

Figure 32. The Infantry division.

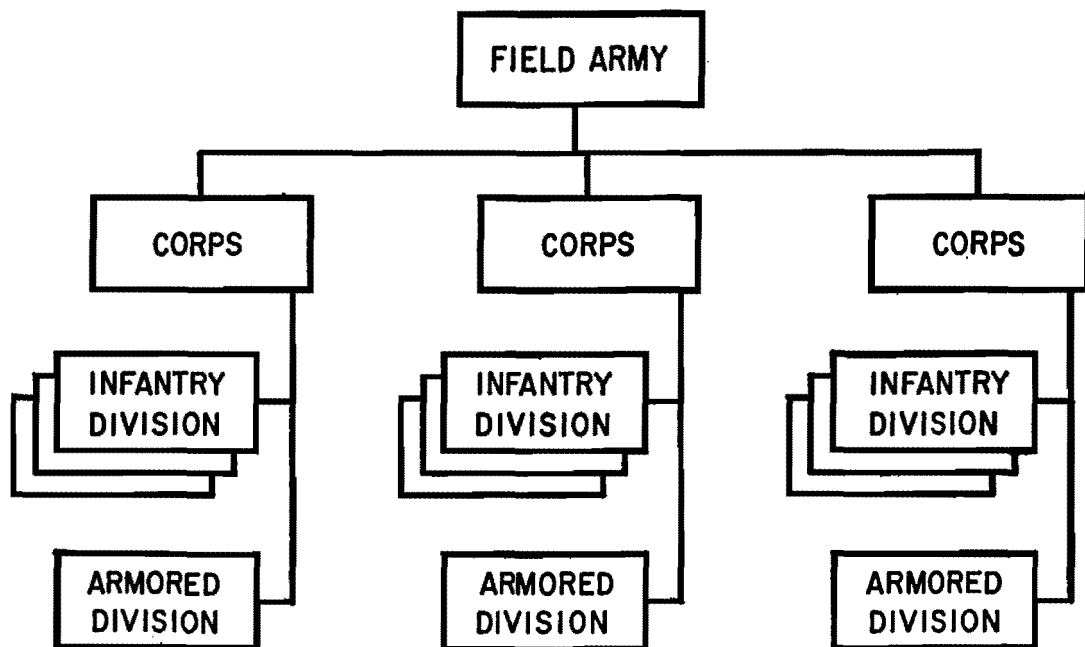


Figure 33. A field army.

Figure 32 shows that there are five battle groups in the infantry division combined with all of the other elements that make up this self-sustaining organization. Remember, this is an infantry division, but there are other units as well. There is a division artillery, an armor battalion, signal battalion, and many other units needed by the division in battle. From the squad to the division and higher, each unit is made up of a number of smaller units that are alike. It's like building a wall of bricks.

This building block system is applicable even above division level. Several divisions make up a corps. The type corps consists of three infantry divisions and one armored division, with some smaller units to balance support and administration.

Two or more corps form a field army. The type field army has three corps.

A look at figure 34 will show you that two or more field armies are under the control of an Army group. Finally, an Army group operates directly under the commander of the theater of operations.

The Chain of Command

A question which might easily be in your mind now is: How do orders and information get from the top of the pyramid down to me?

The chain of command as shown in figure 35 is the method the Army uses. The very use of the term "chain" indicates the linking of one unit to another. This intangible path parallels the structure of the Army itself. Each link represents a commander.

Suppose your battle group commander orders your company commander to send out a patrol to capture

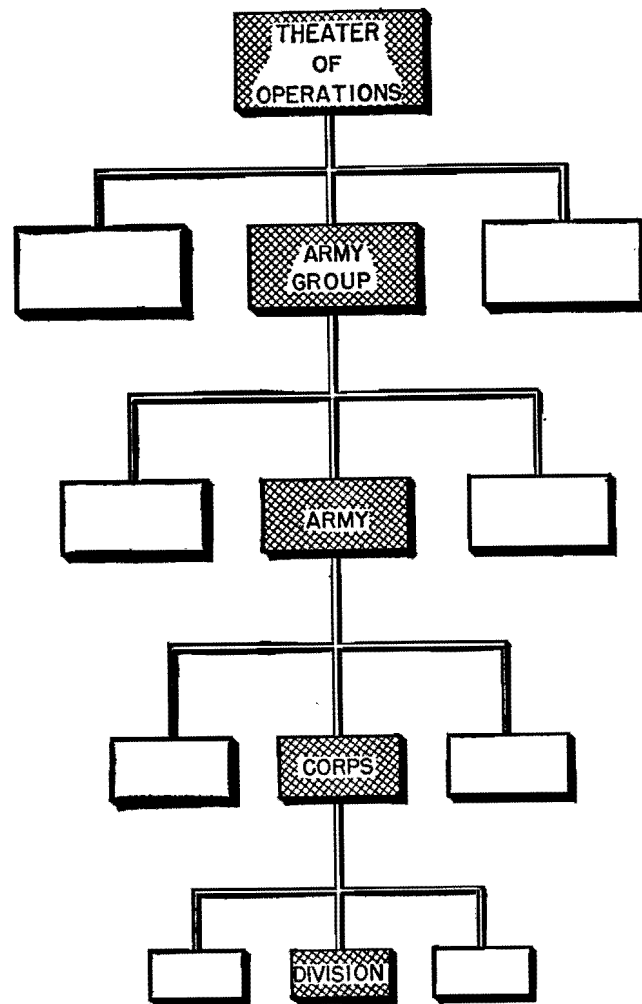


Figure 34. From division to theater of operations.



THE PRESIDENT OF THE UNITED STATES

THE SECRETARY OF DEFENSE

THE SECRETARY OF THE ARMY

THE CHIEF OF STAFF OF THE ARMY

ARMY COMMANDER

CORPS COMMANDER

DIVISION COMMANDER

BATTLE GROUP COMMANDER

COMPANY COMMANDER

PLATOON LEADER

SQUAD LEADER

YOU THE SOLDIER

Figure 35. The chain of command.

a prisoner. The company commander decides that the first platoon has a squad to do the job. He calls the first platoon leader and tells him the mission. The platoon leader then gives the orders to the sergeant leading your squad, and the sergeant, in turn, tells you and each man in your squad what you are expected to do.

The orders, in other words, are passed from the battle group commander to the company commander, to the platoon leader, to your squad sergeant, to you. That's chain of command—and it makes sense. But if the battle group commander went directly to the sergeant to give the order, the platoon leader and the company commander wouldn't know what was going on and they might have another job planned for your squad. This shows the importance of the chain of command.

Beginning with the individual soldier, the next link in the chain is the section or squad leader. Then the platoon leader. The next link is the company, troop, or battery commander. Above the company, troop, or battery commander is the battle group, battalion, or squadron commander. The next links are the division, corps, and the army commanders. As previously discussed, there may be an army group and theater commander, but these depend on the situation and are not shown in figure 35. The top links of the chain are the Chief of Staff of the Army, the Secretary of the Army, the Secretary of Defense, and the President of the United States.

Now that you know what the various units in the Army are, from the squad to the army group, let's see who commands what. Here is a list of the various ranks and the units they command:

<i>Unit</i>	<i>Commander</i>
Squad or section.....	Sergeant.
Platoon.....	Lieutenant.
Company (battery, troop).....	Captain.
Battalion.....	Lieutenant Colonel.
Battle group, field artillery group, or combat command.....	Colonel.
Brigade, division, or corps artillery.....	Brigadier general.
Division.....	Major general.
Corps.....	Lieutenant general.
Army and army group.....	General.

Emphasis is placed on "using" the chain of command. This means that information, requests, or other such actions should go from lower to higher through each link in the chain of command. Similarly, orders and directives, information, and other such actions should go from higher to lower through each link in the chain of command. This strict compliance with command channels is vital to the proper functioning of any unit, regardless of mission, size, or type.

It's All the Same Army

Do you think that you have been reading about three Armies? You have learned (1) that the Army has three main components—Regular Army, National Guard of the United States, and the Army Reserve; (2) that the Army is divided into units, with the squad as the smallest unit; and (3) that there are also arms and services. But it's still all the same Army. Perhaps an example will make this clear:

Sergeant Ralph Woods enlisted in the Regular Army in 1937 and stayed in during World War II. He was discharged in 1946 and returned to his home town to run a small construction company. In his spare time, he decided to put his civilian and military experience

to good use, so he joined a local Army Reserve unit—an Engineer construction battalion.

When the Korean fighting started, his unit was ordered to active military service and later he was assigned to a National Guard division that had been ordered to active service.

So Sergeant Woods, a former Regular Army man, came back into the Army from the Army Reserve. From the Reserve, he became a member of a National Guard division. Furthermore, since it was an engineer battalion, he was a member of both an arm and a service.

It is easy to see that it's possible for a soldier to be in nearly every kind of Army organization at some time in his career, but it's the same Army, no matter where he is assigned.

CHAPTER 4

YOU—THE SOLDIER

Section I. THESE THINGS YOU OWE TO YOUR COUNTRY

When you entered the Army, you took an oath as a soldier. Among other things, you agreed that you would "Bear true faith and allegiance to the United States of America"; that you would "serve her faithfully against all her enemies"; and that you would "obey the orders of the President of the United States and the officers appointed over you." Having taken the oath, your legal status changed from that of a civilian to that of a soldier. When we say, "serve her faithfully against all enemies," we are speaking not only of combat, but also of the peacetime effort to maintain security against those forces which, through illegal means, seek to undermine our institutions of government.

Yes, you agreed to do all those things. Yet, when you took that oath, you did not agree to do anything that was not already expected of you as a citizen. What you were doing was putting into words your fundamental belief in the United States and our democratic form of government. You were making a formal statement that you believe in our freedoms and that you will, if necessary, fight any enemy who tries to take those freedoms from us. It was like a public declaration of your faith in our democratic system and your vow to uphold it.

Now you have become subject to military law as

well as to civilian law. In short, you have become a soldier, and because you are a soldier, you will bear arms in the defense of your country until you are released by lawful authority.

So now, at the beginning of your Army career, it's important that you understand your duty as a soldier. Because, if you understand that duty and have the determination to live up to it, you will find it much easier to become a good soldier.

A Different Life Now

First, you must understand that your way of life has changed. As a civilian, you could quit your job and seek other employment whenever you wished. As a soldier you do not have that privilege. During your spare time as a civilian, you could go almost any place you chose at any time. As a soldier, you don't have that liberty.

The reasons for these differences are important and easy to understand. The Army is a team that must be trained and constantly ready for duty in any emergency. If you and the other soldiers on this team were allowed to come and go as you chose, there would be no assurance that the Army would be trained and ready when needed. If that happened, the whole Nation might be in danger—you, your family, your neighbors, everybody.

As a soldier, the basic thing that you must remember about your duty is that you *must obey the orders of your leaders*. You must obey these orders because your leaders are responsible for all your military actions.

This does not mean that you are a slave or that you

can't stand up for your rights. It does mean that you are a member of a military team and, like any successful team, it has no place for the temperamental "star" who wants to play the game according to his own rules. Your duty as a soldier means that you will give up some of your personal freedoms for the good of the whole team—and for the greater freedom of your country.

The Best Reward

If you will keep these things in mind as you go through your Army life, you will find that the service can be a pleasant and rewarding period. This does not mean that it will be easy. Army life is not easy because wars are not easy. But if you do your duty to the best of your ability, you can someday leave the Service as a veteran with an honorable record. When that day comes, you can take with you the inner knowledge that you have done a good job for your country. That is the best reward of all.

Military Justice

As you probably learned in school, the foundation of all our laws is the Constitution of the United States. The Constitution describes what types of law can be made; who makes, enforces, and interprets the laws. Various provisions of the Constitution apply to laws that concern members of our Armed Forces. For example, the Constitution states that the President is Commander in Chief of the military forces.

The Constitution gives Congress the power to pass laws for governing the Armed Forces. Among the laws governing the Armed Forces is one known as the "Uniform Code of Military Justice." You will find this

law in the *Manual for Courts Martial, United States, 1951*.

The Uniform Code of Military Justice governs our activities as soldiers. At the same time, we continue to be governed by the same laws that apply to all Americans. This is a point to remember—being a soldier does not exempt us from all civil laws. In some cases, civil law enforcement agencies will choose to turn an offending soldier over to military authority for trial but they are not required to do so. Remember also, that after being tried by a civilian court, a soldier can later be tried by court martial for a military offense, such as absence without leave. The fact that he was absent from duty because of being in jail does not excuse him from standing trial.

In the civilian community, civilian police agencies are provided to enforce laws and regulations enacted for the safety and welfare of the public. In the military establishment, Military Police assist your commander, your officers and noncommissioned officers in the enforcement of laws and regulations and will assist you in time of need when you are away from your organization. The Military Police are more concerned with helping you to avoid situations which might lead to a breach of regulations than with apprehending you after a violation has occurred. Heed the advice given by them when you are on pass or leave.

Portions of the Uniform Code of Military Justice—those which directly affect your conduct as a soldier—will be read and explained to you several times during your Army service. The Army wants you to know your rights and duties under these laws. You may want to study the Uniform Code of Military Justice—

in which case you can borrow a *Manual for Courts Martial, United States, 1951*, from your orderly room. But it's worth remembering that you don't have to know all the details of the law in order to be a law-abiding soldier. Your common sense and good living habits are more important than knowing the "ins and outs" of military law. You don't have to be a legal expert, for example, to know that murder, robbery, larceny, forgery, or assault are serious crimes both under civil and military law. Your commander will explain the parts of the law covering offenses that are entirely military, such as desertion, leaving your post of duty without permission, and disobeying a lawful command.

As a civilian, you probably didn't worry much about whether you might be breaking some law without knowing it because good sense told you what you should or should not do. Now that you are a soldier there is just as little reason to worry on that score. The laws will be explained to you; the rest depends on your determination to be a good soldier, because you rarely find a good soldier in trouble with either military or civil law.

You have heard, or will soon hear, about the *Code of Conduct for Members of the United States Armed Forces*. Instruction in the Code of Conduct, as it is usually known, is required for every member of the Armed Forces. Let's have a look at this code.

The Code of Conduct

In Executive Order 10631, 17 August 1955, the President of the United States published the following Code of Conduct. It is a code for a fighting man; adopt it as your own and live by it. It will give you

strength if you fall into the hands of the enemy, it will guide your conduct, and it may save your life.

Code of Conduct for Members of the United States Armed Forces

I

I am an American fighting man. I serve in the forces which guard my country and our way of life. I am prepared to give my life in their defense.

Explanation. As a soldier, you are always a fighting man. In combat, you are prepared to give your life in defense of your country. This is the basis for the fighting man's code of conduct.

II

I will never surrender of my own free will. If in command, I will never surrender my men while they still have the means to resist.

Explanation. As an individual, you never have a right to surrender voluntarily. If you are cut off and cannot fight, you must try to avoid capture and join the nearest friendly forces. A commander never has the authority to surrender his unit if it can still fight or evade capture. If a unit is cut off, it must continue to fight until it is relieved or reaches friendly forces. In modern warfare, isolation of units on the battlefield will not be uncommon.

III

If I am captured I will continue to resist by all means available. I will make every effort to escape and aid others to escape. I will accept neither parole nor special favors from the enemy.

Explanation. If you are captured, it is your duty as a soldier to continue resistance by all means at your disposal. Escape if you can and help others to escape. Your chances of escape are better while still in the frontline area. You will

have a shorter distance to travel to rejoin friendly forces. Never sign or enter into a parole agreement in return for special privileges.

Geneva Conventions. The Geneva Conventions recognize that prisoners will resort to escape. Prisoners who have made good their escape and who are recaptured are not liable to any punishment for having effected their escape. Prisoners of war who are recaptured before making good their escape are liable only to disciplinary punishment. Prisoners of war who commit offenses with the sole intention of making their escape less difficult are liable to disciplinary punishment only, provided that such offenses do not involve any violence against life or limb. In like manner, prisoners of war who aid, assist, encourage, or instigate an escape are liable to disciplinary punishment only, provided that the offenses committed in the giving of such assistance do not involve any violence against life or limb.

IV

If I become a prisoner of war, I will keep faith with my fellow prisoners. I will give no information or take part in any action which might be harmful to my comrades. If I am senior, I will take command. If not, I will obey the lawful orders of those appointed over me and will back them up in every way.

Explanation. Do not help the enemy to identify and mistreat fellow prisoners who may have valuable military information. Your group must have strong leadership and discipline in order to organize, resist, or even survive. Personal hygiene, camp sanitation, and care of the sick and wounded must be kept up. Officers and noncommissioned officers still carry out their responsibilities and exercise their authority. The senior line officer or ranking noncommissioned officer must assume command, regardless of his branch of service. If he cannot, the next senior will take command.

If prisoners cannot organize openly, they should do so secretly or work through prisoners' representatives, or both. The enemy will resort to all kinds of deception to spread distrust and make you distrust your seniors and fellow prisoners.

Geneva Conventions. In the event you and your fellow prisoners of war cannot effect an organization as described above, an organization, of elected representatives, as provided for in Articles 78 to 81, Geneva Conventions Relative to the Treatment of Prisoners of War, will be formed. When only officer prisoners are confined in a camp, the senior officer will be the prisoners' representative. He will be assisted by one or more advisors chosen by the officers. When the camp includes both officers and other categories of prisoners of war, the senior officer will be assisted in his duties as the prisoners' representative by one or more additional advisors. These additional advisors will not be officers and will be elected by the prisoners of the camp who are not officers. In camps where no officer prisoners are present, the prisoners shall freely elect representatives by secret ballot every six months or, in the case of vacancies, as they occur. Prisoners' representatives will represent the prisoners before the military authorities of the Detaining Power, the International Committee of Red Cross, representatives of the Protecting Power and any other organization which may assist them. Prisoners' representatives must be approved by the Detaining Power before they have a right to commence their duties. If the Detaining Power disapproves any of the representatives, it must so inform the neutral country in charge of protecting the interests of the prisoners. Representatives must have the same nationality, language, and customs as the prisoners whom they represent. It is the duty of the representatives to further the physical, spiritual and intellectual well-being of the prisoners. The De-

taining Power will not require the representatives to perform tasks which will interfere with their accomplishment of this duty. Representatives will not be punished for offenses committed by other prisoners merely because they are representatives.

V

When questioned, should I become a prisoner of war, I am bound to give only name, rank, service number, and date of birth. I will evade answering further questions to the utmost of my ability. I will make no oral or written statements disloyal to my country and its allies or harmful to their cause.

Explanation. A prisoner of war is required under the Geneva Conventions and permitted by this Code to tell his name, rank, service number, and date of birth. If you need to, you may also speak of your health or welfare as a prisoner of war and of routine matters of camp administration. However, you must realize the enemy will use such topics as your health, routine administration, and your family to induce you to enter into a conversation so that he may gain military information or have you participate in enemy propaganda. Article 17 of the Geneva Conventions Relative to the Treatment of Prisoners of War forbids using physical or mental torture, threats, insults, or unpleasant treatment to get information of any kind whatever. If the enemy tries to force information out of you, you must avoid saying or doing anything that harms the United States or helps the enemy. Even under pressure, you must not give in to demands for oral or written confessions, whether true or false, answers to questionnaires, personal history statements, propaganda recordings and broadcasts, appeals to other prisoners of war, signatures to peace or surrender appeals, self-criticisms, or any other oral or written statements that may help the enemy or harm

the United States, its Armed Forces, its allies, or other prisoners, for such is forbidden. Obeying this rule helps to protect you, your fellow prisoners, and your country. Article 85 of the Geneva Conventions provides that prisoners of war prosecuted under the laws of the Detaining Power for acts committed prior to capture shall retain, even if convicted, the benefits of the Conventions. However, some countries refuse this protection to one who is convicted of an alleged war crime. Therefore, the signing of a confession or the making of a statement by you as a prisoner of war, may be used to convict you as a "war criminal" and thus deny you any protection, including freedom, until your sentence is served.

VI

I will never forget that I am an American fighting man, responsible for my actions, and dedicated to the principles which made my country free. I will trust in my God and in the United States of America.

Explanation. Even as a prisoner of war, you are still subject to the Uniform Code of Military Justice. When you return, your conduct will be investigated to see whether you surrendered unlawfully or were guilty of misconduct during your captivity. The life of a prisoner of war is hard, but do not give in to pressure or propaganda. You must remain loyal and never give up hope. If prisoners of war stick together and help one another, they have a better chance of surviving.

The Soldier's Creed, the origin of which is not available is an unofficial statement which somewhat parallels the thought contained in the Code of Conduct.

The Soldier's Creed

I am an American soldier. I am a man of the United States Army—a protector of the greatest

nation on earth. Because I am proud of the uniform I wear, I will always act in ways creditable to the military service and the nation it is sworn to guard.

I am proud of my own organization. I will do all I can to make it the finest unit of the Army. I will be loyal to those under whom I serve. I will do my full part to carry out orders and instructions given me or my unit.

As a soldier, I realize that I am a member of a time-honored profession—that I am doing my share to perpetuate the principles of freedom for which my country stands. No matter what situation I am in, I will never do anything, for pleasure, profit, or personal safety, which will disgrace my uniform, my unit, or my country. I will use every means I have, even beyond the line of duty, to restrain my Army comrades from actions disgraceful to themselves and the uniform.

I am proud of my country and its flag. I will try to make the people of this nation proud of the service I represent, for I am an American soldier.

Section II. CHARACTER OF A SOLDIER

What You Are

When we say that a man has a good character, we mean that he has strong qualities and virtues that, added together, make him a man whom we like, respect, and trust. One definition of character, therefore, is this: *It is the sum of qualities that make a person what he is.*

It is difficult to state exactly what qualities are necessary to make a good soldier; however, some qualities which most good soldiers exhibit are honesty, courage, self-control, decency, and conviction of purpose.

Honesty

You must be *honest* because there is absolutely no room in the military world for dishonesty or half-truth. Living as soldiers do, with many men together, a dishonest person can damage the esprit de corps of a unit and the morale of the members of that unit. Soldiers depend on one another, both in their official duties and in their personal activities, and honesty is essential to such a relationship. When the outcome of a battle could rest upon your report, your word must be respected as the truth.

Courage

As a soldier, you may be called upon to be *courageous* in many ways. In battle, you will have to perform your duties no matter what hazards arise. Lives of other men will depend on this kind of courage. You will need another kind of courage to ask your fellow soldiers to perform under fire or to keep going when they have reached the limit of their endurance.

In discussing courage, it is important to distinguish between courage and foolhardiness. Taking unnecessary risks is stupid and often will endanger the lives of others.

Being courageous does not mean that you won't be afraid at the same time. The true mark of courage is to overcome fear. Fear in battle is natural and most soldiers have been afraid, but they went ahead, even with shaking hands and pounding hearts. Actually, a little fear is helpful. Medical experts tell us that fear and anger sharpen the reflexes and lend strength, preparing you for extra efforts.

Self-Control

Self-discipline is the basis of *self-control*. You were not born with it, but all good soldiers have acquired it through their training and by maturely checking their emotions and desires—"counting to 10" before acting.

You lead a highly disciplined life in the Army. Self-control will make this discipline easier to accept and to endure. It will also help you to avoid temptations which may plague you—temptations to dodge your duty, to indulge in immorality, or to use your power unfairly. Sometimes you may be the law itself and only your self-discipline and sense of right will stand between you and the barbaric abuse of your power.

Decency

The term "decency" represents a quality of giving others the same consideration you would like them to give you. This means, in part, respecting their property and views, keeping yourself clean in body and in mind, and accepting others for what they are, not for the color of their skins or for their religious or political beliefs. Remember, a man who is really *mature* lives under the rules of his society and thinks before he acts.

Conviction

The most elusive quality is that of *conviction of purpose*. In difficult situations, it is often hard to make yourself believe that you are convinced of the purpose in what you are doing. Many combat veterans will tell you that they were never quite sure of why they were fighting. Some say that they fought to

save themselves. Others say that they fought for the men around them, or because they hated the enemy. No matter how they phrased it, most of our truly great soldiers fought because they believed in our way of life and felt that its preservation was worth any sacrifice.

Section III. THE RESPONSIBILITY OF GROUP LIFE

Share and Share Alike

Before you joined the Army you probably were a member of a family group that had many things in common. The members of your family shared the same living room, used the same furniture, rode in the same car, and joined in the same amusements. You probably worked together, played together, and were dependent on each other for a living.

You learned that to get along well with the rest of your family, you had to have consideration for them. You had to do your part of the work and share things with the rest of the household. All these things were so obvious that you probably took them for granted.

Now you are part of a large group of soldiers. You may have to live in one small area with hundreds of other men. You will eat in the same mess hall, sleep in the same barracks, work together, and play together. The privacy that you knew as a member of your small family group will be no more.

Your bedding, your uniform, your equipment, and your personal possessions will be concentrated in one small part of your barracks. Living under these conditions, you can see that you must do your part in respecting the rights and property of others.

Just as you shared things with your family in your own home, so must you share things with the members of the Army family around you. In some ways, it is even more important to do this in the Army than it was in your own home because you will be living in close contact with men from all walks of life. They won't understand everything about you at first, and it will take time for you to know them.

You will find that you will get along much better if you do your share of the work and take credit only for what you have accomplished. You are going to find that the Army will be a real test of your ability to get along with other people. You'll pass the test, however, if you will just remember that the rules that apply in your family life also apply to the men around you.

Section IV. YOU AND YOUR LEADERS

There Has To Be a Leader

In every organization in civilian life there is a leader, a "boss," an executive, or someone at the top to direct. In the Army, these leaders are the officers and the noncommissioned officers (sergeants and corporals).

In your own company, you have a commander who is responsible for everything your company does or fails to do. He must see that you are properly trained, that you are fed, clothed, and sheltered. He must look after your health and comfort.

Obviously, he cannot possibly attend to all these details alone, so he has other officers and noncommissioned officers in the company to help him. The company commander assigns certain jobs to these men and then supervises them to see that the jobs are done.

So, if you compare your company to a civilian business, you can see that the officers and the non-commissioned officers are like the executives and foremen. It is their responsibility to see that the job is accomplished.

Why Orders?

All through your Army career, you will be taking orders from these officers and "noncoms." Sometimes you may not like the orders you receive. They may seem silly to you, and you may not be able to understand why the order should be carried out.

But remember this, the man who gives you an order is in authority because he has shown by his past performance that he can make sound decisions. In other words, he will be telling you what to do because he has the experience and background on which to properly base such decisions.

Remember this too, even though the order may make no sense to you, there is good reason why it was given and you'll be much better off if you accept the order and carry it out to the best of your ability.

This does not mean that you shouldn't ask questions. On the contrary, you should ask many questions if you don't understand an order. And don't be afraid to ask. It's your duty to know what you are expected to do, and it is the duty of your leader to make sure that you understand his orders.

You've Taken Orders Before

Taking orders in the Army is really no different from accepting orders in civilian life. If you worked for a company before you entered the Service, you took orders from your boss because you knew that he

wanted his business run in a certain way. Sometimes you had ideas on how the business could be improved, or how your job could be done more efficiently. If your suggestions were sound, your boss probably tried to use your ideas.

It's the same in the Army. Your leaders will welcome any good ideas from you on how the job can be done more quickly or easily. And if your ideas won't work, they'll tell you why. But don't try to be a know-it-all.

Your Attitude

Obviously, your attitude will determine whether you will accept orders in good spirit or will try to dodge your duty as a soldier. If you make up your mind at the beginning that you are going to carry out conscientiously the orders of your leaders, you will get along well in the Army. On the other hand, if you grumble and quibble when you are told to do something, you will cause trouble for yourself and make your leader's job more difficult.

Some new soldiers think that officers and noncommissioned officers live in a different world, or that they are deliberately trying to make life unpleasant for the private. That is not true. The relationship among military men is one of comradeship and helpfulness. Your leaders are in the Army to help you become a good soldier.

Look at it this way: Some day your officers and noncoms might have to lead you in combat. If that day comes, they will have a right to demand the best from you, because your life may depend on it.

If your leaders are stern with you at times, if they make you work hard and "toe the line," it is for the

same reasons that your parents and teachers were stern when you were growing up. They are trying to teach you to do things the right way, and sometimes the right way seems to be the hard way, until you know better.

Perhaps the things that you will have to learn about your leaders—and yourself—in the Army can be summed up by something Mark Twain said:

"When I was a boy of 14, my father was so ignorant I could hardly stand to have the 'Old Man' around. But when I got to be 21, I was astonished at how much he had learned in 7 years."

Section V. MILITARY DISCIPLINE

It Isn't Punishment

As a soldier, your basic duty is *to obey the orders of your leaders*. The important thing is, however, that the good soldier develops a sense of duty which helps him to figure out what he should be doing. The Army cannot function if it has to depend on each soldier doing *only* what he is told. A sense of duty will direct soldiers to do what they know has to be done, in the way that it should be done.

"You can't have an Army without discipline." You probably heard that before you entered the Army and you'll hear it as long as you are in the Service. It's an old phrase, but it's still true. It's true because an Army without discipline isn't an Army, but a mob.

What is discipline? Some new soldiers think it means punishment or a slave-like obedience, but it is neither. "Discipline" comes from a Latin word that means *learning*. The dictionary says it is "training

which corrects, molds, strengthens, or perfects." Military discipline, therefore, is "the state of order and obedience among military personnel resulting from training."

It's Not New

Actually, discipline is not something new, for you have been disciplined in various ways all your life. When you were growing up, you learned to obey your parents and teachers and they taught you respect for the rights of others and the laws of your country. That was discipline.

Later on, after you left school, you probably got a job. In that job, no matter what you were doing, there were certain rules that you had to obey. There were certain ways of doing your work and standards that you had to keep.

The things that you did in your civilian job, the rules you obeyed—that was professional discipline, and no business could exist without it. Looking at your civilian life, therefore, you see that there was much discipline in it. Now you are in the Army and you must live up to another kind of order—military discipline.

The purpose of all Army training in discipline is to get you accustomed to taking orders and carrying out those orders quickly. That's why the army insists on perfection, even in the little things. If a soldier will do the little things quickly and well, the chances are that he will do the same with the big things, when he gets into battle. In battle, soldiers must follow the orders of the leader and they must follow them quickly. There isn't time to argue, because seconds wasted mean lives lost.

How It Works in the Army

Military discipline has many forms, but the purpose of it is the same, to make you so well trained as a soldier that you will carry out your orders quickly and intelligently even under the most difficult conditions. In your training, you will find that your officers will insist on perfection in what seem to be minor details. You will have to keep in line and march in cadence. You will have to carry your rifle at just the right angle. You will have to make your bed in a certain way. You will wear a uniform according to rules. You will have to salute with snap and precision. All these are part of military discipline.

Accepting discipline means that you are learning to place the task of your unit—your team—above your personal desires. It means that you are learning to obey promptly the orders of your leaders, so that, even when they are not present, you will carry out their orders to the best of your ability. When you have learned these things, then you will have military discipline—the kind that saves lives and wins battles.

The Measure of Discipline

Military discipline can't be measured by civilian standards, even though the two are alike in some ways. Lack of discipline in civilian life can cause unhappiness, but it usually is not a matter of life and death. In the Army, poor discipline can be the direct cause of death in combat. Some day the lives of your friends and the destiny of your country may depend on your actions. Success or failure of a campaign could be determined by one sentry, patrol leader, radio operator or gunner—and you might be any one of these persons.

Good military discipline is a habit that you must start forming the day you enter the Army. When you obey orders on the drill field, when you snap to attention at a command, and when you carry out your routine assignments, you are creating the habit of discipline that will carry you through when the real test comes.

General Pershing once said "Send me soldiers who can shoot and salute." The General meant that he wanted men who were good with their weapons and well disciplined—men who would keep going when the battle got tough because they would take orders and carry them out quickly.

Section VI. LEADERSHIP

Can You Measure Up?

Although you may not realize it, the Army is constantly analyzing you and every other soldier for leadership potential.

It's a good idea to do what you can to be ready for any leadership opportunity that may lie ahead. And the chance will probably come sooner than you think. Many thousands of soldiers, in combat and out, have become leaders during emergencies. Most have been equal to the job; some who failed probably did so because they weren't mentally ready—the opportunity caught them unprepared. Don't let this happen to you. Keep yourself prepared.

What is this thing, leadership? Military leadership is the art of influencing and directing men in such a way as to obtain their willing obedience, confidence, respect, and loyal cooperation in order to accomplish the mission.

You don't have to be the commander of a unit to exercise leadership. Suppose, for example, you are ordered to do a certain task and another soldier is assigned to help you. You're not this soldier's commander, but you *are* his leader on this particular job. You are a leader because it's your responsibility to get the job done, and to get it done, you need the other soldier's help. Maybe the actual work involved in the job is easy for you. But to get the best efforts from the other man takes leadership, something different from your own ability to do your part of the work. How do you go about leading this other man?

First, remember that this man is an individual, just as you are. He has feelings and personal pride, too. You can't adopt a superior attitude and expect him to do his best work for you. That is not leadership.

Instead, you probably would start by showing him that you respect him as a person. Calling him by name is one way to demonstrate this respect. It shows that you consider him an individual, not just another man in uniform. Next, if time permits, you will find it helpful to explain *why* the job is to be done. Most people work better when they understand the purpose of what they are ordered to do.

Then make sure he knows *how* to do his part of the job. If he doesn't, you will have to show him how, which means that you have to know how also. Knowing your job is one of the most important of all qualities of leadership. The more you know about the job of being a soldier, the more likely it is that you will be ready to assume leadership responsibilities in the future.

The last step on this two-man job is *doing it*. If you do everything yourself, you're not leading the other

man. If you leave everything to him, you're neglecting your responsibility. To be a leader in this situation means making a decision about the method that will be used and then explaining to the other man what each of you will do to get the job done.

The Principle is the Same

Leading one man is not quite the same as leading a squad or platoon, or commanding a company or larger unit. But there is less difference than you might think. A company commander, for example, leads about 200 soldiers, but he applies the same principles of leadership that were involved in the example above. He has greater responsibilities for the health, training, and general welfare of the company than you would have in directing one soldier on a particular job, but it is the same kind of responsibility. By learning how to lead one or two men, you are preparing yourself to lead larger groups.

Learn to Take Orders First

One of the most important things a leader needs is the ability to lead himself. That's why all our truly great commanders have been outstanding in self-discipline. It takes strong self-discipline to be a good follower; if you aren't a good follower, you probably will not be a good leader. **TO GIVE ORDERS, YOU FIRST MUST KNOW HOW TO TAKE THEM.**

Here are some things men expect from their leaders:

Honesty, justice, and fair treatment.

Consideration due them as mature soldiers.

Personal interest in them as individuals.

Loyalty.

Anticipation of needs.

Information on the mission.

A balance of training, work, and recreation.

Clear and positive decisions and orders.

Demands commensurate with capabilities.

Recognition for work well done.

For a detailed discussion of leadership, see FM 22-100.

Section VII. MILITARY COURTESY

What Does It Mean?

Courtesy is good manners and politeness in dealing with other people. You will learn much about military courtesy as you go through your training. First, it's important that you understand two things:

Military courtesy is basically no different from courtesy in civilian life.

Military courtesy works both ways—for the officer as well as the soldier.

Let's consider that first point. The only distinction between the two kinds of courtesy—military and civilian—is that, in the Army, the *forms* of courtesy are different because they have developed in a military atmosphere and have become customs and traditions of the Service.

Some of these forms will seem strange to you at first but, as you go further in your training, you will see that they make sense. In fact, most of the forms of military courtesy have some counterpart in civilian life.

For example, you are required to say "sir" as a mark of respect when you talk to an officer. Perhaps

that seems undemocratic to you. Yet, in the early days of your country, all young men and women were taught to say "sir" to their fathers. Even today, some sons carry on this tradition, and it is considered good manners for a younger man to say "sir" when speaking to an older man. Even more common is the use of "sir" in the business world. Chances are that, if you go into a restaurant, store, or bank, the people running that business will call you "sir."

Now that you are in the Army, you will be called to attention when an officer enters your barracks or classroom, or approaches your group outdoors. There is a good reason for this, of course. When an officer approaches your group, usually he wants to give you an order and he needs your complete attention so you will understand that order. Yet, this is really no different than the attention you gave your teachers in school when they entered a classroom.

It Works Both Ways

Many new soldiers think that military courtesy is a "one-way street." They think that they have to be courteous to officers, but that the officers don't have to return the courtesy. This is not true. Officers are required to respect their men as individuals, just as you should respect officers. Without this basis of mutual respect, there can be no military courtesy.

In the final analysis, military courtesy is the respect shown to each other by members of the same profession. Whether a soldier is an officer or an enlisted man, he is still part of the same Army. That is why there is such a thing as military courtesy. It is not only a form of respect for the Nation; it is an exchange

of respect and good-will by members of the team whose job it is to defend the Nation. Soldiers show military courtesy to their officers because they respect the responsibility the officer has in leading his men. Officers, on the other hand, respect their men because they know the responsibility the men have in carrying out their orders.

Importance of the Salute

There isn't room in this book to outline all the different forms of military courtesy. But you should know something about the hand salute because it is the most important of the military courtesies and it is the one you will use most often.

The salute is a greeting between military men. It's a military way of saying "Hello, how are you?" In fact, it's customary to say "good morning, sir," or "good afternoon, sir," or "good evening, sir" when you salute an officer. And he will answer you, when he returns the salute.

Usually, it's proper for officers of the same rank to salute each other when they meet, because it's the military way of saying "hello." Sometimes, of course, you will use the hand salute to honor the flag when it is passing in parade. Then the salute is used as a mark of respect for your country.

Why Salute Proudly?

The way you salute is important because it tells a lot about you as a soldier. If you salute proudly and smartly, it shows that you have pride in yourself and pride in your outfit. It shows that you have confidence in your abilities as a soldier. A sloppy

salute, on the other hand, shows that you lack confidence, or that you don't understand the meaning of the salute, or that you are ashamed of your outfit and yourself.

The salute had its origin in ancient times. When one man approached another he would raise his hand with palm open to show that he had no weapon and meant no harm. Later, when men wore armor, it was the custom to open the visor to reveal the identity. Gradually, the military salute was developed and has been retained in this form.

The proper salute is rendered by raising the right hand smartly until the tip of the forefinger touches the headgear just above and slightly to the right of the right eye. The fingers are lined tightly together and the thumb lies snugly along the side of the hand. The hand and wrist are straight so that they form a straight line from the fingertips to the elbow. The upper arm (elbow to shoulder) should be horizontal.

In rendering the salute, turn your head and eyes toward the person or flag you are saluting. Bring the hand to the correct position in one motion, without any preparatory movement. In order for the upper arm to be horizontal while the forearm and hand form a straight line, the elbow will have to be slightly forward of the body, a distance which will vary according to the build of each individual. Hold the salute until the person being saluted drops his hand, then bring the hand directly down to its natural position at your side.

In returning your hand to your side, do not slap your leg or move your hand out to your side. Any flourish in the salute is improper.

It is improper to salute with any object in your right



1
Figure 36. Salutes.



2

Figure 36—Continued.

hand or with a cigarette, cigar, or pipe in your mouth. It is also improper to salute while running.

When to salute. All Army personnel in uniform are required to salute at all times when they meet and recognize persons entitled to the salute except in public conveyances such as trains and buses or in public places such as theaters, or when a salute would be obviously inappropriate. Additionally, Army personnel exchange salutes upon recognition, even when one or both parties are in civilian clothes. Salutes in vehicles are covered later. The rendering of the salute is also required—

When the national anthem, "To the Color," or "Hail to the Chief" is played.

When the national color or standard passes by. On ceremonial occasions.

In all official greetings.

At reveille, when within sight of the flag or sound of the music.

During the rendering of honors.

When passing by uncased colors outdoors.

Whom to salute. You are required to salute all commissioned officers and warrant officers, both male and female, of the Armed Forces. It is customary to salute the officers of Allied nations when you recognize them as such. Do not salute noncommissioned officers or petty officers. However, you will learn that there are exceptions to this rule, such as when you act as a squad leader and salute your platoon sergeant when making reports information.

Other things to know. The salute is rendered but *once* if the senior remains in the immediate vicinity and no conversation takes place. If a conversation

takes place, the junior again salutes the senior on departing or when the senior leaves.

Exceptions to the general rule prescribing the salute are indicated in specific rules given in subsequent paragraphs. In general, one does *not* salute when—

At work.

Indoors, except when reporting to a senior or when on duty as a sentinel or guard.

A prisoner.

The rendition of the salute is obviously inappropriate.

Example: A person carrying articles with both hands or being otherwise so occupied as to make saluting impracticable is not required to salute a senior person or to return the salute of a junior.

In any case not covered by specific instructions, or in case of reasonable doubt, the salute will be rendered.

The term "outdoors" includes such building as drill halls, gymnasiums, and other roofed inclosures used for drill or exercise of troops. Theater marquees, covered walks, and other shelters open on the sides to the weather and where a hat may be worn are also considered outdoors.

The term "indoors" includes offices, hallways, kitchens, orderly rooms, recreation rooms, washrooms, and squad rooms.

The salute is always rendered by a junior on reporting to a senior. He will also salute at the end of the interview or upon leaving. The above two rules are usually modified within offices where certain

juniors are required to report frequently to their seniors.

Reporting to an Officer

When a soldier has requested and obtained permission to speak to an officer officially, or when the soldier has been notified that an officer wishes to speak with him, the soldier *reports* to the officer. The form of the report may vary according to the local policy, but the recommended form is "Sir, Private Smith reports."

When reporting to an officer in his office, the soldier removes his headgear, knocks, and enters when told to do so. He approaches within two steps of the officer's desk, halts, and salutes. The salute is held until the report is completed and the salute has been returned by the officer. When the business is completed, the soldier salutes, holds the salute until it has been returned, executes about face, and departs.

When reporting indoors under arms, the procedure is the same except that the headgear is not removed and the soldier renders the salute prescribed for the weapon with which he is armed. If the soldier is armed with the rifle, he carries it at trail arms.

The expression "under arms" means carrying the arms, or having them attached to the person by sling, holster, or other means. In the absence of the actual arms, it refers to the equipment pertaining directly to the arm, such as cartridge belt, pistol holster, or automatic rifle belt. A full description of procedures to be followed when "under arms" is given in FM 22-5, Drill and Ceremonies.

When reporting outdoors, the soldier will move to the vicinity of the officer at double time, halt at a distance of approximately two paces from the officer,

salute, and report as described above. If under arms, the weapon may be carried in any manner for which a salute is prescribed.

When reporting for pay, the soldier answers when his name is called, salutes the officer making payment (in this instance, the officer does not return the salute), reports "Sir, Pvt _____ reports for pay," counts his money as it is handed to him, signs the pay voucher, and leaves the room without again saluting.

Salutes in Vehicles

The general rule that All Army personnel in uniform are required to salute at all times when they meet and recognize persons entitled to the salute applies generally to salutes in vehicles. Some exceptions follow: In case a detail is riding in a vehicle, the individual in charge (normally seated next to the driver) renders the hand salute for the entire detail. Drivers of vehicles, military or civilian, are not required to salute at any time they feel it would create a safety hazard. Thus, in most cases, a driver will be able to render a salute. All personnel will be especially alert to distinguish, and salute vehicles bearing General Officer automobile plates. Salutes are not rendered by, or to, persons riding in public conveyances.

Saluting on Guard Duty

In garrison, sentinels posted with a rifle salute by presenting arms after first halting and facing the music, person, or colors. During hours for challenging, the salute is rendered as soon as the officer has been duly recognized and has advanced.

A sentinel armed with a pistol or carbine salutes with the hand salute except during challenging hours.

When challenging, he does not salute, but executes raise pistol (port arms) and retains that position until the challenged party has departed.

A sentinel in conversation with an officer does not interrupt the conversation to salute another officer, but if the officer with whom the sentinel is conversing salutes a senior, the sentinel also salutes.

A prisoner guard armed with a rifle executes the rifle salute.

A sentinel on post or a guard on duty salutes whether outdoors or indoors.

No salute is rendered by a guard when saluting would interfere with the proper performance of his duty.

Saluting in Groups

In formation. Individuals in formation do not salute or return salutes except at the command PRESENT ARMS or HAND SALUTE. The individual in charge salutes and acknowledges salutes for the whole formation. Commanders of organizations or detachments which are not a part of a larger formation salute officers of higher grades by bringing the organization or detachment to attention before saluting. When in the field under campaign or simulated campaign conditions, the organization or detachment is not brought to attention. An individual in formation at ease or at rest comes to attention when addressed by a person senior to him.

Not in formation. On the approach of an officer superior in rank, a group of individuals not in formation is called to attention by the first person noticing him, and all come smartly to attention and salute. Individuals participating in games and members of de-

tails at work do not salute. The individual in charge of a work detail, if not actively engaged, salutes or acknowledges salutes for the whole detail. A unit resting alongside of a road does not come to attention upon the approach of an officer. However, if the officer addresses an individual or group, all come to attention and remain at attention (unless otherwise ordered) until the termination of the conversation, at which time they salute the officer.

Honors to the National Anthem, "To the Color (Standard)," or "Hail to the Chief"

Outdoors. Whenever and wherever the national anthem, "To the Color," or "Hail to the Chief" is played—

At the first note, all dismounted personnel in uniform and not in formation face the music, stand at attention, and render the prescribed salute, except that at the "Escort of the Color" or at "Retreat" they face toward the color or flag. The position of salute is retained until the last note of the music is sounded. Men not in uniform should remove their headdress with the right hand and hold it at the left shoulder with the hand over the heart. Men not in uniform and without headdress should stand at attention. Men in athletic uniform should stand at attention, removing headdress if any. Women not in uniform should salute by placing the right hand over the heart.

Vehicles in motion will be brought to a halt. Persons riding in a passenger car or on a motorcycle will dismount and salute. Occupants of other types of military vehicles and buses remain seated at attention in the vehicle, the individual in charge of each vehicle

dismounting and rendering the hand salute. Tank and armored car commanders salute from the vehicle.

The above marks of respect are shown the national anthem of any friendly country when it is played at official occasions.

Indoors. When the national anthem is played indoors, officers and enlisted personnel stand at attention and face the music, or the flag if one is present. They do not salute unless under arms.

Other Honors

Salutes To Colors. National and organizational flags (as described below) which are mounted on short flagstaffs (pikes) equipped with spearheads are called colors. These are made of silk and measure 3 feet on the pike by 4 feet on the fly. They are trimmed on three edges with a knotted fringe of yellow silk 2½ inches wide. Attached below the spearhead of a national color only is a red, white, and blue silk cord, 8 feet 6 inches in length, with a tassel at each end.

Military personnel passing an uncased national color salute at six paces distance and hold the salute until they have passed six paces beyond it. Similarly, when an uncased color passes by, they salute when it is six paces away and hold the salute until it has passed six paces beyond them. Small flags carried by individuals, such as those carried by civilian spectators at a parade, are not saluted.

Personal honors. When personal honors are rendered, officers and enlisted personnel not in formation salute at the first note of the music and hold the salute until the completion of the ruffles, flourishes, and march. When the cannon salute is rendered, military person-

nel being saluted and other persons in the ceremonial party render the hand salute during the firing of the salute. Civilians stand at attention while being honored. Other persons in the vicinity of the ceremonial party also stand at attention. A cannon salute to the Nation requires no individual action. For the number of guns to which distinguished military and civil officials are entitled, see AR 600-25.

Military funerals. Military personnel salute during the passing of a caisson or hearse bearing the remains in a funeral procession. Those attending a military funeral in their individual capacity or as honorary pallbearers uncover or salute as prescribed in FM 22-5.

Uncovering

Officers and enlisted men *under arms* uncover only when—

Seated as a member of or in attendance on a court or board. (Sentinels guarding prisoners do not uncover.)

Entering places of divine worship.

Indoors when not at a place of duty.

In attendance at an official reception.

Other Courtesies to Individuals

All military personnel are customarily addressed, in official correspondence, by their full titles. In conversation and unofficial correspondence, Army, Air Force, and Marine personnel, male or female, are addressed as follows:

All general officers—"General"

Colonels and lieutenant colonels—"Colonel"

Majors—"Major"

Captains—"Captain"

All lieutenants—"Lieutenant"

All chaplains—"Chaplain"

Cadets—"Mister"

Warrant officers—"Mister"

All sergeants—"Sergeant"

Corporals—"Corporal"

All specialists—"Specialist"

Privates and privates first class—"Private"

When the name is not known, a private may be addressed as "Soldier."

In conversation and in unofficial correspondence. Navy and Coast Guard officers, male or female, are addressed as follows:

All admirals—"Admiral"

Commodores—"Commodore"

Captains—"Captain"

Commanders, lieutenant commanders—"Commander"

Lieutenants, ensigns, and midshipmen—"Mister (Miss)"

All chaplains—"Chaplain"

All medical officers—by their rank

In referring to or introducing captains in the Navy or Coast Guard, it is customary to add, after the name, "of the Navy," or "of the Coast Guard," since the grade of captain in the Navy and in the Coast Guard corresponds to the grade of colonel in the Army, Air Force, and Marines.

Any officer in command of a ship, regardless of the size or class of the ship, is addressed as "Captain" while actually exercising such command.

Enlisted men of the Navy or Coast Guard are addressed either by their speciality or by their last name. A chief petty officer is usually addressed as "Chief." When his name or specialty is not known, a seaman may be addressed as "Sailor."

The term of respect "Sir" is used when speaking to officers and civilian officials, especially in answering questions—"Yes, sir" and "No, sir." Avoid using the term too often; it should not ordinarily be appropriate more than once during a statement. When speaking with a female officer, the term "Ma'am" is used.

Conversation carried on in the presence of troops should be formal, and proper titles should be used. When not in the presence of troops, senior may address juniors by their last name, but this does not give the junior the privilege of addressing the senior in any way other than by his proper title. Individuals of the same grade generally address one another by their last name.

The cap of male personnel is removed indoors (the Post Exchange, Commissary, and similar places are not indoors in this sense) and in elevators when ladies are present. When out of doors, the cap is never removed or raised as a form of salutation in presence of ladies. When appropriate, ladies and civilians may be saluted in lieu of removing the cap. For rules on uncovering while *under Arms* see page 152.

Female military personnel will remain covered at all times when it would be appropriate for civilian women at a similar function to wear a hat. They must wear headgear when in uniform outdoors.

When an officer enters a room, enlisted men uncover (if unarmed) and stand at attention until the officer

directs otherwise or until he leaves. When more than one person is present, the first to see the officer commands, ATTENTION.

When an officer enters a place used as an office, workshop, or place of recreation, personnel engaged in an activity there do not come to *attention* unless the officer speaks to them. A junior comes to attention when addressed by a senior, except in the transaction of routine business between individuals at work.

When an officer enters a mess, unless custom or that officer directs otherwise, the mess will be called to *at ease* by the first person who sees the officer. The person in charge reports to the officer. The men remain seated at ease and continue eating unless the officer directs otherwise. An individual directly addressed should rise to attention unless seated on a bench instead of a chair, in which case he stops eating and sits at attention until the conversation is ended.

When accompanying a senior, the junior walks or rides on his left, except during an inspection of troops in formation.

In entering a vehicle, the junior enters first and others follow in inverse order of rank. In leaving a vehicle, the senior leaves first and others follow in order of rank.

Section VIII. SUMMARY

You've read in this chapter about the many things that make up the soldier. You've read about duty, responsibility, the necessity for taking orders, discipline, and all the other factors that are a part of the soldier's life.

Don't be discouraged or afraid of what's ahead of you. You can take heart in this fact: millions of

Americans just like you went through this experience in World War II and made good soldiers. Your future in the Army is ahead of you and you too can make a good soldier if you will try. It's up to you.

CHAPTER 5

YOU—THE INDIVIDUAL

Section I. YOU'RE AMONG THE WORLD'S BEST PAID SOLDIERS

Your Pay

There's an old song that says "You'll never get rich in the Army." The reason you're in the Army is for *service* to your country and not just pay. The truth of the matter is, if you go into combat, no one can afford to pay you enough money for the things you will endure. But you are among the world's best-paid soldiers when your overall benefits are included. There may be times when you won't believe this, but it's true. You receive the best living quarters available, good clothing and excellent food, survivors benefits, social security benefits, retirement rights, medical and dental care, certain tax free allowances for you and your dependents, and free entertainment and recreation. These are items for which you would spend a considerable part of your pay if you were employed outside the Army. Thus they are a real part of your pay.

You are paid at the end of each month. In addition to your basic pay, you may receive allowance and special pay for overseas duty and proficiency pay when designated as possessing special proficiency in a military skill. You may also receive extra pay when qualified for parachute duty, demolition duty, aerial flight duty, thermal stress duty, or diving duty. From this will be deducted any allotments which you have made

and any stoppages which have been charged against your pay. Normally, you will be paid in currency.

Allotments

These allotments we mentioned are a convenient means of making sure that regular monthly payments will go to certain persons or agencies you name. Once you have made an allotment, it will be paid for you each month until you ask that it be discontinued.

Normally, you may allot all but \$10 of your pay. In some cases, your commanding officer may feel \$10 is not enough for you to get along on and set a higher limit.

The Army allows you to make allotments only to certain persons or agencies. For example to your family, for Government savings bonds, to a bank for a savings account, to a commercial life insurance company, to a building and loan association, or to Army Emergency Relief or American Red Cross to repay a personal loan. If you want to make an allotment, your unit clerk will help you prepare the necessary forms.

Stoppages

Stoppages are legal deductions from your Army pay and do not have to be authorized by you as in the case of allotments. Such a stoppage might be deductions for the value of Government property lost or destroyed through your abuse or negligence for which you had been found liable. Forfeiture of pay through action by courts martial is another example of stoppage.

Taxes

Most military pay is subject to Federal income tax. Consult your pay voucher to find out how much tax you pay. Payment of income tax is made by the finance office withholding a portion of your pay each month. At the end of the year you must complete the required tax form, attach to it the withholding statement, and mail the form and statement to the District Director of Internal Revenue.

The Soldier's and Sailor's Relief Act, as amended, provides the serviceman on active duty with protection from taxation, under certain circumstances, by the state in which he is temporarily stationed under military orders. Department of the Army Pamphlet 355-8, dated July 1957, entitled TROOP TOPICS—YOUR PERSONAL TAXES contains a good discussion of the Act as it pertains to a serviceman's liability for state and local taxes. Your legal assistance officer should be consulted if questions arise as to your state and local tax status.

Savings

Other than taxes, allotments, and necessary expenses, you need spend very little cash for ordinary living expenses in the Army. You will probably have something left out of each month's pay. It is only common sense that you save as much of that balance as you can. It doesn't take long to save a nice "nest egg." The Army makes it as easy as possible for you to save money. A handy service for this purpose is called Soldier's Deposits. It is very much like an ordinary savings bank account. You can have your savings deducted from your monthly pay or make

cash deposits in sums not less than \$5. Amounts left on deposit for 6 months draw interest of 4 percent from the day following the date of deposit until date of withdrawal or until you are separated. The Government is responsible for your money. It cannot be used to satisfy legal judgments which may be made against you.

Savings can also be accomplished through a Class B allotment. This sets aside part of your pay each month for the purchase of United States Savings Bonds. These bonds pay approximately 3¾-percent interest on the money invested.

Social Security

Members of the Armed Forces are included in the social security program. If you have not registered and received a social security number before entering the Army, this will be accomplished during your processing at the reception center. Your coverage varies with the amount of your pay, and the payments are automatically withheld from your pay under the heading FICA tax withheld. Be sure your social security number appears on each military pay voucher so you will get proper credit.

Other Benefits

In addition to whatever insurance you might have, your family will be paid a sum equal to 6 months' pay in the event of your death while on active duty. It will not be less than \$800 nor more than \$3,000.

If you should die as a result of service or as a result of a disability suffered in line of duty while in the service, your dependents may qualify for indemnity

compensation. The widow is the primary beneficiary; the amount is computed on \$112.00 plus 12 percent of the basic pay, with a minimum of \$122.00. Other dependents may receive compensation under certain conditions. Department of the Army Pamphlet 608-2 gives the details.

If you are a war veteran and die of causes not connected with that service, your widow and children may, in certain cases, be entitled to a pension. The main qualification is that a veteran, at the time of his death, must be receiving or be entitled to receive compensation or retirement pay for a war-service connected disability.

Social security payments may be made to widows and minor children and to children in schools.

One of the best benefits that you may receive is retirement pay. Soldiers may be retired for age, disability, or years of service. Upon completion of 20 or more years of active duty, you may, upon request, be placed on the retired list. In addition to retirement pay, you are entitled to commissary and post exchange privileges and medical care.

Upon reaching the required age, you will begin receiving social security pension payments based on the social security payments you made while working. These add a substantial amount to your income in old age.

Section II. YOUR UNIFORM

You Buy Your Own

Through years of experience, the Army has determined the amount of clothing (uniforms) you will require during a period of service. You must have at

least the prescribed amount at all times. This may vary from time to time as new clothing is developed and issued, but AR 670-5 (AR 670-30 for female personnel) will tell you what, and how much, you must have.

As soon as you enlist, you receive an initial issue without charge. Your uniforms will be properly fitted at the time of issue. Alterations required because of your growth or development during the first 6 months of your enlistment will be made at Government expense.

It's Yours to Maintain

Your uniform then is *your* personal clothing and it becomes your responsibility to care for it properly. You must keep it cleaned, pressed, and repaired. You must keep it up to the standards required. When it wears out, you must buy replacements.

To enable you to maintain your clothing and to replace articles as they wear out, you will receive a cash allowance. The basic maintenance allowance, as it is called, will be paid along with your regular pay beginning the seventh month of your first enlistment. When you begin the fourth year of continuous service the cash allowance will be increased. The increased allowance is called the standard maintenance. It will be paid from then on until you retire, unless you are out of the service for more than 3 consecutive months.

The clothing allowance is more than enough to keep you well dressed if you take care of your uniforms. You can see that it will pay you in the long run to take good care of your clothing. *Remember your responsibilities in regard to the appearance of your uni-*

forms. Be thrifty, but don't allow your desire to save money cause you to appear in shabby uniforms.

. . . To Repair

As a soldier, you are expected to keep your clothing in good repair. The services of the post tailor are always available to you for mending or alteration of your uniforms; of course, you must pay him for his work. A damaged garment should be repaired immediately, for delay may increase the damage or make repair impossible.

. . . To Keep Clean

You must keep your clothing clean. A uniform that gets dirty and stays dirty wears out quickly; the dirt cuts the fibers of the cloth and collects and holds moisture. It is impossible to keep your uniform from getting dirty, but it need not stay dirty. Brush and clean it, or have it cleaned, regularly. Remove all spots immediately. The longer spots remain, the harder they are to get out. Do not have uniforms pressed until all spots have been removed.

Wear It Correctly

It is an honor to wear the uniform of the United States Army. It is an honor because those who have worn the uniform have brought honor to it. The Americans who have worn the uniform before you have done their part. As a soldier, you are obligated to maintain the traditions of smartness and gallantry which they have established throughout the world. If you are a good soldier, you will take great pride in the way you wear your uniform. The neat, well-groomed soldier attracts favorable attention. As the

name implies, the uniform must be worn in a standard (uniform) manner as established in published regulations. Some of the rules for wearing the uniform are stated in Army regulations, and apply to all American soldiers everywhere; others are determined by local commanders. It is your responsibility to familiarize yourself with the regulations which apply to you. The local uniform regulations will be posted on your bulletin board.

Follow the Rules

The rules which you must observe in all situations are given below:

Don't leave your barracks or your area unless you are in the prescribed uniform, and it is clean and well pressed.

Be sure that your uniform is in good repair.

Keep your brass bright and your leather clean and polished.

Keep all your buttons buttoned; when neckties are not required, the collar of the shirt may be left unbuttoned.

Wear regulation socks.

Do not mix your uniforms.

Do not alter the general appearance of your uniform. (This rule is not meant to forbid alteration of uniforms to provide for better military fitting.)

Do not decorate the uniform with unauthorized emblems. (Civilian accessories such as watch chains or fraternity, school, or organization pins must not be worn on the uniform.)

Do not wear unauthorized clothing. Shirts, caps, ties, and belts or shades or materials different from the issued ones are not authorized. Do not feel that

these regulations end when you step outside the limits of the post.

Keep your uniform neat. When laundering, cleaning, and pressing facilities are available, it is your own fault if you fail to use them.

Wear the service cap (with visor) or the garrison cap (overseas) as directed by your commanding officer. The service cap is worn squarely on your head (visor level). The garrison cap is worn tipped slightly to the right.

Regulations regarding the wearing of the uniform apply at all times both on and off the post. When you are wearing the uniform, you must wear it correctly. During off duty hours you may wear civilian clothing in the United States. Outside the United States, the wearing of civilian clothing will be regulated by your commanding officer.

You Represent the Army

When in uniform, you are quickly and easily identified as a member of the Army. Sloppily dressed soldiers are certain to bring discredit upon the Army, because the American people expect the best of the Army. It is up to you to help maintain this high standard.

The Army Costs Money

When you look around at an Army post you see many things—buildings, houses, vehicles, streets, fire stations, hospitals, messes, squad rooms, beds, shower rooms, and thousands of other items.

Stop. Consider that all these things were either directly or indirectly designed and built to serve one primary purpose—the betterment of the soldier. All these things cost a lot of money—billions of dollars.

Where does the money come from? It comes from public taxes appropriated by the Congress of the United States for the upkeep of the Army.

Now, supply economy comes into the picture. The budgetary allowance for the Army is limited and is appropriated on a year-to-year basis. Property that is lost or damaged through carelessness is a loss to you and your fellow citizens. This being the case, you can see that it is an absolute duty of every individual in the Army to learn and practice the principles of conservation, maintenance, safeguarding, recovery, repair, and salvage of food, fuel, weapons, transport, and all other materiel. This is necessary to insure that the supplies and equipment furnished us will last as long as possible.

Your Personal Equipment

You are responsible for the equipment issued to you. This responsibility includes proper care and maintenance. If through carelessness or neglect you lose or damage equipment issued to you, the cost of replacing or repairing the articles is charged to you. The statement of charges is used for this purpose; your signature on the statement of charges provides the proper basis for a deduction from your pay. It is your duty to conserve equipment. All equipment issued to you is loaned to you by the Government—it belongs to the Government. In the combat zone, equipment is of primary importance to every fighting man. A rifle that has been neglected may not shoot. A torn sleeping bag will not keep you warm on cold nights. The record shows that the Army suffers needless casualties if each soldier's individual equipment is not at hand and in good operating condition when it is needed.

Supply Economy

You are also required to assist in all other forms of conservation. Here are some ways you can help—

Don't take more food on your plate than you can eat.

Turn off the electric current when it is not needed. Turn off water outlets completely when you are through using the water.

Avoid spilling gasoline and lubricants.

Don't use Government vehicles for unauthorized trips.

Don't use gasoline for any unauthorized purpose—heating, drycleaning, etc.

Don't throw gasoline containers away when they are empty.

Don't put gasoline in the water cans or water in the gasoline cans.

Use your personal stationery—not the Government stationery in the orderly room—for your personal letters.

Turn in items that you don't need; don't throw them away.

Don't replace an item if it can be repaired.

Remember it's your equipment. Take care of it.

Section III. YOUR PERSONAL AFFAIRS

Your Army Can Help

You didn't leave your personal life behind when you entered the Service. The Army recognizes this fact and has many ways to help you when personal problems arise that you cannot solve alone. The Army does this because it is interested in your welfare and

you cannot do your best work as a soldier if you are worrying about your personal difficulties.

Some of the personal problems that may cause you difficulty while you are in the Army are family or religious matters, legal affairs, the need for regular or emergency leave, or the need for money. This section of your *Soldier's Guide* will explain how you can call on the Army for help and whom to see when you have a problem.

You may find that some problem arises which is too big for you. If necessary, you are encouraged to seek assistance immediately. The Army knows that a man who is worried about a personal problem is not as effective a soldier as he could be. The first step in seeking assistance is to decide, if you can, what *type* of problem you have. Is it something that could best be handled by your commanding officer, by your legal assistance officer, by the chaplain, by the Inspector General, or by the doctor? If you can decide, you should notify the noncommissioned officer responsible for you that you desire to see the person you have decided might be able to help you. The method for obtaining an interview varies from place to place, but is usually simple and fairly informal. It is necessary only so that the officer concerned may schedule interviews. Your own chain-of-command will want to know because they may be able to help you or, at least, so that they are aware of your personal situation.

Your Company Commander

If you have a personal problem, your company commander very often will be the first person to whom you should talk. He is very much interested in your

well-being and he wants to help you do your best job as a soldier. Sometimes your first sergeant or platoon leader will be able to give you the advice and help you need, and if they cannot help you, then they will consult your company commander about your problem. In any event, don't be afraid to bring your problem to your leaders if you can't solve it alone. They will be glad to help you and they will treat your problem as a private matter.

Leaves and Passes

Leaves of absence and passes may be granted when you can be spared from your duty. You are expected to work hard as a soldier and, therefore, you need periods of rest and relaxation to help you do a better job when you are on duty. You must remember, however, that your duty comes first, and you may not be able to get a leave of absence or a pass for a long period if getting the job done is more important. Here are some of the different kinds of authorized absences that you may receive:

Passes. While you are in basic training your commanding officer may give you a pass that will authorize you to visit nearby areas. Passes may be granted for a few hours or they may be authorized for a maximum of 3 days. Usually, you will be told how far you can go from your station, or this information will be written on the pass. *Don't go any farther than the pass allows*, even though you know you will be able to get back to your station in time. If you are found beyond the pass limit, you will be in serious trouble and your pass privileges may be suspended.

At first, you probably will have to obtain a pass each time you leave your post. Later, after you have be-

come a better trained soldier, you may be issued a permanent pass that will authorize you to leave your post when you are off duty. Passes do not count against your leave time. Remember, a pass is not an inherent right; it is a privilege that must be earned.

Leaves. You are entitled to leaves of absence in addition to passes. A leave of absence is a vacation, and while you are away you will continue to be paid. You are credited with $2\frac{1}{2}$ days of leave time for each calendar month of active duty. If you entered the Army on 1 February, for example, you would be eligible for 15 days' leave on 1 August. At the end of a full calendar year of active duty, you would be eligible for 30 days' leave. This does not mean that you can take leave whenever you are eligible. Your job comes first, and you can take leave only when you can be spared by your unit.

It's a good idea to take your accrued leave at regular intervals if you can. You may accrue a maximum of 90 days, but only 60 days can be carried over from one fiscal year to the next. Thus, in June you might have 90 days accrued, but after 1 July, you would have only 60 days. If you are honorably discharged from the Army and you have not taken all the leave that you have accrued, you will be paid for the part that you have not taken. If you put in more than 2 years of active duty without a leave, you still are eligible for only 60 days.

Leave for an emergency. While you are in the Army, you may need time off to attend to personal affairs in an emergency, such as death or illness in your family. If the situation is serious enough, your commanding officer can grant you the leave. If you are

on leave at the time an emergency arises, your commanding officer can grant you an extension of time. You can get leave, in this case, even though you do not have any leave credit accumulated. All the leave that you take will be deducted from your future leave credit.

For example, suppose you have just returned to your station from a regular leave. You have used all your leave credit and will not have any more leave time accrued until at least 6 days have passed. Then you receive a telegram telling you that there is an emergency at home. You apply to your commanding officer for 5 days' leave, and he grants it. That 5 days will be subtracted from any regular leave credit that you accrue in the future. You merely *borrow* this leave time.

You and Your Family

The Army will help you and certain members of your family in several ways while you are in the Service. There are some of the facilities:

Medical care for your family is provided in two ways. First, when facilities and personnel are available, treatment is provided at treatment facilities of the Armed Forces. You may find that the care provided for families and the ease with which appointments can be obtained will vary from time to time and station to station. This is because the situation varies according to the number of doctors and other personnel assigned, the funds available, and the number of patients being treated there. Periodic announcements are usually made stating the current policy at the treatment facility. Emergency treatment is always available.

To avoid severe hardship for many, dependents should have the DD Form 1173 (Uniformed Services Identification and Privilege Card) in their possession when requesting medical services. On entering the service, members should make prompt application for this card.

Second, the Army provides medical care for your family by the *Medicare* program. Under this program, your wife and your dependent children may use civilian hospitals and civilian doctors. You pay a very small portion of the cost; the rest of the bill is paid by the Army. The option of care by civilian doctors and hospitals is limited by regulations. *You must determine what the current regulations authorize* since these are subject to change, according to availability of funds. More detailed information on the Medicare program is available in Department of the Army Circular 40-31, Department of the Army Pamphlet 608-2, and AR's 40-21, 40-101, 40-121, and 40-122.

Family Allowances. As long as you are in the Service, under present regulations, you will be paid an extra sum of money each month if you have dependents, provided you are not furnished government quarters. This money is called a basic allowance for quarters and is credited on your military pay voucher. As long as you receive this allowance you are required to have a class Q allotment in effect to your dependents. The class Q allotment is paid directly to your dependents by the Government every month, and is in the amount of your basic allowance for quarters plus a prescribed amount contributed by you, depending on your grade. The total amount of the allotment is deducted from your pay each month.

Quarters. The assignment of family quarters is an extra benefit that you will receive as you advance up the Army's career ladder. Enlisted grades (E-5 or higher, or E-4 with 7 years' service) who have dependents are assigned family quarters if available. If quarters are not available, a monthly money allowance is paid instead. After the needs of this group are filled, the local commanding officer may assign any remaining quarters.

Transportation of Dependents and Household Goods. If you are an E-5 or higher, or an E-4 with 4 years' service, you may have your dependents and household goods moved at government expense, provided you make a permanent change of station. When you receive your permanent change of station orders, notify the transportation officer at your post and he will make the necessary arrangements to move your family and furniture.

Legal Matters

You may sometime need legal advice or assistance. If that happens, see the legal assistance officer at your post. His function is to advise military personnel and their dependents on their personal legal problems. Documents such as wills, affidavits, and powers of attorney will be prepared as part of the service. The services of a notary public are usually available at the legal assistance office without charge. Regulations prohibit a legal assistance officer from representing you in court proceedings or being your personal attorney in dealing with your legal adversaries. If after you discuss your legal problem with a legal assistance officer you decide a civilian attorney is needed to make a court appearance, etc., you must retain him at your

own expense. Civilian attorneys will frequently adjust their fees to fit the serviceman's financial condition. If you or your dependents are completely without funds, legal aid or free civilian legal service may be obtained. Free civilian legal aid is generally available only in cases in which a real need exists and there is an absolute inability to pay. Civilian attorneys will not give free legal aid in securing a divorce because a divorce is regarded as a luxury and not a necessity.

You will receive the most benefit from the legal assistance program if—

You consult the legal assistance officer *before* you take doubtful action. If you delay seeking advice until after you have taken the action, the advice may, of necessity, be limited to sympathy.

Visit the office in person. Telephone conversations are generally unsatisfactory to both parties, particularly when your question is one which cannot be answered immediately over the phone. Appointments are not necessary.

When visiting the legal assistance office, you bring all letters, documents, and other papers concerning your problem.

You are prepared to tell the attorney all of your story, unfavorable as well as favorable. One fact concealed may change the entire picture and the effectiveness of the advice you receive. Any disclosures made to the attorney are protected by the attorney-client privilege.

Wills. A will is a formal written statement that tells what you want done with your money and property

after you die. You will have to decide if you need a will. As a general rule, if you own property and die without a will, the State where you are a legal resident will distribute your property according to its laws. It's a good idea to make out a will, even though you own only a little property or have only a small bank account. If you do not, your dependents may have a hard time claiming your property or money if you die. A will will decrease any delays in settling your estate. Your legal assistance officer will help you if you wish to make out a will. If you already have one, he will examine it with you to make sure that it expresses your current wishes. *Keep your will in a safe place.* If you wish, you can mail it to The Adjutant General, Washington 25, D.C., for safe-keeping.

Power of attorney. While you are in the Army, it may be necessary to have someone represent you in regard to your property and affairs if you cannot be present. You can grant this authority to another person through a legal paper known as a "power of attorney." The person you designate can then sign papers for you and carry on your personal affairs even though you are not present. *Give this authority only to someone in whom you have complete trust and confidence.* Although a power of attorney may be necessary in certain cases, one should never be executed except on the advice of competent legal counsel because the laws of the various states differ regarding the use of a power of attorney and because of the possible harm that may result from the indiscriminate use of a power of attorney.

Burial Rights

Members of the Army who die while on active duty, retired Regular Army soldiers, and former members of the Army who were honorably discharged are entitled to be buried in a national cemetery. If the next of kin wishes, a soldier may be buried in a private cemetery at Government expense, but the amount that the Government will pay is limited by regulations.

The Church and the Chaplain

The Army recognizes the importance of religion in the American way of life and in your training as a soldier. For that reason, a complete program of religious training is provided for soldiers of the three general faiths—Catholic, Jewish, and Protestant. This program for the spiritual and moral welfare of the soldier is the responsibility of the commanding officer and is carried out through the chaplain assigned to the unit. Chaplains advise commanders in religious matters and work directly with soldiers in helping them solve their problems. The chaplains have volunteered for this duty, and it is their desire to be of the greatest possible service to soldiers and their dependents. Separate religious services are usually conducted for members of the three faiths, but it is sometimes impossible to conduct a separate service for each group. When this is the case, a general religious worship service is held. Attendance at these services is, of course, entirely a personal matter; but if you participate, you will find them a source of inner strength and your job as a soldier will be made easier.

If your church requires that you attend services of your denomination, see your unit chaplain and he may be able to direct you to a chaplain of your faith in

the area, or to a church of your faith in a nearby community.

Remember that the chaplain is always available to help you as a personal counselor. He will be happy to talk to you about any personal problem and will try to help you find a solution. Anything you tell him is confidential and privileged. This means that he cannot be required to repeat anything you have told him. The chaplain will visit soldiers in the guardhouse or hospital, and you may call upon him to conduct religious services such as baptisms and weddings provided his denominational requirements permit him to do so.

Mail

While you are in the Army, especially during your early training, your contact with your family, loved ones, and friends will be maintained primarily by letters. Your failure to write regularly will result in needless anxiety on their part. A cheerful, "newsy" letter will mean very much to a mother or father who have been separated from you, perhaps for the first time in your life.

Your unit address will be posted on the bulletin board. Use it as specified and delivery of incoming mail will be easier and faster. Your unit mail clerk is responsible for the delivery of mail. If post office facilities are not readily available, he can also assist you in procuring stamps and money orders, and in mailing letters.

Emergency Assistance

If an emergency arises at your home, see your commanding officer first. He will be able to assist you

in obtaining financial assistance and in arranging for leave.

The American Red Cross is a civilian agency with international members. Among the numerous interests of this organization is the well-being of the soldier and his family. Red Cross field directors, stationed on most large military installations, can be consulted about family problems. It may be possible for you to obtain emergency financial assistance through this agency. In addition, the Red Cross notifies the soldier, especially when he is stationed overseas, of family emergencies. Upon application by the soldier for an emergency leave, the Red Cross, at the request of the soldier's organization, confirms the emergency.

The primary source of emergency financial assistance for soldiers is Army Emergency Relief. It has been set up for that purpose. It obtains funds through contributions from soldiers during an annual fund raising campaign. Your commanding officer can refer you to the representative of Army Emergency Relief, who will determine what assistance can be offered to you. The financial assistance is usually in the form of a loan which can be repaid by an allotment.

Section IV. ARMY MANAGEMENT SYSTEM

Army Classification System is a Part

Each year the Congress of the United States determines the overall strength of the U. S. Army and provides the necessary funds for the operation of this force. During peacetime, the number of men who make up our Army is vastly less than those for a full mobilization. At present, however, the demands which

are made, or which might be imposed, upon this smaller force are varied and complex. Weapons, transportation, material, and, foremost, manpower, must be combined in a manner to give the Army the flexibility and capacity for maneuver which will provide almost instant reaction to worldwide danger.

When the Army has only a limited supply of this vital element—manpower—and there is an increasing demand for its use in more complex tasks, the Army must procure, train, and retain the best talent possible. The method through which effective identification and classification of this talent is accomplished is called the *Army Management System*. This system has as one of its primary parts, the *Army Classification System*.

What is the Purpose?

The goal of the Army Classification System is to insure that you, the individual soldier, are placed in a job in the Army that is well suited to your abilities and, at the same time, to meet the manpower requirements of the Army. The specific aims of the program are as follows—

- To provide you with opportunities for advancement.
- To permit progressive training within related occupational specialties.
- To enable soldiers to plan Regular Army careers.
- To make promotions on the basis of merit and competition.
- To provide a well-trained Army for mobilization.
- To provide skills that will benefit soldiers when they retire.

Your MOS

To understand the Army Classification System, you must first understand some of the terms that are used in describing the various jobs. There is, for example, the *Military Occupational Specialty (MOS)*.

Your "MOS" is the name and written description of your Army job. For instance, "Light and Medium Field Artillery Crewman." Another way of identifying the same job is by MOS code number. This is a number that is assigned to your particular military occupational specialty. As an example, if Corporal John Doe is a light and medium field artillery crewman, his MOS and MOS code number are listed as follows:

Corporal John J. Doe, RA 1662704

MOS—Light and Medium Field Artillery Crewman

MOS Code—141

Your MOS code number is followed by a specific identification of the skills and knowledges within a given MOS; for example, MOS 141.1 (Light and Medium Field Artillery Crewman—Artillery Mechanic). The number of skill levels in each MOS varies, but each skill level generally identifies a different duty position.

Tests and Interviews

Before you entered the Army, you passed certain tests that measured your general ability to learn. You were also given a physical examination and either at that time or during your processing at the Reception Station you were given some additional tests to measure your aptitudes for various types of training.

After Reception Station testing has been completed,

you will be given an extensive interview. This interview will determine what you have done prior to your entry into the Army, and what you want to do during your Army service. This interview will help Army assignment officers to find out what kind of jobs you will be able to do best. Army needs for personnel in various jobs will be the final factor which determines your assignment. However, your preferences will be followed when permitted by Army needs.

Some soldiers stay in the same job area throughout their Army career. Others may serve in several different military occupational specialties. Your career will begin with a job at a moderate level of skill. Your progress on the job will be reviewed frequently. As you improve your job skills or learn new skills you will become eligible for reclassification to indicate this change in ability. You may also be selected for special training in the Army school system which will be described in another part of this chapter.

Your Assignment—Training

The tests and interviews conducted before your entry into the Army and in the first few days of your Army service determine your mental and physical fitness to be a soldier. They also help you to enter an Army career field in which you can do the best job—both for yourself and the Army.

Upon arriving at your training center, you will first undergo an 8-week period of training called *Basic Combat Training*, commonly referred to as the change from *Civilian* to *Soldier*. Following completion of your first phase of training, based on aptitude area scores and needs of the service, you will be assigned to a school or a training center for training necessary

to develop a particular skill. After completing this phase of training, you will then be either assigned to a unit or additional schooling. The individual assigned directly to the unit following Advanced Individual Training will train with his unit to develop TEAM training, thus, learning the elements necessary for his unit to successfully carry out their mission both in peacetime and in combat. The individual who was sent for further schooling will also be assigned to a unit upon completion of schooling. There he will be identified as a technician or a specialist in the area of which he was schooled.

Further advancement in both grade and proficiency is dependent on the individual's ambition and ability to learn and the performance of his assigned duties. Certain skills require additional schooling throughout the soldier's career. These schools may provide the individual with a change of MOS to be more specific with his job area and/or his skill level within the MOS.

Once a soldier is assigned a primary MOS, and rises to the pay grade E-4 and above, his primary MOS is verified under the Enlisted Evaluation System, described later in this chapter. These soldiers who are determined through this evaluation to be MOS qualified will be awarded a verified primary MOS and will have progressed a long way toward pursuing a career occupation.

The Enlisted Evaluation System

This system is a basic part of Army personnel management. The system is used to determine how much each soldier knows about his job, how well he can be

expected to perform in his job, and how well he actually performs.

The task of a unit commander to sort out the soldiers who are best qualified in each of the MOS represented in his unit is an enormous one. To assist the unit commander in applying his judgment, the Army developed the *enlisted evaluation system*.

Evaluation is accomplished by means of a written MOS evaluation test and a commander's evaluation report. Every soldier throughout the Army who is classified in the same 4-digit MOS takes the same test during 1 month of the year. These tests determine how much the soldier knows about his job. The commander's evaluation report, which supplements the MOS evaluation test, is completed by the individual's supervisors to indicate how well the individual actually performs his job.

Emphasis in the EES (Enlisted Evaluation System) is placed to a large extent on the individual effort of the soldier. Each soldier must learn as much as possible about his job and those jobs higher up in his MOS in order to get ahead. To assist the soldier in his individual preparation for testing as well as to learn more about his job, the Army provides a test aid which contains a list of references which may be studied by the soldier, and gives guidance about taking the evaluation test. Test aids are distributed to all soldiers in pay grade E-4 and above about 60 to 90 days before the testing date. The unit commander, the educational advisor, and others on the installation will assist the soldier in preparing himself for the testing.

Both the MOS evaluation test and the commander's evaluation report are administered in the field and

scored at the U. S. Army Enlisted Evaluation Center, Fort Benjamin Harrison, Ind. Scores attained on the test and the evaluation report are combined into a score called the "evaluation score." When it is determined that a personnel action, such as award of proficiency pay, may be given in a particular MOS, a score is established at a point on the scale which will yield the desired number of personnel to be awarded the personnel action. Those individuals who do not attain an evaluation score equal to or above the announced score are then not eligible for the particular personnel action, and can become eligible only as a result of the next yearly evaluation of their MOS.

Proficiency Pay Program

Recently the Congress of the United States established legislative authority for award of proficiency pay. This pay is in addition to any other pay, allowances, special or incentive pay to which the soldier may be entitled. Designation of soldiers who possess special proficiency is accomplished under the enlisted evaluation system. Each individual in pay grade E-4 and above is evaluated in competition with all other soldiers classified in the same primary 4-digit MOS.

The number of awards of proficiency pay that may be given in any MOS is based on the Army-wide requirements for the MOS. Some MOS (particularly the electronics area) are more critical than other MOS (for example, the supply area). A greater number of proficiency payments, therefore, are given to the more critical MOS.

The Law provides for three levels of proficiency pay. These are P1, P2, and P3. At the time this manual

was prepared, the Army was paying P1 payments of \$30 a month and P2 payments of \$60 a month.

Section V. THE ARMY SCHOOL SYSTEM

The United States Army has the most advanced and all-inclusive school system of any Army in the world. The Army service schools prepare, through resident and nonresident instruction, selected individuals of all components of the Army to perform their duties in peace and in war. Included in the Army school system are—

Service Schools and Service Colleges

Service schools are administered by each arm and service to give branch instruction to their members. Courses at these schools are generally designed to produce specialists who require more intensive and advanced training than can be accomplished in the unit. The objectives of such training are to provide the skilled personnel required for operations of the Army in time of peace, and to assure a sound and adequate base for expansion in event of an emergency or war. Emphasis in school courses of instruction for actual or potential noncommissioned officers is placed on principles and aspects of leadership as well as insuring that adequate technical or tactical instruction is included.

Courses conducted at service colleges are designed for commissioned officers.

Officer Candidate Schools

The Army conducts officer candidate schools for both men and women. These schools train enlisted personnel for duty as commissioned officers. Gradu-



Figure 37. Headquarters of typical Army schools.

ates are normally commissioned in the Army Reserve, but some distinguished graduates receive Regular Army commissions. Any enlisted person can attend one of these schools provided he or she meets certain requirements. From time to time the Department of the Army publishes these requirements and the procedure for applying. If you are interested, ask your first sergeant or your unit personnel officer to obtain the necessary information for you.

United States Military Academy

From the United States Military Academy—more popularly known as West Point because it is located at West Point, New York—have come many of the Nation's greatest military leaders. The requirements

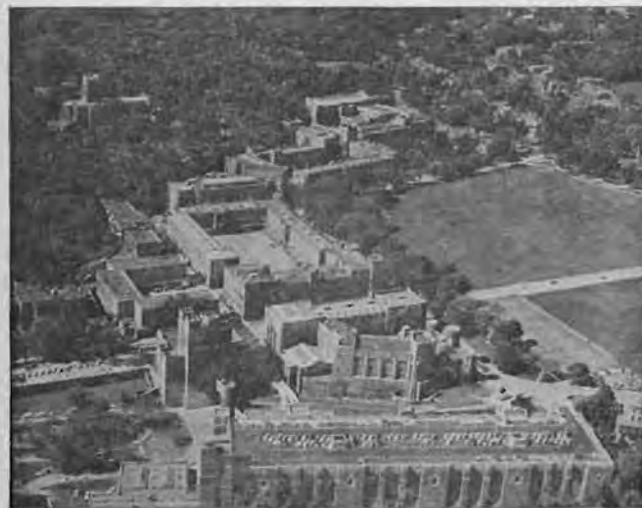


Figure 38. An aerial view of West Point.

are strict, but, if you can meet them, you are eligible for an appointment.

The course at West Point is a regular 4-year college course. Upon graduation, the cadet is awarded a degree of Bachelor of Science in Military Engineering and the commission of second lieutenant in the Regular Army.

To assist you in preparing for the entrance examinations, a preparatory school has been established at Fort Belvoir, Va. Army regulations and annual circulars explain the requirements for attending the Military Academy, and for assignment to its preparatory school. Ask your unit personnel officer to obtain these regulations for you if you are interested.

Army Extension Courses

The Army extension course program provides correspondence courses of military instruction for personnel of all components of the United States Army. Extension instruction parallels as closely as practicable the resident courses of the Army school system.

This program enables personnel to apply their spare time in profitable study of military subjects and also affords an opportunity to members of the reserve components to keep abreast of developments. The successful completion of the precommission course in your branch will help you to qualify for a commission as a second lieutenant in the Army Reserve.

Army Education is Comprehensive

In addition to the formal Army school system described above, there are other important avenues of education stretching in front of you. Included in military training are—

*The General Educational Development Program—*organized to encourage and assist the soldier in furthering his education. Education centers have been established on each Army post for this purpose. General Educational Development services include classroom instruction (in technical, vocational, elementary, high school, and college subjects; educational advisement; testing; study in civilian high schools; and colleges and correspondence work through the United States Armed Forces Institute). (The United States Armed Forces Institute also offers courses from the elementary level through the second year of college.) This program offers a priceless opportunity to those who wish to continue their education. Hundreds of thousands of soldiers have used the General Educational Development services to obtain a high school diploma, to qualify for promotion, or to prepare themselves for advanced technical instruction in any service school, thus increasing their value to the Army and themselves.

Troop schools are informally established by various Army units, such as battalions, battle groups, divisions, and posts, to train their own personnel. Usually, these schools are conducted during unit training periods and are used to train small groups of specialists, such as communications personnel or motor vehicle drivers. This type of school also includes the noncommissioned officer academy which is often established by larger commands to train junior non-commissioned officers.

Troop Information

The Army makes an earnest effort to keep its soldiers informed on matters that concern them as citi-

zens and soldiers. There is a good military reason for doing so. All people like to know what's going on in the world and how their own jobs contribute to their community and Nation. Like other Americans, soldiers usually perform their duties more intelligently when they know the direct and indirect purposes of those duties. You will find that most of your military training is designed to teach you *what* to do and *how* to do it. You have to know these things in order to do your job properly. But the Army believes also in telling you *why*, and it makes an effort to do so in that part of your training called *troop information*.

The formal, or duty-time, part of troop information is called the *troop information instruction*. In your unit's formal troop information instruction, you receive information on national and international subjects, on broad military problems and developments, and on important local matters that your commander wants to be sure you understand. You will also find that your commander will frequently assemble your unit to talk informally about various matters that need to be explained. His purpose is to give you the facts that will help you and your unit to do a better job on the Army team.

Your unit may publish its own newspaper containing useful information that you don't often find in the commercial newspapers. In oversea commands, which cannot be readily served by the newspaper and radio facilities we are accustomed to in the United States, the Army publishes daily newspapers and operates extensive radio networks in an effort to provide you with up-to-the-minute news and general information. Television is also available in many oversea com-

mands. Daily news bulletins even reach frontline soldiers during combat.

At home and overseas, your post or unit maintains a troop information center where you will find news exhibits, maps, news magazines, newspapers, and books. The center is maintained to help you keep up with world, national, and local affairs that are of interest and importance to you.

Section VI. YOUR LEISURE TIME

Through its training program, the Army prescribes generally what you'll do during each day. But it still leaves you a certain amount of time for your own. This it does because your body and mind need the relaxing effect of sports and other leisure activities to keep you "on your toes" during training hours.

Both on and off post, the Army conducts a number of different leisure time activities. You don't have to attend any of these. You're free to seek other outlets for your free time, in town or on the post. The Army simply wants you to do something with your time that you'll enjoy doing. Its various facilities and programs have been developed primarily with you in mind. They are the result of years of experience in arranging activities that soldiers like, and you'll do better to investigate these programs before looking farther afield.

Sports

The Army offers four types of sports programs: instructional, intramural, interorganizational, and self-organized. The chief aim of these programs is to provide opportunities for full participation by all men, regardless of their individual skill. If you have never

played basketball, for instance, you will find a program arranged to teach you. Then as you acquire more skill you'll find other programs that will enable you to pit your skill against others in the same class as yourself. Should your interest continue to develop, you can join regimental, divisional, post, and off-post teams. You can even participate in Army-wide tournaments.

Army sports include badminton, baseball, basketball, boxing, bowling, football, golf, horseshoes, softball, tennis, track, and wrestling. Excellent facilities for each sport are maintained at your post. If you wish to train by yourself, you'll find the post gymnasium convenient and well fitted with all kinds of equipment—horizontal and parallel bars, bar bells, wall weights, punching bags, basketball courts, as well as boxing gloves, baseball, tennis, and other equipment. Make good use of your gymnasium. Physical exercise will make you feel better and it will help you in your training.

Dayrooms

The dayroom is your clubroom. In it you'll usually find ping-pong tables, pool tables, writing desks, reading lamps, and lounge chairs. It is usually well stocked with the latest magazines, newspapers, and books. The money your unit receives from post exchange profits maintains it. Look upon your dayroom as you would your living room at home, a place for you to relax—a place for you to read, write letters, listen to the radio, watch television, or just "take it easy."

Service Clubs

Most of the Army's organized program of social activities takes place at or in connection with its local

service clubs. These service clubs are located both on post and in town. They are larger and more completely furnished than dayrooms and designed primarily to give you an attractive place to eat, dance, entertain your civilian friends, and participate in a large number of different social-type activities, such as ping-pong and pool tournaments, card games, special shows, concerts, and group singing. Some special service clubs also have organized regular study groups, and some even have special classes in dancing.

Libraries

Wherever you may be stationed, you'll find Army library facilities available for your use. These libraries are operated by trained librarians, who will help you find whatever you need in the way of reading material. They are stocked with books and magazines of all types, those that are light and entertaining, and others that can be useful in furthering your education or helpful in working Army extension courses. Many post libraries also have record collections available. Outposts in isolated areas are serviced by bookmobiles and traveling libraries. You'll find most post libraries have comfortable, well-lighted reading rooms, excellent places to spend many leisure hours.

Craft Shops

For men already interested in crafts, or for those who would like to learn, Army posts usually have one or more craft shops. Normally, these are equipped with darkrooms, printers, and tanks for photography; power tools for working with wood, plastics, and certain types of metals; and sets of handtools for other handicraft work. Automobile hobby shops are often

available. Trained personnel are usually on hand to get you started in the craft of your choice or to help you with special problems. Developing a craft will add a great deal of interest to your Army career, and it may pay you sizable dividends in later life.

Post Movies

Post movies are a popular leisure-time activity. They are operated by the Army and Air Force Motion Picture Service to enable soldiers to see the very latest commercial films at about half the price of seeing them in town. Usually, at least one post theater is located within walking distance of your barracks. If there is more than one, you'll usually find different pictures at each. Theater schedules and a list of the pictures being shown are posted on your bulletin board.

Post Exchange

The post exchange is your local general store. Here you can buy candy, tobacco, toilet articles, and other necessities you can't get from your supply room. The exchange—more popularly known as the PX—is operated by the Army and Air Force Exchange Service to provide you with commercial-type items you might otherwise have to go to town to buy. Also, since the exchange is operated on a very small profit margin, its prices are usually lower than in town. Profits are used to buy athletic equipment, furniture, and other materials for dayrooms and other items for your use. Most post exchanges have branches located conveniently throughout the post. Many also offer such additional services as barber shops, beauty shops, tailor shops, shoe repair shops, gift shops, photography stu-

dios, watch repair shops, radio and TV repair shops, restaurants, and soda fountains.

Guesthouses

On most posts, the Army operates one or more guesthouses to provide sleeping accommodations for members of your family or friends who may be visiting you. Rooms are clean, comfortable, and are available for a small billeting fee. Professional managers have charge of these guesthouses, and they do everything possible to make visitors comfortable. They usually ask, however, that you make reservations a week or so in advance to enable them to plan their work and give better service.

CHAPTER 6

MILITARY SKILLS

Section I. YOUR MILITARY EDUCATION

Let us now consider those things that you must learn to know your job as a soldier in the United States Army. We pride ourselves in being the best equipped soldiers in the World.

This fine equipment requires a high degree of technical skill and each soldier receives training in the use of several items of equipment. However, there are other things which are basic knowledge for the soldier.

Your Training Publications

To help you learn your job and to provide you with reference material for use in your duties, the Army has prepared a large number of training publications. The most widely used of these publications are the field manuals (FM), which are the basic texts for military education, and the technical manuals (TM), which usually are narrow in scope and give detailed information about a single subject.

Individual TM's and FM's are identified by a number and a title. The number consists of two parts, the series number and the specific number. The series number identifies the general topic covered in the manual and the specific number identifies that particular manual in the series. Look at this manual, FM 21-13, for example; the series number is 21 and the specific number is 13. Some of the series of most interest to you are—

<i>Series No.</i>	<i>General topic</i>
1.....	Aviation.
3.....	Chemical.
5.....	Engineers.
6.....	Artillery.
7.....	Infantry.
8.....	Medical.
9.....	Ordnance.
10.....	Quartermaster.
11.....	Signal.
12.....	Adjutant general.
14.....	Finance.
17.....	Armor.
19.....	Military police.
20.....	General.
21.....	Individual soldier.
22.....	Leadership, courtesy, and drill.
23.....	Basic weapons.
24.....	Communication techniques.
25.....	Transportation (animal).
26.....	Interior guard duty.
30.....	Military intelligence.
31.....	Special operations.
35.....	Women's Army Corps.
44.....	Air defense artillery.
55.....	Transportation.
57.....	Airborne.

You will find some manuals in the series of your branch of service and some of the 21- and 23-series in your dayroom or orderly room. A wide selection is available at the post library. A complete listing of all field manuals and technical manuals is to be found in two Department of the Army Pamphlets—DA Pam 310-3 and DA Pam 310-4. These pamphlets are normally found in your orderly room.

The Science of the Soldier

In your basic training you will receive instruction in a wide variety of subjects. Each subject is important. You cannot say, for example, that a thorough knowledge of your personal weapon is more important than map reading. Or that map reading is more important than to know how to properly construct a fox-hole. To use a phrase you will often hear in the Army, "it all depends upon the situation."

Since there's no telling just what you may come up against, your military training is designed to teach you to do the right thing instinctively. You will find that instruction in the different phases of military science is constant; and that the same subjects are given over and over again. This is done for two reasons. One is so that you can do your job as part of a team; the other is to save your life.

Section II. DRILL AND CEREMONIES

During the first days of basic training the question is frequently asked, "Why do we need drill and ceremonies?" The answer is that there can be no orderly movement of men or units without a precise and united effort. We have ample evidence of this truth in civilian life. For example, let us take the drill of a high school or college football team. Remember how the coach worked out the plays—on a diagram first and later in practice. The men practiced them in every detail by running each play over and over. Each man had a certain part to play. When the quarterback called the signals, each man did exactly what he had been told to do. If one man failed, the play went to pieces.

So it is with a soldier. He is part of a team that works smoothly when every man does his part. The same situation existed when the quarterback called the signals in football. In the Army a man knows what to do in response to a command. He knows what his friends are going to do as he plays his part. His confidence in them grows until, in the end, he feels as sure of them as he does of himself. The final result is teamwork.

In the Army, we help attain this teamwork through drills and ceremonies.

Drill

Drill consists of certain movements by which the squad, platoon, or company is moved in an orderly manner from one formation to another or from one place to another. These movements must be executed with order and precision. You must do your part exactly as you have been instructed, or confusion will result. You will be trained to stand, step off, march, halt, and handle the rifle smoothly and together with the rest of the squad.

Drill training starts the day you enter the Army. In the beginning you will be taught the movements of your feet and arms in marching, halting, and handling your rifle. You will be trained in all these exercises until you can do them smartly and automatically in response to a command. Then you will be placed in a squad and trained to do all these movements together with other men. Next your squad will be placed with other squads into the platoon, where you will learn other movements. Finally, companies, battalions, and regiments are drilling smartly and with precision. The result is unified action—teamwork.

Ceremonies

Ceremonies consist of formations and movements in which large numbers of troops take part. They execute movements together at the word of a command, very much as in the drill we have considered. The colors and standards and the martial music of ceremonies add a touch of color to military life. A soldier may ask the question, "How does all this contribute to my training?" To begin with, it involves unified action—teamwork—whether it be standing at attention in ranks, making your rifle click as one with 1,000 others, or marching as one part of a well-regulated machine. All of you are at your best. Your organization wants to make a showing for itself. In many respects, it is like the signal to start the homecoming football game. The whole setting—the music, the colors, the movements—all these inspire the men to take part in the ceremony with pride in themselves and their organization. This pride finds expression in perfect response to command.

We all get a certain amount of pleasure from doing anything in a joint effort with others. A military ceremony provides the same reaction. When our company goes through a successful parade or review, we go back to the barracks feeling proud of ourselves and our company.

For more information on the details of drill and the different ceremonies of the Army, see FM 22-5.

Section III. INSPECTIONS

What's the Reason?

From long experience, the Army has found that some soldiers, if allowed to, will become careless and

lax in the performance of minor housekeeping duties in their unit. They become accustomed to conditions in their immediate surroundings and overlook minor deficiencies. They may fall below the Army standard of performance. Someone else will notice these deficiencies immediately.

Your commanding officer will order inspections to see that you have all the equipment and clothing issued to you, and that these items are in proper condition. Inspections serve this practical purpose; they are not intended to harass you. If you fail to maintain your equipment as it should be, you may be "gigged" or receive extra training in those areas. You will agree, if you are honest with yourself, that inspections are the only way the Army has to insure that all the men observe the small matters which become important in a large group.

What do inspections accomplish? By means of regular inspections, your commanding officer can determine whether—

Individual and organizational equipment is being properly maintained.

Uniformity of appearance and performance is being carried out in your unit.

The functioning of your unit comes up to the high standards of the Army.

All individual and organizational equipment is on hand.

The individuals and teams within the unit are capable of performing their duties so that the organization as a whole can be depended upon to do its job.

Inspections are Important

Smart appearance, efficient performance, and excellent maintenance are important considerations that affect you directly. They are the earmarks of a good organization. It is a pleasure to be a member of such a unit. You and your comrades will take pride in your accomplishments and continuously strive to improve. Your commanding officer knows this and will do everything he can to help by giving instructions and advice during and after his inspections.

Types of Inspections

For an *inspection in ranks and quarters*, the unit is formed near the barracks and ranks are opened. The



1

Figure 39. Inspection in ranks.



2

Figure 39—Continued.

inspecting officer examines each soldier individually noticing his general appearance and the condition of his clothing and equipment. He will especially notice men who need haircuts, shaves, and shoeshines (fig. 39). After the inspection in ranks, the unit will usually be dismissed and instructed to stand by their bunks for inspection of quarters. The inspecting officer examines each soldier's bed, wall locker, foot locker, extra clothing, and equipment (fig. 40).

For a *full field inspection*, the unit is usually formed at open ranks in or near an area large enough to ac-



1

Figure 40. Inspection in quarters.



2

Figure 40—Continued.

commodate it for pitching shelter tents. Each soldier will have his pack and other field equipment on his person. The inspecting officer examines each soldier, noticing his general appearance and the condition of his clothing and equipment. After inspection in ranks, the unit is formed for pitching shelter tents. Equipment is displayed by the individual soldier; each man stands by his tent, ready to answer any questions of

the inspecting officer. The inspecting officer will check especially to see if the equipment is complete and in good condition.

A *showdown inspection* is unannounced and requires no preparation. It is usually held in quarters. It is often used to determine the condition in which individuals are keeping their equipment without special preparation as well as how much and what equipment each has in his possession.

Training inspection. If your commanding officer or higher headquarters wants to determine the state of training of your unit, a training inspection may be held. This inspection is designed primarily to test the performance of the organization and its parts. The sections of your organization may be required to conduct tactical exercises in the field. The inspecting officer observes the procedures and notices errors, omissions, and variations from approved practice in the performance of your organization. He will give instructions and advice intended to improve the performance of your outfit in future exercises or in combat.

Technical inspection. A technical inspection is made by technically qualified personnel to determine the condition of individual equipment, such as rifles, and of organizational equipment, such as motor vehicles, guns, and ammunition. The inspectors make complicated mechanical and performance tests. These tests are usually beyond the capabilities or authority of unit personnel and are designed to detect obscure faults in your equipment. The inspector recommends necessary corrective action to insure against the possible failure of equipment when it is critically needed.

Display of Equipment and Clothing

Full Field Equipment. When you are instructed to display full field equipment, arrange it as directed by your unit commander. An example is shown in figure 41. When it is displayed with shelter tents pitched, place the display in front of your tent.

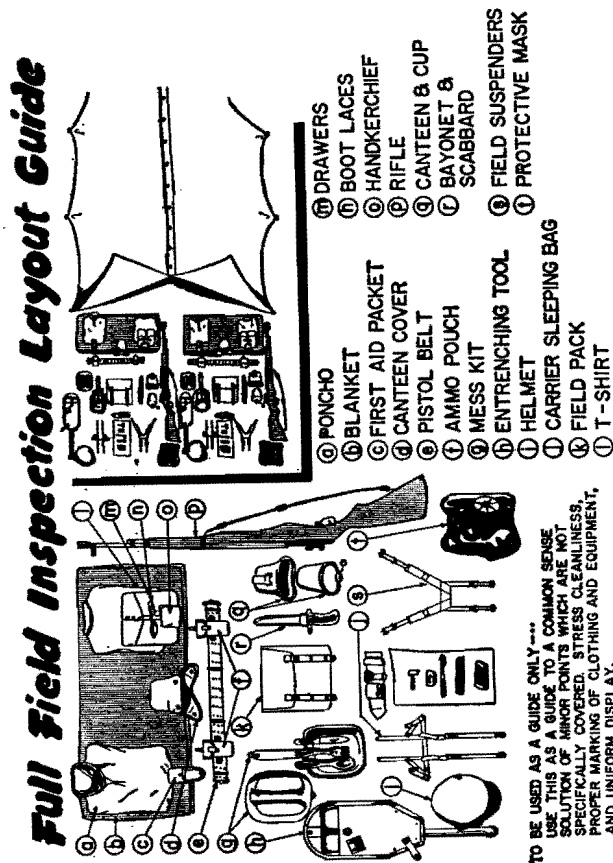


Figure 41. Display of equipment.