potatoes after cooking. Two panniers are supplied to each Company, thus, eighty mens' rations are available at any time. These panniers are intended primarily for stews; they are very popular with the men, and are considered to be of excellent service by officers and those who have to use them. The photograph on p. 580 sufficiently illustrates the whole equipment.

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Lectures.

**NO. 1.—THE MOBILIZATION OF FIELD MEDICAL UNITS.**

By Lieut.-Colonel O. R. A. JULIAN, C.M.G.

Royal Army Medical Corps.

In para. 1, Part 1, Regulations for Mobilization, 1909, the term mobilization is defined as "the process by which an armed force passes from a peace to a war footing. The mobilization, therefore, of a unit means its completion for war in personnel, animals, and matériel."

As regards medical units, however, this definition seems to require some slight amplification, for with the exception of those of the territorial forces, they are non-existent in peace time. Mobilization from our point of view should include the collection and concentration of the component portions of a medical unit in addition to its subsequent completion. This collecting, etc., is carefully thought out and arranged for in peace time, so that when the occasion arises it may be carried out with smoothness and celerity. It is essential that officers should have a clear understanding of the details of the procedure, as in war time emergencies arise necessitating sudden and unforeseen mobilizations. This will be alluded to later.


For the sake of description we may consider that these units are composed of (a) personnel, (b) matériel, (c) animals. Taking these *seriatim*, we have:

(a) Personnel.—The principle involved in the supply of personnel to

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1 Delivered to officers, Royal Army Medical Corps, Dublin, November, 1911.
The Mobilization of Field Medical Units

Field medical units is that of making each existing company of the R.A.M.C. a nucleus or centre from which the personnel of the field units mobilizing in its vicinity are supplied. In order to render this practicable, the company is reinforced by regular and special reservists, who are ordered to join it by the O. i/c records, Aldershot. The actual number of regulars and reservists for each field unit is laid down in the "Mobilization Instructions for the Army Medical Service," and these are despatched to the unit from the company. A point to bear in mind is that in each field unit, excepting the sanitary units and the store depots, there will be a considerable percentage of reservists, who will require instruction in their duties on every available opportunity after the formation of the unit, to make them fully efficient. In peace time, when a man is appointed to a field unit he is given a card, on which is stated the name of the unit he is to join on mobilization. This card is shown by him at each kit inspection.

The officers of field units are detailed by principal medical officers, and receive their instructions through the office of the administrative medical officer on A.F. C. 347-16.

(b) matériel, i.e., war equipment, is subdivided into (1) Personal equipment and (2) Regimental equipment.

(1) For brevity it is proposed to include the man's equipment, clothing and necessaries, under personal equipment, in fact his kit. The greater part of the field kit of the men of the R.A.M.C., is formed from the kit in each man's possession during peace time. It is supplemented on mobilization by an issue of certain articles, such as a Wolseley helmet, brassard, first field dressing, &c., which are obtained by the company from the ordnance stores. The kits of the reservists are stored at the headquarters of the company, each kit being packed up in a separate bundle and kept in a pigeon hole, labelled with the name of the individual concerned. In each kit there is a card, A.F. H. 117, on which each article of his clothing is entered, his equipment is given on another card, A.F. G. 1,090. Waterproof sheets and blankets (the number of the latter will be stated in the mobilization orders) are also drawn from the ordnance store and issued to each man. Identity disces; emergency rations, and a soldier's pay book (A.B. 64) are duly issued by the company.

(2) Regimental equipment comprises vehicles, harness, saddlery, stretchers, blankets, cooking utensils, lanterns, &c., and is held on charge in peace time, for the medical unit, at the ordnance stores. It is tabulated in the mobilization store tables A.F. G. 1,098 series. This is a printed list of the whole of the equipment of the unit concerned. On mobilization a fatigue party with the necessary transport is sent to the store to draw it. No requisition is necessary and if time is insufficient to check the equipment the counting of the ordnance store department must be accepted as correct, and experience proves that it almost invariably is so.
Medical and surgical equipment is obtained from army medical stores. No requisition is necessary, A.F. I. 1,209 being used as a voucher. A reference to the field service manual A.M.S. Appendix No. 4, gives full information as to the requirements for the various units. Medical comfort panniers are held on charge, ready to issue, at the military hospital at the station where the field unit mobilizes and will be issued "complete," i.e., full of medical comforts, &c.

Veterinary equipment for those units to which it is issued will be obtained under arrangements made with the senior veterinary officer of the station.

The duties of the O.C. of a medical field unit on mobilization somewhat overlap those of the O.C. of a company R.A.M.C., so it will be perhaps better to mention those of the latter officer first. These are detailed in paras. 174 to 185 Regulations for Mobilization, and are shortly as follows:—(1) Recall all on leave. (2) Arrange for medical inspection of all, including reservists, as they arrive. (3) Arrange for rations and accommodation of reservists and others joining. (4) Obtain the life, identity and reserve certificates from reservists and forward these to the accountant paying reservists. (5) Issue personal equipment, clothing, &c., to the reservists who pass the preliminary medical inspection. (6) Despatch R.A.M.C. and reservists to their field units, with nominal rolls on which is a record stating that each man has received a complete set of equipment and clothing, &c., as shown for reservists on A.Fs. G. 1090 and H. 1117. (7) Despatch each evening to the O. i/c records, separate nominal rolls on A.F. D. 442, of the reservists sent to each unit, showing: Date of joining the company, amount of remittance, if any, to be sent to his family, and any charges for messing at the company, &c. The names of any reservists who are found unfit will be included and their disposal noted. (8) If any reservists are unavoidably detained and taken into pay of the company, A.F. D. 418 will be sent to O. i/c records and O. 1796 to accountants.

The duties laid down for the O.C. of a unit, paras. 186 to 220 refer to the O.C. of an existing unit, such as an Infantry Battalion, which is mobilizing, and are so nearly allied to those of the O.C. of a company R.A.M.C., who is providing for field medical units on mobilization, that the following duties would appear to devolve upon the latter officer in addition to those mentioned above. I have quoted the No. of the para. in “Mobilization Regulations” in support of this assumption, but have only given extracts from the paras.:—

Para. 199.—Inform O. i/c records of casualties among reservists.

Para. 200.—Render as soon as possible A.F. D. 418 (Separation allowance) to O. i/c records.

Para. 201.—Complete and issue A.B. 64 (soldier’s pay book) and see that entries on p. 3 are signed by the man and duly verified.

Para. 202.—Render A.F. O. 1,796 (allotment of pay) to the accountant who pays the reservists.
The Mobilization of Field Medical Units

Para. 205.—Despatch the medals of soldiers to the O. i/c records.
Para. 206.—Despatch wills of soldiers as above, if they desire it, for safe custody.
Para. 208.—Check kits of R.A.M.C. and exchange any unserviceable articles, garments, boots, &c.
Para. 209.—See that all personal equipment, clothing, and necessaries issued on mobilization are properly marked.
Para. 212.—Draw supplies and issue emergency rations.
Para. 220.—Instruct reservists to dispose of their plain clothes, for if these are left behind it will be at the man's own risk.

Draw and issue the special articles of clothing, Wolseley helmets, &c., if required, and see that every man is in possession of a brassard, first field dressing, identity disc, waterproof sheet and the number of blankets notified in mobilization orders.

Apparently mobilization would be facilitated if there were a clearer understanding regarding the duties to be carried out by the O.C. of a company R.A.M.C. and those to be performed by the O.C. of a field medical unit. For instance, it will be difficult for the latter to mark clothing, complete A.B. 64, report non-arrivals and casualties among reservists, &c. The O.C. company receives all information regarding reservists, not the O.C. unit, from the O. i/c Records. If, as is usually the case, a company R.A.M.C. has to furnish personnel for several field units, who are all mobilizing in the close vicinity it would appear to be a more expeditious procedure for the company to retain the personnel under their own control for the first, or even the second, day of mobilization and to furnish the fatigues for drawing tents and equipment for all the field units in rotation, until the arrival of the reservists. If, as is apparently contemplated, the men are to be drafted out to units early on the first day, the hospital will be depleted of many of the personnel who are essential for carrying out the actual duties of preparing the reservists for joining their field units, i.e., the quartermaster and his staff and the sergeant-major and the clerical and pay staff to a large extent. With a few men and a couple of N.C.O.s to perform police duties, &c., the O.C. of a field unit could temporarily look after his stores and he could take over his equipment equally well if the work were performed by the fatigue parties from the hospital. The central control for drawing stores according to time tables would equalize labour, liberate many men for duty at the hospital, and expedite the work in several respects.

In case of mobilization for service abroad it would seem to be desirable to take over as much of the equipment as possible, packed in bales, &c., from the ordnance stores and ready for shipment. Repacking by the men of the medical unit may not be carried out too skillfully, and may result in damage during transit.

Notes: The documents of reservists, viz: A.B. 64, A. Fs. B. 121, and B. 178, and duplicate attestation with any documents it contains are
forwarded by the O. i/c. records when he receives the A.F. D. 442 (nominal roll) from the O.C. company.

Any books or documents that are not to go with the unit are to be handed over to the company.

Any regimental or personal baggage that is not to go is to be handed over to the company. A list of the latter signed by the owner should be made.

In general mobilization Field Service rations are to be drawn for the first day of mobilization, and two days' grocery ration drawn and held in reserve. In partial mobilization orders as regards Field Service rations will be issued.

Supplies: For scale of rations see para. 27, allowance regulations (1910). For forage see paras. 158-161, allowance regulations (1910). For fuel and light see paras. 247-248, allowance regulations (1910). All above will be drawn on A.B. 55.

Duties of the O.C. of a Field Medical Unit. (a) In peace time (b) On mobilization being ordered.

(a) In peace time.—To periodically inspect the equipment of his unit.

To draw up mobilization orders for his unit and a time table for drawing equipment, &c. He is informed confidentially of the particular day and time on which the several stores concerned can make the issues to him.

He must ascertain from the O.C. of the company R.A.M.C., whether all or only a portion of the duties mentioned above are being arranged for, and whether the necessary transport and fatigue parties are requisitioned for and detailed, and must make his own arrangements accordingly. He should as far as possible make himself acquainted with the personnel of his unit, and should write to officers of the special reserve to keep him informed of changes of addresses, &c.

Arrange with O.C. A.S.C. to send men to draw horses, if any, for his unit on the day arranged for issue. Ascertain from him also the number of the company A.S.C. to supply the N.C.O.s and men A.S.C. for the unit, and if possible see the officer in command of the company in question. Write to the senior veterinary officer and ask where and on what day of mobilization the veterinary equipment can be drawn.

Example of a time table, and orders:—

<table>
<thead>
<tr>
<th>Date and time</th>
<th>Articles</th>
<th>Place</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>First day, 7 a.m.</strong></td>
<td>Tents for personnel</td>
<td>Ordnance Store, A Barracks.</td>
</tr>
<tr>
<td>8 a.m.</td>
<td>Rations and groceries</td>
<td>Supply Depot, B Barracks.</td>
</tr>
<tr>
<td>3 p.m.</td>
<td>Ordnance equipment</td>
<td>Ordnance Store, C Barracks.</td>
</tr>
<tr>
<td>6 p.m.</td>
<td>Special articles of clothing</td>
<td>Ordnance Store, A Barracks.</td>
</tr>
<tr>
<td><strong>Second day, 9.30 a.m.</strong></td>
<td>Medical and surgical equipment</td>
<td>Army Medical Stores, D Barracks.</td>
</tr>
<tr>
<td>10 a.m.</td>
<td>Medical comfort panniers</td>
<td>Quartermaster's Stores, Military Hospital</td>
</tr>
</tbody>
</table>
The Mobilization of Field Medical Units

Date and time

Third day, 7 a.m.  Horses  ..  Remount Depot, A.S.C. Stables.
5.30 a.m.  Extra blankets  ..  Ordnance Store, A Barracks.
3.45 p.m.  Reserve supplies  ..  Reserve Supply Depot, E Barracks.

5 p.m.  Hand over any books, documents, baggage that are not to be taken

Place

R.A.M.C. Company Store, Military Hospital.

Fourth day, 9 a.m.  Return any surplus equipment

Ordnance Store, A Barracks.

On the following pages of the time table full details are to be given as to length of time allowed for drawing the stores, &c., and all other necessary information.

Orders by Lieutenant-Colonel X, Commanding No. 1 Field Medical Unit.

For First Day.

(1) The undermentioned having reported their arrival are taken on the strength and posted to sections and sub-divisions shown against their names.

(2) An order giving time of réveillé and meals.

(3) All ranks will remain in camp unless otherwise ordered.

(4) An order for the necessary fatigue parties for drawing stores, &c., unless this has been arranged for by the O.C. company R.A.M.C., also an order appointing temporary camp police.

As only a few of the personnel can be expected to arrive on the first day these few orders should meet requirements. For the second and third days the orders will require to be a little more elaborate; for instance:

Orders by Lt.-Colonel X, Commanding No. 1 Field Medical Unit.

For Second Day.

(1) Detail.—Officer on duty, Lt. A.; next for duty, Lt. B.; detail of N.C.O.s, police, fatigue parties, &c.

(2) Arrivals.—The undermentioned having reported their arrival, &c. (Similar to the first day’s order on the subject).

(3) Reservists.—An order giving the ranks, rates of pay, corps pay, &c., of all reservists.

Army Service Corps,—An order taking these on the strength, and a similar order to No. (3) regarding A.S.C. Reservists.

The above are intended only for a very rough guide.

Duties of the O.C. of a Field Medical Unit on Mobilization Being Ordered.

(1) To ascertain from the Principal Medical Officer’s office the time and date the officers of the unit may be expected to arrive and to make arrangements for their tents, messing and temporary servants.
(2) To proceed to the headquarters of the company, R.A.M.O., and verify the former arrangements, made in peace time.

(3) To collect any personnel available and proceed with them to the place of mobilization and make preparations for the arrival of the reservists, such as marking out the camp, horse lines (if required), and see that conservancy arrangements are satisfactory.

(4) Arrange for the veterinary inspection of horses and for having them shod. The fitting of harness should be commenced directly the animals are available. It is usually a long business. The harness when received from ordnance store is not in sets for each animal, but in lots, so many bits, headstalls, traces, reins, &c., and it is well to have these arranged in sets before the horses arrive to save time.

(5) The O.C. should, as far as he possibly can, attend himself to draw all stores, but if this is not practicable an officer of the unit must be sent, unless the quartermaster has joined, which is improbable, as for the first few days he will be fully occupied in his company fitting out reservists. Failure to send an officer may cause great delay. As regards saddlery field officers must supply their own, that for other officers should be requisitioned for from the ordnance store.

(6) Forward a progress report at the end of each day to the Senior Medical Officer.

Para. 62 Mobilization Regulations states that units which require horses will telegraph to the general officer i/c administration of the command in which they mobilize the number and classification of animals (including officers' horses), which they require to complete their units to war establishment. This, however, will probably have been arranged for previously during peace time as regards a medical unit, also the day of mobilization on which the animals are to be sent for, and the place settled.

The following points should be remembered: (1) That families of serving soldiers may remain in married quarters or be sent on warrant to any destination they desire in the United Kingdom. (2) If mobilization is for service abroad “Details left at the base” mobilize and proceed with their units. (3) Accounts of men proceeding abroad on active service will be closed on the day preceding that of embarkation. Vide paras. 131, 126, and 79 Regulations for Mobilization respectively.

It may be mentioned that arrangements are made between the War Office and the Order of St. John of Jerusalem and St. Andrew’s Ambulance Association for members of the Home Hospitals Reserve to replace R.A.M.C. withdrawn on mobilization from military hospitals at home.

In conclusion an example of the emergencies that you may suddenly be called upon to meet may not be inappropriate. Let your thoughts go back to the earlier events of the South African War. Imagine that you are the medical officer of a battalion, which was at the battle of Talana Hill, and the retreat from Dundee, and that your regulation books, &c.,
The Mobilization of Field Medical Units

have been lost or destroyed by wet. Your battalion is encamped some eight miles north of Ladysmith, and is to form one of a new brigade. You receive an urgent telegram from the P.M.O. to mobilize a bearer company as soon as possible, which on emergency must be capable of treating wounded after an action, i.e., practically what is now termed a field ambulance. Later further instructions arrive in which you are told that three staff serjeants and a serjeant R.A.M.C. are being despatched to assist, but that you must procure the remainder of the personnel from other medical units, and that only men enrolled in South Africa can be spared. If you require any extra men to bring the unit up to strength you may apply for newly enrolled men from Durban. Equipment will be obtained from Durban and Maritzburg through the ordnance field depot at Ladysmith. You must try to get your animals from the nearest remount depot. This is two miles on the other side of Ladysmith. Medical equipment and comfort panniers are to come from Maritzburg. Bear in mind that you cannot leave your battalion for more than a day. You have no books of regulations, and cannot get any. No one to pester with questions as there is only an Indian field hospital in the camp, and the other medical officers of battalions are civil surgeons. Durban is 140 miles, and Maritzburg about 100 miles away. The nearest railway goods delivery office is in Ladysmith. Think over the circumstances, and you will appreciate some of the difficulties that were experienced, and which will be referred to in the lecture on duties of the R.A.M.C. in the field.

NO. 2.—DUTIES OF R.A.M.C. IN THE FIELD.

A comprehensive description of these duties will be found in the latest edition of the Training Manual, R.A.M.C., so it is only proposed to allude to a few instances in which some uncertainty as to the best course to adopt has arisen. The mobilization of the bearer company, mentioned in the last lecture, is a case in point. A vain attempt was made, after despatching telegrams to the Ordnance, Remounts, and Transport Officers, to personally collect the men, animals and stores, and by hard riding, to interview the officers concerned. This proved a failure in several ways, such as finding that troops had moved their camps, or that the officer sought was away on duty, &c., and what was still more irritating, on returning after a long, fruitless journey, was to be handed telegrams that had arrived early in the day, and should have been replied to without delay. There is little doubt that under the circumstances, the better plan would have been to have remained at the end of the telegraph wire until arrangements had been definitely settled, for when this method was adopted progress became rapid. One point worth noting is that when the telegraph department is congested it is as well to confirm all telegrams by letter.