

*ORDERS AND REGULATIONS
FOR STAFF OFFICERS*



BY THE GENERAL.

1536

P. IV., Chap. 1.] **Inspection—continued.**

The Inspecting Officer should have thought over carefully beforehand what he wants, and should go carefully into all the facts before forming conclusions. He must get at the state of things for himself, or he is very likely to have the mortification just after completing his visit of discovering the real position and the cause of it. To do this he must be thorough.

Must be faithful and fearless.

4. This Inspection must be Faithful. Truly, "the fear of man which bringeth a snare" is upon many Officers. Let the Inspecting Officer regard with proper contempt the temptation to say smooth things at an interview in which everything is pleasant when matters are really not satisfactory. Such procedure comes of sheer cowardice and cannot be atoned for by the subsequent writing of a severe letter to the Officer concerned pointing out and condemning the weaknesses and shortcomings, which ought to have been firmly and kindly dealt with face to face.

The Inspecting Officer must sit down with his comrade, and in the spirit of a brother and commander deal with the difficulties of the situation whether they exist in the command generally, or in the character, or spirit, or conduct of the Officer. Most faithful are the wounds of a friend. Commanding Officers must deal faithfully and fearlessly with each other and with all Officers under their orders as those who must give an account to God and to us.

Must be regular intervals.

5. This Inspection must be Regular. It must take place at suitable intervals. The following must be aimed at :—

- (a) The Territorial Commissioner must inspect every Province once in each quarter.
- (b) The P.O. must inspect every Divisional Officer in his Province once in each month.
- (c) The D.O. must inspect every Corps in his Division once in six weeks or twice in a quarter.

Must be helpful.

6. This Inspection must be Helpful. Every interview, as indeed, all the intercourse of Officers with each other, is intended to help them to do their work more efficiently and happily. It is not difficult to criticise and to find fault, or to drive honest and earnest souls to despair by simply pointing out faults and shortcomings in the cases of failure. But the work of the Commanding Officer is to devise remedies, to administer encouragement, to suggest new methods, and to

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show those under his command how to apply those remedies to their present difficult circumstances.

7. This Inspection must be Systematic. In order that the main features of the work may come under review the questions authorised by Headquarters in these Regulations (see Appendix) shall always be made use of. It does not follow that these are to be the whole enquiries made, far from it. Circumstances may suggest themselves which would probably be of even greater importance than those authorised; but whatever other questions are asked these shall always be used.

Must be systematic.

The Commanding Officer will necessarily receive a large amount of valuable information in the course of his inspection, and every Commanding Officer from the Commissioner downwards shall keep a journal in which he must write a summary of all interviews and all other important business transactions. This journal will be provided by and be the property of The Army; and may therefore be called upon at any time in the same way as other books and records of the Department.

Inspections to be recorded in journal.

CHAPTER 2.

DISCIPLINE.

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| 1. General Remarks. | 7. How the Court is set in Motion. |
| 2. The Officers Responsible for Discipline. | 8. The Proceedings of the Court. |
| 3. Breaches of Discipline. | 9. Enquiries into Resignations. |
| 4. Commissions of Enquiry. | 10. The Judgment of the Court. |
| 5. The Court-Martial. | |
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SECTION 1.—GENERAL REMARKS.

1. Discipline, to be effective, implies—
- (a) The existence of a Rule of Conduct for the government of a number of individuals acting in

Effective discipline implies Orders and Regulations

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association for a given purpose. In the case of The Salvation Army such rule is represented by Orders and Regulations.

must be accepted,

(b) The conviction of Officers and Soldiers alike that such Orders and Regulations are in harmony with the spirit of wisdom and love, and are founded upon the teachings of the Word of God.

must be obeyed.

(c) The training of all in habits of unquestioning obedience. Orders and Regulations are of no value unless they are obeyed.

Penalty upon transgressors.

(d) The discovery of those who are disobedient to Rule, the vindication of any who, being innocent, may be falsely charged, the punishment of the guilty, and the restoration of offenders. While the great motive of Obedience in Soldiers will ever be the spirit of love to God and man, it will always be necessary, when laws are broken, to inflict some penalty upon the transgressors. But the restoration of the offenders to a due appreciation of the value of law, and to that spirit which would prompt them to obey it, must ever be regarded as one of the most valuable ends of punishment.

Objections to Rules must be made known to Superior Officer.

2. If any Officer arrives at an opinion that any Rule issued for his guidance is either imperfect or unjust, he must make this objection known to his Superior Officer and give his reasons for it. But until the rule to which he objects is altered by authority, he is under obligation to obey it. Of course, this always supposes that no Officer or Soldier will ever be asked to do, allow, or suffer, anything which is contrary to the higher law of supreme love to God and brotherly love to man.

Discipline essential.

3. The strict administration of Discipline is essential to the existence and effectiveness of any organization, especially such a one as The Salvation Army, seeing that its force depends upon all being actuated by one spirit, and all working by the same rule. Consequently, no departure from this spirit must be allowed. Any transgression of this rule will be likely to bring about very serious confusion, to greatly injure such operations as may be in progress, and must therefore be firmly dealt with.

How to be administered.

4. Discipline, therefore, *must* be administered; but such administration should ever be—

P. IV., Chap. 2.] Officers Responsible for Discipline. [Sec. 2.

(a) With wisdom—that is, every care must be taken to discern between the evil and the good. Actions must be weighed, due allowance being made for temperaments, physical condition, motives, stress of temptation, and circumstances.

(b) There must be no favouritism. Not one law for one person, and another for another.

(c) It should always be felt that a strong hand holds the reins, and that no wilful and serious departure from rule will be winked at or allowed.

(d) With sympathy. Those who are called to judge must pity as well as condemn.

5. In punishment Officers, on whom the painful duty falls of condemning others, must ever bear in mind what the lawful ends of punishment are—viz. :—

What punishment is for.

(a) To prevent the repetition of the offence by the transgressor.

(b) To prevent the commission of the same by others.

(c) To lead the offender to repentance, and thereby to restoration.

SECTION 2.—THE OFFICERS RESPONSIBLE FOR DISCIPLINE.

6. In a certain and very important sense every Soldier in the ranks is responsible for the maintenance of Discipline. No Soldier can break our laws without a blow being at the same time struck at the well-being of the whole fabric of the Army, and the higher we ascend in the scale of rank the greater is the calamity when an Officer transgresses Orders and Regulations. But the greatest calamity of all would be for Officer or Soldier to be able to violate law without such violation bringing some kind of suffering in its train.

Officers specially responsible for maintenance of Discipline.

7. The Army is constructed, as are all well-regulated societies, on the principle that makes every Officer specially responsible for those under his control :—

How regulated.

(a) The Local Officer is responsible for the maintenance of Discipline in the Soldiers under his care.

P. IV., Chap. 2.] Breaches of Discipline. [Sec. 3.]

- (b) The F.O. is responsible for the Local Officers and Soldiers in his Corps. And, in like manner—
- (c) The D.O. for the F.O.
- (d) The P.O. for the D.O.
- (e) The C.S. for all Staff-Officers in the Territory, except where the Commissioner shall direct otherwise.
- (f) The Commissioner for Officers of the rank of Colonel and above.
- (g) The Chief-of-Staff for the Officers bearing the rank of Commissioner, or others filling a Commissioner's command even though they do not bear that rank.
- (h) The General is responsible for all.

SECTION 3.—BREACHES OF DISCIPLINE.

Make enquiries quietly.

8. On any report being circulated, or any complaint made, with respect to any Breach of Discipline, the Officer responsible for the Discipline of the Officer or Soldier implicated shall at once make enquiries, or cause enquiries to be made, as to the truthfulness and nature of what is reported. He should always do this in as quiet a manner as is possible. Sometimes far more mischief is done by the hasty and sensational method pursued in prosecuting enquiries respecting rumours and charges which ultimately turn out to be false, than would have been effected had such rumours been well-founded.

Weigh the evidence.

9. The Officer prosecuting the enquiry should trace the statements contained in the charges made to their original source, and enquire into the evidence which is furnished for their support.

See the person implicated.

10. Contemporaneously with this, he should see the party who is implicated. The value of direct personal dealing in discovering the truth, if wisely conceived and carefully carried out, cannot be over-estimated. There is nothing to be compared with personal dealing. Hand-to-hand and eye-to-eye action with a sympathetic heart, is all but irresistible. Confessions will, by this means, often be made and settlements arrived at which will save no end of proving and defending, and any amount of that bad feeling which usually accompanies a protracted enquiry, and which so often results in such wide-spread misery and lamentable injury to the work of God.

P. IV., Chap. 2.] Commissions of Enquiry. [Sec. 4.]

11. If it be shown that there is no ground for the circulated reports, and those who have become acquainted with the statements are satisfied that they are without foundation, the responsible Officer shall express his own satisfaction; while, if the matter has become at all public, he shall correct any false impression that may have been created, being careful to limit the correction, as far as possible, to those who had already become familiar with the subject of the rumour or charge.

Where charges are not sustained.

12. If the Officer has reason to believe that there is sufficient ground for suspicion of guilt, he must make further enquiries.

If suspicions of guilt, make further enquiries.

13. If the guilt be confessed, and the offence be of a minor character, the responsible Officer may forgive, or reprimand, or reduce according to the terms laid down in the Penal Code prepared in view of such circumstances. But if the transgression belong to the major catalogue of offences—even though it may be acknowledged—the responsible Officer must refer to his Superior Officer for advice.

How to act if charge proved or confessed to.

14. The responsible Officer should always be impressed with the importance of securing a confession when he is convinced of the guilt of the party implicated.

Secure confession where guilty.

15. If the Officer fails to make a confession of guilt, but on the contrary maintains his innocence in the face of sufficient proof to satisfy the bulk of those who may have become familiar with the charge, there will be no alternative but to refer the matter to a Court of Reference, and such Officer must proceed at once to act according to the Orders and Regulations applicable to the particular offence.

Court of Reference.

16. When confessions are made, the responsible Officer must always be careful to see that they are reduced to writing and signed by the accused in the presence of a witness.

Confessions to be in writing and signed.

SECTION 4.—COMMISSIONS OF ENQUIRY.

17. In order to effectually and satisfactorily investigate and decide upon the truth or falsehood of any charges brought against Staff-Officers, or to inquire with care and impartiality into any serious cases of alleged failure in the discharge of duty, a Tribunal of Reference may be instituted as hereafter described.

Court of Reference.

P. IV., Chap. 2.] Court of Enquiry. [Sec. 4.]

No reduction of rank without court of enquiry.

18. No Staff-Officer shall be either seriously reduced in rank, or dismissed from the Army by any Commissioner, or any other Officer whatever, without having his case examined by a Court of Enquiry, save and except where such Staff-Officer shall have voluntarily resigned, or shall agree to such dismissal as being just, or shall previously elect to leave his case to be decided upon by his superior Officers. In the latter case, however, the Officer whose position is affected must always be bound, in writing, to accept such decision as final.

How Court is constituted.

- (a) This Tribunal shall be called a Court of Reference.
- (b) The Court shall be created and constituted in the following manner :—
- i. For Staff-Officers of any rank beneath that of Colonel. It shall be called into existence by the Commissioner.
 - ii. For Staff-Officers of the rank of Colonel and above, but below that of Commissioner, and for Chief Secretaries abroad of any rank whatever. It shall be called into existence by the Chief of the Staff.
 - iii. For Officers of the rank of Commissioner and above, it shall be called into existence by the General.
- (c) The Court shall be constituted of three or five individuals. In ordinary cases the number will be three, but where the matter to be considered is thought by the Officer creating the Court to be of exceptional importance, the number shall be five.
- (d) The persons composing the Court shall, where possible, be Officers holding a rank higher, but never lower, than that of the individual with respect to whom the enquiry is made.
- (e) In Foreign Territories the Court must be constituted by the Commissioner of the Territory, but where it can be shown to the satisfaction of the General that the Commissioner of the Territory is personally interested in the investigation, or strongly prejudiced on the subject, the General shall himself call the Court into existence and prescribe its constitution and the method of conducting the enquiry.

P. IV., Chap. 2.] The Court-Martial. [Sec. 5.]

- (f) In such a case as that referred to in the previous paragraph, if an appeal is made to the General from the Officer implicated, describing the necessity for such a transfer of responsibility, or from any two Officers of the same rank, the General himself shall cause enquiries to be made as to the necessity for such transfer, and shall decide accordingly.
- (g) In such a case—when the Court is created and constituted by the General—the Commissioner of the Territory shall receive instructions as to the formation of the Court and the conducting of the enquiry, either directly from the General, or from some such Officer as he shall appoint.
- (h) The names of the Officers composing the Court of Enquiry shall always be forwarded to the Officer implicated at least seven days before the day on which it is arranged for the enquiry to take place.
- (i) The Court shall sit only for the transaction of that business for which it has been created and constituted. When this enquiry is ended, and the Court has delivered its judgment, its function will be closed and it must be considered to be dissolved.
19. A Court of Reference may be either—
- i. A Court-Martial, or
 - ii. A Court of Enquiry.

Court-Martial of Court of Enquiry.

SECTION 5.—THE COURT-MARTIAL.

20. This Court may be instituted for enquiries as to charges of—

- (a) Immorality.
- (b) False Doctrine.
- (c) Disobedience.
- (d) Disloyalty.
- (e) Breach of Promise of Marriage.

21. When the Court meets as a Court-Martial it may be called upon to investigate charges against character, such as

Immorality.