

**The US Army
Noncommissioned Officer Corps:**
A Selected Bibliography



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IMCEN Books Available Electronically, as of September 2001
(Before the 9/11 Terrorist Attacks on New York and the Pentagon, September 11, 2001)

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms (2000). Thoughts on many aspects of the Army from the Chiefs of Staff from 1979–1999: General Edward C. Meyer, 1979–1983; General John A. Wickham, 1983–1987; General Carl E. Vuono, 1987–1991; General Gordon R. Sullivan, 1991–1995; and General Dennis J. Reimer, 1995–1999. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Material is primarily from each CSA's *Collected Works*, a compilation of the Chief of Staff's written and spoken words including major addresses to military and civilian audiences, articles, letters, Congressional testimony, and edited White Papers. [This book also includes the 1995 IMCEN books *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, and *General Edward C. Meyer: Quotations for Today's Army*.] Useful to all members of the Total Army for professional development, understanding the Army, and for inspiration. 120 pages.

The Sergeants Major of the Army: On Leadership and The Profession of Arms (1996, 1998). Thoughts from the first ten Sergeants Major of the Army from 1966–1996. Subjects include leadership, training, combat, the Army, junior officers, noncommissioned officers, and more. Useful to all officers and NCOs for professional development, understanding the Army, and for inspiration. Note: This book was also printed in 1996 by the AUSA Institute of Land Warfare. 46 pages.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success (1997). Thoughts and advice from senior officers and NCOs on key Army officer/NCO relationships. Includes chapters on the platoon leader/platoon sergeant, company commander/first sergeant, battalion commander/battalion CSM, and overall officer/NCO relationships. Scope includes several centuries of military experience. Useful for officers and NCOs at all levels. 1st edition 50 pages; 2nd edition 48 pages.

The Noncommissioned Officer Corps on Leadership, the Army, and America; and The Noncommissioned Officer Corps on Training, Cohesion, and Combat (1998). Two books of NCO wisdom and experience from the days of the Romans to 1997. Useful for all NCOs, officers, and soldiers. Also useful to young officers for their professional development, to better understand the Noncommissioned Officer Corps, and to benefit from NCO experience. 72 and 77 pages.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders (1995, 1996). Focuses on leadership and the effective staff support of leaders and units. Material is based on the writings of senior officers, senior NCOs, practical experience, and an analysis of the Army's leadership and staff manuals from WWII to the 1990's. The leadership chapters apply to leaders at all levels. The chapters for the staff focus primarily on how the battalion and brigade staff can better support the chain of command from the battalion commander through squad leaders. 224 pages.

The US Army Noncommissioned Officer Corps: A Selected Bibliography (1998).
A bibliography of significant NCO-related materials. 34 pages.

Electronic copies of the above books are available in two ways: [Note: Info current as of September 2001]

1. E-mail the IMCEN XO, currently LTC Dean Mattson, at MATTSDE@HQDA.ARMY.MIL, or call (703) 697-1365; DSN 227-1365. Address: Information Management Support Center, 6602 ARMY Pentagon, Washington, DC 20310-6602.
2. Download from the Center for Army Lessons Learned's Website at <http://call.army.mil>, click on *CALL Products*, then click on *Special Products*.

2016 versions online at cissm.umd.edu/ (as of 2017)



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INTRODUCTION

In this bibliography you will find many NCO-related references relevant to today's Army. You can use the materials listed in this bibliography to increase your leadership and training skills, build more effective units, prepare to give talks to soldiers, or write an article or research paper. If you are interested in military history you may also find this bibliography useful.

The references are organized into general subject areas, so that all the material related to each topic is in one section. Most references in each topic are in chronological order by date of publication or by date of content. Definitive or general works are sometimes listed first, and to assist users some items are included in more than one place. Most of the 20th Century sources listed in this bibliography are in the Pentagon Library or the USASMA Learning Resources Center. Most of the 19th Century and older references are in the Military History Institute or the University of Maryland at College Park. I have included the location where I found many of these "older" sources, using abbreviations listed in the Appendix. I have also included the library call numbers for books which may be on the shelf, but not in a library's data base.

This is not a comprehensive bibliography of all NCO material available, but a guide to the most useful, significant, or rare books, articles, speeches, and oral histories I found while preparing seven military quotebooks and one leadership and staff manual. These books are listed below:

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms, 1997. [Includes the 1995 books *General John A. Wickham, Jr.: On Leadership and The Profession of Arms*, and *General Edward C. Meyer: Quotations for Today's Army*.]

The Sergeants Major of the Army: On Leadership and The Profession of Arms, 1996, 1998.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success, 1997.

The Noncommissioned Officer Corps: On Leadership, the Army, and America, 1998.

The Noncommissioned Officer Corps: On Training, Cohesion, and Combat, 1998.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders, 1995, revised 1996. You can get an electronic copy of these books by contacting LTC Dean Mattson at MATTSD@HQDA.ARMY.MIL, or from the Center for Army Lessons Learned's *Special Products Website* at <http://call.army.mil>.

This bibliography concludes the 1995-1998 IMCEN series, and thanks are due to many individuals for their help, including L. R. Arms, Gerhard Borcharding, Susan Borcharding, Dr. Robert Bouilly, Michelle A. Davis, Dr. Gregory Dennis, Dr. Ernest Fisher, Linda Gaunt, Andrew Hare, Dr. Kent Holtzmuller, COL Randall Inouye, COL Donald Langridge, Robert Laychak, LTC Dean Mattson, Bill Morris, John E. Morris, Marijean Murray, Dolly Neth, COL Jerry Pickar, Debbie Reed, Dr. Lon Seglie, Dr. Margaret Scheffelin, Michael Selves, CSM Jimmie Spencer, Dr. Andrea M. Williams, Kenneth B. Williams, Janice Kilgore Wood, Dr. Robert Wright, and Clifford Yamamoto. I also truly appreciate the time and encouragement given by the Chiefs of Staff and the Sergeants Major of the Army, and the commissioned and noncommissioned officers who shared their knowledge, wisdom, experience, and inspiration.

In doing the studies to prepare these books, one theme was particularly notable in the writings of many leaders from many times and places: the thought that doing what's right is powerful, practical, and in the long run leads to success. Many of the leaders quoted in IMCEN's books lived this principle, experienced its effectiveness, taught it to others, and wrote about it. If this legacy of leadership, courage, and experience can lead to one conclusion, it is as Abraham Lincoln said, "*Let us have faith that right makes might.*"

M. Merrick Yamamoto

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1. NCO HISTORY

THE HISTORY OF THE NCO CORPS

Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army. Ernest F. Fisher. NY: Ballantine, 1994. Definitive work on the US Army NCO Corps' history from its origin to 1980. Very useful bibliography.

The Story of the Noncommissioned Officer Corps. Edited by Arnold G. Fisch and Robert K. Wright, CMH, 1989.

Time-Honored Professionals: The NCO Corps Since 1775, CMH, 1989.

A Short History of the NCO. L. R. Arms, edited by Patricia Rhodes. US Army Sergeants Major Academy, no date.

The Summer 1995 *NCO Journal* is a special double-issue on NCO history. In general, this issue contains articles written by professional historians, journalists, and contributors who are not professional historians. As can be expected, there is a greater need to be diligent in verifying statements of facts in articles in the latter two categories.

“Old Army Customs.” LTC A. Wilson. *Journal of the Society for Army Historical Research.* Vol VI (1927). Includes the role of the Sergeant Major, and sergeants' weapons. No other publishing information available.

“The NCO's March in Army History.” William T. Licatovich. *Sergeants' Business* (Mar-Apr 1989): 20-21; (May-Jun 1989): 20-21; (Sep-Oct 1989): 12-13.

INSCOM (Aug-Sep 1989). Includes many articles on NCO history.

“Uniquely American NCO Corps Had Roots in European Armies.” Ernest F. Fisher. *ARMY* (Oct 1989): 188-195.

“Origins of NCO Leadership.” Dr. Robert H. Bouilly. *NCO Journal* (Fall 1991): 20-21.

HISTORY OF SPECIFIC NCO AREAS (ALPHABETICAL ORDER)

THE “BACKBONE OF THE ARMY”

“The 'Eathen.” Rudyard Kipling. *New-York Times Sunday Magazine Supplement* (13 Sep 1896): 16. Probably the first use of “backbone” to describe the NCO Corps.

Memorandum 25 Feb 1991, “Origin of the Phrase the ‘Noncommissioned Officer is the Backbone of the Army.’” Dr. Robert H. Bouilly, USASMA historian. [USASMA historical files]

“Backbone of the Army.” Dr. Robert H. Bouilly. *NCO Journal* (Summer 1991): 23.

THE NCO CREED

“The Subordinate: The Art of Followership.” SFC Michael T. Woodward. *Infantry* (Jul-Aug 1975): 25-27. This article states that the *NCO Creed* was developed by NCOs at the Infantry School.

“The Origins of the Creed of the Noncommissioned Officer.” SGM Daniel K. Elder and SGM Felix Sanchez. 1998. Research paper prepared for the U.S. Army Museum of the Noncommissioned Officer. Paper identifies the authors of *NCO Creed* and traces the methods used in finding the authors.

FAMOUS NCOs

The Noncommissioned Officer Corps: On Training, Cohesion, and Combat. (Information Management Support Center, 1998) contains the following list of famous NCOs: Chief of Staff LTG Adna R. Chaffee; Buffalo Bill Cody; Sam Houston (who was a drill sergeant); Joyce Kilmer; Joe Louis; President William McKinley; Napoleon; Old Bill (Frederick Remington's “Old Bill” was a cavalry sergeant in the 3d Cavalry in 1898 who went by the name of John Lannon, and whose real name was William Carroll); Edgar Allen Poe; Elvis Presley; Eddie Rickenbacker; President Harry S. Truman; Chairman of the JCS GEN William W. Vessey; Marshal of the Soviet Union Georgi Zhukov; and possibly Shakespeare. Another famous NCO not included in the above list is Homer Smith, from the book *Lilies of the Field*, by William Barrett (the part played by Sidney Poitier in the movie).

MHI has in its file on NCOs a “Draft reply to Ft. Bliss Re: Famous NCO's for Col. Pappas.” Even as a draft this is useful.

MEDALS

Deeds of Valor: How America's Heroes Won the Medal of Honor. 2 Vols. Edited by W. F. Beyer and O. F. Keydel. Detroit: Perrien-Keydel, 1903. Tells what each recipient did to be awarded the Medal of Honor, and includes portraits.

Negro Medal of Honor Men. Irvin H. Lee. NY: Dodd, Mead, 1969.

MUSIC

"National Bands. A Speech by Rudyard Kipling, Delivered at the Mansion House on Jan. 27, 1915." Memorable speech on the value of music to the army. [Author's files and LRC]

Military Customs. MAJ T. J. Edwards. Aldershot, Hampshire: Gale & Polden, 1954. Includes chapter on military music.

"Jodies: Songs on the Move." Donna Miles. *Soldiers* (Jun 1995): 52-53.

RANK

Chevrons: Catalog of U.S. Army Insignia. LTC William K. Emerson. DC: Smithsonian Institution Press, 1983. Definitive work.

Evolution of the Enlisted Grade Structure of the U.S. Army 1775-1959. Robert W. Coakley, B. F. Cooling, Detmar Finke, D. P. Griffin. CMH: no date (1959?).

Enlisted Grade Structure Study. Vol VI, Annex E. *Historical Review of the Enlisted Grade Structure of the US Army, 1775-1967.* DCSPER: 1967. [LRC]

Badges and Insignia of the British Armed Services. Commander W. F. May (?), W. Y. Carmon, and John Tanner (?), Black (?), London, 1974. Includes distinctive clothing of NCOs. Note: Question marks indicate illegible sources.

OTHER SOURCES FOR NCO HISTORY

USASMA Student Research Papers. Early USASMA student research papers are on file at the USASMA library on microfiche. These papers address many subjects pertinent to the Army and the NCO Corps, such as officer/NCO relationships, drill sergeants, and NCO history. Note: Many of the early research papers had to be written with very little library support, since the library was being established.

Dr. Ernest Fisher's Notes on Writing *Guardians of the Republic.* Dr. Fisher's notes are on file at the USASMA Historical Office. These include memoranda, letters, notes, articles, and a bibliographic guide (*see* Bibliographies).

The NCO Oral History Collection. The NCO Oral History Program is administered by the curator of the NCO Museum. Its purpose is to collect, store, and disseminate the papers and memoirs of Army noncommissioned officers. The USASMA historical office also has a file regarding the development of this program.

GENERAL MILITARY HISTORIES

General military histories often contain references to NCOs. Selected histories which include an NCO focus are listed below, in alphabetical order:

American Polearms 1526-1865. Rodney Hilton Brown. New Milford, CN: N. Flayderman, 1967. Includes much material on the halberd, a traditional symbol of the NCO.

The Armies of Asia and Europe. MG Emory Upton. NY: D. Appleton, 1878. Account of a general's assignment to travel around the world to see how other countries' armies were organized. Much on NCOs of other countries. [Smithsonian]

The Armies of To-Day. NY: Harper & Brothers, 1893. Descriptions of the armies in different countries, including the United States, Great Britain, Germany, France, Russia, Austria-Hungary, Italy, and Mexico. [UMCP]

The Army of Frederick the Great. Christopher Duffy. NY: Hippocrene, 1974. Contains a number of references to NCOs, including an anecdote telling how a musician in battle routed a Cossack by pretending his bassoon was a weapon (p. 142).

"Backbone of the British Army: NCOs Until 1900." Victor Neuberger. *Army Defense Quarterly* (Oct 1994): 412-416.

The British Soldier: A Social History from 1661 to the Present Day. J. M. Brereton. London: Bodley Head, 1986.

Fit for Service: The Training of the British Army, 1715-1795. J. A. Houlding. Oxford: Clarendon Press: 1981. Useful bibliography.

A History of the British Army. 13 Vols. The Hon. J. W. Fortescue. London: MacMillan, 1899, 1910.

The Military Schools of Europe, and Other Papers Selected for Publication. DC: GPO, 1896. Includes chapter on reenlistment incentives in various countries.

Mr. Kipling's Army. Byron Farwell. NY: W. W. Norton, 1981.

Standards, Guidons and Colours of the Commonwealth Forces. MAJ T. J. Edwards. Aldershot, Hampshire: Gale & Polden, 1953. Contains a most interesting color plate showing the colors of the Sergeant-Major in 1638 (facing p. 15)

Tommy Atkins: The Story of the English Soldier. John Laffin. London: Cassell, 1966.

Women in Khaki: The Story of the British Woman Soldier. Roy Terry. London: Columbus Books, 1988.

Women in the Military: An Unfinished Revolution. MG Jeanne Holm. Novato, CA: Presidio Press, 1982, revised 1992.

HISTORIES/MEMOIRS FOR SPECIFIC WARS/TIME PERIODS

ROMAN TIMES

The Army of the Caesars. Michael Grant. NY: Charles Scribner's Sons, 1974.

The Bible. The Old Testament contains many references to war, battle, and NCOs (NCOs in this context means "captains of tens and of hundreds"). The New Testament contains references to the Roman Army and centurions during Christ's time on earth and afterwards. Using a concordance can be helpful when researching NCO history in the Bible.

The Military Institutions of the Romans. Vegetius, 390 AD. Can be found in *Roots of Strategy: The 5 Greatest Military Classics of All Time.* Harrisburg, PA: Stackpole, 1985.

The Roman Soldier. G. R. Watson. Ithaca, NY: Cornell University Press, 1969. Good material on centurions. Source for Roman NCO Julius Apollinaris, who in 107 AD wrote a letter to his mother in which he expressed his satisfaction that his promotion to NCO exempted him from fatigue details, in his case quarrying stones (pp. 77-78).

History of the Art of War. 3 Vols? Hans Delbruck. Westport, CN: Greenwood Press, 1975-1980.

SHAKESPEARE AND THE POSSIBILITY THAT SHAKESPEARE WAS AN NCO

"From the Archives." *Parameters* (Spring 1987): inside back cover. Summarizes the discussion of the possibility that Shakespeare served as an NCO.

Sergeant Shakespeare. Duff Cooper. London: Rupert Hart-Davis, 1949. Arguments and evidence that Shakespeare served as an NCO.

Shakespeare's Military World. Paul A. Jorgensen. University of California Press, Berkeley, CA: 1956. An in-depth analysis of the military aspects of Shakespeare's writings.

AMERICAN REVOLUTION

Ordeal at Valley Forge: A Day-by-Day Chronicle from December 17, 1777 to June 18, 1778. Compiled from the Sources. John Joseph Stoudt. Philadelphia: University of Pennsylvania Press, 1963. Contains references to NCOs, and an important speech by a Continental sergeant on why the United States was fighting the British (pp. 143-146). This speech addresses democracy and the rule of law and why they are worth fighting for.

The Revolution Remembered: Eyewitness Accounts of the War for Independence. Edited by John C. Dann. Chicago: University of Chicago Press, 1980.

"The Connecticut Water Machine Versus the Royal Navy." Robert M. Speck. *American Heritage* (Dec 1980): 32-38. Article about SGT Ezra Lee manning the first submarine in 1776.

CIVIL WAR

All for the Union: The Civil War Diary and Letters of Elisha Hunt Rhodes. Edited by Robert Hunt Rhodes. NY: Orion, 1991. Civil War diary of soldier who rose through the ranks including private, corporal, sergeant major, colonel, and regimental commander.

Infantryman Pettit: The Civil War Letters of Corporal Frederick Pettit. Edited by William Gilfillan Gavin. Shippensburg, PA: White Mane, 1990. Letters of a Union corporal.

Mine Eyes Have Seen the Glory: Combat Diaries of Union Sergeant Hamlin Alexander Coe. Edited by David Coe. Cranbury, NJ: Associated University Presses, 1975. An NCO's diary of the Civil War.

The Signal Corps, U.S.A. in the War of the Rebellion. J. Willard Brown. Boston: U.S. Veteran Signal Corps Association, 1896. Includes some material on NCOs.

Ten Years in the Ranks U.S. Army. Augustus Meyers. NY: Arno Press, 1914, 1979. An NCO's account of life in the army before and during the Civil War.

"A Non-Commissioned Officer's Interview with President Lincoln." 1LT Samuel K. Hall. Military Order of the Loyal Legion of the United States, Commandery of the District of Columbia, 4 Dec 1907. Interesting account of one LT's (former 1SG) meeting with President Abraham Lincoln. Story illustrates the necessity for the staff to do its job.

A Private Soldier's Christmas Dinner December 25, 1863. Arthur J. Robinson, Co E, 33 Reg. Wis. Inf. Vols. Milwaukee: 1913. A poem about a Christmas dinner during the Civil War.

"Civil War Added NCO Roles." Dr. Robert H. Bouilly. *NCO Journal* (Winter 1992): 20-21.

"Civil War NCOs." Dr. John Wands Sacca. *NCO Journal* (Summer 1995): 16-17.

INDIAN WARS

Buffalo Soldiers at Fort Leavenworth in the 1930s and Early 1940s, 1991. Interviews by MAJ George E. Knapp, Combat Studies Institute, CGSC.

Five Years a Dragoon ('49 TO '54) and Other Adventures on the Great Plains. Percival G. Lowe. Kansas City: Franklin Hudson, 1906. An NCO's account of life in the army before the Civil War.

Forty Miles a Day on Beans and Hay: The Enlisted Soldier Fighting the Indian Wars. Don Rickey. Norman, OK: University of Oklahoma Press, 1963.

I Fought with Custer: The Story of Sergeant Windolph. Lincoln: University of Nebraska Press, 1947, 1987. The Indian War memoirs of 1SG Charles A. Windolph.

Indian-Fighting Army. Fairfax Downey. NY: Charles Scribner's Sons, 1943.

Roster of Non-Commissioned Officers of the Tenth U.S. Cavalry with Some Regimental Reminiscences, Appendixes, Etc., Connected with the Early History of the Regiment. Mattituck, NY: J. M. Carroll, 1897. [LRC]

"Two Old Comrades Meet." *U.S. Army Recruiting News* (15 Oct 1929): 9, 13. Reminisces about the 1880s Army.

"Reilly's First Sergeant Still Carries On." *U.S. Army Recruiting News* (15 Sep 1927): 4-6, 9.

WWI

At Belleau Wood. Robert B. Asprey. NY: G. P. Putnam's Sons, 1965. Includes the source for the famous quotation by Gunnery Sergeant Dan Daly: "Come on, you sons of bitches. Do you want to live forever?" (pp. 173, 174).

The Doughboys: The Story of the AEF, 1917-1918. Laurence Stallings. NY: Harper & Row, 1963.

A Doughboy with the Fighting Sixty-Ninth: A Remembrance of World War I. Albert M. Ettinger and A. Churchill Ettinger. Shippensburg, PA: White Mane, 1992. An enlisted soldier's view of WWI army life.

The Second Division American Expeditionary Force in France 1917-1919. Historical Committee Second Division Association. NY: Hillman Press, 1937.

A Sergeant's Diary in the World War. Elmer Frank Straub. Indianapolis: Indiana Historical Commission, 1923.
Sergeant York: An American Hero. David D. Lee. Lexington, KY: University Press of Kentucky, 1985.
Sergeant York: His Own Life Story and War Diary. Alvin C. York, edited by Tom Skeyhill. NY: Doubleday, Doran, 1928.

WWII AND LATER

The G.I. Journal of Sergeant Giles. Compiled and edited by Janice Holt Giles. Boston: Houghton Mifflin, 1965.
Interesting diary of a WWII sergeant in a bridging unit.

To Hell and Back. Audie Murphy. Blue Ridge Summit, PA: Tab Books, 1949, 1988.

Quartered Safe Out Here: A Recollection of the War in Burma. George MacDonald Fraser. London: HarperCollins, 1992.

The Brass Ring. Bill Mauldin. NY: W. W. Norton, 1971.

Roots of Two Black Marine Sergeants Major: Sergeants Major Edgar R. Huff and Gilbert H. "Hashmark" Johnson. LTC Jesse J. Johnson. Hampton, VA: Ebony, 1978. Account from two of the first black Marines. [PL]

The Three Wars of Roy Benavidez. Roy P. Benavidez and Oscar Griffin. San Antonio: Corona, 1986.

Medal of Honor: A Vietnam Warrior's Story. MSG Roy Benavidez with John R. Craig. DC: Brassey's, 1995.

Personal Perspectives on the Gulf War. Arlington, VA: AUSA Institute of Land Warfare, 1993.

Certain Victory: The U.S. Army in the Gulf War. BG Robert H. Scales. DC: Brassey's, 1994.

Notes/Other:

"The Soldier in the Philippines." SGT Herbert E. Smith. *Infantry* (Apr 1927): 375-379. Interesting article on duty in the Philippines.

Eight very senior NCOs participated in a study with Dr. (COL) Larry H. Ingraham, tentatively titled *Master Sergeants: Caring Is the Heart of Leadership* or *Caring Warriors: The Heart of Leadership*. The manuscript involved extensive interviews to capture the experience of a group serving from WWII to the 1980s.

Rank and File: The Common Soldier at Peace and War 1642-1914. Compiled by T. H. McGuffie. London: Hutchinson, 1964. A particularly good source of original memoirs of NCOs from several centuries, including the following:

A Private's Reminiscences of the First Year of the War. E. Benjamin Andrews (Company C. Fourth Connecticut Infantry, subsequently the First Providence), Rhode Island, 1886.

The Progress of a Ploughboy to a Seat in Parliament. [William Cobbett]. Edited by William Reitzell. Faber & Faber, London, 1933.

Army Life: A Private's Reminiscences of the Civil War. Reverend Theodore Gerrish, former member of the 20th Maine Volunteers. Portland, Maine, 1882.

A Soldier of the Legion. An Englishman's Adventures under the French Flag in Algeria and Tonquin. George Manington. Edited by W. B. Slater and Arthur J. Sarl. London, 1907.

A King's Hussar: Being the Military Memoirs for Twenty-five Years of a Troop-Sergeant-Major of the 14th (King's) Hussars. (E. Mole). Collected and condensed by Herbert Compton. London, 1893.

From Private to Field Marshall. Field Marshal Sir William Robertson, Bt. London, 1921.

In the Foreign Legion. Erwin Rosen. London, 1910.

2. THE NCO CORPS

THE NCO CORPS

“Noncommissioned Officer.” MSG Frank K. Nicolas. *Infantry* (Jan 1958): 76-79.

“The Non-Commissioned Officer Today.” *Infantry* (Jan-Feb 1974): 25-40.

“Strengthening the Backbone.” MSG Archer W. Miller. *Engineer* (Summer 1980): 6-7. Reprinted from *Infantry*.

“The Noncommissioned Officer.” CSM Johnny W. Greek. *Engineer* (Fall 1980): 32-34.

“The NCO: Bedrock of Readiness.” [Derived from a speech by LTG Paul F. Gorman to the Association of the United States Army (AUSA), Columbia, SC, 13 Mar 1981] *Commanders Call* (Sep-Oct 1981): 2-6.

“Sergeant Morales Induction Ceremony 31 March 1986.” Remarks by LTG R. L. Wetzel, CDR, V Corps. Speech File Service No. 21. [PAO-CIPD]

“Fear and Loathing in the Barracks- And the Heart of Leadership.” Larry H. Ingraham. *Parameters* (Dec 1988): 75-80.

“A Time to Become ‘Accelerated.’” Dennis Steele. *ARMY* (Mar 1989): 47-49.

“The NCO Corps.” SFC Frank Cox. *Soldiers* (May 1989): 6-10.

“The Noncommissioned Officer.” A 1989 Army Theme Speech Developed by U.S. Forces Command PAO. US Army PAO *Monthly Update* (Jul 1989): 12-16.

“Focus on NCOs.” Interview with CSM George L. Horvath. *EurArmy* (Aug 1989): 8-10.

“The NCO Corps: Outstanding Today- Even Better Tomorrow.” GEN Carl E. Vuono. *Soldiers* (Aug 1989): 34-36. [Also in the *Collected Works*, 1991, pp. 162-163]

“The Strength of the NCO Corps Is a National Strategic Asset.” GEN Colin L. Powell and CSM Robert F. Beach. *ARMY* (Oct 1989): 44-52.

“Noncommissioned Officers- The ‘Backbone’ of Cadet Command.” COL Lawrence E. Wood. AUSA files: 1994.

“America’s Noncommissioned Officer Corps- into The 21st Century.” GEN Gordon R. Sullivan. *Speech File Service, 2nd Quarter, Fiscal Year 1994*, pp. 10-14. [PAO-CIPD]

THE ROLE OF THE NCO

“If the Backbone Aches, Don’t Ignore It.” MG A. S. Newman. *ARMY* (Nov 1963): 76, 78.

“Sergeants’ Business.” GEN Donn A. Starry. *Military Review* (May 1978): 2-9.

“Priorities, Challenges, and Expectations of Leaders.” GEN Carl E. Vuono. *Military Police* (Apr 1989): 22-24. [An excerpt from comments in an address to the AUSA Sergeants Major Luncheon, 17 Oct 1988]

“NCOs: Not Only the Backbone but the Vital Nerve System Link.” GEN Frederick J. Kroesen. *ARMY* (Sep 1992): 10-11. Includes the point that the NCO Corps is much more than the “backbone” of the Army.

“The NCO’s Role Is Crucial in Setting the Army’s Standards.” MG Paul E. Funk. *Armor* (Nov-Dec 1992): 3-4.

“The Chief’s View of NCO Leadership Challenges.” GEN Gordon R. Sullivan. *NCO Journal* (Winter 1994): 6-8.

Memorandum 18 Jul 1997, “Noncommissioned Officers Association.” GEN Dennis J. Reimer.

“Real Sergeants Don’t Know What Quiche Is.” Dennis Steele. unknown date [1982–1986?] and source—perhaps the Military District of Washington post newspaper? Defines “real sergeants.” [Author’s files and LRC]

Note: Military manuals throughout the ages often include material on the role of the NCO. See the section on Manuals and NCO Guides.

1989- THE YEAR OF THE NCO

Memorandum 6 Jan 1989, "The 1989 Army Theme: The NCO." Secretary of the Army John O. Marsh, GEN Carl E. Vuono, and SMA Julius W. Gates, in *Sergeants' Business* (Mar-Apr 1989) inside front cover. Also in *ARMY* (Feb 1989): 15.

"Regimental Command Sergeant Major." CSM Joshua Perry. *Military Police* (Jan 1989): 3, 21. Thoughts on "The Year of the NCO."

NCO Lessons Learned, 1989, Center for Army Lessons Learned, Ft. Leavenworth, KS. NCO lessons learned from the Combat Training Centers.

"*The NCO*" *In Their Own Words*, 1991, FORSCOM. A book of essays printed in conjunction with *The 1989 Army Theme-Forces Command NCO Essay Contest*.

During 1989, "The Year of the NCO," many journals marked the year's theme in some way. Listed below are some issues with a particularly strong focus on NCOs:

<i>Air Defense Artillery</i> (Jul-Aug 1989)	<i>ARMY</i> (Oct 1989), and also throughout the year.
<i>Army Trainer</i> (Fall 1989)	<i>Field Artillery</i> (Aug 1989)
<i>INSCOM</i> (Aug-Sep 1989)	<i>Military Intelligence</i> (Jul-Sep 1989)
<i>Officers' Call</i> (Mar-Apr 1989)	<i>Ordnance</i> (Nov 1989)
<i>Sergeants' Business</i> (Mar-Apr 1989)	<i>Soldiers</i> , throughout the year
<i>U.S. Army Aviation Digest</i> (Nov-Dec 1989)	

The USASMA historical files contain material relevant to "The Year of the NCO," such as briefings to the General Officer Steering Committee, and the *1989 Army Theme THE NCO Action Plan*.

EARLY ARTICLES ON THE NCO CORPS

Letter from MG Jacob Brown to Hon. James Barbour, Secretary of War, 1825. *American State Papers, Military Affairs*. Vol 3, p. 111. Letter asking for more pay, incentives, and respect for noncommissioned officers.

"Notes for N.C.O.'s." 1LT Elbridge Colby. *Infantry* (Sep 1919): 232-238; (Oct 1919): 293-302; (Nov 1919): 409-415.

"Increasing the Prestige of Noncommissioned Officers." COL Henry A. Finch. *Infantry* (Jan 1920): 553-556.

"Sergeants." CPT Anthony Cotterell. *Infantry* (Sep 1943): 47. Compares British and American NCOs during WWII.

"The Noncom." *Infantry* (Sep 1945): 6-7.

ARTICLES THAT INCLUDE AN NCO FOCUS

"Stress the Fundamentals." GEN J. Lawton Collins. *Combat Forces* (Nov 1952): 11-18.

"Men Think as Their Leaders Think." LTG W. B. Palmer. *Army Information Digest* (Jan 1954): 10-16.

"Forging the Chain." LTG Walter F. Ulmer. *Armor* (Jan-Feb 1985): 30-32.

"This Is a Tough Business." Interview with GEN Donn A. Starry. *Soldiers* (Oct 1985): 22-25.

"We Are a Breed Apart." GEN Richard G. Stilwell. *Soldiers* (Nov 1985): 32-35.

"Frankly Speaking." Interview with GEN Frederick M. Franks. *NCO Journal* (Fall 1993): 8-10.

"Our Soldiers Over There in Bosnia Are Doing Us Proud." GEN Dennis J. Reimer. *NCO Journal* (Summer 1996): 21.

3. MANUALS AND NCO GUIDES

MILITARY MANUALS FROM 390 AD TO THE 19TH CENTURY

Much information on NCOs can be found in the military manuals of the times. The manuals listed below contain references to NCOs. This list does not include manuals focusing only on training and tactics, though these manuals often address the NCO's role in those areas. The USASMA Historical Office has many of these manuals on file.

ROMAN DAYS

The Military Institutions of the Romans. Vegetius, 390 AD. [In *Roots of Strategy*. Harrisburg, PA: Stackpole, 1985.]

1500-1600s

A Path-Way to Military Practise. Barnabe Rich. London: John Charlewood, 1587. [UMCP]

Approved Order of Martiall Discipline. Giles Clayton. London: I. C. for Abraham Kitsonne, 1591. [UMCP]

The Theorike and Practike of Moderne Warres. Robert Barrett. London: for William Ponsonby, 1598. [UMCP]

The Military Garden...Instructions for All Young Souldiers. James Achesone. Edinburgh: John Wreittoun, 1629. [UMCP]

A Discourse of Military Discipline, Devided into Three Boockes. Captaine Gerat Barry. Bruxells: Widowe of Jhon Mommart, 1634. [LOC]

Anima'dversions of Warre, or, a Militarie Magazine of the Truest Rules, and Ablest Instructions, for the Managing of Warre. Robert Ward. London: John Dawson, 1639. [MHI]

The Souldiers Exercise. In Three Boockes. Gervase Markham. London: John Norton, 1639. [UMCP]

Principles of the Art Military. Captaine Henry Hexham. Delf, Holland: Antony of Heusden, 1642. [UMCP]

Military Essayes of the Ancient Grecian, Roman, and Modern Art of War. Written in the Years 1670 and 1671. Sir James Turner, Knight. London: Richard Chiswell, 1683. [MHI and UMCP]

1700s

My Reveries Upon the Art of War. Marshal Maurice de Saxe, 1732. Available in a number of editions, including *Roots of Strategy: The 5 Greatest Military Classics of All Time*. Harrisburg, PA: Stackpole, 1985.

The Instruction of Frederick the Great for His Generals. Frederick the Great, 1747. Also Available in *Roots of Strategy*.

Regulations for the Prussian Infantry. Translated from the German Original [1759]. NY: Greenwood Press, 1968. [PL]

The Military Guide for Young Officers. 2 Vols. Thomas Simes. London: J. Humphreys, R. Bell, and R. Aitken, 1776. [LOC]

Regulations for the Order and Discipline of the Troops of the United States, 1779 (MG Frederick von Steuben).

General Wolfe's Instructions to Young Officers. Colonel Wolfe. London: J. Millan, 1780.

Advice to the Officers of the British Army: With the Addition of Some Hints to the Drummer and Private Soldier. Francis Grose. London: W. Richardson, 1783. A sarcastic account of the failings and weaknesses of officers in the British army, and includes NCOs and enlisted soldiers. Should be required reading for all officers, commissioned and noncommissioned. [PL]

1800s

The classics *Battle Studies* by Ardant du Picq, Napoleon's *The Military Maxims of Napoleon*, and *The Art of War* by Antoine Jomini can be found in a number of sources, including *Roots of Strategy*, Harrisburg, PA: Stackpole, 1985, 1987.

The Mind of Napoleon: A Selection from His Written and Spoken Words. Edited and Translated by J. Christopher Herold. NY: Columbia University Press, 1955.

On War. Carl von Clausewitz. Edited and translated by Michael Howard and Peter Paret. Princeton, NJ: Princeton University Press, 1976, 1989. May not contain references to NCOs, but is always useful to review.

A Hand Book for Infantry. William Duane. Philadelphia: 1814. [LRC]

A Dictionary of the Military Science. E. S. N. Campbell. London: Baldwin and Cradock, 1830. [Naval Hist Ctr, DC]

Advanced-Guard, Out-Post, and Detachment Service of Troops, with the Essential Principles of Strategy, and Grand Tactics. D. H. Mahan. NY: John Wiley, 1863.

COMMERCIAL NCO MANUALS/GUIDES

Hints for Non-Commissioned Officers on Actual Service. Compiled and translated by COL Sontag. London: C. Roworth, 1804. In a letter dated 11 Mar 1997, Michael Ball, National Army Museum, London, stated that “John Sontag first appears in the *Army List* in 1795 as a lieutenant-colonel...but as he does not appear in the *Army List* before this date, I assume that he transferred from foreign service. One possibility, given his name, might be that he was one of George III’s Hanoverian subjects. [He became] a lieutenant-general on 4 June 1814.” Note: This is the earliest manual in English found that was written specifically for NCOs, and this manual was translated, probably from German. [Smithsonian]

Customs of Service for Noncommissioned Officers and Soldiers. BG August V. Kautz. Philadelphia: J. B. Lippincott, 1865. Written for the Civil War NCO. [LRC]

Handbook for Noncommissioned Officers of Infantry. CPT M. B. Stewart. Kansas City: Franklin Hudson, 1903. [MHI]

Instructions for the Non-Commissioned Officer. 1LT John W. Norwood. Columbus, OH: Edward Miller, 1909. [LRC]

Noncommissioned Officers’ Manual. CPT James A. Moss. “Based on the collated experiences of over 50 experienced noncommissioned officers of the Regular Army.” Menasha, WI: George Banta, 1909, revised 1917. [CMH]

A Manual of Intensive Training of the Infantry Soldier, the Infantry Non-Commissioned Officer, the Infantry Squad. 1LT Elvid Hunt. Honolulu: Hawaiian Gazette Co, 1916. [MHI]

The Old Sergeant’s Conferences. COL William H. Waldron. DC: *Infantry*, 1930. [PL- U110.W16]

Sergeant Terry Bull: His Ideas on War and Fighting in General. Terry Bull. DC: *Infantry*, 1943. [PL- U104.T83]

Handbook and Manual for the Noncommissioned Officer. DC: Combat Forces Press, 1952.

The Noncom’s Guide, The New Noncom’s Guide, and The NCO Guide. Stackpole (Harrisburg, PA) published its first NCO Guide in 1948, and revised it periodically. (Stackpole Books was then the Military Service Publishing Co.)

OFFICIAL NCO MANUALS FROM HQDA

Manual for Noncommissioned Officers and Privates of Infantry of the Organized Militia and Volunteers of the United States, 1914. (Revised from a 1909 manual for privates of infantry of the Organized Militia of the United States.) [CMH]

Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States, 1917. Revised from the 1914 manual. [CMH]

DA Pam 350-12, *Guide for Squad Leaders*, 1967.

DA Pam 350-13, *Guide for Platoon Sergeants*, 1967.

FM 22-600-20 (Advance Copy), *The Duties, Responsibilities and Authority of NCO’s and the Interplay and Relationship with the Duties, Responsibilities and Authority of Officers: Doctrine and Methodology*, 1977, USASMA. The USASMA historical files contain interesting papers on the staffing of this FM.

FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1980.

FM 22-600-20, *The Army Noncommissioned Officer Guide*, 1986.

TC 22-6, *The Army Noncommissioned Officer Guide*, 1990. (Revision of FM 22-600-20, 1986).

NCO MANUALS FROM ARMY ORGANIZATIONS (NOT HQDA)

Manual of Instruction of the Non-Commissioned Officers of a Troop of Cavalry in Security and Information. 1LT Jno. J. Boniface, 1903, General Service and Staff College, Ft. Leavenworth, KS. [MHI]

Ordnance Noncom’s Handbook, 1944, Ordnance School, Aberdeen Proving Ground, MD. “This handbook was suggested by one Ordnance noncom and was written with the assistance of hundreds of others.” Excellent book based on extensive practical experience, including tips from 300 American veterans of the Spanish Civil War. [MHI]

Non-Commissioned Officer's Tools. 2nd Infantry Division, Korea, no date. [LRC]

Army National Guard Noncommissioned Officer Handbook, 1989, foreword by CSM G. Steven Blackwood, Office of the Director, Army National Guard. Prepared by an NCO task force directed by CSM G. Steven Blackwood, the National Guard CSM, as part of "The Year of the NCO" (1989). Scope applies beyond the National Guard. *NG

OFFICIAL PUBLICATIONS DIRECTLY RELATING TO NCOs

War Department Circular 70, *Noncommissioned Officers*, 1944. Guidance from Chief of Staff GEN George C. Marshall to commanders regarding NCOs. This Circular was also discussed in "'Noncommissioned Officers.'- Circ. No. 70." *Infantry* (Apr 1944): 52-53.

What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops. A series of monthly reports from 1943 to 1945, initiated and signed by General of the Army George C. Marshall. Valuable documentation of what the World War II GI thought about many subjects. Much on NCOs. [PL- U104.W55]

RB 22-600-20, *The Duties, Responsibilities and Authority of NCO's and the Interplay and Relationship with the Duties, Responsibilities and Authority of Officers*, 1981, USASMA.

DA Pam 600-25, *US Army Noncommissioned Officer Professional Development Guide*, 1987.

DA Pam 623-205, *The Noncommissioned Officer Evaluation Reporting System "In Brief"*, 1988.

TC 12-16, *PAC Noncommissioned Officer's Guide*, 1991.

TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps: JUST CAUSE: DESERT STORM*, 1994. Includes how NCO tasks and responsibilities contributed to combat success in those operations.

OFFICIAL PUBLICATIONS THAT INCLUDE SOME MATERIAL ON NCOs

FM 7-5, *Infantry Field Manual: Organization and Tactics of Infantry: The Rifle Battalion*, 1940. Chapter on NCOs.

TM 16-205, *The Chaplain*, 1944.

TGGS Special Text No. 1, 1949, *Leadership for the Company Officer*, The Ground General School, Ft Riley, KS.

DA Pam 360-302, *Officers' Call: The Profession of Arms*. [Three Lectures by LTG Sir John Winthrop Hackett], 1966.

DA Pam 360-303, *The Challenge of Leadership*, 1969. Includes NCO leadership. Printed excerpts from SGM John G. Stepanek's Aug 1967 *Army Digest* article "As a Senior NCO Sees It."

Leadership for the 1970's: USAWC Study of Leadership for the Professional Soldier, 1971.

Leadership Monograph Series. Consolidated Army War College Leadership Monograph Series 1-5, 1975.

DA Pam 600-32, *Leader Development for the Total Army: The Enduring Legacy*, 1991. Includes chapter on NCO leader development.

The Battalion Commander's Handbook. US Army War College, 1991. A series, containing much information on NCOs, beginning with *Battalion Commanders Speak Out* and *A Battalion Commander's Handbook*, both in 1977.

TRADOC Pam 525-100-2, *Leadership and Command on the Battlefield: Battalion and Company*, 1993.

The Army's Leadership Manuals from 1948-on. The manuals vary in content and perspective, and are often very good reading, particularly DA Pam 22-1, *Leadership*, 1948; and FM 22-100, *Military Leadership*, 1983 and 1990.

Reports of the Secretary of War/Reports of the Chief of Staff. Yearly reports, and those with an index are very useful. Research in Army history would benefit if the Army would prepare an index for those reports that do not have one.

SOLDIERS' GUIDEBOOKS (OFFICIAL AND COMMERCIAL) Soldiers' guidebooks often include NCO/soldier relationships and other areas relating to NCOs. Some early soldiers' guidebooks:

The Soldier's Pocket-book. Major-General Sir Garnet J. Wolseley. London: MacMillan, 1874. [MHI]

The Soldier's Handbook for Use in the Army of the United States, 1902, revised 1913. Prepared by direction of the Adjutant General of the Army by N. Hershler, Adjutant General's Office. [PL- U113.A5]

How to Get Along in the Army. "Old Sarge." NY: D. Appleton-Century, 1942. [LRC]

New Soldier's Handbook. *Infantry*/Penguin Books. NY: 1943. [PL- U113.I43]

4. KEY NCO POSITIONS

NCO POSITIONS (Note: *See also* NCO/Officer Relationships)

“Open Letters to Three NCOs.” 1SG Jeffrey J. Mellinger. *Infantry* (May-Jun 1989): 17-21. The team leader, squad leader, and platoon sergeant.

“Stripes: Symbols of Leadership and What They Mean.” *INSCOM* (Aug-Sep 1989): 20-21.

Books by SGM Bobby Owens on various key NCO positions: *Squad Leader, The Diamond, The Gray Area, The Star and the Wreath*. Not all books have a date or publishing information. [LRC]

Welcome to the Noncommissioned Officer Corps. Compiled by CSM Harold Hunt. US Army Laboratory Command, no other publishing information. Booklet of articles for the new NCO. [LRC]

SQUAD LEADER

“The Squad System.” CPT William T. Littebrant. *Journal of the U.S. Cavalry Association* (Oct 1904): 329-339.

“Combat Leader: The Rifle Squad Leader- Backbone of the Battlefield.” *Infantry* (Feb-Mar 1960): 40-43.

“Grass Roots Training.” 1LT Wallen M. Summers. *Infantry* (Oct-Nov 1960): 31-33.

DA Pam 350-12, *Guide for Squad Leaders*, 1967.

“Squad Leader: Anchor to the Chain of Command.” CPT Boyd M. Harris. *Infantry* (Jul-Aug 1970): 22-27.

“First Line Leader.” Gerri Taylor. *Soldiers* (Jun 1985): 28-31.

“A Squad Leader’s Thoughts.” SGT Don F. Metters. *Sergeants’ Business* (Jan-Feb 1990): 19-20.

PLATOON SERGEANT

DA Pam 350-13, *Guide for Platoon Sergeants*, 1967.

“Platoon Sergeants.” MSG Nat Dell. *Soldiers* (Sep 1975): 6-10.

“The Platoon Sergeant.” *Sergeants’ Business* (Mar-Apr 1989): 14-15.

“The Platoon Sergeant.” LTC Cole C. Kingseed. *Infantry* (Jul-Aug 1993): 8-10.

FIRST SERGEANT

“The Top-Sergeant.” MAJ Thomas Swann. *Infantry* (Jun 1919): 948-952.

“The First Sergeant.” COL Charles A. Romeyn. *Cavalry* (Jul 1925): 296-298. (Also reprinted in *Armor* (Jan-Feb 1974): 48-49. Classic article on the 1SG.

“1SG Vance Marchbanks: A Buffalo Soldier NCO.” *NCO Journal* (Summer 1995): 19. Account from the 1927 memoirs of a buffalo soldier NCO/CPT.

“A Noble Top Sergeant.” William F. Salathe. *U.S. Army Recruiting News* (1 Aug 1929): 6-7. Article about a WWI American 1SG (1SG Fred A. Allen) who was made a Belgian duke by King Albert for his bravery in the front line trenches in France, but who preferred to remain in the US Army as a 1SG.

“Top- Yes, Top- Sergeant.” Samuel T. Williamson. *New York Times Magazine* (18 Jan 1942): 14, 23. The WWII 1SG.

“For First Sergeants Only.” 1SG Walter R. Sledge. *ARMY* (Dec 1944): 27-28. The WWII 1SG in combat.

“In Defense of First Sergeants.” John C. Moynihan. *Atlantic* (Jan 1945): 107, 109, 111.

“Day at the Office.” MSG Gerald L. Crumley. *ARMY* (Aug 1961): 59-60. Humorous article on the trials of being a 1SG.

“Portrait of a First Sergeant.” MSG Matt Glasgow. *Soldiers* (Aug 1979): 28-34.

“The First Sergeant.” CSM William J. Cronin. *Infantry* (Nov-Dec 1981): 39-41.

“From Private to Chairman 1ST SGT Was Toughest.” Interview with GEN John W. Vessey. *Soldiers* (Sep 1983): 6-8. Includes comment from GEN Vessey that the toughest and most responsible job he ever had was being a 1SG in combat.

“A Top Course.” SGM Mike Mason. *Soldiers* (Jul 1984): 6-7.

“Top Duty.” SGM Mike Mason. *Soldiers* (Jul 1984): 8-10.

“Brigade First Sergeant.” SFC Paul H. Johnson. *Infantry* (Nov-Dec 1986): 20-23.

“The First Sergeant.” *Sergeants’ Business* (Mar-Apr 1989): 16-17.

“1st Sgt. Frank Copley: A Brown Shoe Army NCO Remembered.” COL John J. Betz. *ARMY* (Nov 1989): 48-51.
NCO Journal (Spring 1996): much of issue.

From Here to Eternity. James Jones. NY: Charles Scribner’s Sons, 1951. Includes 1SG Milton Warden.

Polishing Up the Brass: Honest Observations on Modern Military Life. Michele McCormick. Harrisburg, PA: Stackpole, 1988. Good comments from and about 1SGs.

SERGEANT MAJOR AND COMMAND SERGEANT MAJOR

THE SERGEANT MAJOR’S ROLE

“Sergeant Major.” SGM Robert B. Begg. *ARMY* (Jan 1966): 37-39.

“The Sergeant Major.” CSM Bob L. Williams. *Infantry* (Sep-Oct 1969): 16-19.

“The Role and Duties of CSM.” LTC John L. Lorms. *Infantry* (Jan-Feb 1974): 35-36.

“Extract of Remarks by General William E. DePuy, USA, TRADOC Commander at TRADOC Commander’s Conference 10-11 December 1975- Fort Monroe, Virginia.” [USASMA historical files]

Memorandum 16 Jul 1976, “Role of the Noncommissioned Officer.” West Point, NY. Discusses the SGM’s role. [USASMA historical files]

“The Senior Trooper.” CSM Walter W. Krueger. *Armor* (Nov-Dec 1976): 45.

“The Command Sergeant Major.” CSM John W. Gillis. *Armor* (Mar-Apr 1979): 30-32. Fine article on the battalion CSM. Should be required reading for all officers, commissioned and noncommissioned.

“Command Sergeant Major: A New Breed of ‘Old’ Soldier.” MSG Matt Glasgow. *Soldiers* (Mar 1981): 28-31.

“What Should CSMs Do in Combat?” CSM Bennie R. Causey. *ARMY* (Jan 1982): 47, 50.

“The Command Sergeant Major.” GEN Bruce C. Clarke. *Engineer* (Summer 1982): 7.

“What Is a Sergeant Major?” COL Claude W. Abate and LTC Warren P. Giddings. USAWC Paper, 1985.

“The Sergeant Major’s Role- Leadership ‘to Show the Way.’” LTG Robert L. Wetzel. *ARMY* (May 1986): 71-72.

“Duties and Roles of the Battalion Command Sergeant Major.” LTC James R. Siket. USAWC Paper, 1987.

“The Army’s Command Sergeant Major Problem.” John C. Bahnsen and James W. Bradin. *Parameters* (Jun 1988) 9-17. Illustrates the disruptive effects on a unit when the CSM’s role is not well defined and understood.

“The Command Sergeant Major.” LTC Herbert F. Harback. *Engineer* (Oct 1990): 40-42.

“Command Sergeant Major Responsibilities and Duties.” CSM Jake Fryer. *Armor* (May-Jun 1991): 5-6.

“Duties, Responsibilities, and Authority of the Battalion Command Sergeant Major.” COL Robert B. Mangold and CSM James A. (Art) Johnson. *Military Intelligence* (Jul-Sep 1991): 20-21.

“That First Challenge: Command Sergeant Major of an Infantry Battalion in Korea.” CSM Harold Hunt. 1995. No other publishing information. [USASMA historical files]

CSM: That First Challenge. Compiled by CSM Harold Hunt, no date or publishing information. Good collection of articles relating to the CSM. [LRC]

Note: The USASMA LRC has many student research papers on the role of the Sergeant Major.

DEVELOPMENT OF THE POSITION OF THE SERGEANT MAJOR

“The Sergeant-Major.” MAJ T. J. Edwards. *Canadian Military Gazette* (14 Oct 1930): 4-5. Note: Alastair Massie, from the National Army Museum in London, wrote in a letter dated 21 Apr 1997 that he knows of no other article “on the emergence of the Sergeant-Major as an NCO either as clearly written or well-supported with evidence as that provided by Major Edwards.”

“The History of the Sergeants Major.” no date or publishing information. [USASMA historical files]

Notes: *Guardians of the Republic* details the development of the position of the sergeant major. Also the USASMA historical office has files on the creation of the CSM and the development of the position.

BRITISH REGIMENTAL SERGEANT MAJOR

On the Word Of Command: A Pictorial History of the Regimental Sergeant Major. Richard Alford. Tunbridge Wells, Kent: Spellmount, 1990.

“A Key Advisor: The Regimental Sergeant-Major.” Article finalized by LTG J. Chouinard [Canadian Army], Commander, Mobile Team, 1975. [USASMA historical files]

To Revel in God’s Sunshine: The Story of the Army Career of the Late Academy Sergeant Major J. C. Lord, MVO, MBE. Compiled by Richard Alford. Kendal, Cumbria: Westmorland Gazette, 1981. Biography of AcSM John Lord. [LRC]

“The Song of the Sergeant Major.” One of the early USASMA student research papers includes a copy of a British advertisement for a drink called the “Sergeant Major,” which apparently got its name during an Afghan War battle.

SERGEANT MAJOR OF THE ARMY

THE HISTORY AND POSITION OF THE SMA

The Sergeants Major of the Army. Mark F. Gillespie, Glen R. Hawkins, Michael B. Kelly, and Preston E. Pierce. CMH, 1995.

“The Newly Designated Position of Sergeant Major of the Army.” *Army Digest* (Dec 1966): Table of Contents page.

“The Army’s SMAs from the Beginning to the Present.” Larry Arms and MSG Jaime Cavazos. *NCO Journal* (Summer 1994): 9-13.

“SMA’s Role Evolves, Grows.” SSG David Abrams. *NCO Journal* (Summer 1995): 44-45.

“Sergeant Major of the Army Chevrons.” No date. Office of the SMA files.

Note: The Air Force has a book, *The Enlisted Experience: A Conversation with the Chief Master Sergeants of the Air Force*, edited by Janet R. Bednarek, DC: GPO, 1995. An account of military life by four of the first five Chief Master Sergeants of the Air Force.

ARTICLES, ADDRESSES, AND BOOKS BY THE SMAs (Chronological Order)

Wooldridge, SMA William O.

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“NCOs: It’s Time to Get Tough.” *ARMY* (Oct 1981): 29-31.
“Keep Up with Change in ‘80s.” *ARMY* (Oct 1982): 27-30.

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“Lessons on Leadership.” SFC Douglas Ide. *Soldiers* (Feb 1995): 18-20.
Getting the Word Out: Newspaper and Magazine Coverage 1991-1995. Sergeant Major of the Army Richard A. Kidd. 2 Vols. Compiled by MSG Jaime Cavazos, Office of the Chief of Public Affairs, 15 Jun 1995. A spiral-bound book of articles by and about SMA Kidd. This is a valuable reference, for most of the articles about SMA Kidd’s visits contain what he spoke about. This technique could be used at many levels, such as at the MACOM CSM level.

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“Address at the AUSA Luncheon.” CENTCOM, MacDill AFB, FL, 10 May 1996. SMA files.
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Hall, SMA Robert E.

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Notes. A more extensive bibliography on the SMAs is in the 1996 AUSA book *The Sergeants Major of the Army: On Leadership and the Profession of Arms*. Also, the PAO-CIPD publications *Sergeants’ Business*, *NCO Call*, and *Command Information Package* (from 1986-on) often contain messages from the SMAs.

Articles Including Thoughts from Several SMAs.

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“Reunion: Retired SMAs Sound Off on the State of the NCO Corps.” *NCO Journal* (Fall 1996): 10-16.

QUOTATION BOOKS OF THE SMAs

The Sergeants Major of the Army: On Leadership and the Profession of Arms. AUSA Institute of Land Warfare, 1996. A book of quotations from the SMAs from 1966-1996, prepared in honor of the 30th anniversary of the creation of the position of the SMA. The following Information Management Support Center books all contain thoughts from the SMAs:
The Noncommissioned Officer Corps: On Leadership, the Army, and America, 1998.
The Noncommissioned Officer Corps: On Training, Cohesion, and Combat, 1998.
The Officer/NCO Relationship: Words of Wisdom and Tips for Success, 1997.

ORAL HISTORIES

The US Army Museum of the Noncommissioned Officer had the following SMA oral histories on file: George W. Dunaway, Silas L. Copeland, William G. Bainbridge, Leon L. Van Autreve, William A. Connelly, Glen E. Morrell, and Julius W. Gates. The interviews were prepared by Erwin H. Koehler during 1993 for the CMH book *The Sergeants Major of the Army*. The interviews cover many aspects of the Army and Army life, as well as the SMAs’ personal history.

Sergeant Major of the United States Army: The First Twenty Years 1966-1986. SGM (Ret) James M. Carr and SMA (Ret) William O. Wooldridge. No publishing information. Interviews with several SMAs. Includes copies of documents relating to the creation of the SMA position. [USASMA historical files]

5. THE NCO/OFFICER RELATIONSHIP

THE OVERALL RELATIONSHIP

The Officer/NCO Relationship: Words of Wisdom and Tips for Success, Information Management Support Center, 1997. A book of excerpts from the writings of NCOs and officers on the NCO/officer relationship.

“What Is the Cause of the Recent Falling Off in the Enlisted Strength of the Army and Navy, and What Means Should Be Taken to Remedy It?” MAJ Wilmot E. Ellis. *Journal of the Military Service Institution* (Mar-Apr 1909): 167-183. Includes comments on the conditions of enlisted service, and the necessity of treating soldiers with respect.

“Officers and NCO’s: A Working Relationship That Must Endure.” CPT David M. Dacus, 1SG John M. Liggett, and 1LT James N. Roland. *Infantry* (Nov-Dec 1972): 24-27. Three articles on the Officer/NCO relationship from a company commander, a first sergeant, and a platoon leader.

“From a Ground Commander to the Aviator.” BG Hillman Dickinson. *U.S. Army Aviation Digest* (Oct 1974): 6-7.

“Who Is Responsible for Individual Training?” MG John W. McEnery. *Armor* (Mar-Apr 1977): 6-7.

“Let the NCO Do His Job.” CSM John W. Gillis. *Armor* (Mar-Apr 1982): 8.

“The Officer and the NCO: Who Does What?” MG Donald R. Infante and MSG Norman J. Oliver. *Officers’ Call* (Mar-Apr 1989): 4-6.

“Officer-NCO Relations- an NCO Perspective.” *Officers’ Call* (Mar-Apr 1989): 7-8.

“The Commander and NCO Professional Development.” LTC Daniel L. Breitenbach and the Field Artillery Enlisted Branch Professional Development NCOs. *Field Artillery* (Aug 1989): 7-8, 10.

NCO Journal (Winter 1993): much of issue. Note: cover says “1992” and inside says “1993.”

“The Officer-NCO Team: The Touchstone of Army Leadership for the 21st Century.” MG John A. Dubia and CSM James C. McKinney. *Field Artillery* (Jun 1994): 1-2.

“*Journal* Useful Tool for Officers and NCOs.” MAJ M. M. Yamamoto. *NCO Journal* (Winter 1995): 27. Thoughts on the value to officers and to units of keeping all of the issues of the *NCO Journal* on file for reference for professional development, and for ideas on training and leadership.

“Officer/Noncommissioned Officer Relationships- Can Improved Officer/Noncommissioned Officer Relationships Enhance the Eroded Conditions of Leadership Which Evolved During the Vietnam War and Threatens the United States Army in the 1970’s?” USASMA Student Research Paper, Group #13 Class #2, no date. Includes the following quotation from GEN De Maud’Huy: “A colonel does not command 3,000 men; a major 1,000 men; a captain 250. The colonel commands three battalions; the major four companies; the captain four platoons; the platoon commander four squads; the squad leader the largest command of all. Let us not forget it.” The reference given for this quote is *A Military Testament*, from a 3d Squadron, 7th Cavalry, 3d ID letter 2 Dec 1969. [microfiche at LRC]

“The Officer Corps Today as Seen by the Noncommissioned Officer.” USASMA Student Research Paper, Group #17 Class Four, no date. [microfiche at LRC]

SPECIFIC POSITIONS

PLATOON SERGEANT/PLATOON LEADER

“The Junior Officer Meets His Noncom.” SGM Morris J. Terrebonne. *ARMY* (Dec 1966): 70-71.

“The NCO Meets His Junior Officer.” MAJ Herald F. Stout and SGM Morris J. Terrebonne. *ARMY* (May 1967): 66, 68, 70.

“To Second Lieutenants...and to All.” MG Clay T. Buckingham. *Engineer* (Spring 1981): 10-12.

“Training Second Lieutenants.” CSM John W. Gillis. *Armor* (Jul-Aug 1981): 9-10. Should be required reading for all officers, commissioned and noncommissioned.

“My LT and Me.” CSM John D. Woodyard. *NCO Journal* (Winter 1993): 10-11. Classic article.

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1SG/COMPANY COMMANDER

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“The Battalion HHC Commander.” COL Cole C. Kingseed. *Infantry* (Sep-Oct 1994): 16-19.

Company Command: The Bottom Line. John G. Meyer. DC: NDU Press, 1990.

BATTALION CSM/COMMANDER (AND THE BN NCO/BN CDR)

“Once You Assume Command, Command!” LTC Jerry H. Hogan. *ARMY* (Jan 1979): 31-33.

“And Just What Is Your Job, Command Sergeant Major?” LTC Jerry H. Hogan. *ARMY* (Jun 1979): 8-11.

“Lasting *First Impressions*.” COL Fredrick Van Horn. *NCO Journal* (Winter 1994): 18.

Company Command: The Bottom Line. John G. Meyer. DC: NDU Press, 1990. Includes useful guidance about NCOs, including a particularly useful perspective on the responsibilities of officers towards subordinates.

The Battalion Commander’s Handbook. US Army War College, 1991. A series, containing much information on NCOs.

OFFICERS’ GUIDES

Officers’ guides often contain comments on NCOs and enlisted soldiers. Some early officers’ guides are listed below:

Hints and Helps for National Guardsmen: A Hand-Book for the Militia. COL William H. Roberts. NY: D. Van Nostrand, 1880. *NG [MHI]

Hints to Newly Appointed Officers. COL Fred H. Sargent. DC: United States Infantry Association, 1920.

The Officers’ Guide. *Infantry Journal*. National Service Publishing: DC, 1930. [LRC]

Company Officers Handbook. COL Arcadi Gluckman and COL Lawrence E. Shaw. Monterey, CA: W. T. Lee, 1948. [PL-U133.G56]

There are a number of officers’ guide series, such as the *Officers’ Manual* published by James A. Moss beginning in 1906, and those by Stackpole Books and Brassey’s. DoD also has an officers’ guide, beginning with the 1950 *The Armed Forces Officer*, 1950, signed by Secretary of Defense George C. Marshall.

REPORTS

What the Soldier Thinks: A Monthly Digest of War Department Studies on the Attitudes of American Troops. A series of monthly reports from 1943 to 1945, initiated and signed by General of the Army George C. Marshall. Valuable documentation of what the World War II GI thought about many subjects. Much on NCOs. [PL- U104.W55]

Officer-Enlisted Man Relationships. Report of the Secretary of War’s Board on Officer-Enlisted Man Relationships to Hon. Robert P. Patterson, The Secretary of War, May 27, 1946. DC: GPO, 1946. Initiated from reports about the way WWII enlisted soldiers had been treated in the Army. Good reading for all officers and prospective officers.

6. TRAINING

THE TRAINING OF NCOs

THE HISTORY OF NCOES, NCOPT, AND NCO TRAINING

Research on the Training of Noncommissioned Officers. Paul D. Hood. U.S. Army Leadership Human Research Unit. Presidio of Monterey, CA: 1960.

Uncommon Soldiers in the Common School Era: The Education of Noncommissioned Officers and Selected Privates of the United States Army, 1866-1908. John Wands Sacca. Doctoral dissertation, 1989. Useful bibliography.

NCO Education and the Development of NCOES. COL Fredrick E. Van Horn and CSM Ronnie Strahan, USASMA. Compiled for the 20th Anniversary of the NCOES 6-10 Jul 1992. Short history of NCOES.

“Twenty-Five Years of NCOES 1970-1995.” Dr. Robert H. Bouilly, 1995. [USASMA historical files]

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“Noncommissioned Officer Academies.” MAJ Elam W. Wright. *Armor* (Sep-Oct 1957): 61-64.

“NCOES Instills Professionalism at Every NCO Level.” COL Kenneth W. Simpson and CSM Oren L. Bevins. *ARMY* (Oct 1989): 182-185.

“Conscience, Voice of a Corps: The Sergeants Major Academy at 20.” L. James Binder. *ARMY* (Jul 1992): 29-30.

Note: The USASMA historical files contain much information on the development of NCOES and the USASMA.

ARTICLES FOCUSING ON THE NEED FOR EDUCATION FOR NCOs (BEFORE NCOES)

“To Promote the Efficiency of Non-Commissioned Officers.” 1LT C. W. Farber. *Journal of the Military Service Institution* (Jan 1898): 98-105.

“The Non-Commissioned Officers; Their Efficiency an Essential Factor in Our Army.” LT Gustave A. Wieser. *Journal of the Military Service Institution* (Jan-Feb 1906): 96-104.

“The Company Non-Commissioned Officer: How Can His Efficiency Be Best Promoted and His Re-Enlistment Be Secured?” 1LT Gustave A. Wieser. *Journal of the Military Service Institution* (Mar-Apr 1909): 218-226.

“Enthusiasm- It Recruits Companies and Keeps Up the Standard.” CPT Craft W. Voneiff. *National Guard* (Sep 1912): 350-351. *NG

“The Enlisted Apprentice.” MAJ B. G. Chynoweth. *Infantry* (Nov 1921): 486-491. Classic article arguing for more focus on enlisted soldiers and NCOs. Includes many insights.

“Noncommissioned Officers’ Training School.” MAJ R. S. Bratton. *Infantry* (Apr 1922): 425-434.

“N.C.O. Training School.” *Infantry* (Feb 1923): 170-171. Discusses and supports MAJ Bratton’s Apr 1922 article above.

“Backbone of the Army.” *Infantry* (Aug 1923): 144-148.

“More Time for Sergeants.” CPT Fred A. Darden. *Infantry* (Dec 1960, Jan-Feb 1961): 20-24.

“Are We Really Training Noncommissioned Officers?” COL Leonard H. Fuller. *ARMY* (Feb 1961): 78, 80.

EARLY WRITINGS ON TRAINING NCOs

“The Instruction of Non-Commissioned Officers in the Army.” 1LT Harvey C. Carbaugh. *Journal of the Military Service Institution* (Mar 1890): 222-227.

“Field Service Regulations: A Course for Non-Commissioned Officers.” CPT Howard R. Hickok. *Cavalry* (May 1910): 1108-1123.

“Sketching for Non-Commissioned Officers.” 1LT William W. Edwards. *Cavalry* (Jul 1912): 77-88.

“The Instruction of Noncommissioned Officers: Lecture by a British Officer in France.” *Infantry* (Feb 1917): 463-468. Tactics and techniques of WWI. Much still pertinent today.

Manual of Military Training. Vol 1. COL Jas. A. Moss and MAJ John W. Lang. Menasha, WI: George Banta, 1921. Includes comments on NCOs. Page 265 includes the following comment which was later made famous by General George S. Patton: “While the responsibilities of officers and noncommissioned officers in time of peace are important, in time of battle they are much more so: for then their mistakes are paid for in human blood.” This manual attributes the quote to Major J. F. Morrison, General Staff, U.S. Army, in a paper on Applied Minor Tactics read before the St. Louis Convention of the National Guard of the United States in 1910. *NG

“The Hawaiian Non-Coms’ School.” *U.S. Army Recruiting News* (15 Aug 1923): 2. Article about the Non-Commissioned Officers’ School of the Hawaiian Coast Artillery Department at Fort De Russy.

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“The Training of the Army for War.” BG A. P. Wavell. *Journal of the Royal United Service Institution* (May 1933): 254-273.

“How to Train Non-Commissioned Officers to Become Leaders.” BG G. F. H. Brooke. *Army Quarterly and Defense* (Oct 1934): 82-98.

NCOPD STUDIES

Noncommissioned Officer Education and Professional Development Study, 1971, US Army Continental Command.

Noncommissioned Officer Professional Development Study Final Report. 2 Vols, 1986. Related articles include:

“NCO Professional Development: A Report to the NCO Corps.” *Sergeants’ Business* (Feb 1986): 1-32.

“NCO Professional Development.” *Sergeants’ Business* (Mar 1986): 1-7.

“Group Studies NCOs.” SFC Dennis Steele. *Soldiers* (Apr 1986): 24-25.

“Noncommissioned Officer Leader Development Task Force Action Plan June 1989.” Prepared for Commanding General United States Army Training and Doctrine Command, Fort Monroe, VA.

NCOs ON NCOES, NCOPD, AND PROMOTION

PROFESSIONAL DEVELOPMENT/NCOES

“Professional Development.” CSM Roy C. Owens. *Infantry* (May-Jun 1983): 15-17.

“NCO Development Program.” CPT Thomas R. Siler. *Army Trainer* (Summer 1983): 14-15.

“ANCOC: A Student’s Viewpoint.” SSG Mark S. Wafler. *Infantry* (Mar-Apr 1984): 6-8. Tips for success in schools.

“NCO Professional Development Self-Assessment.” CSM William J. Stolz. *Army Trainer* (Fall 1984): 25.

“Fighting the System.” CSM John M. Stephens. *Armor* (Jan-Feb 1985): 7-8.

“NCO Education System Quiz.” *Engineer* (Summer 1985): 13. Useful quiz to determine knowledge of NCOES.

DA Pam 600-25, *US Army Noncommissioned Officer Professional Development Guide*, 1987.

“Education: One Key to NCO Development.” Interview with CSM David P. Taylor. *Field Artillery* (Dec 1988): 39-41.

“Misplaced Compassion.” COL Ron Dabbieri. *Engineer* (Jul 1990): 46-50. Includes focus on the necessity for officers to pay as much attention to NCO promotion boards and their results as they do to officer boards and their results.

NCO Journal (Spring 1992): much of issue.

NCO Journal (Fall 1992): much of issue

“CSA Lauds NCOES, NCO Leadership: You Lived It. You Made It Happen.” GEN Gordon R. Sullivan. *NCO Journal* (Fall 1992): 8. Excerpts from an address at the combined SMA-NCOES Conferences and July Jubilee celebration of the 20th anniversary of the USASMA and NCOES.

NCOERs

“Efficiency Reports I Have Known.” *Infantry* (Jun 1947): 76. Article on one unit’s 1813 “OERs.” Good for perspective.

“All in the Name of Efficiency.” LTG Edward M. Flanagan. *ARMY* (Jun 1982): 48-50. Humor in efficiency reports.

Letter to Army General Officers 2 Mar 1988, “Noncommissioned Officer Evaluation Report.” GEN Carl E. Vuono. *Collected Works*, 1991, pp. 49-50.

DA Pam 623-205, *The Noncommissioned Officer Evaluation Reporting System “In Brief”*, 1988.

“Bridge the Gap.” CSM Richard N. Wilson. *Engineer* (Apr 1992): 73.

“Bullets Can Kill an NCO-ER.” *Recruiter* (Feb 1994): 7-8.

“NCOERs: Making Bullets Count.” SFC Larry Lane. *Soldiers* (Oct 1995): 21-24. Useful tips on NCOERs.

PROMOTION

“Science as Applied to the Selection of Noncommissioned Officers.” MAJ George F. Arps. *Infantry* (Jan 1919): 573-577. Good reading for officers today.

“Selection of Non-Commissioned Officers.” SSG Alfred Hahn. *Infantry* (Sep 1923): 262-270.

“The Road to E9.” SGM Buddy W. Maxwell. *Ordnance* (Summer 1984): 24-26.

“How to Get Promoted.” *Field Artillery* (Aug 1989): 9.

“It’s Your Career, What Are You Going to Do About It?” CSM Ronnie W. Davis. *Armor* (Nov-Dec 1994): 5.

“Getting Your Stripes.” MSG Wayne Kelley. *Soldiers* (Aug 1995): 26-27.

“A Successful Career.” SGM James H. Clifford. AUSA files (1996): no page numbers.

PROMOTION BOARDS (PREPARING FOR)

“Your Records Speak for You.” CSM John M. Stephens. *Armor* (May-Jun 1986): 50.

“Promotion Packets.” SGT Brian K. Betts. *EurArmy* (Jan 1991): 29.

“PROMOTE: Seven Letters Are an Easy Guide to Centralized Boards.” SGM Lena Williams. *NCO Journal* (Spring 1992): 14-15.

“Focus on Centralized Promotion Boards.” SGM Robert A. Wagner. *NCO Journal* (Winter 1994): 12-14.

“Soldiers- Prepare for Your Evaluation Board.” CSM Collin L. Younger. *AUSA News* (Feb-Mar 1995): 6.

NCOs ON TRAINING

THE EXECUTION OF TRAINING

Army Trainer. *Army Trainer*, a publication from 1981-1994. Very good source of articles on training written by NCOs.

“Secrets of Success.” SGT John C. Cherry. *U.S. Army Recruiting News* (12 Feb 1921): 1, 4.

“Sergeant Hill Visits Gettysburg.” LT Herbert B. Mayer. *Infantry* (Apr 1922): 31-33. Early article on tactical walks.

“Parachute Jumping.” MSG Ralph W. Bottriell. *Infantry* (Nov 1922): 521-523. Early article on Army parachuting.

“Duty with the Reserve Corps.” SSG Philip Simcic. *Infantry* (Sep 1929): 295-296. Advice to the reserve unit advisor.

***Reserves**

“The Value of Military Training.” SSG Ray H. Duncan. *U.S. Army Recruiting News* (1 Mar 1925): 4, 12.

“Sergeant Instructors with the Guard.” MAJ Thomas W. Hammond. *Infantry* (May 1926): 524-527. *NG

“Take a Tactical Walk!” SFC Forrest K. Kleinman. *ARMY* (Mar 1957): 60-61.

“Needed: A Corps of NCO Instructors.” SGM Morris J. Terrebonne. *ARMY* (Nov 1967): 61-63.

“The Right Combination: An Approach to Training Management.” *Army Trainer* (Fall 1981): 32-34.

“Night Show.” *Army Trainer* (Fall 1981): 35-37; reprinted (Summer 1983): 5-7; and (Winter 1986): 5-6.

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“NCOs: The Passport to Effective Training.” CSM Charles T. Tucker. *Engineer* (Fall 1985): 9.

“Bullets & Band-Aids.” SGM Daniel J. Bullis. *Sergeants’ Business* (May-Jun 1986): 4.

“Are You Ready for the First Battle?” CSM Matthew Lee. *Engineer* (Summer 1986): 3.

“Bridge the Gap.” CSM Matthew Lee. *Engineer* (Mar 1988): 3.

“Training the Reduced Budget Way.” CSM John M. Stephens. *Armor* (Mar-Apr 1988): 7.

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“CSMs: Future Must Stress Training, Soldier Quality.” *NCO Journal* (Summer 1992): 9-11.

“NBC Training with a New Twist.” SFC Karl Soucie. *Army Trainer* (Winter 1992): 20-22.

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“Increasing Training Effectiveness in the Reserves.” MSG Lydia R. Mead. AUSA files (Jun 1995): no page numbers.

***Reserves**

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TRAINING CENTERS (PREPARATION FOR AND SUCCESS AT)

“Getting Ready for NTC: Tips for the CSM.” CSM Donald C. Cubbison. *Army Trainer* (Winter 1983): 22-23.

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“Battalion S2 at the NTC: Ways to Succeed.” MSG Samuel I. Diamond. *Military Intelligence* (Apr-Jun 1984): 32-33.

“Lessons from the OPFOR.” SFC Richard Wagner. *Armor* (May-Jun 1984): 33-38.

“Training and Planning.” SSG George Smock. *Army Trainer* (Winter 1987): 30-31. ***Reserves**

“An NCO Prepares for NTC.” CSM Eddie Velez. *Army Trainer* (Spring 1989): 18-19.

“CMTC: Training for Combat.” CSM James C. McKinney, CSM Lyle C. Daniels, and MSG Michael Lawson. *NCO Journal* (Summer 1991): 7-8.

“JRTC and Combat Success.” CSM Autrail Cobb. *NCO Journal* (Summer 1991): 9-11.

“The NTC Challenge: Battlefield Success Demands NCO Involvement at Every Level.” CSM Jerry T. Alley. *NCO Journal* (Summer 1991): 12-14.

“Light Infantry Combat Service Support.” CSM Dwight E. Anderson and 1SG Jeffrey G. Franks. *Infantry* (Mar-Apr 1993): 27-31.

“NTC’s Bad Guys.” SPC Julia Bobick. *Soldiers* (Oct 1993): 14-16.

DRILL SERGEANTS

A number of publications periodically focus on drill sergeants, such as *ARMY*, *Army Trainer*, *Engineer*, *Infantry*, *NCO Journal*, *Ordnance*, and *Soldiers* (including its predecessor, *Army Digest*). The Winter 1996-1997 *NCO Journal* is devoted primarily to drill sergeants. *ARMY* also features the Drills Sergeants of the Year. Some early articles:

“The Training of the Recruit.” 1LT Frederick S. Foltz. *Journal of the U.S. Cavalry Association* (Mar 1895): 184-191. Discusses the need to train recruits separately from more experienced soldiers.

“Handling of Recruits in the National Guard.” MAJ Joseph Klapp Nichols. *Infantry* (Jan-Feb 1915): 507-525. *NG

“Notes for Drill Instructors.” COL L. M. Nuttman. *Infantry* (Dec 1917): 409-413.

“Noncommissioned Instructors.” CPT George A. Murray. *Infantry* (Oct 1919): 290-292. *NG

FITNESS

“The Sergeant Lends a Hand.” SGM Lloyd Decker. *ARMY* (Jun 1980): 47-48. An article telling how a 1SG cured a soldier of drinking by running over a T-shirt with a car, and then putting the T-shirt on the soldier when he was drunk. This made him think he’d been run over by a car while drunk, and he quit drinking.

“Is Fitness Important for Leaders?” CSM Henry Bone. *Special Warfare* (Winter 1990): 42-43.

NCO Journal (Summer 1993): much of issue.

“Fitness Is Leadership.” SGM Ireland D. Pulley. *NCO Journal* (Fall 1993): 27.

“Health and Stress Management.” MSG Bruce W. Barnes. *Recruiter* (Nov 1995): 12-13. Outstanding article, with practical wisdom in coping with many of life’s challenges.

FRATRICIDE (TRAINING TO PREVENT)

“The Army Needs Names.” MSG Julian Hiley. *Combat Forces* (Oct 1951): 17-20. Points out that giving soldiers easily-remembered names of aircraft, armored vehicles, etc. can help soldiers learn more effectively.

“Tragedy of Training History: Lessons That Must Live Today.” MAJ William N. Patterson and MSG Philip T. McFarland, with introduction by LTG Julius W. Becton. *Army Trainer* (Fall 1983): 4-9.

“Recognition/Identification of Armored Vehicles: If It Moves, Shoot It?” SSG Michael J. Ulinski. *Army Trainer* (Spring 1986): 3-6.

“Unexploded Ordnance Training Saves Lives.” SFC Steven I. McElroy and SFC Durred G. Francher. *Ordnance* (Aug 1992): 16-17.

“Unexploded Ordnance (UXO) Training.” SSG Edward L. Woodford. *Army Trainer* (Spring 1993): 26-27.

“Are We Training Soldiers to Kill Each Other?” MSG Miles C. Pitman. *NCO Journal* (Spring 1993): 10-11.

“Handling of Unexploded Ordnance (UXO) Incidents.” MSG James H. Clifford. AUSA files: no date or page numbers.

SAFETY

“Aviation Safety Is NCO Business.” SMA Glen E. Morrell. *U.S. Army Aviation Digest* (Jan 1986): 18-19.

“Armor Safety: The Six-Paragraph Operations Order.” CSM John M. Stephens. *Armor* (Jan-Feb 1986): 7-8.

“Safety and the NCO.” SMA Glen E. Morrell. *Ordnance* (Winter 1986): 45.

“Regimental Command Sergeant Major.” CSM Joshua Perry. *Military Police* (Nov 1989): 3.

“The Unseen Enemy.” SFC William F. Hall. *Ordnance* (Aug 1991): 43. Addresses safety from an innovative angle- that safety is a war, and compares safety practices with battle tactics.

“NCOES Pushes Force Protection.” SGM Steve R. Reynolds. *NCO Journal* (Fall 1992): 18.

NCO Journal (Spring 1993): much of issue. Very good articles.

“First-Line Leaders and Safety Standards.” CSM James C. McKinney. *Field Artillery* (Dec 1993): 5.

“Only One Regret.” SGM Kevin M. Skelly. *NCO Journal* (Fall 1995): 17.

“UXO Deaths... ‘Totally, Totally Unacceptable.’” *NCO Journal* (Summer 1996): 8-9.

7. NCOs ON COMBAT AND OPERATIONS

NCO COMBAT

- “Precepts and Duties of the Infantryman.” CPT Andre Laffargue, 153d Inf (French). *Infantry* (Nov-Dec 1916): 255-275.
- “Battle Maxims for the Russian Soldier: Russian Field Service Regulations.” *Infantry* (Feb 1917): 469.
- “For First Sergeants Only.” 1SG Walter R. Sledge. *ARMY* (Dec 1944): 27-28. The WWII 1SG in combat. Good article.
- “The Enlisted Man in Operations Section.” Tech SGT J. C. Radanovich. *Cavalry* (Mar-Apr 1945): 24-26. WWII.
- “To Replacement NCOs.” a SSG. *Infantry* (Jun 1945): 64. The squad leader in WWII.
- “Dig, Drain, Ditch.” MSG Jim Connell. *Infantry* (Sep 1945): 26-27. Points out methods soldiers can use to help maintain effective transportation road networks.
- “Bringing in the Dope.” MSG Jim Connell. *Infantry* (Jan 1946): 42-43. Patrolling in WWII.
- “You Can’t Push Rope.” MSG Forrest K. Kleinman. *ARMY* (Jul 1958): 64-65.
- “Combat Leader: The Rifle Squad Leader- Backbone of the Battlefield.” *Infantry* (Feb-Mar 1960): 40-43.
- “So You’re Headed for Combat.” SMA William O. Wooldridge. *Army Digest* (Jan 1968): 6-11.
- “Quarter Century with the Infantry.” Interview with SGM Albert Lee Wallace. *Army Digest* (May 1969): 38-41.
- “Squad Leader: Anchor to the Chain of Command.” CPT Boyd M. Harris. *Infantry* (Jul-Aug 1970): 22-27.
- “Some Remarkable Quotes from Old Interviews.” Charles Black. *Infantry* (May-Jun 1972): 24-25. These quotes are not specifically NCO related but include valuable tips on combat.
- “Tank-Busting in Towns.” MSG Anton J. Sladeczek and Jane A. Beachner. *Infantry* (Mar-Apr 1976): 35-37.
- “Leading to Confidence.” 1SG Walter D. Stock. *Infantry* (May-Jun 1978): 20-26. Leadership in combat.
- “The Sergeant Major’s Role- Leadership ‘to Show the Way.’” LTG Robert L. Wetzel. *ARMY* (May 1986): 71-72.
- “Bridge the Gap.” CSM Matthew Lee. *Engineer* (Fall-Winter 1986): 3. The importance of map reading in training and combat.
- Ordnance* (Aug 1990): several articles on maintenance in combat.
- “The NCO Leadership Role.” SSG William H. McMichael. *Soldiers* (Jan 1991): 22-24. Combat leadership.
- NCO Journal* (Spring 1991): much of issue
- Ordnance* (May 1991): several articles on maintenance in combat.
- “Moving Beyond Victory.” Jim Collins. *NCO Journal* (Summer 1991): 15-17.
- “Bravo Company Goes to War.” SSG Jeffrey R. Dacus. *Armor* (Sep-Oct 1991): 9-15. ***Reserves (Marine Corps)**
- “On to War.” CSM Harold F. Shrewsberry. *Field Artillery* (Oct 1991): 34-35.
- “Hand-to-Hand Combat Training and the Nine Principles of War.” SSG Raymond O. Leso. *Infantry* (Mar-Apr 1992): 13-14.
- NCO Journal* (Winter 1992): much of issue.
- TRADOC Pam 525-100-4, *Leadership and Command on the Battlefield: Noncommissioned Officer Corps: JUST CAUSE: DESERT STORM*, 1994. Includes how NCO tasks and responsibilities contributed to combat success in those operations.

ESCAPE AND EVASION/POW SURVIVAL

- “Training for Jungle Survival.” MSG W. F. Fitzgerald. *Army Information Digest* (May 1951): 17-22.
- “Survival Lies in Training.” SFC Lloyd C. Pate. *ARMY* (Apr 1956): 20-21, 48, 50.
- “Evasion and Escape.” MSG James F. Quinn. *Infantry* (Apr 1957): 66-75.
- “To Live as a P.O.W.” SFC Fred H. Bost. *Infantry* (Mar-Apr 1965): 42-45.
- “Five Years of ‘Hanoi Hilton’: A Former POW Looks Back.” (MSG John Anderson) Gary Sheftick. *ARMY* (May 1983): 26-29.
- “A Soldier’s Story.” (MSG Martin Frank) SFC Frank Cox. *Soldiers* (Dec 1988): 36.
- “Code of Conduct: Guide for Survival with Honor.” MSG Gil High. *NCO Journal* (Winter 1992): 6-7.
- “Faith, Courage, Determination Meant Escape and Survival.” (SGM Isaac Camacho) *NCO Journal* (Summer 1993): 9.

OPERATIONS OTHER THAN WAR

- “Advising Host-Nation Forces: A Critical Art.” MSG Melchor Becena. *Special Warfare* (May 1993): 26-28.
- “The Blue Helmets: A History of United Nations Peacekeeping Forces.” SGM Steve Burbach. *Special Warfare* (Jan 1994): 2-6.
- NCO Journal* (Winter 1995): much of issue.

OPERATION SUPPORT (For Maintenance in Combat, See Combat)

MESS HALL AND FOOD

- “Army Chow de Luxe.” SSG Voorheis Richeson. *U.S. Army Recruiting News* (15 Oct 1928): 7, 15.
- “Tips for Mess Officers.” SFC Blair H. Dewey. *Infantry* (Feb 1950): 26-27.
- “He Dishes It Out.” LTC Tom Hamrick. *ARMY* (Aug 1971): 47-50.
- “Lessons from a Mess Sergeant Encourage Dedication, Caring.” COL Griffin N. Dodge. *ARMY* (Jan 1986): 16-17.
- “The Unsung Heroes.” Heike Hasenauer. *Soldiers* (May 1995): 21.

PAY

- “Pay of Non-Commissioned Officers.” MAJ W. P. Evans. *Journal of the Military Service Institution* (Mar-Apr 1904): 275-279. Important article arguing for more pay for NCOs.
- “\$\$ & \$ense: Squad Leaders and Platoon Sergeants Can Help Solve Pay Complaints.” SGM Richard L. Barnes. *NCO Journal* (Winter 1996): 18-19.

ADMIN SUPPORT

- “Treadmill to Frustration: The Clerk Must Never Forget He Works for the Man Below as Well as the One Above.” MSG Gerald L. Crumley. *ARMY* (Apr 1961): 76, 78. Emphasizes the importance of supporting the soldier administratively.
- “Sergeant Major at the Top.” LTC Forrest K. Kleinman. *ARMY* (Jan 1963): 24-28. Includes administrative techniques for the Chief of Staff that can be applied at every level.
- “Additional Thoughts.” CSM John W. Gillis. *Armor* (Nov-Dec 1982): 7. Makes the point that one of the best ways to get support from higher headquarters is to meet suspenses.

8. NCOs ON LEADERSHIP AND THE TOTAL ARMY

NCO LEADERSHIP

LEADERSHIP AND DO WHAT'S RIGHT

Address "Leadership." (to the graduating officers at Fort Sheridan in 1918) MAJ Christian A. Bach (former NCO and National Guardsman). *United States of America Congressional Record*, Appendix, Vol 88- Part 9, April 21, 1942, to July 24, 1942. (15 Jun 1942): A2251-2253. Also in *Infantry* (Feb 1918): 606-612; and *Leadership: Quotations from the Military Tradition*, Robert A. Fitton, Boulder, CO: Westview Press, 1990, pp. 343-350. *NG

"Talk to N.C.O.'s." *Infantry* (Jun 1923): 718-719. Good speech by COL Simon Ross to the noncommissioned officers of the 37th Division, Ohio National Guard. Parts of this article appear later in *Company Officers Handbook*, 1948. *NG

"Relationship Between the Noncom. and Private." SGT F. J. Brueggeman. *Infantry* (Mar 1927): 322-323. *NG

"What Is Courage?" GEN Sir William Slim (former enlisted soldier). *Infantry* (Aug 1947): 23-24. Insightful discussion of courage.

"How to Be a Noncom." MSG Frank J. Clifford. *Combat Forces* (Dec 1954): 25-27.

"Tips on Troop Leading." SFC Forrest K. Kleinman. *ARMY* (Aug 1958): 42-43.

"As a Senior NCO Sees It." SGM John G. Stepanek. *Army Digest* (Aug 1967): 5-6. Excerpts from this fine article continued to be reprinted in other publications, such as DA Pam 360-303, *The Challenge of Leadership*, 1969; GEN John Wickham's *Collected Works*; and *The Noncommissioned Officer Corps: On Leadership, the Army, and America*.

"The Intangibles of Being a Good NCO." Joyce Lynch. *Recruiting & Career Counseling* (Oct 1977): 10-11.

"Chain of Command: It Links Private to President." SGM Bruce N. Bant. *Soldiers* (Oct 1979): 6-12.

"Misdirected Loyalty." MSG Archer W. Miller. *Infantry* (Jul-Aug 1980): 11-12.

"Driver's Seat." CSM John W. Gillis. *Armor* (Mar-Apr 1981): 5-6.

"NCO Leadership at the Company Level." CSM John W. Gillis. *Armor* (Nov-Dec 1981): 8-9.

"A Matter of Integrity." CSM John W. Gillis. *Armor* (Jan-Feb 1982): 9.

"A Special Brand of Leadership." CSM O. W. Troesch. *Engineer* (Winter 1983-1984): 7.

"Straight Talk." CSM James W. Frye and SFC Michael L. Davis. *Military Police* (Summer 1984): 3.

"From the Regimental Sergeant Major." CSM James W. Frye. *Military Police* (Winter 1984): 3.

"On Leadership." MSG Norman J. Oliver. *Soldiers* (Mar 1985): 27-31.

"Bridge the Gap." CSM Matthew Lee. *Engineer* (No. 3, 1987): 3. Fine article on leadership, courage, and dedication.

"Learning to Lead." MSG Douglas E. Freed. *Army Trainer* (Fall 1987): 29-30. Perceptive and insightful article.

"Hicks Speaks on ADA Concerns, Strengths." Interview with CSM Harry E. Hicks. *Air Defense Artillery* (Sep-Oct 1987): 30-32.

"Thoughts for New Sergeants." CSM Roy C. Owens. *Infantry* (May-Jun 1988): 18-19.

"Private Eyes- They're Watching You." MSG Stephen J. Sanderson. *EurArmy* (Oct 1988): 4-5.

"It's Not a Game with Us." Dennis Steele. *ARMY* (August 1989): 49-50. *NG

"I Want Out." SFC Patrick J. Coyle. *Army Trainer* (Fall 1989): 6-7. Includes techniques for encouraging success and making soldiers winners, in basic training and later.

"Broadening the Picture Calls for Tuning Leadership Styles." Dennis Steele. *ARMY* (Dec 1989): 37-39. *Reserves

"Regimental Command Sergeant Major." CSM Joshua Perry. *Military Police* (Jun 1990): 4; (Dec 1990): 5.

“The Do’s and Don’ts of Quality NCO Leadership.” 1SG Larry Drape. A Dining-In Speech Given to the PLDC Graduating Class EUSA NCO Academy, Camp Jackson, Uijongbu, Republic of Korea 22 September 1990. [PAO-CIPD]

“Preparing for the Storm: Enlisted Leadership in Action.” SSG William H. McMichael. *NCO Journal* (Spring 1991): 11-13.

NCO Journal (Fall 1991): much of issue.

“Self-Discipline.” SGM Joseph B. Quig. *Recruiter* (May 1992): 13.

“What Do We Do Now That We’ve Won?” MSG John K. D’Amato. *NCO Journal* (Summer 1992): 12-13.

“Bridge the Gap.” CSM Richard N. Wilson. *Engineer* (Nov 1992): 57.

“Bridge the Gap.” CSM Roy L. Burns. *Engineer* (Feb 1993): 45.

“Are You a Whetstone?” CSM John D. Woodyard. *NCO Journal* (Summer 1993): 18.

“Advice to NCOs Today- Be Patient and Professional.” CSM James C. McKinney. *Field Artillery* (Oct 1993): 6-8.

“CSM Woodyard’s Counsel, Influence Touched Many Lives.” LTC Gary J. Motsek. *NCO Journal* (Winter 1994): 22.

“Tips for Leaders.” CSM Daniel E. Wright. *Field Artillery* (Jun 1995): 3.

“Nobody’s Business’ Creates Ethical Dilemmas.” MSG Jack D’Amato. *NCO Journal* (Winter 1995): 6-7.

“NCOs for the XXI Century Army.” CSM Robert A. Dare. *NCO Notes* (Sep 1996): 96-2. [1996- Vol 2]

“Leadership and What It Means to Me.” SSG William Parrish. AUSA files: no date or page numbers.

“Leadership- Awards.” CSM Brent H. Cottrell. AUSA files: no date or page numbers.

COMMUNICATING AND COUNSELING

“An Architecture for Effective Counseling.” MSG John P. Fillop. *Army Communicator* (Winter 1988): 6-11.

“Vantage Point.” CSM David P. Klehn. *Military Intelligence* (Jul-Sep 1989): 3.

“Communicative Skills.” *NCO Call* (Nov-Dec 1990): much of issue.

“Counseling.” SSG John A. Sigmon. *NCO Journal* (Fall 1992): 20-21.

“Counseling Is Always Caring.” SFC Mark Bergman. *NCO Journal* (Fall 1994): 20.

“Vantage Point.” CSM Randolph S. Hollingsworth. *Military Intelligence* (Jul-Sep 1995): 4, 44.

NCO Journal (Fall 1997): many articles on communicating through the Internet and the World Wide Web.

EQUAL OPPORTUNITY

“Opinion: Expand Women’s Role.” SFC Donna Patzer. *NCO Journal* (Winter 1992): 17.

“Leveling the Playing Field.” MSG Gilbert Camacho. *NCO Journal* (Fall 1994): 4-5.

PUBLIC AFFAIRS

News of the 45th. SGT Don Robinson. Norman, OK: University of Oklahoma Press, 1944. Personal account of WWII from an Army journalist.

“GI Newspaper.” SGT Don Robinson. *Infantry* (Mar 1945): 49-50.

“The Well-Balanced Army Newspaper.” MSG Harry Mann. *Army Information Digest* (January 1947): 41-46.

“Soldiers & the Press.” MSG Ron Hatcher. *NCO Journal* (Spring 1991): 14-17.

“No Kidding.” *Public Affairs Update* (Jan-Feb 1995): 16-17.

“Keeping the SMA Informed.” MSG Jaime Cavazos. *Public Affairs Update* (Jan-Feb 1995): 18-19.

“Public Affairs Soldiers.” CSM Art Johnson. *INSCOM* (May-Jun 1995): 33.

“Keeping the Troops Informed.” CSM Brent H. Cottrell. AUSA files: no date or page numbers.

SPIRIT, ESPRIT, TEAMWORK, AND COHESION

- “Can-Do NCOs- with Clout- Can Help Cohesion Problems.” LTC W. Darryl Henderson. *ARMY* (May 1982): 18-22.
- “Two Memorable Dates.” CSM John W. Gillis. *Armor* (May-Jun 1983): 7.
- “Team Building.” SFC John K. D’Amato. *NCO Journal* (Spring 1991): 4-6.
- “Building the Force: ‘Skill, Will and Teamwork.’” CSM George D. Mock and SFC John K. D’Amato. *NCO Journal* (Summer 1991): 18-19.
- “How Do You Set Their Souls on Fire?” MSG John McLennon. *NCO Journal* (Fall 1991): 12-13.
- “This Sculpture Stands.” *NCO Journal* (Fall 1992): 14.
- “Instilling Pride.” CSM Ron R. Semon and LTC Cole Kingseed. *NCO Journal* (Winter 1993): 4-5.
- “Building Teams That Work.” SFC Douglas C. Sleeth. *NCO Journal* (Winter 1993): 6.
- “The Warrior Spirit.” SGMs Bobby Owens, Miles Pitman, Ben Moore, Arlie Nethken, and Bill Miller. *NCO Journal* (Spring 1994): 8-9.
- “The NCO Corps’ ‘Ebenezer Stone.’” *NCO Journal* (Fall 1994): inside back cover.
- “CSA Counts on NCOs to Keep the Spirit Alive.” GEN Dennis J. Reimer. *NCO Journal* (Spring 1996): 4-5.
- “Army Birthday- A Great Tradition.” CSM Jimmie W. Spencer. *AUSA News* (Jun 1996): 8.

WRITING

- “NCOs Need Encouragement to Write for Military Journal Publication.” SFC Douglas C. Sleeth. *ARMY* (Jul 1989): 14-15.
- “NCOs, Write!” SFC John K. D’Amato. *NCO Call* (May-Jun 1990):18-19.
- “Wanted: Writers: No Experience Necessary.” MSG Gil High. *NCO Journal* (Spring 1991): 22-23.
- “Words in Print.” MSG Lance Allen. *NCO Journal* (Fall 1993): 25.

NCOs ON THE TOTAL ARMY

OUR ARMY, AND OUR NATION

- “Who Gets the Most Out of Life?” Tech SGT Herman Levy. *U.S. Army Recruiting News* (1 Nov 1923): 16.
- “The Man the Army Wants.” MSG M. W. Fischer. *U.S. Army Recruiting News* (15 Feb 1925): 5.
- “The U.S. Army Builds Men.” a MSG. *U.S. Army Recruiting News* (1 Jun 1925): 2.
- “The Army as a Career.” MSG William J. Daly. *Army Information Digest* (Feb 1952): 40-46.
- “If It Says Army on It, I Know I’ll Like It.” *Sergeants’ Business* (Mar-Apr 1989): 13-14.
- “Army Themes: Providing Identity, Purpose.” SSG J. C. Matthews. *INSCOM* (Aug-Sep 1989): 6-9.
- “Vantage Point.” CSM Randolph S. Hollingsworth. *Military Intelligence* (Oct-Dec 1995): 3.

THE ARMY FAMILY

The section “Infantry Activities” in *Infantry* (Feb 1926): 212, includes the following item: “*C. O. Meets Enlisted Men’s Families*. Although the commanding officers of regiments have made it a practice to be solicitous of the welfare of the families of enlisted men as a matter of personal interest and to create feeling of cooperation, a special occasion arranged for the commanding officer and his wife to meet the families of all enlisted men is more or less a new idea. Col. A. J. Dougherty, commanding the 25th Infantry, recently provided for such an occasion which has added materially in creating a spirit of good feeling and in improving the general esprit of the command.”

“NCO/EM Wives: They Belong.” Kay Piotrkowski. *ARMY* (Jan 1972): 45-46. Article on spouse groups in units.

“A Career Wife’s View.” Interview with Rita Van Autreve (SMA spouse). *Soldiers* (Feb 1974): 30-33.

“Army Wives Speak Out.” Interviews. *Soldiers* (Dec 1980): 28-32.

“Regimental Command Sergeant Major.” CSM David W. Stalter. *Military Police* (Dec 1991): 3.

“Deployment Success- A Senior NCO’s Perspective.” CSM William J. Perry. *Field Artillery* (Jun 1993): 16-17.

“Through the Eyes of the Wives.” SFC Douglas Ide. *Soldiers* (Jun 1995): 26-27. Thoughts on the Army and families from Gay Sullivan (CSA spouse) and Sylvia Kidd (SMA spouse).

Mrs. NCO. Mary Preston Gross with Joyce Johnson. Chuluota, FL: Beau Lac, 1969.

Ultima Star Spangled Cookbook. A cookbook compiled by spouses of the US Army Sergeants Major Academy Class 41, 1993. Includes many insights on military and family life as well as recipes. [US Army Museum of the NCO]

Command Sergeants Major Spouse’s Notes. Dorothy V. Owens (Mrs. Bobby Owens). El Paso, TX: Enlisted Leadership Laboratory, 1995. [USASMA Bookstore]

The following books contain some material on the NCO family:

Leaders’ Wives Speak Out, USAWC, 1985. As part of 1984, “The Year of the Army Family,” the spouses of War College students wrote about their experiences as battalion commanders’ spouses, and these articles sometimes address NCO and enlisted concerns.

The Army Wife Handbook. Ann Crossley. Sarasota, FL: ABI Press, 1991.

Campfollowing: A History of the Military Wife. Betty Sowers Alt and Bonnie Domrose Stone. NY: Praeger, 1991.

Note: A number of books of advice to officers’ spouses often contain passages addressing NCO and enlisted concerns.

RECRUITING AND RETENTION

U.S. Army Recruiting News [CMH]. Many of the articles in *U.S. Army Recruiting News* in the 1920s were written by NCOs, and are very good articles containing tips still relevant today. A partial list follows:

“How to Be a Successful Recruiter.” SGT Frederick Sigmund. *U.S. Army Recruiting News* (31 Jul 1920): 6, 16.

“Secrets of Success.” SGT John C. Cherry. *U.S. Army Recruiting News* (12 Feb 1921): 1, 4.

“How Sergeant Dayve Gets ’Em.” LT Herbert B. Mayer. *U.S. Army Recruiting News* (1 Apr 1922): 2.

“The Operation of Recruiting Stations.” 1SG Wilmer Blackett. *U.S. Army Recruiting News* (1 Mar 1923): 11.

“Recruiters Are Salesmen for the Army.” CPL Frank C. Martin. *U.S. Army Recruiting News* (1 May 1923): 11.

“Publicity Pointers for the Recruiters.” SSG Joseph F. Maher. *U.S. Army Recruiting News* (15 Sep 1925): 11, 15.

“How Newark Produces Results.” SGT Herbert E. Smith. *U.S. Army Recruiting News* (15 Jun 1928): 4, 11.

“They Get Their Men.” SGT Herbert E. Smith. *U.S. Army Recruiting News* (1 Sep 1928): 6-?

Other Articles on Recruiting

Sergeants’ Business (Sep-Oct 1988): much of issue.

“Retaining First-Term Soldiers.” CSM Roy L. Burns. *Engineer* (Apr 1995): 65.

RESERVE COMPONENTS Articles by members of the Reserves and National Guard, or about the Reserve Components, are under the applicable topic and are identified (when known) by an asterisk.

“Talks by the ‘Old Man.’” *National Guard* (the 19-teens). Discussions of leadership, sometimes focusing on NCOs. *NG

“NCO Notes.” Interview with CSM Jack Rucynski. *AUSA NCO Update* (Mar-Apr 1997): 6. *Reserves

9. THE WRITINGS OF SENIOR OFFICERS ON NCOs

THE CHIEFS OF STAFF 1979-1997

The writings and speeches of the Chiefs of Staff from 1979-1997 are a very good source of material on NCOs.

THE COLLECTED WORKS OF THE CHIEFS OF STAFF 1979-1995 AND OTHER WRITINGS

Beginning in 1983 each Army Chief of Staff has prepared a *Collected Work*, a book of articles, speeches, interviews, letters, White Papers, and Congressional testimony that represents his time as Chief of Staff. Each book has many thoughts on NCOs and the NCO Corps, and much material on leadership, training, and other areas of interest to NCOs. In addition, the books are valuable for the knowledge, experience, and inspiration they contain.

The tradition of preparing a *Collected Works* began during General Edward Meyer's tenure as Chief of Staff. The Chief of Staff Staff Management Group had copies of what appeared to be speeches made by General Bernard Rogers, the previous Chief of Staff, but no one in the office knew if the copies were what General Rogers had actually said, or what a staff officer had written. The chief of the office, Colonel Francis Waskowicz, and the members of the office carefully preserved what General Meyer actually said, and compiled the first *Collected Works*. This resulted in an invaluable legacy to follow-on army generations. This idea could be done at other levels, too, with great benefit to the army.

The *Collected Works* 1979-1995, including key NCO-related articles/speeches within each work:

GEN Edward C. Meyer. *E. C. Meyer, General, United States Army Chief of Staff June 1979-June 1983.*

"Address to the MACOM Command Sergeants Major Conference." 27 Aug 1979, pp. 8-9.

White Paper 1980. 25 February 1980, pp. 52-61. [Also printed separately].

"Address to the General George C. Marshall ROTC Awards Conference." VMI, Lexington, VA, 18 Apr 1980, pp. 82-86.

"Address to the Pre-Command Course." Fort Leavenworth, KS, 25 Jul 1980, pp. 106-111.

"A Soldier's Manifesto: Address at the Retirement Ceremony for Sergeant Major of the Army William Arthur Connelly." Fort Myer, VA, 17 Jun 1983, pp. 384-385.

Other NCO-Related Writings:

"From the Top." Interview. *Soldiers* (Jan 1981): 28-31.

"United States Army: The Chief of Staff." *Army Trainer* (Fall 1981): 2-3.

GEN John A. Wickham. *Collected Works of the Thirtieth Chief of Staff, United States Army: John A. Wickham, Jr., General, United States Army Chief of Staff June 1983-June 1987.*

"Address at the Association of the United States Army Luncheon for the Sergeants Major." Washington, DC, 17 Oct 1983, pp. 15-17.

"Address at the Association of the United States Army Luncheon for the Command Sergeants Major." Washington, DC, 5 Oct 1984, pp. 72-75.

"Standard-Bearers: Non-Commissioned Officers As Leaders Make the Difference." Address at the Association of the United States Army Luncheon for the Sergeants Major, Washington, DC, 14 Oct 1985, pp. 142-146.

"The Army Ethic and the Non-Commissioned Officer." Address at the Association of the United States Army Luncheon for the Sergeants Major, Washington, DC, 13 Oct 1986, pp. 190-193.

"Letter to the Army's General Officers on Innovation." 16 Jan 1987, p. 305.

"Remarks to Pre-Command Course." Fort Leavenworth, KS, 5 Mar 1987, pp. 331-336.

"Address at the Retirement Review IHO Sergeant Major of the Army Morrell." Ft. Myer, VA, 19 Jun 1987, pp. 258-259.

Other NCO-Related Writings:

"Leadership." *Soldiers* (Jan 1986): 2.

"Values." *Soldiers* (Dec 1986): 2

GEN Carl E. Vuono. *Collected Works of the Thirty-first Chief of Staff, United States Army: Carl E. Vuono, General, United States Army Chief of Staff June 1987-June 1991.*

"Remarks at Sergeant Major of the Army Swearing-In Ceremony." Pentagon, 1 Jul 1987, p. 8.

"Address to the Association of the United States Army Sergeants Major Luncheon." DC, 12 Oct 1987, pp. 23-26.

Letter to Army General Officers, "Noncommissioned Officer Evaluation Report." 2 Mar 1988, pp. 49-50.

“Address to the Leaders of the 25th Infantry Division.” Schofield Barracks, HI, 12 Apr 1988, pp. 67-70.
 “Address to the Marshall Award Recipients.” Virginia Military Institute, Lexington, VA, 14 Apr 1988, pp. 70-72.
 Letter to the Army General Officers, “NCOES- A Key to Leader Development.” 23 Sep 1988, p. 94.
 “Address to the U.S. Army Sergeants Major Academy.” Fort Bliss, TX, 23 Sep 1988, pp. 94-98.
 Letter to Army General Officers, “The Year of the NCO.” 12 May 1989, pp. 159-160.
 “The NCO Corps: Outstanding Today- Even Better Tomorrow.” pp. 162-163. [Also in *Soldiers* (Aug 1989): 34-36]
 “Address to the United States Military Academy Class of 1990.” West Point, NY, 26 Apr 1990, pp. 260-264.
 “Professionalism and the Sergeant of the 1990s.” pp. 289-292. [Also in *Soldiers* (Sep 1990): 6-9.]
 “Remarks at the Retirement Review in Honor of SMA Julius W. Gates.” 20 Jun 1991, pp. 380-381.
 “Address to the Precommand Course.” Fort Leavenworth, KS, 1987-1991, pp. 430-441.
 “Command Team Seminar.” Fort Leavenworth, KS, 14 Mar 1991, pp. 442-447.

Other NCO-Related Writings/Speeches:

“Remarks by General Carl E. Vuono, Chief of Staff, USA at the USA Sergeants Major Academy Dedication Ceremony 12 November 1987.” *Speech File Service*. [PAO-CIPD]
 “Priorities, Challenges, and Expectations of Leaders.” *Military Police* (Apr 1989): 22-24. [Excerpt from comments in an address to AUSA Sergeants Major Luncheon, 17 Oct 1988.]

GEN Gordon R. Sullivan. *Gordon R. Sullivan: The Collected Works 1991-1995.*

“Association of the United States Army (AUSA) Sergeants Major Luncheon.” Washington, DC, 14 Oct 1991, pp. 14-16.
 “Sergeants Major of the Army and NCO Education System (NCOES) Conference.” Ft Bliss, TX, 7 Jul 1992, pp. 109-112.
 “The Hall of Heroes Ceremony for MSG Gary I. Gordon and SFC Randall D. Shughart.” Pentagon, 23 May 1994, p. 263.
 “Letter to the Noncommissioned Officers of America’s Army.” 9 Jun 1995, pp. 444-445.

Other NCO-Related Writings:

“Maintain Standards with SDT.” *NCO Journal* (Fall 1993): 5.
 “America’s Noncommissioned Officer Corps- into The 21st Century.” *Speech File Service, 2nd Quarter, Fiscal Year 1994*, pp. 10-14. [PAO-CIPD]
 “The Chief’s View of NCO Leadership Challenges.” *NCO Journal* (Winter 1994): 6-8.
 “Through the Eyes of the Wives.” SFC Douglas Ide. *Soldiers* (Jun 1995): 26-27. Thoughts on the Army and families from Gay Sullivan (CSA spouse) and Sylvia Kidd (SMA spouse).
Hope Is Not a Method: What Business Leaders Can Learn from America’s Army. Gordon R. Sullivan and Michael V. Harper. NY: Random House, 1996. Contains comments about NCOs.

GEN Dennis J. Reimer- NCO-Related Writings:

“Leadership for the 21st Century: Empowerment, Environment and the Golden Rule.” *Military Review* (Jan-Feb 1996): 5-9.
 “CSA Counts on NCOs to Keep the Spirit Alive.” *NCO Journal* (Spring 1996): 4-5.
 Memorandum 18 Jul 1997, “Noncommissioned Officers Association.”
 “Our Soldiers Over There in Bosnia Are Doing Us Proud.” *NCO Journal* (Summer 1996): 21.
 “On Leadership.” *ARMY* (Oct 1997): 24.
 “Developing Great Leaders in Turbulent Times.” *Military Review* (Jan-Feb 1998): 5-12.

QUOTATION BOOK OF THE CSAs

The Chiefs of Staff, United States Army: On Leadership and The Profession of Arms, 1997. The Information Management Support Center prepared this book of quotations from the four Chiefs of Staff’s *Collected Works*. It includes thoughts of the Chiefs of Staff on many key areas, including NCOs and the NCO Corps. This book was on the Center for Army Lessons Learned’s Homepage, at <http://call.army.mil>, click on *CALL Products*, then click on *Special Products*.

WRITINGS/ADDRESSES OF THE CHIEFS OF STAFF BEFORE 1979

Prior to 1979, a number of Chiefs of Staff prepared books of their speeches, and these volumes often contain speeches to NCOs or references to NCOs.

MEMOIRS/BIOGRAPHIES OF SENIOR OFFICERS. Memoirs and biographies of senior officers often include comments on NCOs and the NCO Corps, and the works below include significant material on NCOs.

General Creighton W. Abrams. *Thunderbolt: General Creighton Abrams and the Army of His Times.* Lewis Sorley. NY: Simon & Schuster, 1992. [Also available in paperback from Brassey's, 1998.]

GEN Yigal Allon. *The Making of Israel's Army.* NY: Universe, 1970. Emphasizes the importance of the squad leader.

General of the Army Omar N. Bradley. "American Military Leadership." *Army Information Digest* (Feb 1953): 5-6. The Army would benefit from this article being reprinted.

LTG Adna R. Chaffee. *The Life of Lieutenant General Chaffee.* William Harding Carter. Chicago: University of Chicago Press, 1917. [LTG Adna Chaffee served as a 1SG.]

General Bruce C. Clarke.

Clarke of St. Vith: The Sergeants' General. William Donohue Ellis and COL Thomas J. Cunningham. Cleveland: Dillon/Liederbach, 1974. GEN Clarke was a key figure in the development of NCO training. Includes the famous quote by SGT Constant A. Klinga during the Battle of the Bulge, "They've got us surrounded again, the poor bastards!" (p. 25).

Guidelines for the Commander, GEN Bruce C. Clarke, 1963. [Later published as *Guidelines for the Leader and the Commander.* Harrisburg, PA: Stackpole, 1964.]

Reflections: General Bruce C. Clarke's Thoughts on Creating Outstanding Soldiers and Outstanding Units. Compiled by the US Army Engineer School, Ft Belvoir, VA, 1980.

GEN Harold K. Johnson. *Honorable Warrior: General Harold K. Johnson and the Ethics of Command.* Lewis Sorley. Lawrence, KS: University Press of Kansas, 1998.

General of the Army George C. Marshall.

Selected Speeches and Statements of General of the Army George C. Marshall, Chief of Staff, United States Army. Edited by MAJ H. A. DeWeerd. DC: *Infantry*, 1945. Contains the classic 1941 address, "Morale in Modern War." (pp. 121-125).

George C. Marshall: Education of a General. Forrest C. Pogue. NY: Viking Press, 1963.

The Papers of George Catlett Marshall. 3 Vols. Edited by Larry I. Bland. Baltimore: John Hopkins University Press, 1981, 1986, and 1991.

MG Aubrey S. Newman. General Newman wrote extensively in *ARMY* magazine from the 1960s through the 1980s. A number of his articles focus entirely on NCOs, while others contain references to NCOs. Many of his articles are in the following three books published by Presidio Press, Novato, CA: *Follow Me: The Human Element in Leadership*, 1981; *What Are Generals Made Of?* 1987; *Follow Me II: More on the Human Element in Leadership*, 1992.

General of the Armies John J. Pershing. *My Experiences in the World War.* 2 Vols. NY: Frederick A. Stokes, 1931.

GEN Colin L. Powell. *My American Journey.* Colin L. Powell with Joseph E. Persico. NY: Random House, 1995.

GEN Matthew B. Ridgway. *Soldier: The Memoirs of Matthew B. Ridgway.* NY: Harper & Brothers, 1956.

LTG John M. Schofield. *Forty-Six Years in the Army.* NY: Century, 1897.

Field-Marshal Sir William Slim. *Defeat into Victory.* London: Cassell, 1956.

GEN George Washington. *The Writings of George Washington from the Original Manuscript Sources 1745-1799.* 39 Vols. Edited by John C. Fitzpatrick. DC: GPO, 1938-1941.

Marshal Georgi Zhukov. *Marshal of the Soviet Union G. Zhukov: Reminiscences and Reflections.* 2 Vols. Moscow: Progress Publishers, 1974, English translation 1985. [Marshal Zhukov was a former NCO.]

SENIOR OFFICERS ORAL HISTORY PROGRAM. The Military History Institute administers the Senior Officers Oral History Program, and these interviews often contain references to NCOs.

10. LITERATURE AND QUOTEBOOKS

Fiction. Many novels deal with the Army and Army life. Books that focus on NCOs, or have a strong NCO focus include books by Rudyard Kipling, Bill Mauldin, James Jones (including *From Here to Eternity*), and the McAuslan series by George MacDonald Fraser, which include *McAuslan in the Rough*, *The General Danced at Dawn*, and *The Sheik and the Dustbin*.

The American Soldier in Fiction, 1880-1963: A History of Attitudes Toward Warfare and the Military Establishment. Peter Aichinger. Iowa State University Press: 1975.

War Correspondents. Ernie Pyle's WWII dispatches.

Cartoons. Books by Bill Mauldin.

Poetry. *Yanks: A.E.F. Verse. Originally published in the "The Stars and Stripes," the Official Newspaper of the American Expeditionary Forces.* NY: G.P. Putnam's Sons: 1920.

NCO Quotation Books (AUSA and Information Management Support Center Books)

The Sergeants Major of the Army: On Leadership and the Profession of Arms. AUSA Institute of Land Warfare, Arlington, VA: 1996.

Information Management Support Center Quotebooks:

The Noncommissioned Officer Corps: On Leadership, the Army, and America, 1998.

The Noncommissioned Officer Corps: On Training, Cohesion, and Combat, 1998.

The Officer/NCO Relationship: Words of Wisdom and Tips for Success, 1997.

Command, Leadership, and Effective Staff Support: A Handbook Including Practical Ways for the Staff to Increase Support to Battalion and Company Commanders, 1996. [Contains some NCO quotes]

All of the above books were available on the *Special Products* page of the Center for Army Lessons Learned's Website at <http://call.army.mil>.

Commercial Military Quotebooks. There are a number of commercial military quotation books, and most contain some quotes by or about NCOs. The earliest military quotebook found was *Command and Discipline*, compiled by Vice-Admiral Sir Herbert W. Richmond, K.C.B. London: Edward Stanford, LTD., 1927 [PL- UB210.R49]. Includes excerpts from the writings of Lancelot Turpin de Cresse, an 18th century French Count and military leader, who spoke of the necessity to treat enlisted soldiers with respect (Marshal de Saxe was another). Reprinting this book would be useful.

Army Quotation Books. Over the years, first CMH, then PAO has prepared and updated military quotation books, and these books all contain some references to NCOs.

Selected Quotations: U.S. Military Leaders, CMH, 1955, 1964.

"*Quotes*" for the Military Writer, PAO, 1970, 1972.

DA Pam 360-50, *Quotes for the Military Writer/Speaker*, PAO, 1982

DA Pam 600-65, *Leadership Statements and Quotes*, 1985.

Quotes for the Military Writer/Speaker, PAO, 1989

11. SIGNIFICANT SOURCES OF NCO ARTICLES

Late 1800s to WWII, and from WWII to 1949. The journals published in this era, such as *Cavalry Journal* and *Infantry Journal* occasionally include articles about NCOs. The majority of these articles deal with the subject of reenlistment or training for NCOs. These articles are difficult to find without going through each issue and looking at the table of contents (and this is even harder when looking at a microfilm- a plea to libraries to keep the printed copies). Army journals during and immediately after WWII include more articles written by NCOs; however, these articles are also hard to find. Two possible aids in finding NCO articles during these periods are the USASMA LRC data base of "old" articles relating to NCOs and the enlisted corps (compiled by Linda Gaunt), and the USASMA Historical Office files that Dr. Robert Bouilly compiled while he was the USASMA historian.

1949s-On. The Air University Index makes researching selected periodicals much easier, and journals during this period include an increasing number of articles written by NCOs.

Regimental CSM Messages. Jan 1981 marks a milestone in the preservation and dissemination of NCO knowledge: the first inclusion of a message from the regimental CSM in every issue of a branch journal (*Armor*, initiated by CSM John W. Gillis). Other branch journals followed, and these articles are a very good source of NCO wisdom and experience.

Material Available in the Office of the Chief, Public Affairs (Command Information Products Division). PAO-CIPD has a significant amount of material on NCOs, including the following:

Sergeants' Business/NCO Call/Command Information Package. In Jan 1986, PAO-CIPD began *Sergeants' Business*, (part of the Command Information Package) designed to keep NCOs informed of current issues and resources available to help the NCO do his or her job better. Each issue of *Sergeants' Business* focused on some area of interest to NCOs. *Sergeants' Business* was renamed *NCO Call* in May-Jun 1990, and in 1993 *NCO Call*, *Officers' Call*, and *Soldiers' Scene* were incorporated into one *Command Information Package*.

Commander's Call/Officers' Call. *Commanders Call* was a command information product that sometimes contained information about or of interest to NCOs. *Officers' Call* superseded *Commander's Call*.

Speeches. The PAO-CIPD *Speech File Service* records key speeches, and includes speeches made by or about NCOs.

The *NCO Journal*. This quarterly journal, instituted in 1991 by GEN Carl E. Vuono and SMA Julius W. Gates, marks a milestone by establishing an official means by which NCO wisdom and experience could be collected and shared.

AUSA's *NCO Notes*. In 1996 CSM (Ret) Jimmie W. Spencer and MSG (Ret) George E. Ehling of AUSA began publishing *NCO Notes*. This program is an "outlet for short pieces written by NCOs for NCOs. Topics can range from leadership techniques to those unwritten 'how-to' ideas and procedures that make the Army work."

12. BIBLIOGRAPHIES OF NCO MATERIALS

Dr. Ernest Fisher's Bibliographic Guide. *The Noncommissioned Officers of the US Army- Their Changing Role and Status from 1775 to 1983: A Bibliographic Guide to Research in the History of the Noncommissioned Officer in the US Army.* No date. A valuable bibliographic guide to Dr. Fisher's research in preparing *Guardians of the Republic: A History of the Noncommissioned Officer Corps of the U.S. Army*, 1994.

USASMA LRC Data Base of Articles Relating to the NCO and Enlisted Corps. Ms. Linda Gaunt, research librarian at the US Army Sergeants Major Academy, worked to compile a comprehensive data base of NCO/enlisted-related articles prior to 1949 (when the Air University Index begins).

The NCO: Backbone of the Army. Pentagon Library, May 1989. A bibliography prepared in support of "The Year of the NCO." Other bibliographies prepared by the Pentagon Library, particularly in support of annual Army themes during the 1980s, often contain quotes pertinent to NCOs and the NCO Corps. An example is *Training*, 1988.

MHI NCO Working Bibliography. MHI has a file of NCO references, including a bibliography called "Noncommissioned Officers: A *Working Bibliography* of MHI Sources."

Bibliography of Army Manuals. *Evolution of the United States Army Field Manual: Valley Forge to Vietnam.* Virgil Ney. Combat Operations Research Group (CORG), CORG Memorandum CORG-M-244: 1966. A comprehensive study of the development of military manuals, both official and commercial. The study includes lists of manuals and books by publishers and authors. The student of NCO literature can review the lists and select books and manuals to review for what they say about NCOs. [CMH- U113.N49]

Bibliography of Sergeant Major of the Army Material. The AUSA book, *The Sergeants Major of the Army: On Leadership and the Profession of Arms*, 1996, has an extensive bibliography on the SMAs.

Autographed Books. The USASMA Learning Resources Center has a special section of autographed books, such as books signed by General of the Army Omar N. Bradley and Tom Clancy. Tom Clancy's inscription on a copy of *Clear and Present Danger*, 1989, is particularly memorable: "To the Guys who make the Army work."

And that comment provides a good place to stop.

APPENDIX: ACRONYMS AND ABBREVIATIONS

LIBRARIES/SCHOOLS:

CGSC- Command and General Staff College, Fort Leavenworth, KS
CMH- Center of Military History, Washington, DC
LOC- Library of Congress, Washington, DC
LRC- Learning Resources Center, US Army Sergeants Major Academy, Ft. Bliss, TX
MHI- Military History Institute, Carlisle Barracks, PA
PAO-CIPD- Office of the Chief, Public Affairs- Command Information Products Division (Pentagon)
PL- Pentagon Library
UMCP- University of Maryland, College Park, MD (McKeldin Library)
USASMA- US Army Sergeants Major Academy, Ft. Bliss, TX
USAWC- US Army War College
VMI- Virginia Military Institute

OTHER ABBREVIATIONS:

AUSA- Association of the United States Army
BN- Battalion
HQDA- Headquarters, Department of the Army
ID- Infantry Division
INF- Infantry
IHO- in honor of
NG- National Guard

RANKS/POSITIONS:

BG- Brigadier General
CDR- Commander
COL- Colonel
CPL- Corporal
CPT- Captain
CSA- Chief of Staff, U.S. Army
CSM- Command Sergeant Major
GEN- General
LT- Lieutenant
LTC- Lieutenant Colonel
LTG- Lieutenant General
MAJ- Major
MG- Major General
MSG- Master Sergeant
PV2- Private E2
RET- Retired
SFC- Sergeant First Class
SGM- Sergeant Major
SGT- Sergeant
SMA- Sergeant Major of the Army
SSG- Staff Sergeant
TECH SGT- Technical Sergeant
1LT- First Lieutenant
1SG- First Sergeant