being promulgated. Object here is not to try and improve on any of these, or break them down, but to set down in a few words some simple hints which may be useful in the interpretation of this rather frightening topic.

As an Officer it is your task to persuade those for whom you are responsible, through your own actions and by explanation, that fear and repression are two attributes which have no place in the disciplinary organization. The success of Naval discipline depends entirely on the people who are administering it. It can produce a great deal of grief if wrongly administered, or it can bring about the desired harmony if rightly administered. Common sense plays a very important role in achieving the latter, and an ability to observe, not so much the letter, as the spirit of the law.

The old maxim "a happy ship is an efficient ship" should comprise the watchword of good discipline. Bad discipline is a result of bad organization. You will notice that ships which have no routine, or whose routine is not strictly enforced, are generally those which also have a large number of defaulters, often of the more serious type. The average seaman likes to live a well-ordered existence—he likes to be ensured that his meals will be on time, that his rum will be issued as laid down in the daily schedule, and that his leave will be as regular as the exigencies of the Service permit. If any diversion from the normal routine should be necessary, the Ship's Company should know about it in plenty of time, and the reason—if at all possible. All this is merely a matter of human consideration—it takes very little trouble on the part of the Officer, and pays wealthy dividends in behaviour and morale.

Punishment plays an unpleasant but necessary part in the administration of discipline. Here again, common sense must be a governing factor. A rating does not mind receiving deserved punishment if it is consistent. If he is treated fairly, though severely, as a defaulter, it is most probable that his offence will not be repeated. It is the duty of every Officer to ensure that he really *knows* the regulations regarding punishments. These are to be found in K.R. & A.I., Chapter XII. It is generally laid down in Commanding

Officers' Standing Orders that all Officers in the ship must become conversant with this Chapter. When an Officer disregards these instructions it usually follows that he deals with his defaulters in a careless and unorthodox fashion, and thereby places the Commanding Officer in the awkward position of being unable to punish them adequately.

Normally, an Officer meets his initial disciplinary problems as Officer of the Day, or Officer of the Watch. As such, he must always remember that the naval policy is to protect the malefactor as far as possible from committing further offence. Drunkenness provides the best general example of this policy. Every precaution must be taken to see that a drunken man is prevented from injuring himself further—both judicially and physically. If possible, he should be locked up, to avoid fighting, and any chance of his being laid open to the charge of striking a superior officer. He is searched (a) for knives and other similar objects with which he might inflict physical harm on others or on himself, and (b) for money and valuables which, if not placed in safe-keeping during his period of irresponsibility, might be lost or stolen. Should these precautions not be taken, and any further breaches of discipline, or accidents to the defaulter, occur, the full responsibility, and any subsequent blame, must rest entirely on the shoulders of the Officer of the Day (or Watch) and not upon the

rating involved (although the latter's punishment is generally increased as well). The foregoing should illustrate amply the application of common sense in Naval Discipline.

Officers must bear in mind when interviewing defaulters that certain cases of a serious nature may lead to court-martial, and for this reason the rating concerned must be cautioned according to the K.R. and A.I. formula, and any statement made by him must be placed in writing for possible submission to a court-martial. There again, an investigating Officer must keep his wits about him, for if he does not, he may be instrumental in condemning an innocent person, or in allowing a transgressor to go scot-free. These small points may appear obvious at first sighting, but they are ones in which Officers are continually making mistakes, and thereby letting the whole system down.

As was remarked upon earlier in this discussion, the rating to whom the Officer looks to implement his orders is the Petty Officer, and to a lesser extent, the Leading Seaman. The fact that they have more "personal" contact in the administration of discipline than the Officer means that they must be given every possible and reasonable kind of support. Articles 514 and 514 (a), K.R. and A.I., state very clearly the requirements in this respect, and should be strictly observed. Paragraph 3 of Article 514 provides a

useful random example of how this support must be applied; it states: "The prefix 'Chief Petty Officer' or 'Petty Officer' or the corresponding prefix in the case of non-seaman ratings, is to be used by all ranks when addressing, or speaking of, men holding these ratings". This section may appear unimportant and self-evident, but it is often ignored, and it is just as important that the Officer adhere to its contents as it is that the rating should address the Officer as "sir". Discipline cannot function satisfactorily unless it is based on mutual respect.

There will be times when your Petty Officers will make mistakes; they will charge junior ratings wrongly and unnecessarily, but during the formal investigation you must hear both sides fairly, and support the Petty Officer to the fullest possible extent. Afterwards, if he has been wrong, point it out to him privately and explain his mistake. Too many Officers are apt to discredit a Petty Officer in the eyes of his juniors by correcting him at the formal investigation. Finally, the Officer should strongly resist any temptation to pass off on the Petty Officer the implementing of any order which he is not anxious to get underway himself. Officers must remember that they are not playing their part of the game if they give orders which they are not willing to carry out themselves, and that they thereby place their subordinates in an impossible situation.

This attempt to analyse briefly the monumental subject of Discipline may or may not be useful, but it covers a few of the main points, and may help people to avoid some of the pitfalls. If K.R. and A.I., Chapter XII, is truly read, marked, learned and inwardly digested, and a normal quantity of common sense and imagination is used, the average Officer should be able to perform one of his most important functions without too much trouble.

## NAVAL SERVICE

### KIT

One item which very frequently escapes the attention of an inexperienced Divisional Officer is the subject of kit. Too often ratings go for long periods of time without anyone in authority mustering their kit. This, in part, is the reason for the extraordinary views which many ratings hold about the suitability of various articles of their apparel.

It must first of all be remembered that a rating on joining the Service receives a complete outfit of uniform clothing at government expense. Beyond the limits of this issue he is not allowed to expand. All the high school sweatshirts, American gob caps, backwoods windbreakers and gaudy zoot-suits are expected to be relegated to the bedroom cupboard at home. They are not uniform, and apart from that fact, do

not conveniently find their way into the narrow confines of a Service locker. There are of course a few exceptions which can be made. Most Commanding Officers have no objection to ratings acquiring any type of warm clothing for winter wear at sea. Much of this, however, is supplied by the Red Cross and other similar organizations.

Further to the above remarks, it must also be remembered that each rating after one year in the Service receives a kit upkeep allowance, which, if he employs it as it should be, should retain his kit in its proper condition.

It is in the individual rating's own interest that his kit is mustered at regular intervals. The average rating expects to be looked after in matters of this sort, or rather, he won't normally look after himself unless given a lead. The majority of junior ratings are not unlike small boys at boarding school when it comes to looking after clothing. If you, as their Divisional Officer do not muster their kit regularly and insist upon lost and worn-out clothing being replaced at relatively small expense, you will find one day when you do decide to carry out a kit muster that conditions are really bad and the whole outfit has to be renewed at considerable financial loss to the rating.

A kit muster is not enjoyed by either party concerned. At best, it is a dull tedious job. However,

as has been pointed out above, the reasons for doing it are good. My advice to you is to make it as attractive as possible when it is done. Couple it with the promise of a "Make and mend" the following afternoon, or tell the ratings involved that they will be allowed short leave as soon as their muster is completed. On the other side of the picture, for those ratings who are slovenly and careless about their appearance and their kit, these musters should be made as unpleasant as they can be, and administered in the form of unofficial punishment.

In general, apart from musters, ratings' kit should be continually supervised. During working hours, you must discourage unorthodox clothing. Ratings are issued with working clothing (blue overalls), and blue demin shirts and trousers can be purchased at little expense at canteens and clothing stores. These are uniform and practical to work in. Make sure, also, that your hands wear their proper caps. Nothing is more conspicuous and unappealing as a ship alongside whose upper deck is dotted with ratings wearing a wide variety of headgear. Thirdly, insist on the duty watch wearing proper night clothing during the appropriate hours. The observance of these small points is always noticed by administrative authorities and personnel of other ships, and is an indication to them that behind a smart exterior lies an efficiently organized ship.

As Divisional Officers, another point for you to consider in the realm of kit is the condition of your ratings' lockers, and other stowage spaces. It is up to you to carry out informal inspections with your Divisional Petty Officer from time to time, to ascertain (a) that gear is stowed in a shipshape fashion, and (b) that each man has his fair share of space and that lockers are clean and dry.

Be quite certain that all the ratings in your Division have sufficient warm clothing for cold weather. If they haven't, it is up to you as their mentor to fight tooth and nail until they have. The case of one Officer comes to mind who shortly after the outbreak of war found a number of his ratings working on the upper deck in gymnasium shoes in the middle of winter. On questioning them as to their impractical footwear, he discovered that they had never been issued with proper sea-boots. The fight for these took him to the highest authority at his home port, by whom he was supported in his arguments, and eventually his ratings were properly clad. This story presents the picture of an Officer who was willing to press his case as far as he possibly could in order to see that the men who looked to him for support and guidance received adequate equipment. This is the type of problem any Divisional Officer is likely to be faced with, and you therefore must be in readiness to cope with any which may arise.

An important time for watching the dress of your ratings is when your ship is entering or leaving harbour. First impressions are usually lasting ones, and if you can present a smart-looking ship as you arrive at a new port you are likely to be much better received by the local administrative authorities. At these times, you will, in all probability, be in charge of your own Division on the upper deck. Therefore, it is up to you to see that it is the smartest in the ship. In addition it is your duty to get rid of any ratings who appear on the upper deck improperly clad. Engine-room personnel are notoriously bad about this sort of thing, as are cooks and stewards. These characters invariably saunter along the upper deck just as you are piping a senior ship, or at other equally embarrassing moments. Be very firm with these people, explain how badly their behaviour lets the ship down, and if they transgress a second time bring them before the Officer of the Day on the Quarter Deck.

Approximately once a month, especially if the ship has been at sea for any length of time, you should make arrangements with the First Lieutenant to allow your Division to air their bedding. Make sure that when it is brought up on the upper deck that it is laid out uniformly, and that there are no "holidays". The same applies to "dhobeying". One very good service which exists in the larger bases is the exchange

of blankets which is provided by the shore supply personnel. Ships which have dirty blankets requiring laundering can turn them in to the Supply Depot, and draw clean ones in their place. This service is invaluable to small, crowded ships, and keeps the spread of dirt and disease to a minimum.

Persuading your ratings to keep up their kits and their uniforms smart has the same effect as keeping the ship clean—it results in pride in their ship and pride in themselves. With these two qualities you should have little worry about their happiness and efficiency.

The remarks in this small booklet have been brief. Probably much has been omitted that might have been said. However, it is considered that the material which has been provided should start you off with something to think about. Most of it can never really be learned except by experience, but if you begin with certain principles in mind you should not have too much trouble.

Experience in a ship or establishment where the Divisional System is properly organized is extremely valuable. For a Reserve Officer it is generally his first opportunity to assume responsibility over a body of men. Through this medium he becomes familiar with the disciplinary system of the Service, as well as all the points which affect the welfare of the lower deck. What he learns during this period equips him for eventual appointment as Executive Officer of a

ship, which is one of the most important steps in an Officer's sea-going career. All this acquisition of knowledge, of course, is dependent upon the individual Officer's powers of observation and his penchant for hard work. He must never forget that the cessation of working hours for the Lower Deck does not mean the same thing for him, and that personnel work must not be ignored because he has other technical duties to perform. If duties in both spheres have to be completed by a certain time, that means that he must work until both jobs are completed—all night, if necessary—whether he likes it or not. Sometimes such a prospect is not pleasant to contemplate, but, in the long run, the results are both noticeable and thoroughly gratifying.

In conclusion, bear in mind that the Canadian sailor is a fine type of man, and deserves all the help and support that you can give him. Any confidence that you invest in him is usually repaid with interest, and the occasions on which it is betrayed are few. When you hear of an unhappy or inefficient ship, nine times out of ten, the fault lies not with the ratings but with the Officers. If the three virtues of unselfishness, humour and common sense lie uppermost in your mind, your battle is half won, and you can rest assured that by putting them into practice you

are doing your part to ensure a happy future for the Royal Canadian Navy, and a speedy end to the present war.

OTTAWA, 21st December, 1943.