

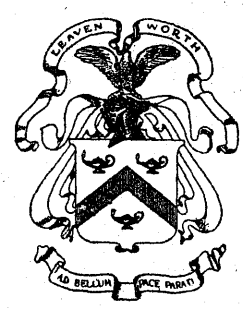
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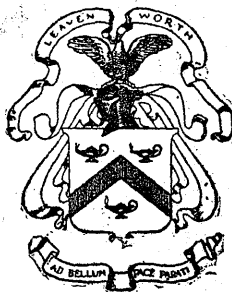
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METHODS OF TRAINING

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1925

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INTRODUCTION

THE GENERAL SERVICE SCHOOLS Fort Leavenworth, Kansas

1925

1. This text replaces Methods of Training, 1923, of which it is a complete revision, undertaken with a view to meeting the present needs of these schools.
2. The text is based on prescribed War Department policies and doctrines and represents the views on training of The General Service Schools.
3. The text primarily is designed to afford a basis for conferences and problems in the course in Methods of Training in the Command and General Staff School. The purpose of the course is to place before the officers taking the course the following:
 - a. The policies and principles applicable to training, both in peace and in war.
 - b. Practical methods of applying the principles of training to the Army of the United States and to the other forces subject to training.
 - c. Correct methods of imparting instruction.
4. The subject matter of the text conforms to the mission of the General Service Schools, which is command and staff training for the division and the corps. The subjects of brigade, regimental, battalion, and company training orders, programs, and schedules, covered in the 1923 edition have, therefore, been omitted from this edition.

H. J. BREES,
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APPROVED:

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CHAPTER I

GENERAL PRINCIPLES OF TRAINING

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1. MISSION OF THE ARMY. -- The mission of the army is to utilize speedily and effectively the national resources to the extent authorized by Congress and required by the particular conditions, and to overcome the enemy by all available means. The primary objective will be the destruction of the armed forces of the enemy and this can be attained only by offensive action, both strategical and tactical.

2. MILITARY TRAINING, DEFINITION. -- Military training, in its broader sense, embraces national military education, and military training proper. National military education teaches every individual an appreciation of his military duties and responsibilities to the nation. This appreciation involves correct valuation of the importance of the life and prosperity of the nation, of the adoption and application of proper measures of national defense, the military training of the national potential man-power, and the preliminary military organization of the national agencies of manufacture, commerce, agriculture, transportation, and finance. Military training proper consists of the military training of the authorized active and potential military forces of the nation.

3. OBJECT OF TRAINING. -- a. The ultimate object of military training is to enable the army to win tactical decisions and reap the maximum benefits therefrom. All must be imbued with the spirit of the offensive and the knowledge that through it alone a positive decision can be reached. However, the field forces must be trained to make full use of defensive tactics, when there is no doubt as to the appropriateness of the occasion for their use. The immediate object of training is the development of an efficient fighting force, capable of great and rapid expansion in war.

b. The specific objects of training are:

(1) To prepare the units authorized by law for prompt and efficient field service.

(2) To provide trained officers, noncommissioned officers, and specialists in such numbers as may be necessary for the authorized peace and war units.

(3) To prepare for war expansion by the formulation of plans for the prompt and effective mobilization of the man-power and resources of the nation.

(4) To produce, in time of war, the required number of individuals and units trained to the maximum standard of efficiency practicable, in the time available.

(5) To develop the art and science of war, and methods of training therein.

(6) To stimulate and develop in each individual in the military service a bold and determined offensive spirit.

(7) To inculcate an understanding of the national individual characteristics of initiative, self-reliance, and tenacity of purpose.

4. CLASSIFICATION OF TRAINING. -- a. Military training may be classified as: (1) Troop training. - Troop training is a function of command, and comprises the preparation of individuals and units for battle. It includes the moral, mental, and physical training of officers and men. The means utilized for the purpose are: (a) schools, - general, special, post and unit; (b) training centers; (c) training camps; (d) recruit training; (e) tactical exercises for officers and noncommissioned officers; (f) squad, platoon, company, and battalion close order drills and tactical exercises; (g) battalion and regimental training and tactical exercises; (h) combined training for all units from the company to the division; and (i) division, corps, and army tactical exercises and maneuvers.

(2) Training of officers for command and staff. -- (a) Some officers are better qualified by disposition, inclination, and adaptability for command work than for staff; others are better qualified for staff than for command, while others are equally well qualified for either command or staff. But no matter what the inherent qualifications in this respect may be, education and training are essential. To be entirely successful in staff work, an officer must know the functions of command, and know something of the workings of all staff departments. Likewise, familiarity with the functions of all combatant and administrative branches and a knowledge of staff duties, are essential to the successful exercise of command.

(b) Military education is quite extensive in scope and character, and requires a variety of means for its attainment. The means consist of courses in the various schools and of duty with troops. Some features can best be learned in schools, while other features can only be learned by duty with troops. The system, therefore, is based on a proper adjustment between training at schools and with troops.

5. ADMINISTRATION OF TRAINING. -- a. There are two general methods in the administration of training, namely, the centralized, and the decentralized method. As generally understood and applied, these two methods may be described as follows:

(1) The centralized method consists in higher authority prescribing in detail the scope, the character, the amount, and the method of training for each unit in each arm of the service. Unit commanders are given but little, if any, discretion, latitude, or initiative in the matter. Their function is limited to carrying out the detailed plans prescribed by higher authority.

(2) The decentralized method goes more or less to the opposite extreme. Under this method, higher authority outlines in very general terms the object to be attained, leaving to subordinate commanders the responsibility of determining the scope, the character, and the amount of training for their respective units, the training methods to be applied, and the duty of applying them.

b. The extremes of both the above mentioned methods have many strong supporters. The supporters of the centralized method claim that it is only by the strict application of this method that any degree of uniformity of training can be secured in a large command. The supporters of the decentralized method claim that unit commanders know the local conditions, such as climate and terrain, know what their commands need in the way of training, and know how best to give it to them. Both methods and many modifications thereof have been applied by different units in the United States Army, but neither method, nor any well defined modification thereof, has been uniformly applied in the entire service for a sufficient period of time to give it a real test.

c. (1) The application of neither one nor the other of these two extremes will give satisfactory results. Each headquarters in turn, from the War Department down, has certain functions which it must discharge in order to guide the lower units. If it fails to perform them, there is a break in the system of control. If it exceeds its legitimate functions, there is a usurpation of the functions of commanders of lower units. The system of administration of training now prescribed by the War Department is that of centralized control and decentralized operation. This system consists of intelligent and coordinated direction of effort through the established chain of command from highest to lowest, leaving to subordinate commanders in the chain freedom of action in the application of means and methods of operation within their commands. This principle is just as applicable to training in time of peace as it is to the conduct of armies in time of war, and is just as essential to the attainment of successful results in the one case as it is in the other. The statement of the principle is easy; the difficulty seems to be in its practical application. The great question to be determined is the point where "control" commences and ends. Experience demonstrates that there are about as many different interpretations of this rule as there are officers charged with its application. The following chapters outline a practicable and workable basis in the application of the principle.

(2) The system of centralized control and decentralized operation presupposes that commanders of all tactical units possess the requisite knowledge to train their respective commands, or failing in this, that there is time available to teach them. In time of peace, the object in view is to insure that all Regular Army officers attain a high degree of efficiency, and the officers of other forces a reasonable degree of efficiency, so that they will be available for training the masses entering the service in a great emergency. When these emergencies arise, there may not be time to teach new officers how to train these units. Under these conditions, the best that can be done is to give the new officers a few weeks' intensive training in elementary principles, depending on the available trained Regular Army, National Guard, and Organized Reserve officers to prepare the great mass of the untrained for war.

(3) In great emergencies, all commanders from the War Department down may have to prescribe more or less detailed methods of training. As an illustration of this, see the War Department and American Expeditionary Forces programs of training for divisions, published in the latter part of 1917 and early in 1918. The only reason for higher commanders usurping the prerogatives of subordinates is that the latter are not qualified to train their organizations. The inauguration of a detailed scheme of training by a commander is equivalent to his saying to his subordinates, "I know that this scheme is an infringement on your legitimate functions and prerogatives as unit commanders, but I know that I am justified in this infringement because you are not qualified by experience or education to train your own commands along correct lines." However, every officer who employs this method should know that it is not the correct or best method if time or conditions permit the employment of another. He must also realize that a command so trained will not render as satisfactory service on the field of battle as an organization trained according to more elastic methods. The commander will probably have to apply the same detailed methods in directing operations in the field as he did in training, for the very simple reason that his system of training tends to destroy rather than to develop initiative and independent thought on the part of his subordinates. As the war goes on, these conditions may improve, but it will be at the cost of bitter experience.

6. FUNDAMENTAL CONSIDERATIONS IN TRAINING. -- a. Basic arm. The infantry is the basic arm, and upon its success depends the success of the army. All other branches are organized, equipped, and trained to assist the infantry in its needs, functions, and methods in war.

b. Training of each branch. - Each branch, in addition to the training peculiar to itself should be trained in:

- (1) Cooperation with other branches.
- (2) Communication within itself and with adjacent organizations of whatever branch.
- (3) Facilitating supply.
- (4) Local security (in the case of each combatant branch).

c. Training objective. - All training should have an ultimate objective to be reached through a series of phases, and each phase should be marked by a step by step progression to the next phase.

d. Individual and collective discipline. - Discipline consists of prompt and willing obedience to orders. Mental discipline is that quality or state of mind which causes subordinates to use all of their initiative in overcoming the many obstacles that beset the execution of an order. Discipline insures the cohesion of a military force. It is a vital and an essential factor of proficiency. It is acquired by assimilation, study, and training. Disciplinary training is continuous from the beginning to the end of military service. It is specially emphasized in the early stages of training, and is continued by application of its principles to every military activity in which the individual engages during his entire service.

e. Individual physical development. - The physical development required consists in the attainment of stamina to withstand the hardships and privations of a campaign and the demands of the grueling test of battle. An army composed of vigorous and healthy men, possessing physical strength and powers of endurance, has the foundation of an unconquerable force. Physical development is attained by physical training.

f. Morale and esprit de corps.- Individual morale and esprit de corps stimulate optimism and confidence, and increase the power of both determination and physical effort. The primary secret of victory lies in the hearts of men. An army is defeated only when it thinks itself defeated. Neither numbers, armament, nor resources can wholly compensate for lack of morale. The principal factors in building up morale and esprit de corps are:

(1) Good leadership.

(2) Thorough and comprehensive training, which, based on an appreciation of the character of work to be performed and a knowledge of how to perform it, inspires confidence and courage and a feeling of superiority over the enemy. Ignorance of what to expect, lack of confidence in ability to contend successfully with the enemy, and an exaggerated idea of the powers and resourcefulness of the opposing force, are most destructive of morale.

(3) Suitable living conditions, such as good messes, sufficient clothing of good quality, comfortable and sanitary quarters or camps, and a reasonable amount of rest and recreation. In the absence of some of these elements in an organization, good morale often may be preserved if the individuals composing the organization realize that the existing conditions are unavoidable and that their leaders are using every possible means to remedy them.

(4) The pride of the individual in his organization.

g. Leadership.- Leadership requires the possession of those moral, mental, and physical qualities necessary for the exercise of command, i.e., courage, tenacity, intelligence, personal knowledge, a knowledge of human character, and physical endurance. Once battle is joined, success or failure depends largely on the skill and initiative of the leaders of tactical units. Noncommissioned officers and junior commissioned officers acquire the fundamentals of leadership by proper instruction and training while exercising their daily functions of command.

h. Individual proficiency. - Individual proficiency means the possession of each military person of a knowledge of the duties and responsibilities of his grade, together with a determination to perform and exercise them under all circumstances. In addition, it includes a knowledge by each soldier of the mechanism of his weapon or instrument and the ability to use it readily and skilfully under all circumstances. This knowledge is attained by application and correct methods of training.

i. Combined training. - Combined training comprises the combined training of the separate combatant, administrative, supply, and technical branches that usually operate together. This training is essential to a comprehensive knowledge of each tactical unit and by each branch of its role as an element of a combined force, and to a workable understanding of the role, powers and limitations, and methods of operating of other branches with which it is associated. It also insures correct cooperation and coordination of effort by the different branches when associated together as a unit, or when temporarily associated for the accomplishment of a specific object. It is vital to the efficiency of most auxiliary arms, as their usefulness depends on correct support of the infantry.

j. Unity. - Unity requires a correct appreciation and application by those in charge of training of the value of concerted efforts, directed along a single line, by a single mind. Each individual, each unit, and each branch has a part to play as an element of a fighting force and efficiency and satisfactory results are

attained only when each understands and correctly plays its part in coordination with others. Individual, disconnected efforts, no matter how skilfully executed, seldom give satisfactory results.

k. Applicatory system. - War Department orders require that the applicatory system of instruction be employed in all training, and that, therefore, in every problem, theoretical or practical, from the most elementary to the most advanced, an assumed situation characterized by realism and war conditions be stated. All the elements entering into a solution of the given problem in actual combat must be presented and an opportunity given to apply to the situation the appropriate principles and methods.

l. Timely planning of training. - Training, to be successful, must be carefully planned in advance. Training orders and schedules cannot be satisfactorily carried out if hurriedly and carelessly prepared. They must be carefully planned and prepared and must be made reasonable and flexible. The issuance to subordinate units of numerous training orders, each order covering only a short period of time, will not produce satisfactory results. Organization commanders must know well in advance just what is to be accomplished and what time is available therefor. Then only can they make their plans for training intelligently.

m. Specific enemy. - When war has been declared, or is imminent, the training for operations against the specific enemy in view comprised a consideration of his national characteristics, military organization, armament, probable methods of operation, and the adoption and application of the necessary counter measures. Training to such an end creates enthusiasm, a desire to learn, and a spirit of tireless energy on the part of the troops.

n. Repetition of training. - It is important that training, particularly special training, be not repeated in a subject which the individual has mastered. Occasional refresher courses are, of course, necessary, but to require an individual to keep repeating courses in which he has become proficient is objectionable. When this is done, the individual can see no end to his training and loses interest. One of the great incentives to work is the prospect of the ultimate completion of the task, and this principle is as applicable to military training as to any other work.

o. Overdoing training. - In determining the amount of training to be given, the general conditions affecting the command should be considered. During an impending emergency, or after the outbreak of war, almost any demand within limits of physical endurance is met with enthusiasm, but in time of peace, officers and men should be given ample time for rest, recreation, and amusement. On the other hand, sheer idleness in a command should never be tolerated; amusement and recreational facilities must be provided by the command when they are not provided by the civil community.

p. Influence of habit on battle efficiency. - Experience has demonstrated that under hostile fire officers and men usually do best those things which, as a result of training, they do as a matter of habit. For example, officers who have employed nothing but the telephone as a means of communication during training probably will not use, or even think of using, any other means of communication in battle, no matter how many other means may be available. Likewise, company and battalion commanders are prone to employ, in combat, only those arms and auxiliaries which they have habitually used during training. Battalion commanders who have handled only rifle and machine gun companies during training probably will not use, or even think of using, in battle, especially when the stress of excitement is at its height, auxiliary arms, such as

light mortars, tanks, or accompanying guns, no matter how many of such arms may be attached to their battalions. The men are affected in like manner. Men who do not fully understand the powers and limitations of their rifles and have not been trained to make effective use of rifle fire in attack and defense will not use such weapons in attack and defense in battle.^x Likewise, troops that have not been trained beforehand in the correct methods of the utilization of cover will not use cover effectively when under hostile fire. On the other hand, troops that have been trained to fight only from trenches or from behind cover, often are most difficult to control in battle in the open. Therefore, the peacetime training of units should include the employment of all the arms and materiel which these units are expected to employ in war, and should include practice in the use of all means of communication, methods of deployment, and formations for attack and defense.

7. WAR DEPARTMENT TRAINING FUNCTIONS.-- a. Responsibility for training. Supervision, coordination, control of, and responsibility for, the training of the army is vested in the chief of staff, who exercises these functions through territorial commanders and the service schools. In time of war the general headquarters of a theater of operations exercises a large degree of independence in the training of its forces. Knowledge upon which to base training comes from the front and is applied directly by the general headquarters to the training of troops in the theater of operations, and, through recommendations of general headquarters, is incorporated in the training of troops in the zone of the interior. The War Department General Staff functions in these activities in an advisory capacity.

b. War Department training orders. - War Department training orders announce general provisions of a permanent or semi-permanent character. They prescribe the general training, doctrines, and policies; the scope and character of subjects; and such general methods of procedure as are applicable in principle to all the forces constituting the Army of the United States. Matters covered in War Department training orders include the following:

(1) The functions of the combined forces constituting the Army of the United States.

(2) The functions of each of the components constituting the Army of the United States.

(3) The functions of the several combatant and administrative branches constituting each of the components of the Army of the United States.

(4) The military training policy as applied,

(a) To the Regular Army,

 x-This was especially demonstrated in the World War. As a result of the close quarters due to stabilized conditions, there was a period of the war during which the chief reliance of infantry in combat was placed on hand grenades, cutting weapons, and bludgeons. As a result, training in the use of the rifle was almost wholly neglected, and the rifle came to be looked on by the men as a nuisance, adding weight to be carried besides interfering somewhat with the free use of the arms in throwing grenades, without any compensating advantages. Many incidents occurred in which troops in attack and defense, under most favorable conditions, failed to use rifle fire at all, but waited passively until the enemy came within range of their hand grenades.

(b) To the National Guard.

(c) To the Organized Reserves, the Officers' Reserve Corps, and the Enlisted Reserve Corps.

(d) To the Reserve Officers' Training Corps.

(e) To the Citizens Military Training Camps.

(f) To other voluntary training units.

(5) The standards of efficiency of the various components of the Army.

(6) The functions and responsibilities of the Regular Army as regards training of the other forces constituting the Army of the United States.

(7) The object, scope, and conduct of military training and education by correspondence school methods.

(8) The objects, scope, and character of specialists' schools or institutions, and special service schools of the combatant and administrative branches.

(9) The objects, scope, and character of the General Service Schools, Fort Leavenworth, Kansas, and the Army War College.

c. Training functions of chiefs of branches.— The specific training functions of a chief of branch, both in peace and war, are:

(1) Furnishing information and advice upon all questions affecting his branch.

(2) Direct supervision and control of the special service schools and the special boards of his branch.

(3) Formulation and development of training doctrine of his branch in accordance with the doctrine announced by the War Department.

(4) The preparation, subject to War Department supervision, of the necessary manuals and training literature relating to the employment, instruction, and training of his branch, and the care and use of material and equipment.

(5) Cooperation with other interested branches in the development of armament, equipment, and material of his branch, and the submission of recommendations pertaining thereto to the chief of staff.

(6) Submission of recommendations concerning the organization of units of his branch.

(7) Recommendations concerning training and instruction of units of his own branch, including units of his branch in the National Guard, Organized Reserves, including the Reserve Officers' Training Corps, and other agencies that may hereafter be provided, in all that pertains to the organization, training, instruction, equipment, and general administration and efficiency.

(8) Cooperation with The Adjutant General concerning the personnel of his branch, and the recommendation of officers of his branch for detail at service schools, technical, professional, and other educational institutions, and for other similar duties.

(9) Preparation of manuals and other aids for students and instructors, production of methods of instruction, and the training of instructors in the post school subjects assigned to him, and in general, education to meet the needs of his branch.

(10) Visits by himself and representatives, when approved by the chief of staff, to such places as may be necessary for the purpose of inquiring into methods of training and other activities relating to his branch.

8. TRAINING ORDERS, PROGRAMS, AND SCHEDULES. -- a. Training orders. (1) The War Department issues training regulations and instructions as described in paragraph 7 b, ante. Corps area, territorial, department, post, station, division, brigade, and regimental commanders issue training orders for the guidance of the next lower units of their commands. A battalion serving with its regiment seldom issues a training order. It issues a battalion program of training for the period reserved for the battalion training.

(2) In peace time, the period of time covered by training orders generally diminishes from higher to lower units, the corps area training orders habitually covering **a period of one year**. In time of war training is intensified and training orders usually are issued at short intervals in order to accommodate rapidly progressing organizations.

(3) A unit training order amplifies, as necessary, the training orders of higher units and announces:

(a) The program of training for the next lower units. (See subparagraph b following).

(b) A program of the training to be conducted under the direct control of the commander issuing the order. (See subparagraph b, following).

(c) The general methods of training applicable to the entire command.

(d) The various schools controlled by the issuing commander, the responsibility for their conduct, their methods of procedure, and the duties and responsibilities of subordinate commanders in selecting personnel for attendance thereat.

(e) The conduct of standard efficiency tests.

(f) The methods of supervision and coordination of training by the issuing commander and commanders of subordinate units.

(g) Assignment of periods, when necessary, for use of training areas and target ranges.

(h) Other matters necessary to direct training along proper lines, and to facilitate the accomplishment of the end desired.

b. Programs of training. - (1) The program of training issued by a commander for the next lower units of his command should cover the following:

(a) The character and scope of the training to be conducted.

(b) The phases into which such training is to be divided, the approximate period of time allotted to each phase, and the objective to be reached in each phase.

(c) General character and extent of combined training to be conducted by subordinate units.

(2) The program of the training to be personally conducted by the issuing commander should announce:

(a) The exact number of days in each month to be utilized for training under the personal control or direction of the issuing officer. When practicable, the exact dates are also given; if this is not practicable, the exact periods are published before the end of each month for the following month.

(b) The general character of exercises to be held, the approximate period or periods of time to be devoted to each, and the units to participate therein.

(3) Where a training order also is issued to the units for whose guidance programs of training are prepared, the programs usually are included in such order (See subparagraph a, ante.).

c. Schedules of training. - (1) Schedules of training prescribe the daily routine of training. They are based on the program of training, and therefore, are issued only for the training personally conducted by the issuing commander. They contain specific instructions as to what is to be done, who is to do it, when and where it is to be done, the equipment required and definite references to such texts or other instructional matter as is pertinent. They cover short periods of time, usually a week of troop training. They may cover short phases of training, extending over periods of from two to ten days, as a period of combined training, or short periods of field exercises or maneuvers. A complete and sufficient schedule requires no additional information for the period covered by the schedule.

(2) General and special service schools generally issue annual or course schedules of training, and in addition, weekly schedules going into complete details.

CHAPTER II

THE FORCES SUBJECT TO TRAINING

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1. THE FORCES TO BE TRAINED. -- a. The broad question of who ought to be trained for military service is a question of national policy, determinable by the Congress of the United States. It is the purpose of this text to outline methods of training applicable to existing forces and existing conditions, which will give satisfactory results if consistently and uniformly applied to the forces to be trained. Primarily, this volume treats of the subject of training of the commissioned and enlisted personnel of the forces authorized. The Congress of the United States may, and probably will, change from time to time the number and categories of personnel to be trained, but it is believed that methods of training outlined in this volume are so fundamental and basic that their application to such changed conditions will not require material alteration to produce the desired results.

b. Under the act of June 4, 1920, the forces subject to training are as follows:

- (1) The Army of the United States.
- (2) Volunteers at the Citizens' Military Training Camps.
- (3) The members of other organizations volunteering for training.

2. COMPOSITION OF THE ARMY OF THE UNITED STATES. -- a. The Regular Army. -- (1) The Regular Army as at present (1924) constituted consists of 125,000 men and 12,000 officers organized as follows:

- 9 Corps Area Headquarters
- 9 Infantry Divisions (3 active, 6 partly active)
- 3 Cavalry Divisions (1 active, 2 partly active)
- 3 Coast Artillery Brigades (1 active, 2 inactive)
- 3 Air Groups (pursuit, attack, bombardment, all active)
- 3 Antiaircraft Regiments (1 active, 2 partly active)
- Garrisons for fixed Coast Defenses
- Overseas garrisons
- Miscellaneous auxiliary troops of the various arms and administrative branches
- School troops.

(2) The inactive or "paper" units are associated with particular active units to provide a cadre therefor and to facilitate reconstitution.

b. National Guard. -- (1) The National Guard consists of an active and a reserve force. It is composed of enlisted citizens between eighteen and forty-five years of age and of commissioned officers between twenty-one and sixty-four years of age, who are enlisted and commissioned, armed and equipped, in accordance with Federal laws and regulations. It is supported, wholly or in part, by Federal appropriations and is given close Federal supervision. The maximum authorized strength of the active National Guard is prescribed by Congress. The law fixes the minimum strength of the National Guard at 800 per Congressman and Senator, a total of approximately 435,000, and provides that this strength shall be attained by June 30, 1924. At present there are eighteen National Guard divisions. No limitations are placed on the strength of the National Guard Reserve.

(2) The organization of all units of the National Guard is the same as that of the Regular Army. The President prescribes the particular unit or units of each branch of the service to be maintained in each state, territory, or the District of Columbia, and assigns these units to divisions, brigades, and other tactical units. The basis of this assignment contemplates an ultimate war establishment of eighteen infantry divisions, four cavalry divisions, and other units. In time of peace these units have a reduced or "maintenance" strength. The peace strength personnel is drawn from the localities to which the various units are assigned. The law provides for a National Guard Reserve, including both officers and enlisted men, for bringing the peace strength to war strength, but the slow development of this reserve indicates that the National Guard may also have to depend upon the Officers' Reserve Corps and the draft in order to meet the expansion of war.

c. Organized Reserves. -- (1) The Organized Reserves consist of the Organized Reserve Units, which are composed of officers of the Officers' Reserve Corps and enlisted men of the Enlisted Reserve Corps, supplemented by a small cadre of officers and enlisted men of the Regular Army. The Organized Reserve units include troops of all branches necessary to supplement the Regular Army and National Guard in order to complete the first line of defense in a mobilization of the Army of the United States. In time of peace, they are a potential, rather than an actual, fighting force. The peace establishment is capable of rapid expansion by the reception of trained and untrained men, but will require a period of training in mobilization areas before becoming available for combat operations. The projected war establishment consists of twenty-seven infantry divisions, six cavalry divisions, the required corps, army, GHQ reserve, and harbor defense troops, and the major portion of the communications zone and zone of interior troops. In peace time, Organized Reserve units are maintained as cadres, with a war strength complement of officers and a limited number of non-commissioned officers and enlisted specialists. This personnel constitutes the nucleus of the war time unit. All units, including complete higher units, are localized as nearly as practicable.

d. The Officers' Reserve Corps. -- The Officers' Reserve Corps is composed of selected citizens who voluntarily accept commissions in that corps as general officers and as officers of all grades of the line and staff branches of the army. It provides the great mass of officers required for war. In time of a national emergency expressly declared by Congress, the President may order reserve officers to active duty for any period of time. Under other circumstances, he may order them

to active duty at any time, but for not more than fifteen days in one calendar year without the consent of the officer concerned. The Officers' Reserve Corps is the principal source of supply, not only for the bulk of the commissioned personnel of the organized reserve units, but also for the additional officers needed by the regular army and a part, perhaps the majority, of those that will be needed by the National Guard in time of general mobilization.

e. The Enlisted Reserve Corps. -- The Enlisted Reserve Corps is composed of persons voluntarily enlisted for service in this corps. Members of this corps may be assigned to units and placed on active duty in the same manner as are members of the Officers' Reserve Corps.

3. MISSIONS. -- a. The Regular Army. -- The missions of the Regular Army, in general, are to provide:

- (1) Garrisons for the continental frontiers of the United States.
- (2) A covering force in case of a major war.
- (3) A small but highly trained and completely equipped expeditionary force.
- (4) Overseas garrisons.
- (5) Garrisons for the permanent seacoast defenses.
- (6) A national police force.
- (7) Personnel for the development and training of the Regular Army and the National Guard.
- (8) Training cadres and other enlisted and commissioned personnel for the development and training of the Organized Reserves.
- (9) An organization for the administration and supply of the peace time establishment.

To carry out these missions the continental area of the United States has been divided, on the basis of military population, into nine corps areas, each to contain at least one division of the National Guard or Organized Reserves, and such other troops, as the President may direct. The Act of June 4, 1920, also provides for the formation of staffs in these corps areas and keeps in training a certain number of staff officers who would go with the army corps raised in these areas in time of war. In case of mobilization, the divisions which are localized in a given corps area would initially be assigned to the army corps called to service from that particular area. As the corps area is based upon the military population of the country, this plan facilitates mobilization. While the peace strength personnel of the Regular Army, both officers and men, is drawn from the country at large, in war time the additional officers required will be obtained from the Officers' Reserve Corps and the additional enlisted men will be obtained from voluntary enlistments, the draft, or in such manner as the Congress may provide. An effort is now being made to develop a group of enlisted reservists who volunteer and will be associated with each regular organization.

b. The National Guard. -- From the viewpoint of its mission, the National Guard has two aspects, first, as constituting the organized militia of the State to which it pertains and, second, as a component of the Army of the United States.

(1) As the organized militia, it constitutes the organized military manpower of the State to which it pertains. As such it may be employed by the State within limitations defined by the constitution of the United States and Federal legislative enactments. It may, also, be called forth by the United States to execute the laws of the Union, suppress insurrections, and repel invasions. When it is so called forth, it is militia in the service of the United States and can be used only for the services specified in the constitution and within the continental limits of the United States.

(2) As a component of the Army of the United States, it becomes the National Guard. When authorized by Congress, the President may draft any and all members of the National Guard and of the National Guard Reserve into the military service of the United States, to serve therein for the period of the war or emergency unless sooner discharged. Also, the Secretary of War, under such regulations as the President may prescribe, is authorized to provide for the participation of the whole or any part of the National Guard in encampments, maneuvers, and other training exercises, either independently or in conjunction with Regular Army troops. In time of national emergency, the National Guard constitutes the first echelon of the force to be mobilized behind the Regular Army.

c. The Organized Reserves. -- The mission of the Organized Reserves is to provide a trained, organized and balanced force which may be readily expanded and developed into an adequate war component of the Army of the United States to meet any major emergency requiring the use of troops in excess of the Regular Army and the National Guard.

d. The R.O.T.C and the C.M.T.C. -- Though not actually components of the Army of the United States, these are two agencies which are very important in our scheme of military development.

(1) The Reserve Officers' Training Corps (R.O.T.C). -- This corps consists of units established in schools and colleges throughout the country. The graduates of R.O.T.C. are eligible for commission as second lieutenants in the Officers' Reserve Corps. In a great emergency, some 150,000 reserve officers will be needed. As the older officers of the Reserve pass out, their places must be filled by an inflow from the bottom.

(2) The Citizens' Military Training Camps (C.M.T.C.). -- The purpose of these camps is to give basic military training to as many citizens as possible and to afford progressive military instruction to those who have special inclination and aptitude therefor. This organization provides the voluntary service which Congress substituted for universal military training. These camps, it is hoped, will form one of the main sources of supply for reserve commissioned and noncommissioned officers. The War Department is making every effort to train the students of the C.M.T.C., in harmony with the general development of our military policy, so that upon graduation they may volunteer for service either in the National Guard or in the Organized Reserves.

4. THE ROLE OF THE REGULAR ARMY. -- The most casual considerations convinces the military student of the vital importance of the two citizen components of our great war organization. The most important question of our military policy is the relations between the three components of our National Army, as it is fundamentally necessary that each should enjoy the respect, confidence, sympathy and, above all, friendship of others. Here enters the Regular Army in the roles of instructor, counselor, and, above all, friend and comrade. This requires not only high professional and personal attainments, but likewise the carefully studied and continually practiced mental attitude of the older for the younger brother. It is this mental attitude on the part of the Regular, assiduously practiced and taught in time of peace, that will be the surest means of securing prompt coordination of our three components in time of war. Duty with the citizen components of our Army is not only of primary importance but gives great opportunities for the exercise of initiative. The Regular officer on such duty is afforded the opportunity of attending and addressing various organizations and gatherings. He will not fail to interest his audience if he knows how to present his subjects, for the American citizen is deeply interested in his country and in what really pertains to his country's welfare. The Regular Army has, then, the opportunity of producing, throughout the land, an understanding of our military policy and needs and a desire to see our country prepared in mind, body, and resources for such crises as may confront it. We have the type of army consistent with our form of government, and the regular component of this army has but to carry out its functions as outlined in the organic Act of June 4, 1920, with ability and common sense to secure the adequate defense of the nation.

CHAPTER III

TRAINING OF THE NATIONAL GUARD, ORGANIZED RESERVES, RESERVE OFFICERS TRAINING CORPS, AND CITIZENS MILITARY TRAINING CAMPS.

	Paragraphs
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SECTION I

Training at Home Station

	Paragraph
National Guard	1
Organized Reserves	2
Reserve Officers Training Corps	3

1. NATIONAL GUARD. -- a. Instruction methods employed. -- In general, subject to such modifications as are necessary because of the limited amount of time available for instruction, and the scarcity of suitable facilities for instructional purposes, the methods employed in the instruction of the Regular Army are applicable to the National Guard.

b. Responsibility. -- The responsibility for the training of a National Guard unit rests upon its commander, who is assisted by the regular army officer/detailed thereto as instructor, and noncommissioned officers

c. Means and methods of instruction. -- (1) The regular army instructor should make carefully considered suggestions, both as to the subjects to be taught to the unit to which he is attached and as to the amount of time to be allotted to each subject. The fundamental purpose of the instruction is to prepare the National Guard for service in battle. Means used in instructing the National Guard include drills, exercises, schools for officers and non-commissioned officers, correspondence schools, and lectures.

(2) The time available for instruction is one period of one and one half hours each week, almost invariably at night. In each drill period, it is generally preferable to have the unit receive instruction by groups, each group being under charge of a competent instructor for the subject covered. It is important here, as in all cases, to work by organization and thereby not displace the responsibility of the commander of any unit. Short periods and varied instruction make for interest. The instructor must constantly guard against the tendency to devote most of the time to purely disciplinary drills. Ceremonies are essential to stimulate recruiting and to secure public support, but are not a part of the service required by the War Department. Programs and schedules for the home training should aim to prepare units so that upon their arrival at camps they will be able to proceed immediately to the field training missions assigned by higher authority. Some

National Guard units are making the mistake of holding to pre-war schedules of close-order drills and ceremonies during their camps; this phase of training should be conducted at the home station.

(3) It is difficult to assemble a National Guard organization or its officers for an outdoor tactical exercise. This condition must be overcome by making the most of the means available. An enterprising instructor, with blackboards and chalk, can bring out the application of tactical principles. Theoretical instruction, of necessity, is mainly given to National Guard officers in the form of lectures or illustrated talks. These talks or discussions enunciate the principles of tactics, or other appropriate subjects and illustrate their application. Resort will frequently be had to map problems and to map maneuvers. The interest shown by the students in this work is largely dependent upon the character of the instruction. The interest shown by the instructor himself has an important bearing on the degree of success attained.

(4) Officers detailed for duty with the National Guard should familiarize themselves with the following:

- National Guard Regulations, 1922
- National Defense Act, as amended
- Military Laws of the State.
- Instructions from the Militia Bureau.
- Instructions from Corps Area Headquarters.
- The basic order on training; Training Regulations, 10-5.
- Training regulations pertaining to the branch concerned.
- Notes on training, issued as a War Department General Order each year.

2. ORGANIZED RESERVES. -- a. The Organized Reserves differ from the National Guard in that they are purely a war **force** for national emergency. For this reason, the tactical units of the Organization Reserves exist as cadres only. In peace, the Regular Army is intrusted with completing the reserve officer personnel and with enlisting such noncommissioned officers and specialists as will facilitate the easy expansion of units to war strength.

b. After the various parts of the Organized Reserves have been commissioned or enlisted, it is necessary to provide for their training. The responsibility for, and the conduct of, this training rests with the Regular Army. The Regular Army personnel on duty with the Organized Reserves become integral parts thereof while so attached. They may be assigned to the command of certain units and on mobilization day they will remain with the unit to which attached.

c. The following personnel of the Regular Army usually are assigned to each reserve division: to division headquarters, three general staff officers, one adjutant, one supply officer and five enlisted men, and to each regiment or its equivalent, one officer and one enlisted man. The principal duty of the above personnel is to bring the officer and enlisted strength of reserve units up to requirements. The regular officer on duty with an organization commanded by a reserve officer is required to assist in the administration of the affairs of the unit, in the training of the personnel, and to care and account for the War Department property and records. He must carry on all continuous

activities of the reserves, principally on account of the fact that the reservist is occupied in private pursuits. The Regular Army officer on duty with the reserve regiment is ordinarily called upon to perform the duty of executive officer.

d. The training of the personnel of the Organized Reserves comes under the following heads:

(1) Inactive status

(a) Individual

Correspondence courses
Unit schools at home stations
Visits to Regular Army stations
Contact camps

(b) Unit

Unit schools at home stations
Conferences and terrain exercises at home stations.
Visits to Regular Army stations

(2) Active duty status:

(a) Individual-

Special and general service schools
Duty with units of the Regular Army
Duty with Citizens' Military Training Camps
Special assemblies
Duty with the War Department.
Duty with corps area headquarters

(b) Unit-

Regimental unit camps near home stations.
Regimental unit camps at Regular Army stations
Unit camps at general training camps.
Regimental units associated with Citizens' Military Training Camps.

These methods are not limited to summer months or summer training camps; they may be used throughout the year. Special efforts should be made by Officers of the Regular Army to promote the interest of reserve officers in inactive training. The attendance of reserve officers at the special service schools and at the Command and General Staff School is encouraged. The term of attendance is three months. The number in attendance is usually based upon funds available.

e. Primarily, the training of the reservist during peace is for the purpose of developing potential military ability and insuring proper mobilization in an emergency. To accomplish the latter, each commanding officer of a reserve unit is immediately responsible for the preparation of complete plans for the mobilization of his unit, and for the quick dissemination of accurate orders on mobilization day.

f. For further information on the subject of the Organized Reserves read Special Regulations 656, War Department, 1919, and Special Regulations 46 and 48, War Department, 1921.

3. RESERVE OFFICERS TRAINING CORPS. -- a. Reserve Officer Training Corps units are organized as are similar units of the various branches of the army. In some institutions training is voluntary, in others, training during periods varying from two to four years is required. Each class of institution presents a distinct problem to the regular army officer detailed thereat. It is impossible to prescribe rules for an officer to follow upon entering this work, but certain basic requirements for success are applicable to all types of institutions. Briefly stated, they are the securing or building up of the following:

- (1) Cooperation of the president of the institution.
- (2) Cooperation of the faculty.
- (3) Cooperation of the student body
- (4) Adequate personnel.
- (5) Adequate facilities
- (6) A well balanced schedule.
- (7) A strong military department which will equal any other department in the matter of credits and educational value.
- (8) A desire on the part of all to have the school rated a distinguished institution.

b. The officer on duty at an educational institution has many problems, among which the following may arise:

- (1) The dislike of the average youth for restraint of any nature.
- (2) Ideas antagonistic to preparation for national defense.
- (3) Opposition or indifference of certain faculty members.
- (4) Lack of textbooks, which should be furnished by the War Department.
- (5) Insufficient classroom and outdoor facilities
- (6) No college credit for work done in the military department.

c. The instruction prescribed in the War Department program contemplates a progressive course of study and practical exercises covering the four college years. This course is intended to train students at civil educational institutions so that with further practical training in summer training camps, they can qualify for appointment as

second lieutenants in the Officers' Reserve Corps.

d. The complete course consists of the college course and the camp course, as prescribed in special regulations for the Reserve Officers' Training Corps. Both are necessary for the attainment of the general purpose.

e. The professor of military science and tactics arranges the subjects of each college year in the order in which they can be taught to the greatest advantage, in conjunction with the courses of the other academic departments, and under local climatic conditions. The change of any subject from its prescribed place in the War Department program of one college year to another college year is made only with the approval of higher authority.

f. The basis for success in accomplishing the purpose of the Reserve Officers' Training Corps is the instruction of the individual student. The more complete the individual instruction can be made, the greater will be the success of the unit.

g. The complete course of the Reserve Officers' Training Corps in an institution is divided into two parts: the basic course and the advanced course. Attendance is either voluntary or compulsory, depending upon the institution. Participation in the advanced course is always voluntary and is only for those who have shown suitable aptitude in the basic course and who are recommended for the advanced course.

h. The average school year consists of thirty-two weeks. For the basic course, an average of three hours a week or ninety-six hours a school year is given over to the military instruction. Subjects covered in the basic course include drill regulations, rifle marksmanship, scouting and patrolling, military courtesy, map reading, sketching, command and leadership, and sanitation.

i. For the advanced course, five hours a week or one hundred and sixty hours a school year is allotted. The subjects covered during the two years include engineering, weapons, military law, command, tactics, military history, administration, and leadership.

j. For further information as to the conduct of Reserve Officers' Training Corps and Military Education in Schools and Colleges, see Army Regulations No. 145-10.

SECTION II

Camps of Instruction

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National Guard camp	5
Organized Reserve camp	6
Reserve Officers' Training Corps camp	7
Citizens Military Training Camp	8

4. GENERAL CONSIDERATIONS. -- a. Camps of instruction are held for the purpose of instructing the National Guard, the Organized Reserves, the Reserve Officers Training Corps, and the members of Citizens Military Training Camps. The object of the camps is to instruct the personnel ordered thereto, rather than to test their knowledge.

b. Camps of instruction are held during the summer months of each year, the location and the time are prescribed by corps area commanders, acting under such instructions as may be issued by the War Department.

c. The camp commanders are designated by the corps area commander. Where two or more components of the military establishment are to receive instruction at the same location, it is advisable to designate one permanent camp commander for all camps. It is in the interest of efficiency that the commander be designated sufficiently in advance of the opening of the camp so as to give him time to make all preliminary arrangements without undue haste. He should have sufficient time before the opening of the camp to become thoroughly familiar with all orders and instructions issued during the past year by the corps area headquarters to the units or persons to be instructed, and to become familiar with the methods which were used in the preceding camp, and with the recommendations submitted by the former camp commander. Unless the commander is designated sufficiently in advance of the opening of camp, it is likely that certain matters will not be initiated at the proper time; this refers more particularly to the assignment of units of the Regular Army to duty at the camp, the detail of the instructor personnel, the making up of programs of instruction, and the necessary administrative arrangements. Regular troops to be ordered to duty at a camp should know the nature of the duties they may be called upon to perform sufficiently in advance to enable them to make the necessary preparation before arrival at camp.

d. The camp commander should be given, as far as practicable, full power in the selection of the members of his staff. The organization of the staff of a camp of instruction should follow that of an infantry division, assistants being designated, and two or more offices being combined under one head, as the size of the camp, the personnel available, and exceptional conditions may dictate. Camps of instruction place great demands upon the operations and training section of the staff. This section should be charged with the preparation of programs of instruction and the necessary inspection of training to insure that instruction is being properly conducted.

e. The instructor personnel, other than that belonging to the unit to be instructed, should be selected and ordered to the camp by the corps area commander, only after the camp commander has been consulted thereon. Instructors ordered to duty at a camp should be informed, in advance of departure for the camp, of the nature of the duties they will be called upon to perform and of the duration of the camp.

f. Corps area commanders utilize available personnel, organizations, and material of the Regular Army under their command for instruction at summer camps.

g. The general plan and scope of training is prescribed each year by the War Department.

5. NATIONAL GUARD CAMP. -- a. The National Defense Act, as amended, requires that each National Guard company, battery, troop, and detachment shall participate in some sort of outdoor training for at least fifteen days each year, unless excused by the Secretary of War. The period of training may exceed fifteen days, but the greater part of the National Guard will have the minimum instruction of the fifteen day camp. Training of the National Guard in camp may consist of one or more of the following classes:

- (1) The four day camp of instruction.
- (2) The fifteen day camp of instruction.
- (3) The target practice camp of instruction.
- (4) The fifteen day maneuver.
- (5) Four one-half day terrain exercises.

b. The four day camp of instruction, an outdoor school, is preferably held just prior to the holding of a fifteen day camp. The purpose of this camp is to prepare officers and selected noncommissioned officers of the National Guard to perform more efficiently their duties as instructors of their respective units during the fifteen day camp to follow. Effort should be made to bring as many of the officers and noncommissioned officers to this camp as the particular situation will permit. The instruction given during the four days should parallel the instruction expected to be given during the fifteen day camp to follow. If the fifteen day camp is to be a maneuver camp, the greater part of the four day camp should be devoted to terrain exercises.

c. The fifteen day camp, while listed as such, in reality is a camp of only eleven full days of scheduled training, because of the one day of arrival, one of departure, two half Saturdays and one Sunday. The program of instruction to be given emanates from the corps area headquarters, based upon such instructions and limitations as the War Department has imposed. The governing idea of this camp is essentially to provide tactical instruction, adapted to the organization to be instructed.

d. The target practice camp, to date, has been held in only a few States. Thus far, it would have been difficult to have kept guardsmen in any numbers away from their civil pursuits more than fifteen days in any one year. This condition has resulted in the instruction in target practice, in some cases, being given as a part of the regular fifteen day camp of instruction.

e. The fifteen day maneuver is a substitute for the fifteen day camp and, when held, is on a large scale. When held, such maneuvers ordinarily are in conjunction with units of the Regular Army and National Guard units of other states. Very few, if any, maneuvers have been held since the reorganization of the National Guard, due to several conditions, among the more important being the incompleteness of the organization of the National Guard and the lack of appropriations by the Federal Government.

f. The four half-day terrain exercises may be held in conjunction with either the four day camp of instruction or with the fifteen day camp. Better results have been secured when they were held with the four day camp of instruction.

g. The Regular Army officers on duty as instructors at a field training camp of the National Guard consist of those instructors on duty with units attending the camp; of those on duty with other National Guard units but temporarily assigned to such camp; and of those Regular Army officers not on duty with the National Guard but detailed as temporary instructors; the latter generally being recent graduates of the service schools detailed especially to conduct terrain exercises, tactical walks, etc. In addition to these instructors, sergeant-instructors on duty with the National Guard assist the instructors and function directly under their orders. The manner in which the Regular Army personnel conducts instruction in camp is essentially a matter of co-operation. The instructor functions in an advisory capacity only; he has no command function, neither is he under the control or orders of the National Guard authorities. He must adapt himself to conditions as they exist and work in harmony with the organization to which detailed. Specifically, his duties will be: to be present at all training; to assure himself as to the proper carrying out of approved programs and schedules; to lend every possible assistance to insure more efficient instruction; to point out errors and suggest remedies; to conduct or assist in conducting officers schools, terrain exercises, tactical walks, etc.; give such other actual instruction as may be desired by the National Guard commander concerned or warranted by existing conditions, and to make the required Field Inspection Report. In some corps areas a senior instructor is designated for each camp and all instructor personnel functions directly under his orders; this senior instructor should preferably be the senior of the instructors on duty with and consequently accustomed to working with the National Guard. In other corps areas all the Regular Army personnel on duty with the National Guard work with their respective organizations and additional instructors are detailed to organizations as conditions warrant.

6. ORGANIZED RESERVE CAMP. -- a. Subject to supervision and coordination by the War Department, corps area commanders are charged with the training of all organizations of the Organized Reserves within their respective areas, and all other members of the Officers' Reserve Corps and Enlisted Reserve Corps residing in their respective areas, except such organizations or individuals as are specifically exempted from corps area control by the War Department. Chiefs of branches are charged with the training of certain organizations and individuals of their branches, or they may arrange that they be trained under corps area commanders; the latter is usual.

b. The object of the training of the organized reserves is to enable each organization and the members thereof to fulfill their war time mission. A reservist who is not so instructed as to fit him for his duties in a sudden emergency must fall into the class of a patriotic and willing citizen, effective eventually,

but only after a considerable period of training. Reserve officers to be an effective aid in the building of a war machine, must continually keep step with the changes in military development, in mobilization, organization, administration and training.

c. To the extent permitted by funds available, members of the Officers Reserve Corps and members of the Enlisted Reserve Corps may be ordered to active duty for periods not exceeding fifteen days within one calendar year, and for further periods, with their own consent. This period of active duty, at the discretion of the corps area commander, may be performed with a Regular Army organization or at a camp of instruction. When practicable, reserve divisions will be called for training as units. When so called, the chain of command and the duties and responsibilities of all commanders, in so far as administration, training, and supply are concerned, will be that prescribed for the Regular Army. During the period of training of the Organized Reserves, corps area commanders utilize available personnel and material of the Regular Army for instruction and demonstration.

d. The opening of the fifteen day period of instruction for the Organized Reserves should be on Sunday and close on Sunday two weeks later. In this way, the maximum number of days for instruction will be secured.

e. The grouping together of reservists of the same unit in camps of instruction is advisable, and whenever practicable, the duties of actual command should be assigned to reserve officers. The close association of officers of the same unit is very much to be desired. The quartering, messing, and working together of a reserve organization is calculated to develop the unit as an entity. The senior reserve officer, in addition to being a student in a camp of instruction, is also the commander of his unit.

7. RESERVE OFFICERS' TRAINING CORPS CAMP. -- a. Students in the Reserve Officers' Training Corps, who elect the advanced course are required to attend an advanced camp. Normally they should attend this camp at the end of their junior year in college, but when it is impracticable for them to do this, the corps area commander is authorized to permit them to attend the advanced camp at the end of their senior year.

b. The college course is, of necessity, largely theoretical, while the camp training is essentially practical, and should be designed to round out and standardize the instruction received at the various colleges. The camps comprise a maximum of six weeks instruction, beginning usually in June.

c. Orders to students and to Regular Army personnel to attend a camp originate with the corps area commander.

d. The War Department prescribes a program of instruction for the Reserve Officers' Training Corps camp each year. These programs serve as a guide only, it being necessary to modify them to meet local conditions. Students are organized into companies, and to each company are assigned sufficient officers to conduct the instruction. Companies are formed into battalions and battalions into regiments, depending upon the size of the camp.

8. CITIZENS' MILITARY TRAINING CAMP. -- a. Citizens' Military Training Camps are held for one month each summer for young men who volunteer for this training. Students permitted

to attend these camps range between the limiting ages of seventeen and twenty-four years, the average age of students attending being about nineteen. In addition to their military value, these camps have a great influence in moulding public opinion as to the duties and responsibilities of citizenship. Corps area commanders are responsible for obtaining the volunteers that can be accommodated within the appropriations available. Immediate responsibility for this is usually placed upon the chiefs of staff of reserve divisions. All possible means are utilized for securing publicity and volunteers. The greatest help is usually that given by reserve officers. Other means used include newspapers for publicity and for inquiry coupons, civic organizations, such as chambers of commerce and civic clubs; religious leaders; and railroad agencies. The Citizens' Military Training Camps association has national, state, and county agents all working to the same end. Plans of training for these camps are made progressive for four years, the camps by years being designated as Basic, Red, White, and Blue, respectively. Attendance at successive camps is by selection. No military responsibility is attached except for attendance at the Blue camp. For the Blue camp, enlistment in some component of the Army (National Guard or Organized Reserves), and an agreement to accept, if qualified, a reserve commission, are required. Enlisted men of the Regular Army and National Guard are encouraged to attend Blue camps, the necessary preliminary training being obtained in their organizations. Regular Army instructors for the Citizens' Military Training Camps may be supplemented by the detail of lieutenants from the National Guard or Organized Reserves.

b. Applicants receive orders to attend a camp from the corps area headquarters. Such orders direct the student to report on a specified day. Despite such instructions, experience shows that many students will arrive at an earlier date. It is not advisable to turn them away, and the camp commander must be prepared to receive them.

c. The character of the instruction to be given during the period of the camp is indicated by the program of instruction furnished corps area commanders by the War Department. This program, amended as the corps area commander may judge necessary, is furnished the camp commander. Due to local, climatic, and other conditions, the program cannot be followed literally. The War Department recognizes this fact and each program contains a clause that permits essential changes to be made.

d. Upon receiving the program of instruction for the camp, the operations and training section should make an estimate of the situation based on the training facilities, number of instructors, and hours available. In the average camp, the instruction has been based on seven working hours a day. It is believed that this should not be exceeded. It might be advantageously reduced. In the morning, four hours are usually given over to purely military instruction. The afternoon is given over to athletic games and ceremonies.

e. The method of associate organization for Citizens' Military Training Camps has been tried and is believed to be the best method for organization and training. In this method the student personnel forms additional subdivisions of existing tactical units of the Regular Army. For example, with a regiment of infantry, the regular personnel of each company

(the service company may be excepted) is organized into a company headquarters and one platoon, and additional platoons are formed from student personnel. All duties pertaining to administration, supply and training are conducted by the personnel of the regular unit, assisted by any additional instructor personnel attached for the purpose. The candidates are messed and quartered separately.

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CHAPTER IV

CORPS AREA TRAINING ORDER

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SECTION I

General Discussion

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1. DEFINITION OF CORPS AREA TRAINING ORDER. -- a. A corps area training order is an order which is issued by a corps area commander wherein he announces his plans for the annual training of individuals, units, organizations, and establishments within the limits of his command, or which have been placed under his supervision for military training by the War Department.

b. It is based on War Department instructions and, in turn, becomes the basis for training orders and programs of subordinate units in the corps area.

c. It outlines the corps commander's training policies for peace time military training, and should be based upon the principle of centralized control and decentralized operation.

2. ELEMENTS IN A CORPS AREA TO BE TRAINED. -- a. Responsibility. -- A corps area commander, under the training functions assigned to him by the War Department, is charged with training the peace-time elements of the following components of the army within his corps area: one regular army division; coast artillery units assigned to his corps area for harbor defense and service of railway, antiaircraft and trench mortar artillery; two national guard divisions; three divisions of the organized reserves; certain corps, army and general headquarters reserve troops; members of the Officers' Reserve Corps; and the Enlisted Reserve Corps not assigned to organizations. He is also charged with the training of units of the Reserve Officers' Training Corps at educational institutions and at summer camps, and with supervising the Citizens' Military Training Camps within his corps area.

b. Regular Army. -- (1) Regular army divisions with one or two exceptions, are now highly skeletonized with units scattered. There are some active units but most of the elements of the division are inactive.

(2) Coast artillery units are assigned for duty in harbor defense of those corps areas having a portion of the coast line within their limits and are organized into coast artillery districts under a commander who is a subordinate of the corps area commander. They may also be assigned to any corps area for the service of railway, and antiaircraft, and trench mortar artillery. Under such assignment, they are not always subordinate units of a coast artillery district but may be separate units under the direct control of the corps area commander.

c. National Guard. -- The two national guard divisions, now allotted to each corps area, are skeletonized, the component units being scattered even more than are those of the regular army divisions. Since the national guard is expected to be ready for field service on mobilization day, it is apparent that its instruction must be advanced and the training uniform. The War Department has placed the responsibility of the supervision of the training program for this component of the army upon corps area commanders.

d. The Organized Reserves. -- (1) The three reserve divisions and most of the nondivisional units allotted to each corps area for training, consist, for the present, of officers and a few enlisted men assigned to appropriate units. Broadly speaking, the divisions and other units have their officer complements but only a few enlisted men.

(2) Some members of the Officers' Reserve corps living within the limits of a corps area are not assigned to Organized Reserve units and provision for their training generally is made.

(3) As members of the Enlisted Reserve Corps not assigned to reserve units do not belong to the Organized Reserves, special means for their training usually is provided.

e. The R.O.T.C. -- The R.O.T.C. units at educational institutions vary in number and kind. These units furnish candidates for commissions in the Officers' Reserve Corps. Their training as units at these institutions is more or less theoretical but at camps it is practical. When the unit is of a branch of the service without facilities for practical training within the corps area, it is sent to a camp in a corps area where such facilities do exist.

f. The C.M.T.C. -- The Citizens' Military Training Camps vary in size and number in each corps area. Citizens attending these camps volunteer for the training received therein. It is expected that, in an emergency, those who have attended these camps will become available and suitable personnel for noncommissioned officers or candidates for officers training camps.

3. TRAINING MISSION OF A CORPS AREA COMMANDER. -- The training mission of a corps area commander is to train all the elements which constitute the corps area's contingent of troops, mobilized or to be mobilized in case of war, to the highest state attainable and to bring them to a high state of organization; and to exercise such supervision over the training of Reserve Officers' Training Corps units and the conduct of Citizens' Military Training Camps that the War Department's objectives for them will be fully realized. The corps area commander's plans for carrying out his training mission and his assignment of tasks in connection therewith to subordinate commanders are in so far as can be foreseen, published in his annual training order.

4. SUBJECT MATTER OF A CORPS AREA TRAINING ORDER. -- The contents of the order are usually grouped under the following headings: General, Regular Army, National Guard, Organized Reserves, Reserve Officers' Training Corps, and Citizens' Military Training Camps. Taking these up in the order named, we find the following instructions prescribed under each:

a. General. -- Under this heading are grouped general provisions, such as instructions concerning:

(1) Training year and its periods. -- The cycle of training is concluded in one training year of twelve months. The beginning and ending of the cycle is fixed by corps area commanders in accordance with the demands of local conditions. Ordinarily the cycle begins for the Regular Army about 1 November and ends 31 October. The training year, in the usual case, is divided into two training periods. These two periods for the Regular Army cover the months devoted to garrison training, and field and combined training, respectively. For the National Guard, the two periods cover the time reserved for armory training, and field training, for Reserve Officers' Training Corps units, the training at educational institutions, and the training in camp. The division of the training year into periods is convenient for the purpose of prescribing when the objectives of training will be attained.

(2) Training objectives or missions. (a) War Department instructions require corps area commanders to state in their training orders first, the general training mission for the Regular Army, and second, a definite training mission for each unit.

(b) The general training mission should cover the period of the training year and should include such objectives as, preparation for field service, for minor emergencies in case of domestic disturbances, and for mobilization expansion.

(c) The unit training objectives may be for the whole period of the training year or for specific periods thereof. For those posts or camps at which units of different arms are present, the corps area training order should specify definitely what combined training is desired. A definite training objective should be assigned each unit so it can train under a clean-cut training mission. This mission should be such that it can be attained with the personnel, materiel and other facilities available within the time allowed. For example, training objectives assigned the Infantry might be as follows:

(i) For the period devoted to garrison training, "The battalions of the regiment to be able to operate alone in the attack and in position defense and the individuals of the regiment to be proficient in command and practical combat training of unit cadres of an Organized Reserve Infantry Regiment."

(ii) For the period devoted to field training, "Proficiency of all individuals and units of the regiment in actual command and practical mobilization training and that the regiment be able to demonstrate its ability to operate effectively in a meeting engagement and in position defense."

(3) Training publications. -- A training order should include a statement of the training publications and orders which apply. This is done to save subordinate commanders the time and labor of searching out what orders and instructions of higher authority bearing on training are still in force. Some corps area training orders insert a paragraph under this heading in the body of the order, listing only the important training directives, six or seven in all, which are common to all elements. Other training orders append a list of all orders and training regulations bearing on training and which are applicable to any element affected by the training order. This list is a long one, but it is very useful as a ready reference to subordinate commanders. Some corps area orders use both of these methods to call the attention of those concerned to training publications affecting their work in training. Whichever method is used, directions should be given, requiring a thorough knowledge by all concerned of the contents of pertinent training publications and placing the responsibility for this requirement on the proper commanding officers.

(4) Training orders, programs, and schedules. -- (a) All corps area training orders prescribe when and by whom training orders, programs, and schedules will be prepared, and their contents in general. In order that a corps area commander may exercise supervision over training in his command, he should be able to check over and approve training orders and programs issued by subordinate commanders before they become effective. It should, therefore, be prescribed that they be prepared and submitted by the responsible commanders by specified times. It usually is prescribed also, that based upon these approved training orders and programs, weekly schedules, down to and including those of company commanders, be prepared by commanders concerned and submitted to the next higher commander for approval, three or four days before they become effective.

(b) The training order containing the program for training of all the coast artillery units in the corps area is prepared by the coast artillery district commander and submitted to the corps area headquarters for approval. Based on the Coast Artillery District order, programs of training are prepared and submitted by subordinate coast artillery commanders to the coast artillery district commander for approval. Schedules are then prepared as for all other commands in the corps area.

(c) General instructions in regard to the contents of training programs are often necessary in order to insure that enough detail is included to enable proper supervision by higher commanders, to insure that subordinate commanders, include nothing which is contrary to War Department doctrines, policies or methods of training, and to insure that all training is progressive.

(d) Based upon the War Department training instructions, the corps area training order directs that the following be submitted to corps area headquarters for approval by specified dates:

(i) Training programs and schedules for the Organized Reserve Camps, Reserve Officers' Training Corps Camps, and the Citizens' Military Training Camps. -- These should be ordered submitted by camp commanders sixty days prior to the date of opening of these camps. Detailed instructions regarding these programs and schedules usually cannot be given in the corps area training

order but must wait until the following spring after the location of the various camps and commanders therefor have been determined.

(ii) Training schedules for Reserve Officers' Training Corps units for their training at the educational institutions. - These are prepared by the senior regular army officer on duty at the institution.

(iii) A training program for the "inactive training" of the Organized Reserve units and members of the Enlisted Reserve Corps, unassigned. This is submitted by the deputy commander of the Organized Reserve Army Corps to which they belong or as may be directed by the corps area commander.

(5) Methods of Training. -- Correct methods of training are dependent to a large degree on national characteristics. A study of these characteristics and our experience in training have evolved several methods which are prescribed by the War Department and which are believed to be correct. They assure economy in time and have a good influence on the morale of individuals undergoing training. Training orders usually prescribe that the methods used will provide for progressive instruction which is sufficiently diversified and simple to maintain interest, and that commanding officers strictly observe the principles of centralized control and decentralized operation.

(6) Responsibility. -- The responsibility for the training and for the attainment of the prescribed standards by individuals and units of a command should be placed, by the training order, definitely on the commanding officers thereof.

(7) Allotment of time to commanders. -- It is important that subordinate commanders be informed as to what time, if any, during the training year is to be used by the corps area commander for combined field training under the latter's personal command so that the remaining time may be correctly apportioned.

(a) The corps area commander, when practicable, should assemble, for a period of fifteen days or less, at a corps area camp of instruction, as many units as possible for combined field training. In some corps areas, where distances from home stations of units to corps area camps of instruction are not great, it frequently will be possible to march the troops to these camps for combined field training and so avoid the expenditure of funds for rail transportation.

(b) The program for the training at these camps is prepared at corps area headquarters and usually is announced in the corps area training order.

b. Regular Army. -- Under this heading all instructions for training pertaining exclusively to the regular army are grouped. There is no standard order of arrangement for the different subjects mentioned, but those discussed below are usually covered in all training orders.

(1) Priority of military training. -- Military instruction and troop training should be given first priority. Administrative duties of a routine character at all posts and stations should be carried on at such times as will not interfere with military training. Routine work is usually done in the afternoon. The training

orders should prescribe priority as above, but the details for carrying it out should be left to the judgment of subordinate commanders.

(2) Target practice. -- (a) Training orders either announce the seasons for the regular and supplementary small arms target practice for the calendar year or direct that these seasons will be as recommended to corps area headquarters by commanding officers concerned. The latter provision permits target practice to take place in accordance with the plans of commanding officers, who are able to adjust their schedules readily to meet local conditions.

(b) Usually, training orders prescribe that musketry problems be given whenever practicable throughout the year; that coast artillery target practice will be carried out in accordance with the approved program of the coast artillery district commander; that field artillery target practice will be carried out in accordance with recommendations of field artillery commanders, as approved by the next higher commander; and that musketry problems, and target practice will be executed as prescribed by War Department regulations.

(3) Schools. -- (a) Training orders should direct commanding officers to establish and maintain a system of troop schools in accordance with the spirit of War Department Regulations to the end that each member of their respective commands shall receive thorough progressive education in all subjects with which he must be familiar in his present capacity and in the next higher grade. The following generally are established:

(i) Schools for the conduct of the basic course for newly appointed officers should be established as prescribed by the War Department and should be continued until all such officers are proficient. Schools for advanced courses for specified officers, should be conducted at all posts and stations. These schools provide for the tactical and technical training of officers and for their orientation in the current training of the command. The advanced course, in some corps areas, includes submission of reports on subjects assigned for collateral reading.

(ii) Unit commanders should be directed to establish and conduct such courses for noncommissioned officers, selected privates, and enlisted specialists as will enable this personnel to carry out efficiently the drills and tactical training in progress.

(iii) Whenever there is need for them, orders are issued for the establishment of schools for warrant officers and noncommissioned officers who are eligible applicants for commissions in the Officers' Reserve Corps.

(b) Post schools provide courses for the educational and vocational training of enlisted men. Commanding officers of all posts should be directed to establish and maintain post schools during the entire year, except for the period, not to exceed four months, set aside for field training and combined field exercises. These schools should be conducted in accordance with Army Regulations and such instructions as are issued from corps area headquarters. The attention of all concerned may be called to the fact that the correct methods of conducting vocational training in specified subjects are indicated in Training Regulations.

(c) Records and reports covering the conduct of all schools are prescribed by the War Department and training orders frequently direct compliance with the regulations covering this subject.

(4) Inspections. -- War Department instructions require that training and tactical inspections be made of all units during the training year by the commanders concerned. Training inspections are a routine part of instruction; are made by unit commanders; and are continuous throughout the year. Formal tactical inspections are the means of a commander's final determination, for the period concerned, of the combat efficiency of the elements inspected. These formal tactical inspections are made in succession by their commanders, with proper interval, beginning with battalions or corresponding units. The corps area commander, or his representative, makes an annual tactical inspection of each unit assigned to the corps area. The actual period of the training year in which formal tactical inspections are to be made is prescribed in corps area training orders. Whenever mileage is involved in making any of these inspections, authority for the necessary travel always should be first obtained from the corps area commander.

(5) Athletics. -- Athletics should be encouraged. Mass athletics should be emphasized as of greater value to a command than the training of a few highly specialized athletes.

(6) Basic military training for noncombatant elements. -- Each commander is responsible for the training of the noncombatant elements of his command to the same extent as he is for the training of the combat elements. The basic military training of recruits and unqualified members of noncombatant branches is prescribed in War Department orders. Corps area training orders may direct attention to such War Department orders and enjoin compliance therewith.

(7) Training in the use of troops in domestic disturbances is required by War Department training regulations. Training orders usually prescribe that officers and noncommissioned officers be thoroughly conversant with Army Regulations on this subject and that practical exercises and problems in riot duty be included in the training programs of commanding officers of all posts, camps, and stations in the corps area.

(8) Equitation and horsemanship. -- If a corps area commander believes that the Regular Army officers under his command are in need of training in equitation and horsemanship, he prescribes that commanding officers take the necessary measures to insure that instruction be given in these subjects.

(9) Records and reports of progress. -- These refer to training, and in some corps areas it is prescribed that records of progress and efficiency be kept by each company or separate unit, showing, for each individual, the military subjects in which he has been declared proficient by his company commander, with the rating given.

Records of progress of battalions, as units, are kept by regimental commanders; of regiments,

as units, by brigade commanders; and of brigades, as units, by division commanders. Some corps area commanders require reports of progress in training but in the general case they depend for this information on training and tactical inspections by themselves and members of their headquarters.

c. National Guard. -- (1) The War Department has prescribed that the training of the National Guard will be conducted under programs suited to the state of development of units, along progressive lines, and to the end that units may be prepared to accomplish their missions.

(2) The War Department instructions governing the training of the National Guard reach corps area commanders through the Militia Bureau. These instructions are in considerable detail and while it is proper to do so it seems, however, to be unnecessary to incorporate them in corps area training orders. Moreover to do so would result in making these orders too voluminous.

(3) In order that no element of the forces to be trained be wholly omitted from the corps area order it is usual to include a brief paragraph referring to separate instructions to be issued for the training of the National Guard by the corps area commander.

(4) The provisions of the corps area commander's directive are set forth usually under the headings, General, Armory Training, Field Training and Camps of Instruction.

(5) The general provisions refer to training objectives and programs and schedules. The training objective for each unit, how determined and when announced, and the responsibility for and the preparation of training programs and schedules are covered by these provisions.

(6) Under Armory Training directions are given which indicate in a general way the instruction to individuals and units which must be covered to prepare them for the field camps of instruction. Correspondence courses available for National Guard officers are usually announced under this heading.

(7) Under Field Training, general instructions covering the allotment of time to drills, instruction, ceremonies, and recreation are given. These instructions are followed by directions for individual and organizational training, ceremonies, tactical and terrain exercises, target practice, and sanitation.

(8) Tentative plans of the corps area commander regarding the places, dates and units to attend the field camps of instruction for the National Guard are usually announced as soon as determined.

d. Organized Reserves. -- Subject to the supervision and coordination of the War Department, corps area commanders are charged with the training of certain individuals and organizations of the Organized Reserves within their corps areas. See Chapter III, paragraph 6.

(1) The general plan and scope of the active training is prescribed each year by the War Department and is dependent on Congressional appropriations. When funds are available, a limited number of individuals, reserve officers, and enlisted reservists,

are ordered to active duty with the organized reserve units to which assigned for fifteen days training. The organized reserve units which are ordered to active duty for fifteen days training may go to Citizens' Military Training camps, join corresponding units of the regular army, or go to unit camps. Whichever plan is adopted, the manner of selecting the individuals and units to be designated for this training is prescribed by the War Department.

(2) To the end that units finally designated may be prepared for active duty, corps area commanders take measures to cause progressive unit schedules of training and instruction on inactive duty to be placed in operation without delay. Training facilities available at regular army posts are used and unit conferences and assemblies for progressive instruction are provided for.

(3) The War Department prescribes that all possible assistance and encouragement be extended to reserve officers who desire to receive training on an inactive duty status and without expense to the Government. Duty at summer camps, attachment to regular organizations at any season, and courses of instruction at the several service schools are among the means that are available for this purpose. Requests or applications for such training, on which commanding officers are unable to take final action, are required by corps area training orders to be forwarded to corps area headquarters with recommendations.

(4) In order to avoid making the annual corps area training order too voluminous, instructions for the Organized Reserves may be issued in a separate order or memorandum. When this is done, a brief reference to such separate instructions should be made, in order that no element of the forces to be trained be wholly omitted from the annual training order.

e. Reserve Officers' Training Corps. -- (1) The training of units at educational institutions naturally is largely theoretical but this is supplemented by unit training in camps. The training programs for both periods are issued by the War Department but their execution is supervised by corps area commanders. The dates of opening the camps are fixed by corps area commanders, and should follow closely the termination of the school year. The camps are of six weeks duration.

(2) The corps area plans for holding Reserve Officers' Training Corps Camps during the ensuing summer, with dates, location of the camps and branch of service, should be given when possible in the corps area training order.

f. Citizens' Military Training Camps. -- These are conducted under the supervision of corps area commanders as prescribed by War Department orders. The number of candidates for each corps area is allotted by the War Department after the amount of Congressional appropriations for this training is known. There usually will be several Citizens' Military Training Camps in each corps area, dependent on the amount of transportation funds available and the number of suitable training camps. Corps area commanders are not always able to give exact information about these camps in their annual training orders because of insufficient data with reference to the number of candidates to be allotted to the corps area by the War Department. However, when it is possible to do so, corps area commanders announce their plans for the places, dates, courses, branches of the service, and strengths of the different camps in the annual training order.

SECTION II

An Illustrative Order

Paragraph

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An illustrative corps area annual training order 6

5. SCOPE OF THE ILLUSTRATIVE CORPS AREA ANNUAL TRAINING ORDER.-- The illustrative corps area training order given below is intended for illustration and suggestion only. Conditions throughout the country which affect training are so varied that it is impracticable to formulate an illustrative corps area order (including training memoranda, training letters, etc) which would be applicable to a specific corps area, without modification or amplification.

6. AN ILLUSTRATIVE CORPS AREA ANNUAL TRAINING ORDER.

Headquarters _____ Corps Area,
(Place)
25 September, 19____.

GENERAL ORDERS)
NO 27)

T R A I N I N G

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SECTION I

General

Paragraph

Training year and its periods	1
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1. TRAINING YEAR AND ITS PERIODS.-- The training year for the Regular Army will begin 1 November, 19____ and end 31 October 19____; for the National Guard, and Reserve Officers' Training Corps it will begin the day after the termination of field training or active duty training in summer training camps and end on the last day of this training. The training year for the Organized Reserves will be the fiscal year 19____. It will be divided into periods as follows:

1st Period:-

1 November to 30 June for the Regular Army.
 Armory training for the National Guard.^x
 Training at educational institutions for the Reserve Officers' Training Corps.^x

2d Period:-

1 July to 31 October for the Regular Army.
 Field training for the National Guard.
 Field training for the Reserve Officers' Training Corps.^x

2. TRAINING PUBLICATIONS.-- a. Current War Department training orders, doctrines, principles, and methods are published in:

Training Regulations: Nos. 10-5, and others appropriate to the different branches.
 General Orders No. 4, W.D., 1921.
 General Orders No. 35, W.D., 1924.
 Army Regulations: Nos 265-10 and 350-2505.
 Circular No 148, W.D., 1921.
 Regulations for Army Correspondence Courses.
 Special Regulations for the Conduct of Basic Courses for Officers in Unit Schools, W.D., 26 Sept., 1922.

b. Post, camp, and station commanders will require all officers of their respective commands to have a thorough knowledge of the provisions of pertinent training regulations and orders, and will require a rigid adherence to them in the training of each arm and branch of the service.

3. ORDERS, PROGRAMS AND SCHEDULES.-- a. Based on War Department instructions and on this order, a training order, covering training in their commands for the entire training year, will be prepared under the personal supervision of, and issued by, the commanding general ____ Coast Artillery District for coast artillery troops, and by all post, camp, and station commanders. It will show the program for training all troops of the command throughout the training year and will include all provisions made to carry out the training orders and instructions of the War Department and these headquarters. Two copies of these training orders will reach corps area headquarters for approval, on or before 10 October.

b. Based upon the War Department training program, the following will be submitted to these headquarters before becoming effective and as follows:

(1) Training programs and schedules for the camps of the National Guard, Organized Reserves, Reserve Officers' Training Corps, and for the Citizens' Military Training Camps. They will be prepared by camp commanders and reach these headquarters for approval sixty days prior to the opening of camps for the training of these elements.

(2) Training schedules for the unit training at educational institutions of all Reserve Officers' Training Corps units. These will be prepared by the senior regular army officer on duty at the institution and reach these headquarters for approval thirty days before becoming effective.

 x- Duration of this period dependent upon local conditions in each case.

4. METHODS OF TRAINING.-- This subject is thoroughly covered, in the War Department documents listed in paragraph 2 of this order. Training will be systematic, progressive, and diversified, but not too complicated. Special attention will be given to the use of the applicatory system, and the introduction of the element of competition.

5. RESPONSIBILITY.-- The responsibility for the attainment of the training objectives of this order by the individuals and units of a command rests upon the commanding officers thereof. These commanders will exercise their most energetic and intelligent efforts to correct deficiencies disclosed by tactical inspections, and will be unremitting in their demands for the attainment of combat efficiency.

SECTION II.

Regular Army

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6. OBJECTIVES.-- a. General. - At the close of the training year all units and individuals will be prepared to take the field in case of a major emergency, and will be able to demonstrate their efficiency in their duties for mobilization expansion.

b. 1st Period. -- (1) For ___ Infantry Brigade, ___ Tank Company and ___ Division Air Service. Individuals will be prepared to demonstrate their ability for actual command and combat training of units of the Organized Reserves corresponding to their present assignments, and the ___ Infantry Brigade will be able to function smoothly in a meeting engagement supported by the ___ Tank Company and the ___ Division Air Service.

(2) For ___ Infantry, etc.

(3) For ___ Cavalry, etc.

c. 2nd Period.-- (1) For ___ Infantry Brigade, ___ Tank Company and ___ Division Air Service. This brigade, supported by the ___ Tank Company and the ___ Division Air Service will be able to function efficiently in counterattacks and in position defense.

(2) For ___ Infantry, etc.

(3) For ___ Cavalry, etc.

7. PRIORITY OF MILITARY TRAINING. -- Administrative duties at all posts, camps, and stations will be carried on at such times as will not interfere with military training.

8. TARGET PRACTICE. -- a. Programs. -- Commanding officers of posts, camps, stations, and the coast artillery district will submit to these headquarters on or before 1 March, programs of small arms target practice.

b. Musketry. -- Musketry problems will be held whenever practicable throughout the year.

c. Coast artillery. -- Target practice for harbor defenses will be carried out in accordance with approved programs of the coast artillery district commander.

d. Field artillery. -- Target practice for field artillery will be carried out at such times as is recommended by commanding officers field artillery units, and approved by the next higher headquarters.

e. Reports. -- Particular attention will be paid by all concerned to the rendition of the prescribed reports.

9. SCHOOLS. -- a. Troop schools. -- Commanding officers will establish and maintain a system of troop schools in accordance with the spirit of paragraph 49, Training Regulations 10-5 and paragraph 6, General Orders No 1, War Department, 1924, to the end that each member of their respective commands shall receive thorough progressive education in all subjects with which he must be familiar in his present capacity and that of the next higher grade. The following troop schools will be established.

(1) For officers. -- (a) Schools for the conduct of Basic Courses for newly appointed officers as prescribed in General Orders No 112, War Department, 1919, and Special Regulations issued by the War Department 26 September, 1922. These will be continued until all officers taking this course are proficient.

(b) Schools for advanced courses for officers to provide for their technical and tactical training and for their orientation in the current training of the command.

(2) For enlisted men. -- (a) Unit commanders will establish and conduct schools for enlisted men to enable non-commissioned officers and selected privates to function as instructors in current training.

(b) Each post, camp, and station commander will establish and maintain a school for warrant officers and non-commissioned officers who are eligible applicants for commissions in the Officers' Reserve Corps.

b. Post Schools. -- Commanding officers will establish post schools with such courses as may be necessary to meet the requirements of paragraph 50, Training Regulations 10-5, and Army Regulations 350-2505. Provision will be made for the training of additional specialists, such as cooks, which will be required in summer training camps.

c. Records. -- The prescribed school records will be kept and held subject to inspection by the corps area commander on the occasion of his formal tactical inspection.

10. INSPECTIONS. -- a. Prescribed inspections required by Army Regulations 265-10 will be conducted throughout the training year by appropriate commanders.

b. Informal tactical inspections will be so conducted as to constitute an active part in unit training. They will consist of frequent tests of individuals and units and will be constructive in character.

c. Formal tactical inspections will be conducted in the same manner as for informal inspections. At least one such inspection will be made by appropriate commanders during the training year. These inspections will be made successively by next superior commanders, with proper interval, beginning with battalions. The annual tactical inspection by the corps area commander will be made during the month of October, specific dates to be announced later.

d. Records will be prepared and reports submitted, covering inspections, as prescribed in Army Regulations 265-10.

e. In determining the degree of preparedness of an organization for active field service, its ability to carry out its mission on M-day, under mobilization plans, will be the guide.

f. Whenever mileage is involved in the making of inspections, authority for travel will be requested from these headquarters.

11. ATHLETICS. -- Athletics will be encouraged in each command. Mass athletics will be emphasized as of greater value to a command than the training of a few highly specialized athletes.

12. RECRUITS. -- The basic military training prescribed in General Orders No. 4, War Department, 1921, will be given to all recruits of the noncombatant branches, and to all other enlisted men thereof who are not qualified in this training.

13. RIOT DUTY. -- Commanding officers of posts, camps, and stations are responsible that the officers and non-commissioned officers of their commands are thoroughly conversant with Army Regulations on the subject of the use of the troops in domestic disturbances, and will include in their training programs provision for instruction and practical exercises in this subject.

14. EQUITATION AND HORSEMANSHIP. -- Commanding officers of posts, camps, and stations will provide for such instruction in equitation and horsemanship as will insure qualification of all officers of their command.

15. RECORDS OF PROGRESS. -- a. (1) Records of progress and efficiency will be kept by each company or separate unit. These records will show for each individual the military subjects in which he has been declared proficient by his organization commander. No man will be marked as proficient unless he has passed the test with a mark of seventy-five percent or greater. On transfer, the soldier's proficiency record will follow him.

(2) Similar records will be kept for each unit as a unit.

SECTION III

National Guard

16. The Armory and Field Training of the National Guard and information relative to Field Camps of Instruction are covered in a separate letter of instructions furnished all concerned from these headquarters.*

SECTION IV

Organized Reserves

17. The training of the Organized Reserves will be covered in a training memorandum which will be published about 15 February, 19__.**

SECTION V

Reserve Officers' Training Corps

18. a. Unit training at educational institutions, and in camps, will be as prescribed in Army Regulations No. 145-10. In addition to these regulations, special instructions will be issued from these headquarters to camp commanders charged with conducting the training in camps.

b. It is planned to hold Reserve Officers' Training Corps Camps during the summer months as follows:

<u>Branch of service</u>	<u>Location of camps</u>
Infantry	Camp _____
Field artillery	Camp _____

SECTION VI

Citizens' Military Training Camps

19. a. A tentative allotment of about five thousand candidates for the 192 Citizens' Military Training Camps has been made to this corps area. The camps will be conducted in accordance with Army Regulations 350-2200, and with special instructions issued from these headquarters to camp commanders charged with conducting the training.

b. Subject to the approval of the War Department, it is planned to hold these camps as follows:

1 July -- 30 July

<u>Site</u>	<u>Courses</u>	<u>Branch</u>	<u>Strength</u>
Camp _____	Red, White, Blue	F.A.	400
--	Basic, Red, White	--	--

By command of Major General A:

B

Colonel, General Staff
Chief of Staff.

OFFICIAL:

C

Colonel Adjutant General's Department,
Adjutant General.

*See Section III of this chapter for Illustrative Letter of Instructions to the National Guard.

** See Section IV of this chapter for Illustrative Training Memorandum for Organized Reserves.

SECTION III

Illustrative Letter of Instructions to the National Guard

Paragraph-

Letter of instructions 7

--

7. LETTER OF INSTRUCTIONS. ---*

Headquarters -- Corps Area

(Place)

(Date)

Subject: Training Instructions, National Guard.

Training year 19__, 19__.

To: The Adjutant General, State of _____.

1. The instructions set forth hereinafter will govern the training of the National Guard until otherwise ordered. All contrary instructions heretofore issued are rescinded.

GENERAL PROVISIONS

2.. TRAINING A FUNCTION OF COMMAND. -- The application of this principle must be developed to the utmost among the national guard commanders.

3. TRAINING OBJECTIVES. -- a. Training will be progressive and will be so developed during the whole annual training cycle that definite training objectives will have been attained at the conclusion of the succeeding field training period.

b. The training objective for each unit will be determined with much care as the result of conferences between brigade and regimental commanders and regular army instructor personnel, and where practicable, will be announced during the field training period.

4. PROGRAM AND SCHEDULES. -- The primary responsibility for the preparation and execution of the training scheme in each state, based upon the announcements of the corps area commander, devolves upon the highest National Guard authority concerned. In the preparation of the programs and schedules, all responsible therefor will avail themselves of the assistance of Regular Army instructors. However, it will be understood that the actual preparation of programs and schedules is a function of command and that such function properly pertains to the commander of the unit which is to carry out the program or schedule. Regular Army instructors will be called upon for assistance in an advisory capacity only for the sole purpose of giving instruction to the unit commander concerned, in order that he may learn the methods to be employed in preparing such programs and schedules and may develop his own ability to the point where such assistance will not be required.

* See Section II, paragraph 5.

The schedules covering each drill period for company and similar units will be prepared and posted on the company bulletin board at least one week in advance of the period covered.

5. BASIS OF PROGRAMS. -- Armory training and field training are to be considered as two periods designed to accomplish a final purpose and so developed that each will be the complement of the other. In principle, phases of training given in one of these periods will not be repeated in the other. The ideal accomplishment will be for the field training of organizations to begin as the systematic continuation of the development reached at the end of the armory period and prosecuted progressively to include the attainment of the training objective.

ARMORY TRAINING

6. BASIC TRAINING. -- A period at the beginning of the training year of not to exceed three months will be devoted annually to thorough elementary instruction of individuals, squads and platoons and to a refresher course of basic instruction which is necessary each year. The annual armory inspection will be a test of the results accomplished during this period and the officer conducting such inspection should render a special report thereon.

7. TRAINING IN LEADERSHIP. -- Training in leadership is of the greatest importance and will be emphasized by arranging schedules in such manner that all leaders will have a certain period wherein to supervise, train, instruct and inspect the unit which they command. The maximum time possible will be devoted to this form of training in order that full responsibility for the efficiency of the individual in a unit, as well as the unit as a whole, may rest upon the proper leaders.

8. RIFLE MARKSMANSHIP. -- Preliminary instruction for target practice can be completed provided a portion of each drill period be systematically devoted thereto. The amount of time in each drill period will be so calculated and designated as will permit the entire personnel to establish their fitness and to be completely tested, as set forth in Par. 53, T.R. 150-5. The tests will be completed not earlier than two weeks preceding the commencement of field training. Individuals enlisting not later than three months prior to camp, can fully complete the preliminary training, with test, by the proper employment of one half hour of each drill period.

9. CORRESPONDENCE SCHOOL COURSES. -- Correspondence school courses are available to National Guard officers as follows:

- a. Course A: Elementary tactics and technique covering subjects embraced in the Officers' basic course of the special branch.
- b. Course B: Tactics and technique covering subjects embraced in company, troop and battery officers' course of the special service school of the branch.

- c. Course C: Advanced tactics and technique covering subjects embraced in the Officers' advanced course given in the special service school of the branch.
- d. Course D: Combined courses for all arms based on the work given in the Command and General Staff School.
- e. Course E: Special subjects for personnel under branch assignments.

f. Application to take correspondence courses D and E enumerated herein will be made to these headquarters. Applications to take any of the other courses will be finally acted upon by the local Regular Army instructors.

FIELD TRAINING

10. GENERAL. -- Programs and schedules will require not more than a maximum of six hours per day to be devoted to purely military instruction. Proper relaxation from training will require certain individual freedom, and on Sundays no supervision duty other than guard and normal police should be held. This is not intended to preclude Sunday afternoon parades where desired. Physical demands will be increased progressively, allowing the men to be hardened gradually. Units engaged in target practice of any kind will continue such duty beyond the prescribed limit of six hours for such periods as may be considered necessary. Schools and conferences are not to be included within the six hour limitation, but will be held in the afternoons. Normally, no instruction will be held at night. The maximum amount of amusement and recreation consistent with the number of hours to be devoted to military instruction as prescribed above will be afforded. Certain periods in the afternoon will be left entirely open so that men may be free to relax according to their own desires, and without supervision. The principle involved is that a careful balance must be maintained between the military instruction and recreational activities to the end that the camp may be made as pleasant and attractive as possible, at the same time securing the maximum military training during the limited time available. The measure of success in this respect may be determined by the number of men who complete the period with a desire to return the following year.

11. INDIVIDUAL TRAINING. -- Recruits will be segregated into detachments and given intensive training under specially qualified instructors in order to fit them to take their places in their organizations as soon as possible. Particular emphasis will be placed on the early intensive training of specialists in order that later they may function properly in the general teamwork of their unit.

12. ORGANIZATIONAL TRAINING. -- The maximum time possible will be devoted to this form of training. Emphasis will be placed upon the development of teamwork and leadership. A short period of disciplinary drill will be prescribed daily for each type of unit.

13. CEREMONIES. -- Ceremonies will be held at least once a day by a portion of the command. These will be prescribed at such times as will interfere least with the continuity of other forms of instruction. Ceremonies by way of courtesy to visiting officials will be omitted, with proper explanation to the person entitled to the courtesy, whenever such ceremonies will interfere with the execution of the adopted camp program.

14. TACTICAL EXERCISES. -- Maneuvers will be held for such units as have progressed sufficiently in their basic training and instruction to warrant a return commensurate with the time devoted to this advanced form of training. The object and execution of the exercise or maneuver will be thoroughly understood by all taking part therein. Each such exercise or maneuver will be followed by a critique which will include a general discussion in which all officers will be encouraged to take part. Marches will be made only as a necessity; they will be short and as an incident to the execution of planned exercises. Nothing heretofore mentioned is intended to preclude if desirable a night operation requiring shelter tent camp.

15. TERRAIN EXERCISES. -- Suitable terrain exercises will be conducted for the commanders and staffs of all units larger than a battalion.

16. ATHLETICS. -- Particular emphasis will be laid upon athletics and other forms of physical exercise. The maximum time available will be devoted to these activities, which will consist of supervised massed athletics and group games, as well as all forms of sports and contests. The last named will be optional. Athletic contests constitute a very valuable adjunct to camp life and provide one of the very best means of promoting and maintaining interest. Prizes, cups, medals, and the like, donated by individuals, organizations or business concerns, are added incentives to such interest, and will be encouraged.

17. TARGET PRACTICE, SMALL ARMS. -- Three full days at camp will be sufficient to complete both instruction and record firing. Only Course "C" or Course "D", preferably Course "D", will be fired. A maximum of six men per target will be on the range at the same time. The remainder of the organization will be given other training in the vicinity of the line of firers. Such other training will be well organized under good instructors. Any form of instruction can be conducted, as suits the terrain and the occasion as, for example, preparatory target work for the rifle or automatic rifle, individual or organizational training in close or extended order, musketry training, scouting and patrolling, tactics of small units, and other desirable or suitable training. The sand table can be used to advantage. Men who have been unable to complete preparatory training prior to arrival at camp, or at a previous camp will not be permitted to engage in normal range firing. A maximum period, the equivalent of three full days, will be allowed for preparatory training. For those who may have demonstrated unusual aptitude, opportunity to qualify may be authorized, provided that not more than one additional day be consumed.

18. SANITATION. -- Camp sanitation and personal hygiene must be emphasized. Intelligent instruction must be imparted in these matters and daily inspections made to correct deficiencies. Company and similar units will be placed upon a competitive basis and some recognition for merit indicated. This recognition can well be provided for daily and, where practicable, an award presented at the conclusion of the camp for excellence in these respects. Where camps are held at a Regular Army post or reservation, National Guard will not be used to perform fatigue work other than the proper policing of their own camp grounds and of such areas otherwise used by them. Such measures are normal responsibilities of commanders with regard to sanitation.

19. PREPARATION OF PROGRAMS. -- Prior to the close of each field camp of instruction and as a result of conferences between brigades and regimental commanders and other interested officers, including Regular Army instructors, the objective to be attained at the close of the similar camp for the succeeding year will be announced and following such announcement, brigade and regimental programs will be prepared and submitted to the proper authorities for approval. Regimental programs will be given to the battalion commanders prior to their departure from camp and they will be directed to submit programs for their commands based thereon, for the approval of the regimental commander within the next ten days. In all cases such battalion programs will reach the company commanders of the battalion within thirty days after the close of the field camp. In the preparation of these programs attention is called to the provisions of Pars. 6 and 7 above.

20. CAMPS OF INSTRUCTION. -- The following tentative plans for the camps of instruction for the field training of the National Guard of this Corps Area, are announced:

(STATE)

a. School of Instruction (4 days)

For officers and specially selected enlisted men. Camp _____ June 10-13, inclusive.

b. Annual Field Training (15 days)

Units	Place	Dates
_____	_____	_____
_____	_____	_____

By command of Major General A:

X

Colonel, General Staff,
Chief of Staff.

OFFICIAL:

Y

Colonel, Adjutant General's Department
Adjutant General.

SECTION IV

Illustrative Training Memorandum for Organized Reserves

Paragraph

Illustrative training memorandum 9

8. ILLUSTRATIVE TRAINING MEMORANDUM. --

Headquarters __ Corps Area,
(Place)
15 February, 19__.

TRAINING MEMORANDUM
No. 1.

TRAINING -- ORGANIZED RESERVES

Subject	Paragraph
General	1
Training objectives	2
Training period	3
Rosters	4
Programs and schedules	5
Warning notices	6
Orders for active duty	7
Physical examinations	8
Active duty training (Fiscal year 19__)	9
Active duty for more than fifteen days	10
Command and General Staff School	11
Special service schools	12
Instructors at Civilian Military Training Camps	13
Active duty not exceeding fifteen days	14
Duty with National Guard	15
Other individual training	16
Unit training on active duty	17
Associate unit camps at Regular Army posts	18
Duty at Civilian Military Training Camp	19
General unit training camps	20
Local unit training camps	21
Training on an inactive status	22

1. GENERAL. -- This program is based on circular letter, A.G. ____, subject: Training Year 19__, dated ____, and General Orders No. ____, W.D., 19__.

Except as otherwise noted the instructions contained herein apply to training to be effected during the Fiscal Year 19__.

18-F/bmmd
9-30-25

2. TRAINING OBJECTIVES. The ultimate training objective for the Organized Reserves will insure for each unit at the end of its training cycle, proficiency in mobilization and a state of training best fitted to accomplish its war mission.

The primary training objective for the year will be the organization and functioning of regiments, smaller units and installations, so as to produce homogeneous teams, commanded, led, and administered by their respective unit commanders and staffs.

The secondary objectives will be -

- (a) Active duty training;
Practical command,
Combat and administrative training of regiments and smaller units.
- (b) Training on an inactive status;
Effective mobilization,
Preparation for next active duty tour,
Training toward ultimate objective.

3. TRAINING PERIOD. -- Training of units and individuals, both on an active duty and on an inactive status will be conducted throughout the year.

4. ROSTERS. -- To accomplish the ultimate objective as described in Par. 2, above, rosters of regiments, and separate battalions and companies will be established in each division and the Nondivisional Group, assigning to each unit a cycle of four methods of training, viz.,

- (a) For actual command and practical combat training; (with Regular Army).
- (b) For actual command and practical mobilization training; (with CMTC).
- (c) For command and tactical training, including the use of the combined arms where practicable; (General Unit Camp), or For command, practicable combat, and administrative training of unit cadres; (Local Unit Camp).

Units will be rotated for active duty details in the above methods and no unit will be detailed for the same method of training on two successive years. Copies of rosters for use in preparation of training memorandum for next year will be forwarded to these headquarters by 1 December, 19__.

5. PROGRAMS AND SCHEDULES.

Chiefs of Staff will prepare Annual Training Programs for their respective Divisions and will forward them to these headquarters for approval not later than 19__.

Chiefs of Staff are charged with having progressive annual training programs and schedules placed in operation for regiments and similar echelons. These will be prepared under supervision of regimental commanders assisted by Regular Army executives.

Schedules prepared in divisions and group will include the inactive training for all units, and also the active duty training when the latter is entirely under the control of the division or group.

Schedules for active duty training to be conducted by other agencies than the divisions will be prepared by the commanding officers conducting such training.

On receipt of information that a unit is to be trained by an agency not under divisional control, the chief of staff concerned will forward copies of program and schedule which have been prepared for the inactive training of the unit, with pertinent recommendations, to the commanding officer who is to conduct the active duty training. These programs and schedules will be forwarded so as to reach the commanding officer concerned at least two months prior to the active duty period involved. Commanding officers conducting such training are enjoined to consult with chiefs of staff whose units they are to train, and will give due consideration to the inactive duty schedules. All active duty schedules will be forwarded to these headquarters for approval by the officer responsible for their preparation. They will be forwarded so as to reach these headquarters at least seventy five days prior to the date on which they are to become effective.

6. WARNING NOTICES. At least four months in advance of date for training, each chief of staff will cause warning notices to be sent to each individual of the units selected for active duty. These notices will include the following: "In due time, it is proposed to issue orders under the provisions of Sec. 37a, National Defense Act, directing you to proceed to _____ and report in person to _____ not later than _____ for 15 days active duty training. If urgent reasons exist which will make compliance with this order a personal hardship, you will apply thru military channels to chief of staff concerned for exemption under the provisions of Par. 130, S.R. No. 43."

Notices will be accompanied by franked post cards for acknowledgement of receipt of notice.

7. ORDERS FOR ACTIVE DUTY. - A draft of the order for each unit ordered to active duty, including the name of each individual, will be forwarded to these headquarters.

If the arrival of procurement authorities permit, orders will be issued so as to reach the individual at least one month before his period of active duty begins.

8. PHYSICAL EXAMINATIONS. - Physically unfit reserve officers should not be ordered to active duty and therefore reserve officers who do not consider themselves fit for active duty training should apply for physical examination.

Regular Army medical personnel will be used for these examinations whenever practicable. In case such personnel is not available, chiefs of staff of divisions may apply to these headquarters for the detail of the necessary reserve medical personnel to active duty for a period not exceeding fifteen days. In this connection, unit commanders should make full use of attached medical personnel.

In every instance the physical examination of air service officers will be required before the issuance of an order for active duty training.

The examination record of officers found physically unfit will be forwarded to these headquarters.

9. ACTIVE DUTY TRAINING (FISCAL YEAR 19__). The training of units and individuals for the remainder of the Fiscal Year 19__ will be conducted in accordance with memorandum from these headquarters dated 1 March, 19__.

10. ACTIVE DUTY FOR MORE THAN FIFTEEN DAYS WITH THE CONSENT OF THE RESERVE OFFICERS CONCERNED. Selected officers will be ordered by the War Department from Reserve officers at large to pursue parts of the regular course of instruction at the Army War College. Applications from officers of field and higher grades who have completed Correspondence Course "D", graduates of Special Service Schools and of the Command and General Staff School, and those officers whose war service or civilian occupation fits them for this instruction, only will be considered.

11. COMMAND AND GENERAL STAFF SCHOOL. - Applications from Reserve officers to attend the Command and General Staff School from March to June 19__ will be submitted to these headquarters not later than December 1, 19__. For qualifications necessary for detail to this course, see letter A.G.O. __, dated ____.

12. SPECIAL SERVICE SCHOOLS. During the Fiscal Year 19__ officers from this corps area will be selected to pursue courses at the various service schools as follows:

Infantry - 2,
Field Artillery - 1,
Cavalry - 1,
Medical (Flight Surgeons) - 1,
Signal - 1.

Three air service officers (rated pilots) from this corps area will be ordered to active duty from ~~six~~ months to one year with tactical units of the air service, depending upon funds available. Applications for Air Service courses will reach these headquarters by 20 May, 19__.

Physical examination reports will accompany each application for the above schools.

13. INSTRUCTORS AT C.M.T.CAMPS. - Twenty-four officers will be selected for active duty for not more than 45 days, including 30 days as instructors at C.M.T.Camps. Applications will be limited for duty as platoon commanders and will reach these headquarters by 15 June, 19__. The detail of 14 medical officers for 15 days active duty at these camps may be required.

14. ACTIVE DUTY NOT EXCEEDING FIFTEEN DAYS. - The following numbers of Reserve officers assigned to Regular Army organizations will be ordered to active duty, with their organizations at such times during the year as their organization commanders may select:

__th Infantry - 9,
__th Infantry - 5,
__th Cavalry - 2,
__th Cavalry - 2,
Headquarters and Headquarters Company, __th Inf.
Brigade - 1.

15. DUTY WITH THE NATIONAL GUARD. - Individual reserve officers may be attached for fifteen days active duty to units of the National Guard. The applications for such duty will be accompanied by recommendations of the National Guard commander and will be forwarded to these headquarters for action.

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Unless anti-aircraft training centers are established by the War Department for use of this corps area, officers of that arm will be attached to National Guard anti-aircraft regiments training at Fort Sill for the periods 5 July to 19 July, and 26 July to 9 August.

Reserve officers ordered to active duty with National Guard units will be expected to furnish their own bedding and other camp conveniences.

16. OTHER INDIVIDUAL TRAINING. -- Individuals of arms and branches not included in the foregoing, or in the attached table, marked Table IV, may be ordered to active duty at army posts, divisions, and corps area headquarters, at any time during the year. Details of this training will be announced later.

17. UNIT TRAINING ON ACTIVE DUTY. -- Unit training will be held as prescribed in the attached table, marked Table IV.

All units will be ordered to active duty at full existing strength. Medical personnel and chaplains permanently attached to units will be ordered to active duty with their units. Anticipated vacancies due to non-attendance of personnel assigned and permanently attached may be filled, as far as practicable, by Reserve officers attached for training, provided that the total strength ordered to active duty, including all attached officers, does not exceed 50% of the existing strength of the organization. Selection of personnel attached for training should be based upon the recommendation of Reserve unit commanders.

Units ordered to active duty by the C.M.T.C. method will not have additional officers attached for this training.

18. ASSOCIATE UNIT CAMPS AT REGULAR ARMY POSTS. (Duty with Regular Army). -- Similar facilities will be provided for this method as have been provided in the past. Regular Army troops are not required to change their existing schedules on account of this training.

When it is practicable to foresee the approximate period of attendance of Reserve units for this method of training, Regular Army units concerned should adapt their schedules to the requirements of Reserve units which they are to train when it can be done without interfering with Regular Army training.

Reserve officers on duty at Regular Army posts and stations should receive a minimum of 6 hours instruction daily, except Saturday, when their instruction will be limited to the forenoon. No instruction will be scheduled on Sundays.

19. DUTY AT C.M.T.CAMPS. -- Units selected for this duty will be given preliminary instruction in basic military principles, processing system, initial organization and training of C.M.T.C. students. During the first week of the C.M.T.Camp the maximum practicable exercise of command will be given officers of the Reserve units, Regular Army officers controlling the administration and instruction thru the necessary supervision.

20. GENERAL UNIT TRAINING CAMPS.-- General Unit Training Camps are those where several units are brought together for training under one commander. Regiments and separate units will retain their unit status and will be trained under separate schedules coordinated by the camp commander. When units of different arms are present, advantage will be taken of the opportunity for such training as is practicable in the use of combined arms.

In these camps, the use of the specialist, group, or student method will be avoided.

21. LOCAL UNIT TRAINING CAMPS. -- For this method of training the reserve unit commander will command the camp, assisted by the Regular Army executive officer. These camps will be conducted by divisions with a limited amount of assistance from these headquarters. They will be held at a time that will not conflict with general training activities.

Where chiefs of staff are unable to procure local installations adequate for the conduct of these camps, the following Army posts can be made available, viz., *Fort _____, *Fort _____, *Fort _____, *Fort _____, Fort _____, Fort _____, and Fort _____. The posts marked with an asterisk can best be utilized during the period 1 August to 1 September, while the regular garrisons are absent. Artillery and Engineer camps may be held at R.O.T.C. institutions. Applications for use of above posts and installations, together with outline of plan for conduct of camps will be submitted to these headquarters.

When these camps are held at garrisoned stations, they will be given limited assistance in the way of instructors, equipment, messing, etc., but will not interfere with normal functions of posts and troops.

When these camps are held at places other than Regular Army stations, the reserve unit must be self-sustaining as to quarters, messing, etc. In addition to the Regular Army executive on duty with it, the detail of one or two Regular Army officers as instructors may be expected. A squad of enlisted men from a regular establishment may be furnished as caretakers for a limited amount of equipment for the training of the organization.

22. TRAINING ON AN INACTIVE STATUS. -- All possible assistance and encouragement will be extended to reserve officers who desire training on an inactive duty status, without expense to the government.

The following types of training are available by this method:

(a) Individual.

Duty at summer camps.

Attachment to Regular Army organizations throughout the year.

Courses of instruction at service schools.

Correspondence courses.

Unit schools at home stations.

Visits to Regular Army stations.

Conferences or lectures at reserve association meetings,

Attachment to local National Guard units.

(b) Unit.

Unit schools at home stations.
 Conferences and terrain exercises.
 Visits to Regular Army stations.

(c) Contact Camps.

Units and individuals near an Army post have an excellent opportunity for military instruction during short week end visits to Regular Army stations. Instruction at these contact camps should be by the unit method whenever practicable. Contact camps can be made available, on request, at Fort _____, Fort _____, Fort _____, Fort _____, and Fort _____, between 10 September and 1 May, annually.

Applications for any of the above training that can not be finally acted upon by chiefs of staff will be forwarded to these headquarters.

By command of MAJOR GENERAL _____

Colonel, General Staff,
 Chief of Staff.

OFFICIAL:

Lieut. Col. A.G.D.,
 Adjutant General.

To accompany Training Memorandum No.1, Corps Area, 19 .

TABLE IV

Table showing Reserve Units and enlisted reservists to be trained during the Fiscal Year 19__.

Legend

GUTC		General Unit Training Camp,
LUTC		Local Unit Training Camp,
CMTC		Duty at C.M.T.Camp,
RA		Duty with Regular Army unit,
IND-UND.		Individual Training - with R.A. or N.G. units - not yet determined,
HTA		Heavier than Air-(Air Service),
LTA		Lighter than Air (Air Service),
NDG		Nondivisional Group.

PLACE	DIV.	ARM	UNIT	OFF:EM	PERIOD	KIND OF TRAINING
Ft. " "	th	Inf	Regt		5 July - 19 July	GUTC
" "	th	Inf	Regt		24 July - 7 Aug	CMTC
" "	th	Inf	Regt		25 Oct - 8 Nov	RA
" "	th	Med	Bn		5 July - 19 July	GUTC
" "	NDG	Sig	Bn		5 July - 19 July	GUTC
" "	NDG	QM	Cps Tn		5 July - 19 July	GUTC
		Total	Officers		Enlisted Reservists.	

: Field:	th	: AS-HTA Squadron:	: 5 July - 19 July :	GUTC
:	--	:	--	--
:		:	Officers	Enlisted Reservists

②Camp	:	NDG	:	F.A.	:	Regt:	:	:	:	Announced later	:	IND-UND
:	"	"	:	--	:	--	:	--	:	--	:	--
:	Total - _____ Officers _____ Enlisted Reservists.											
:												

:To be	:	NDG	:	Inf:*Regt:	:	:	:	As recommended	:	LUTC
selected:	:	:	:	:	:	:	:	:	:	:
:by Chief	:	:	:	:	:	:	:	:	:	:
:of Staff	:	:	:	:	:	:	:	:	:	:
:Nondiv.:	:	:	:	:	:	:	:	:	:	:
: Group :	:	:	:	:	:	:	:	:	:	:
:	:	Total -	:	_____	:	Officers	:	_____	:	Enlisted Reservists,
:	:		:		:		:		:	

:	--	:--:	--:
:	--	:--:	--:
:	Total -	:	Officers Enlisted Reservists.

NOTE: Plans for units marked with an asterisk(*) are tentative. Definite instructions concerning these units will be issued at a later date.

ADDITIONAL -NOT SHOWN IN TABLE

Nineteen reserve officers assigned to Regular Army units, to be
trained as indicated in Par. 14, - - - - - 19
Sixteen reserve officers for individual training at these head-
quarters or other station, details to be announced later- - 16
Two enlisted reservists for individual training, details to be
announced later, - - - - - 2

CHAPTER V
DIVISION TRAINING ORDERS

	Paragraphs
SECTION I: -- Discussion	1-3
II. -- An Illustrative Division Training Order	4-5

SECTION I

Discussion

	Paragraph
Basis and scope	1
Preparation of a division training order	2
Contents of the order	3

1. BASIS AND SCOPE. -- a. A division training order is based on the corps area training order. It furnishes necessary instructions and prescribes the program for the military training of the individuals and units of the division for a specific period.

b. Division training orders may cover the training of the division for the entire period of the training year, or separate orders may be published covering portions of the year. However, corps area training orders usually will prescribe the periods to be covered by division training orders and the dates these orders will reach corps area headquarters for approval. The discussion in this chapter pertains to a division training order which covers training for the entire training year.

2. PREPARATION OF A DIVISION TRAINING ORDER. -- a. In general the preparation of a training order for a command requires careful consideration of all conditions which affect the conduct of training. This includes consideration of the composition and general training needs of the command, the climatic conditions, the available training facilities and the qualifications of those who are to conduct the training.

b. The preparation of a division training order requires consideration of the composition, strength, characteristics, and needs of each unit with regard to separate unit training. It also requires consideration of the combined training of the division as a whole. The order prescribes the general conduct of training of brigades and separate units, leaving to their commanders the development of training orders for included units.

c. In preparing the division training order special consideration is given to the training of the division staff and of commanders of the next lower units.

d. Much of the training of all officers in the division can be conducted by means of map problems, map maneuvers, conferences, lectures, terrain exercises, and tactical rides and walks. This training, if planned well in advance, can be so conducted as not to interfere with troop training, which makes little

headway if not supervised by officers. This time, therefore, designated for special training of officers should not conflict with the time designated for troop training.

e. Satisfactory progress in special training of officers and in troop training requires that all officers and men for whom instruction is prescribed be present and participate in training during each training period. It is better to have the whole command receiving training for one day than half of the command for two days. Unless some definite rules are established and enforced, experience has shown that from twenty-five to fifty per cent of the commissioned and enlisted personnel are on routine administrative duties at the hours designated for troop training. This custom has become so established in the service that nothing short of drastic efforts on the part of commanding officers can remedy it. A scheme which has been employed with success in a few commands is to suspend entirely all administrative work during the hours of troop and important special training. Experience has shown that under this system, the routine work runs along reasonably satisfactorily and that training makes real headway.

3. CONTENTS OF THE ORDER. -- The division training order should be so complete as to make supplementary or additional orders unnecessary. It should include only such of the principles and methods prescribed in the orders of higher commanders as may be necessary or desirable for the guidance of subordinate commanders. It prescribes in general the following:

a. Training year. -- The limiting dates of the training year and its division into periods are prescribed in the corps area training order. The division training order repeats these data for the information of commanders of subordinate units of the division.

b. Training objectives. -- An annual training objective always should be prescribed in the division training order and intermediate objectives should be included, in accordance with the number of training periods. These training objectives should not be simple repetitions of those prescribed by the corps area training order. The primary object of the division training order is to set forth the provisions for training which the division commander believes will, if carried out, cause the division to attain the prescribed training objectives.

c. Training policies and methods. -- Certain training policies and methods are prescribed in instructions published by the War Department and in the corps area training order. To secure uniformity in training and a continuity of policy in reference thereto throughout the army, it is important that these policies and methods of training be adhered to by all commanders and that nothing contrary to them be countenanced. In order that all who will have work to do in connection with training may have available the training policies and methods to be used, training orders refer to appropriate War Department or other authorized publications, or announce the training methods which the division commander wishes employed in training the division. The responsibility for the dissemination of this information throughout the division is placed by the division training order on appropriate unit commanders.

d. Responsibility of commanders. -- The responsibility for the proper training of the individuals and units of the division is usually placed on brigade and regimental commanders and on officers of the special troop units, by the division training order, with a warning to these commanders that the initiative of subordinate commanders must not be impaired and that decentralization of training will be the guiding principle.

e. Training agencies. -- (1) Schools -- (a) Troop schools for officers. -- (i) Basic course. The division training order should make definite provision for the establishment and conduct of the basic courses for officers in accordance with Special Regulations published September 26, 1922 (to be superceded by a pamphlet in Army Regulations). These special regulations prescribe the courses to be covered, the textbooks to be used, and the number of hours to be devoted to each course; and it is not necessary to repeat these data in the division training order. The special regulations prescribe that all newly appointed officers of certain stated branches of the service will pursue the course, and it is necessary for the division order to interpret these directions and give explicit instructions in regard to attendance. It also is necessary for the division order either to give detailed instructions concerning the holding of the examinations and tests prescribed in the special regulations, or to announce that such details will be published at a later date.

(ii) Advanced course. The advanced course covers the higher technical and tactical training of officers. The schools to conduct this course are usually established and supervised by brigade commanders. The subjects to be covered and the officers who will attend the course should be prescribed in the division training order.

(iii) Current training orientation course. Schools for the conduct of the current orientation course are usually directed to be established. The purpose of these schools is to devise and develop means for the uniform conduct of training and to refresh officers on the subjects in which training is being conducted. The division commander generally establishes a training orientation school for brigade and divisional unit commanders and for the chiefs of the division general staff sections and of the technical, supply, and administrative branches. The provisions regarding attendance, time of sessions, and instructors are prescribed in the division training order.

(b) Troop schools for enlisted men. - The division order may direct that troop schools for enlisted men be established in all companies or it may direct that they be conducted by battalion or by regiment.

(i) Basic course. - The basic course should embrace the elements of drill regulations, army regulations, riot law, military courtesy, discipline, leadership, map reading, reconnaissance, security, and other subjects appropriate to the soldier's arm of the service. The division training order should prescribe the period to be covered by the course, the personnel that will attend, the manner in which records will be kept, and the time and manner of rendering reports.

(ii) Current training orientation course. - The division training order should direct that schools for the current training orientation course be established by subordinate commanders. These

schools are conducted for the same purpose as the corresponding ones for officers. The attendance is usually the same as for the basic course for enlisted men.

(iii) Course for eligibles for commissions in Officers' Reserve Corps. - When post, camp, and station commanders are required by the corps area order to establish and supervise a course for warrant officers and noncommissioned officers who are eligible for commissions in the Officers' Reserve Corps, the division training order should provide for putting the corps area instructions into effect.

(c) Post schools for enlisted men. -- The object of post schools is to give general education and vocational training to enlisted men in order to increase their efficiency as soldiers and their value as citizens upon their return to civil life, and to develop training, technique and equipment suitable for the war-time instruction of the citizen army. Except for a period, not to exceed four months, set aside for field training and combined field exercises, post schools are required by War Department orders to be kept in active operation during the entire year. Post school courses comprise general education and vocational training.

(i) General education. - Courses in general education are compulsory for the primary education of illiterate and non-English speaking recruits and for the advanced education of enlisted men who require such education in connection with their military duties or their vocational courses. For other enlisted men, courses in general education are optional.

(ii) Vocational training. - Vocational training is compulsory for enlisted men who need such training for the performance of their duties, optional for others.

(iii) General instructions governing the establishment, conduct, attendance, keeping of records, and submission of reports in reference to post schools should be included in division training orders.

(2) Target practice. -- Where climatic conditions make a considerable amount of indoor training necessary, division training orders may prescribe that the principles governing rifle, automatic rifle, machine gun, pistol, and artillery target practice be given during this time so that more time will be available for field training when outdoor training is possible. The season for small arms and artillery practice for a particular calendar year is frequently prescribed by the corps area training order, but it is usually as recommended by commanding officers. Where organizations of the division have no target ranges at their stations, it is necessary that the division order make an allotment of available time to organizations.

(3) Field Training. -- Field training is the training of all units in their duties in campaign. It includes tactical exercises on the ground for all arms in offensive and defensive situations; exercises for infantry and machine gun units in the preparation and organization of combat groups, strong points, and centers of resistance; exercises for field artillery in selection and preparation of positions; and, for the other divisional units, such exercises as will train them in their duties as members of the division combat team.

f. Tactical and training inspections. -- Division training orders should give instructions concerning the tactical and training inspections to be made in accordance with Army Regulations 265-10.

g. Training of technical, supply, and administrative units. -- The recruits for these units are required to receive the basic military training prescribed in General Orders No 4, War Department, 1921. The units themselves are trained by their respective commanding officers, and division training orders require that these units maintain a high standard of proficiency.

h. Training programs and schedules. -- Division training orders should prescribe that brigade, regimental, battalion, and divisional unit commanders prepare training orders and programs of training for their units in conformity with War Department regulations and the division order, and publish them on certain dates. These orders and programs cover the training to be given during the whole training year or they may be for the training included in one of the training periods only. The program of higher units should specify the number of days of training during each month which will be conducted by those units.

i. Records and reports of progress. -- Details governing the keeping of records and the submission of reports bearing on the progress of training are sometimes prescribed in the corps area training order. The division training order will generally refer to the corps area order and will require strict adherence thereto in regard to records and reports of progress. If no instructions about them have been given by higher authority, then such as are desired by the division commander are given in his training order.

j. Miscellaneous. -- (1) Administrative duties. - Higher authority usually prescribes that administrative duties shall not interfere with troop training. Division training orders place the responsibility for the execution of this provision on brigade and divisional unit commanders.

(2) Athletics and welfare activities. -- (a) As an aid to physical development and to the building up of an esprit de corps in all units of the division, liberal encouragement should be given to athletics. Programs of all company and higher units should provide for suitable games and athletic contests at times which do not interfere with other training.

(b) Welfare agencies. - Authorized welfare agencies should receive the support of unit commanders to assist them in providing for the comfort and entertainment of enlisted men while off duty.

(3) Domestic disturbances. -- The units of the division should be trained in the tactics of the suppression of domestic disturbances. The responsibility for this training is placed upon appropriate commanders.

(4) Equitation and horsemanship. -- Classes in equitation and in the principles of the care of the horse should be required when the division commander believes his officer personnel is in need of same, or when it is prescribed by higher authority.

(5) Special provisions for training. - The division commander, during his inspections, is often impressed with the lack of training of certain elements of his command. To correct the deficiencies noted he may provide for special instruction in his next training order.

k. Division program of training. -- Where the different elements of a division are stationed in the same locality, training periods of one to three days each month and a longer period near the end of the training year should be set aside for the tactical training of the division as a whole. The general character of the training and the exercises to be conducted during the reserved periods should be announced in the division training order.

SECTION II

An Illustrative Division Training Order

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4. ASSUMPTIONS. -- a. The following order is based on the assumption that the entire 20th Division, at its authorized strength, is stationed at a camp, which is located in a corps area where climatic conditions are favorable for continuous training throughout the year. Recruits in sufficient numbers to maintain the division at approximate peace strength are being received at irregular intervals. Copies of the corps area training orders have been received. Training areas and target ranges at the camp of the division provide ample facilities for the training of all troops of the division. Individuals and organizations of the division will be engaged in assisting the training being conducted in the Summer Training Camps at the station of the division during July and August.

b. When the units of a division are distributed among several stations, the division commander still retains responsibility for the general direction of their training. In such a case varying climatic and other conditions must be taken into consideration by the division commander in preparing training programs for the scattered elements of his command. Funds available for mileage usually will not be sufficient to permit the division commander, the brigade commanders, or even regimental commanders, to make sufficient tactical inspections to enable them to control, to any great extent, the detailed training of the elements of their respective commands, and local commanders should be given as much latitude as practicable in carrying out the details of training. The division commander should state the standards of proficiency to be attained at certain stages, leaving the training procedure to local commanders. A division commander has no authority over elements of his division located outside of the corps area in which his headquarters is located.

5. A DIVISION TRAINING ORDER. --

20th Division,
CAMP _____,
10 October, 19__.

GENERAL ORDERS)
No. 10)

Training-

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1. TRAINING YEAR. -- a. The training year begins 1 November, 19__ and ends 31 October, 19__. Training periods are as follows:

1st Period: 1 November to 30 June.

2d Period: 1 July to 31 October.

b. During the months of July and August of the 2d Period, individuals and units of the division will be principally engaged in training work in connection with the summer training camps.

2. TRAINING OBJECTIVES. -- a. Intermediate. -- The objective to be attained by the end of the first period is such a state of development of all individuals and organizations of the division that they will efficiently assist in the successful conduct of the summer training camps. By the end of this period all individual, squad, platoon, company, and battalion training will be completed.

b. Annual. -- The annual objective is the production at the close of the training year of an infantry division trained for aggressive offensive combat, with all of its units welded into a combat team which is efficient in battle tactics.

3. TRAINING POLICIES AND METHODS. -- a. The following list of training orders and regulations are still in force and applicable to the training prescribed in this order. Regimental and divisional unit commanders, prior to 1 November, 19__, will assemble their officers for study and discussion of the following regulations and orders:

Training Regulations: No 10-5, and others appropriate to units concerned.

Army Regulations: No 350-2505, and 265-10.

Special Regulations for the conduct of basic courses for officers in unit schools, W.D., 26 September, 1922.

General Orders No 35, W.D., 1924 (Notes on Training).

General Orders No 27, - Corps Area, 19__ (Annual Training Order).

20th Division Training Order, General Orders No 10, 19__.

4. RESPONSIBILITY OF COMMANDERS. -- a. Upon the colonel rests the full responsibility for the theoretical instruction and the practical training of his regiment as a whole. Under his personal supervision, battalions and companies will be developed and trained by their respective commanders.

b. The officers in command of special troop units have the same responsibility for the training of their units as a colonel does for his regiment.

c. Brigade commanders are directly responsible for the instruction, training, and appearance of their commands as a whole. They coordinate training programs and schedules of lower units, and when occasion demands timely interference, they may exercise direct control to correct deficiencies or erroneous methods.

d. Care will be exercised by all commanders not to impair the initiative of subordinates. Decentralization of conduct of training and strict demands for results will be the guiding principles.

5. TRAINING AGENCIES. -- The following agencies will be employed in the training of this division:

a. Schools.

(1) Troop schools for officers:

- (a) Basic course.
- (b) Advanced course.
- (c) Current training orientation course.

(2) Troop schools for enlisted men:

- (a) Basic course.
- (b) Current training orientation course.
- (c) Course for warrant officers and noncommissioned officers eligible for commissions in the Organized Reserves.

(3) Post schools:

- (a) Educational courses.
- (b) Vocational courses.

- b. Drills and tactical training.
- c. Target practice.
- d. Field training.
- e. Efficiency tests and inspections.

6. TROOP SCHOOLS FOR OFFICERS. -- Troop schools for officers will be conducted in accordance with the principles enunciated in paragraph 49, TR-10-5.

a. Basic course. (1) The basic course will be conducted in accordance with the provisions of Special Regulations for the Conduct of Basic Courses for officers in Unit Schools, War Department, September 26, 1922.

(2) Attendance. -- All officers of infantry, cavalry, field artillery, coast artillery, and signal corps, of less than five year's commissioned service, will take the course in the subjects in which they do not hold certificates of proficiency from special service or troop schools, or from which they are exempted as graduates of the United States Military Academy. (See Changes No. 1, Special Regulations for Basic Course).

(3) Responsibility for establishment. -- Each regimental commander will establish and supervise the conduct of the basic course for officers of his regiment. Officers of the 20th Ammunition train will attend artillery regimental schools designated by the artillery brigade commander. Officers of the various brigade headquarters will attend regimental schools designated by the respective brigade commanders. Officers of division special troops will attend the 77th Infantry School. Other officers of the division will attend the 79th Infantry School.

(4) Examinations. -- The examinations and proficiency tests prescribed in special regulations will be held during the period: March 17-30, both dates inclusive. Details will be announced later.

b. Advanced course. -- (1) The advanced course, embracing the following subjects, will be conducted within the period: 1 November to 31 March in accordance with the following plan:

Subject	Approximate number of hours.
Organization, tactics, and technique of the several branches	: 15
Tactical principles and decisions	: 30
Division logistics	: 10
Map problems and map maneuvers (including prepara- tion of field orders)	: 40
Terrain exercises and tactical and staff rides	: 25
Methods of training	: 12
Collateral reading	: As required

(2) Responsibility for establishment. -- Each brigade commander will establish and control the advance course for the officers of his brigade. Officers of divisional units will be assigned to brigade schools by these headquarters.

(3) Attendance. -- (a) All officers will take the work assigned to their grade under collateral reading. All officers, except the following, will take the remainder of the advanced course:

(i) Graduates of an advanced course at a Special Service School.

(ii) Graduates of the Command and General Staff School.

(iii) Officers on duty as instructors in the Basic or Advanced Course for officers.

(iv) Officers attending the basic course for officers.

(v) Those officers whom the division commander excuses because of their proficiency in the subjects contained in the course.

(b) Officers of the technical, supply, and administrative branches will attend only such exercises as have a bearing on their prescribed duties in the field.

(i) To cover the subject of collateral reading, all colonels, lieutenant colonels, and majors will prepare a report on one of the following campaigns. Staff officers of the noncombatant branches will confine their reports to a study of the operations of their own branch, and may arrange to have their work submitted as an integral part of the report prepared by a line officer:

The French Third Army, August, 1914, (Offensive in Alsace).

The British Expeditionary Force: Its landing, entry into combat, battle of Mons, retreat to the Marne, resumption of the offensive.

The Battle of Charleroi (French Fifth Army), August 1914.

(ii) All officers below the grade of major will read all and will report on one of the following:

Decisive Battles of the World, Creasy.

War with Mexico, Smith.

The Peninsular Campaign (1862): a study of the organization, logistics, and command of the Army of the Potomac, to include the battle of Malvern Hill.

(4) Schedules. -- Schedules will be prepared by brigade commanders. The subjects will be so arranged as to develop a well rounded course, covering the functions and employment of combined arms in the field, suited to the needs of the brigade. The methods employed and the doctrines taught at the General and Special Service Schools will be used as a guide in formulating this instruction.

c. Current training orientation course. -- (1) The purpose of the current training orientation course is:

(a) To devise and develop means for improving the conduct of current training.

(b) To devise methods of procedure for the conduct of specific drills and for the solution of specific tactical exercises.

(2) All officers present for duty will take the course.

(3) Each battalion and divisional unit commander will establish and conduct the school for the officers of his unit. Each brigade commander will establish and conduct a school for brigade staff officers and for regimental and battalion commanders. The division commander will establish a school for brigade and divisional unit commanders, and for the chiefs of the division general staff sections and technical, supply, and administrative branches. Sessions will be held at least once a week from 1 November to 31 March, and at least twice a week from 1 April to 31 October.

d. General instructions. -- (1) Warrant officers will be required to attend schools appropriate to their assignments and habitual duties. Report of courses to be pursued by them will be made to these headquarters, by commanding officers concerned, not later than 25 October.

(2) Instructors will be selected from among graduates of the Command and General Staff School, and special service schools, if such officers are available. Additional instructors will be selected from among the best qualified available officers. When necessary, instructors and lecturers from other branches will be detailed by these headquarters.

7. TROOP SCHOOLS FOR ENLISTED MEN. -- a. Troop schools for enlisted men will be conducted in accordance with the principles outlined in paragraph 49 Training Regulations No 10-5.

b. (1) Troop schools will be established and conducted in all companies. The schools will consist of a basic course and a current training orientation course.

(2) Basic course. -- The basic course will cover the period 1 November to 31 March, both dates inclusive.

(a) The curriculum will embrace elements of drill regulations, army regulations, riot law, military courtesy, discipline, leadership, map reading, reconnaissance, use of compass, platoon and company in attack and defense, tactics and technique of small units, reconnaissance, security, and similar subjects appropriate to the arm to which the soldier belongs. Advantage will be taken of favorable weather to conduct tactical rides and walks. The applicatory method of instruction will be followed.

(b) All noncommissioned officers, enlisted specialists, and specially selected privates not taking an educational or vocational course, will take all subjects in which they do not hold certificates of proficiency. Records of successful completion of any subject in the basic course will be entered on the soldier's service record.

(3) Current training orientation course. A current training orientation course will be established in each company. The purpose of this course is the same as that of the corresponding course for officers. (See paragraph 6 c). Attendance will be the same as prescribed for the basic course in the preceding sub-paragraphs. Sessions will be held at least once a week.

c. Brigade commanders will establish and conduct a school for warrant officers and noncommissioned officers who are eligible for commissions in the Officers' Reserve Corps. Eligibles from units not brigaded will be assigned to schools by division headquarters.

8. POST SCHOOLS (EDUCATIONAL AND VOCATIONAL). -- Post schools will be conducted in accordance with the principles enunciated in Army Regulations No 350-2505. The course will cover the period 1 November to 30 June, both dates inclusive. Sessions will be held in the afternoon daily except on Saturdays, Sundays, holidays, and during the period from 24 December to 2 January, both dates inclusive. Hours allotted will be published in detailed schedules issued by the post school officer.

a. Educational schools. -- The following courses will be made available for the year beginning 1 November:

(1) Course 1 -- English grammar, spelling, composition, arithmetic, U.S. history, geography, and civil government.

(2) Course 2 -- Rhetoric, physical geography, general history, elementary algebra, elementary geometry, and elementary trigonometry.

(3) A course for illiterates and non-English speaking men. This course will teach the reading and writing of the English language, American institutions, and the obligations of citizenship.

b. Vocational schools. -- Vocational schools will utilize camp utilities and equipment. Courses of instruction in the following subjects are offered for the year beginning 1 November: Automobile and truck driving and repair; tractor driving and repair; motorcycle driving and repair; stenography; radio operation; telegraphy; printing; tailoring; saddlery; carpentry; painting; plumbing; typewriting; telephone operation; moving picture operation; barbering; horseshoeing; and duties of stable sergeant.

9. PRELIMINARY TRAINING OF INDIVIDUALS AND UNITS. -- a. Preliminary training will include the school of the soldier, the squad, and the platoon; training for fire action; gunnery; drill of the gun squad; rudiments of advance guard and outposts; principles of map reading; signalling; use of pyrotechnics; nomenclature, care and operation of automatic rifles, machine guns, light mortars, and one-pounder guns; intrenching; handling and employment of grenades; packing of equipment; tent pitching; ceremonies; first aid and hygienic care of the person; care of equipment, animals, and transportation; and other similar instruction appropriate to the arm concerned.

b. The training of squads, platoons, companies, battalions, and higher units will be given concurrently, daily and weekly allotments of time being so made as to combine logically the training of the smaller units and the more general training of the larger

units. As soon as a soldier is able to execute squad exercises reasonably well, he will participate, during certain designated periods, in platoon and company exercises. A similar procedure will be followed in the training of squads in platoons, platoons in companies, companies in battalions, battalions in regiments, and regiments in brigades.

10. TARGET PRACTICE. -- a. Practice will begin 1 April and will be completed by 30 June. The supplementary season will begin 1 September and end 15 October. No range firing for units of the division will be conducted during the period of the summer training camps.

b. (1) The order of firing on the small arms target range will be as follows:

39th Brigade, the month of April.

40th Brigade, the month of May.

20th Engineers and other troops, the month of June.

(2) The schedules for units using the range during the month of June and for all units for the supplementary season, will be published at the proper time.

c. Musketry problems will be held whenever practicable throughout the year.

d. Field artillery target practice will be conducted as directed by the field artillery brigade commander.

11. FIELD TRAINING. -- The field training of all units will include:

a. Offensive. -- For all arms. General tactical dispositions; approach march and deployment; attack in a meeting engagement; preparation for attack, and attack of an organized position; organization and exploitation of captured ground.

b. Defensive. -- (1) For all arms. General dispositions, principles, and mechanics of selection and occupation of defensive positions; defense in a meeting engagement.

(2) For infantry and machine gun units. Preparation and organization of strong points, combat groups, and centers of resistance, including actual construction of appropriate minor works.

(3) For field artillery. Selection and preparation of positions; practical application of camouflage measures.

c. Reliefs. -- Relief of front line units both for continuing the attack and for maintaining defense.

d. Special operations. -- Pursuit, retreats, withdrawal from action.

e. Signal communication. -- Maintenance of communication, including practical application of all methods of communication, both within tactical units and between units of different arms. The maintenance of communication will be emphasized in all tactical exercises.

f. Practice marches. -- Exercises will be prescribed involving marches and going into shelter under campaign conditions, each exercise to be continuous for a period of not less than twenty-four hours and to cover not less than twelve miles, as follows:

Companies: April or May
 Battalions: June
 Regiments: September
 Brigades: September

g. Security measures. -- On the march and in camp.

h. Preparation and employment of field orders and messages. -- All tactical exercises will be controlled by field orders issued and distributed under simulated service conditions.

12. EFFICIENCY TESTS AND INSPECTIONS. -- a. Efficiency tests. -- When a unit has completed a phase of training, the commander of the next higher unit will conduct a test to determine whether or not the unit has attained the standard of efficiency prescribed by the War Department. Deficiencies noted will be corrected at once. The most important factor is general preparedness for field service. Tests will be such as to show definitely the progress made in training work scheduled for the period involved.

b. Inspections. -- (1) Commanders responsible for the preparation of training programs will employ inspections to test personally the practicability of their training plans, to adjust difficulties, to correct deficiencies, to impart instruction, and to make the final determination, for the period concerned, of the efficiency of the organizations inspected.

(2) The prescribed annual formal tactical inspections will be made by divisional unit commanders and by battalion commanders in June, by regimental and brigade commanders in September, by the Division commander late in September or early in October, and by the corps area commander in October. Specific dates for the corps area and division inspections will be announced later.

13. TRAINING OF TECHNICAL, SUPPLY, AND ADMINISTRATIVE UNITS. -- Commanding officers of technical, supply, and administrative units will be held responsible that the basic military training prescribed in General Orders No 4, War Department, 1921, is given to all recruits assigned to their units and to all other enlisted men thereof who are not qualified in this training. Units will participate in all field exercises conducted by organizations to which they are normally attached.

14. TRAINING ORDERS, PROGRAMS, AND SCHEDULES. -- a. Training orders, covering the 1st Period: 1 November to 30 June, and the 2d Period: 1 July to 31 October, of the training year, will be published as follows:

By brigades, on or before 15 October and 15 May.

By regiments and divisional units, on or before 20 October and 1 June.

By battalions, on or before 25 October and 15 June.

b. Programs of training of battalions and higher units will specify the number of days of training each month which will be conducted by those units. Specific dates to be used each month by each unit will be announced in the preceding month, not later than the 24th, by brigades; 25th, by regiments; and 26th, by battalions. The exercises held will be such as to lead up logically to those prescribed below for division training.

c. Company programs of training will cover periods of not less than three months. The first one will be published by 25 October. Each program will include a general statement of the nature and sequence of the training to be covered in later programs.

d. Every program will contemplate the preparation of schedules covering periods of indoor training which may be substituted during inclement weather. These periods of substitute training will be so planned as to insure the steady logical progress of the unit towards the required standard.

e. Weekly schedules will be prepared by each unit specifically charged with carrying out exercises of a current program of training, that is, companies for company exercises, and so on to include the division. Copies of programs and schedules will be furnished to commanders of next higher tactical units.

f. All exercises will be so coordinated as to follow one another in logical order. All necessary phases of training will be included, each phase will be given its due importance, and all so combined as to constitute a well balanced plan of training for the year.

15. RECORDS AND REPORTS OF TRAINING PROGRESS. -- a. Records of progress and efficiency in training of individuals and of all company and higher units will be kept by the appropriate unit commanders.

b. Monthly consolidated progress reports, covering the training of all companies and higher units, will be submitted by the next higher unit commanders, through channels, so as to reach these headquarters by the 10th of the following month. These reports will state whether or not the work outlined has been completed and whether proficiency has been attained. If the work has not been completed or if proficiency has not been attained, an explanation will be included in the report.

16. MISCELLANEOUS. -- a. Administrative routine. -- All administrative works will be carried on so as not to interfere with military training. Responsibility for the execution of this provision rests on brigade and divisional unit commanders.

b. Whenever weather conditions permit, troop training of all kinds will be held out of doors, and if practicable away from barracks.

c. Athletics and welfare activities. -- All commanding officers are enjoined to encourage and to support actively suitable athletic and welfare activities. A spirit of healthy competition between organizations in athletic games and contests and a wholesome company, regimental, brigade, and divisional esprit de corps will be fostered. These activities will be conducted so as not to interfere with other training. Programs of division athletic events

will be published from time to time. Similar programs will be prepared by subordinate unit commanders and copies will be furnished these headquarters.

d. Domestic disturbances. -- Regimental and divisional unit commanders will include in their training programs, provisions for instruction and for practical exercises in duties which would be required of these units in the suppression of domestic disturbances.

e. Equitation and horsemanship. -- Brigade and other unit commanders will provide in their training programs for sufficient instruction to insure that all officers of their commands are able to ride creditably and are well informed on the proper care of animals and on stable management.

17. DIVISION PROGRAM OF TRAINING. -- a. During the period: 1 April to 31 October, training periods are allotted the division as follows:

- (i) One day per month during April and May.
- (ii) Two days during June.
- (iii) Three days during September.
- (iv) 16-31 October, both dates inclusive.

b. The following is the general character of training to be conducted by the division during these periods.

(1) Exercises during April, May, June, and September, will be so conducted as to give a maximum amount of instruction in the detailed technique of applying to concrete situations the tactical principles illustrated.

(a) April:

Demonstrations of the technique of cooperation between infantry and other arms in an attack.

(b) May:

March in hostile territory: field orders, march discipline, employment of covering detachments.

(c) June:

A meeting engagement:

- (i) Preliminary phases.
- (ii) The attack and subsequent phases.

(d) September:

(i) A defensive action in a hastily prepared position, including organization of the position during hours of darkness.

(ii) Preparation by a division for participation in a corps attack against a defensive zone, after a period of stabilization.

(iii) A withdrawal from action.

(2) October 1 to 15:

(a) Division in attack in a meeting engagement, involving approach march, development, deployment, assault, and pursuit.

(b) Attack against a river line.

(c) Division in a corps attack against a defensive zone, overcoming successive lines of centers of resistance; organization of captured ground; measures to resist counterattack; reserves passing through front line units and continuing advance; forward displacement of artillery; re-dispositions for stabilization.

(d) Division in defense in a meeting engagement, including preliminary action of advance guard; withdrawal from action; retreat, including passage through a defile.

(e) Division as a part of a corps occupying a defensive zone; a counterattack with a reserve regiment; withdrawal to a second position; resuming the offensive.

c. Dates, detailed schedules, and problems for division exercises for each month will be announced not later than the 20th of the preceding month.

By command of Major General A:

X,
Chief of Staff.

OFFICIAL:

Y,
Adjutant.

CHAPTER VI

METHODS OF IMPARTING INSTRUCTION

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1. INSTRUCTORS. -- a. The training of instructors includes:

(1) The training of the individual.

(2) The development in the individual of the ability to instruct others.

b. No matter how highly trained an officer is or what his intellectual qualifications are, he fails to meet one of the foremost obligations of his profession unless he can impart his knowledge to others, and guide and direct their training in such manner as to develop a high standard of efficiency.

c. (1) The instruction that officers will be called upon to conduct may be divided into two general classes:

(a) That carried on through schools.

(b) That given directly to officers and troops.

(2) It is essential that officers be qualified to conduct both classes of training; and as both require the ability of discourse, instruction in methods of imparting instruction becomes necessary.

2. KNOWLEDGE OF THE SUBJECT.-- To be qualified to conduct this education of the individual and to develop in the individual the ability to instruct others, officers must have a broad and comprehensive education and a particularly thorough knowledge of the subjects assigned to them for instruction. In performing instructional duties, the regular officer will be called upon to appear before varied audiences, composed of educated and intelligent officers of different branches of the service, who will be interested in a great variety of military subjects, and, consequently, an officer must be prepared to give varied and accurate information. To accomplish this, careful and extensive preparation is necessary.

3. PERSONALITY .-- a. The possession of a positive personality is one of the primary attributes of a successful instructor. A positive personality that attracts as a whole, and which is free from any detracting characteristics, is a great aid. Negative personality, or a personality characterized by unfortunate mannerisms or personal habits, is a great handicap. Personality is more or less inherent in the individual, but, by self-training and by observation, a negative personality may be changed into a positive personality, or detracting characteristics may be corrected or removed.

b. An important point in personality, sometimes overlooked, is that the matter of personal appearance and manner of delivery of a discourse before all audiences has a great influence in imparting instruction. Neat personal appearance invariably makes a favorable preliminary impression on an audience and ready delivery retains that impression and sustains interest in the subject.

c. To impress an audience with the importance of the subject under discussion, the interest of the speaker in this subject must be made apparent. In civil life, where the instructor chooses teaching as his vocation, his interest, naturally, enters into his work. In the army, however, where an officer may be called upon at any time to impart instruction in any one of a great variety of subjects to the various classes of individuals that receive military instruction, interest in the assigned subject may have to be cultivated. This may require special effort and the exercise of considerable determination to make the desired impression.

4. METHODS OF INDOOR INSTRUCTION. -- The usual methods of imparting indoor instruction in military subjects are by means of lectures and conferences. Lectures are intended to cover general military topics, and ordinarily are for delivery before an audience that has made no detailed study of the subject. Conferences are used for a detailed discussion of a text which has been studied previously by the class. Conferences are often most concerned with the application of principles to concrete cases. Lectures are one sided affairs in which the instructor does all the talking. Conferences require members of the class to discuss, with the instructor, the subject under consideration.

5. LECTURES. -- The success of lectures depends, to a large extent, on careful preparation and the presentation of the subject in well chosen language and in an attractive form. The personality of the lecturer and his method of delivery

have much to do with the value of the instruction imparted and the lasting impression made of the important points to be driven home. To make the lecture interesting, the instructor, in his preparation, should not confine himself to any text which may be used as the basis of the lecture, but, by research and collateral reading, should acquire a diversity of ideas that will carry the points home.

6. CONFERENCES. -- a. The preparation of conferences requires extensive advance work and thought. The conference does not require that the instructor deliver long discourses, but it does require of him more preparation, more readiness, and more skill in instruction than does the lecture.

b. When a conference is intended to present a discussion of a concrete case, the instructor must be able to analyze the case from all viewpoints, and to give sound reasons for the correctness or incorrectness of any point at issue. This requires a thorough study of the subject to gain a clear conception of the basic underlying principles and a careful analysis of their application to different situations.

c. (1) In preparing for a conference, the instructor should determine the important points to be brought out and then the sequence in which they are to be presented to the class. This is important, because if it is not done, the discussion which arises in the conference will, in almost every case, lead to the omission of important topics, or the presentation of them in an illogical sequence. The best method of insuring this logical sequence is to prepare a set of memorandum cards outlining the topics, arranged in proper order. As each topic is covered, the card referring to it is turned down and the topic on the next card taken up.

(2) All important points under discussion must be brought out with outstanding distinctness and forceful directness.

d. An instructor must always bear in mind that he is responsible for the conduct of the conference, for the interest developed, and for the instruction imparted. The instructor's spirit, manner, and personality should dominate the conference. Unless this is the case, a successful conference cannot be expected. It is evident, therefore, that, aside from a mastery of the subject under consideration, an instructor's success is also influenced by his presentation of an interesting and live discussion, by his aggressiveness of thought and manner, and by his ability to hold attention. The latter factor is readily secured when the instructor's sequence is logical, and trend of thought is aggressive and forceful; and, at the same time, there is an absence of any domineering or offensive manner.

e. Pertinent questions of general interest should be encouraged, as in this manner obscure points are brought out and cleared up. On the other hand, an instructor must be constantly on the alert that he does not lose control of the conference by reason of the persistence of some members of the class in asking irrelevant or inconsequential questions. The tendency of some members of most classes to ask questions that refer to points that will be brought out

subsequently, adversely affects the logical sequence of the conference. They should be informed that the point will be covered later in the conference.

f. (1) As much discussion as possible should be drawn from members of the class on the important points of the subject, and as many as possible of the members of the class should be called upon to express their views on these points. The principal object of this is to determine whether or not the study of the text by the student has resulted in his gaining a proper conception and viewpoint of the main points under discussion. Questions put to the class for the purpose of initiating discussions should be of such a nature that they will require active thought on the part of the students rather than efforts to grope around in the text to find the answer. In case members of the class show incorrect views or failure to grasp a correct understanding of the point under discussion, it is then the instructor's duty to elucidate the point and to present the approved view with unmistakable emphasis.

(2) In order to obtain full and satisfactory discussions by members of a class, they should not be called upon to discuss points without warning. It is often advisable, before the conference, to write on the blackboard the scheme of the conference in the form of logically arranged subheads that are the phases of the subject that will be taken up for discussion in the order given, and to point these out to the class and indicate that members will be called upon to discuss them at the proper time. Another method is to give out this advance information before the conference.

(3) In initiating discussions of the various topics, the instructor should call upon more than one member of the class for the discussion of those topics that are of undoubted importance. If such discussions develop divergent views, or if they do not fully and emphatically bring out all of the important points, the instructor will then be made to realize his duty to enter into the discussion in order to give the approved view of the points in question, or to bring out those that have been omitted.

(4) In case a member of the class has handled the subject erroneously or incompletely and it is desired to have another member handle the same subject, it is important, in calling on another, not to give the impression that the question is being passed on account of erroneous or improper handling. In most cases, the personal feelings of individuals must be carefully guarded if full and free discussion by them is to be obtained.

g. A conference should, in general, be based upon a concrete situation. The mistake should not be made, however, of confining the whole conference to this situation. The principles involved in the situation under consideration should be brought out and their application discussed briefly, but the main part of the discussion should be devoted to the application of these principles to other and different

situations. In fact, this is the real purpose of a conference. The principles are the things to be discussed at length, not the situation used as an illustration. It is usually a mistake to require the class to memorize unimportant details of the illustrative problem, because these details apply only to the situation under discussion. However, to make sure that the class has studied the lesson assigned, a few questions referring to the larger aspects of the illustrative problem should be asked.

h. A discussion is often rather inclined to be dry and uninteresting, and, at times, gives the impression that the subject under discussion is highly theoretical. There is nothing so valuable for the purpose of sustaining interest in a lecture or a conference, and for the purpose of removing an impression of abstractness, as the citing of an historical example covering a similar concrete case. In general, the more recent the incident, the more valuable it is. For these reasons, an instructor should be prepared to present one or more historical examples illustrating the principles to be covered in this conference.

7. THE AUDIENCE . -- In preparing a lecture or conference, an instructor should consider carefully the composition of his prospective audience for the purpose of estimating their general or technical knowledge of the subject to be presented. For officers on duty with the service schools, the making of this estimate is not difficult. But for officers assigned to deliver lectures to or conduct conferences with the various classes of audiences they will encounter while on duty with other than regular military organizations, this will require some thought. It is important to realize that a highly technical lecture or discussion, prepared for delivery to an audience composed of individuals of similar training and education as the lecturer himself, cannot be delivered with the desired success to an audience not having some degree of technical knowledge of the subject. It should be the aim of the instructor, therefore, to seek the level of the audience and, where necessary, to prepare his discourse with the minimum of technical expressions and in plain and simple language that can be understood by all.

8. DELIVERY.-- a. The method of delivery of a lecture or discussion has an important influence in imparting instruction. An ideal method and one which makes the best impression upon an audience, is to speak without reference to the text or notes. This is a state of ability difficult to reach when a discourse requires more than a very few minutes to deliver, and requires much time for memorizing and practice, which often may not be available. As an aid to delivery, the use of cards containing a synopsis of the discourse arranged in proper sequence is often used. Such a method serves to refresh the memory and to keep the continuity of the discourse. Reading from manuscript usually makes the discourse prosy and hampers any effort to obtain a natural effect, which aids much in holding the attention and in sustaining the interest of the audience. However, by sufficient reading and practice, a discourse can be delivered with only occasional glances at the manuscript, and a pleasing delivery can be accomplished.

b. In elocution, it is a fundamental rule to speak sufficiently loud to enable the most distant auditor to hear with ease. In addition, a discourse should be delivered neither too

slowly nor too rapidly, with distinct articulation, and proper intonation and accentuation at the proper points. Failure of an audience to hear with ease and to understand everything delivered from the platform results in the general failure of a lecture or conference.

c. Other common faults in delivery that should be avoided are:

(1) Talking to the blackboard instead of to the audience.

(2) Writing in small figures or using dark colored chalk on the blackboard. Both these practices produce results which are hard for the audience to read.

(3) Standing between the audience and the blackboard upon which the subject under discussion is being illustrated.

(4) Emphasizing the importance of a point after a discussion of it. It is usually better to make this emphasis at the beginning of the discussion.

(5) Endeavoring to answer a question when uncertain as to the correct answer. In such a case, it is always better to inform the questioner that the point will be looked up and an answer given later.

4. In preparing lectures or conferences, care must be exercised to avoid trying to cover too much ground in one session. This results in too many points being presented in a condensed form, which prevents sufficient discussion and elucidation in the time allotted.

9. THE NECESSITY FOR UNIFORMITY IN METHODS OF INSTRUCTION.

-- a. The necessity for uniformity in methods of instruction has not always been appreciated in the past. It happens, often, that a new commander or instructor completely reverses the methods used by his predecessor. This course is unwarranted unless the methods employed previously were materially incorrect. Changing the methods in use always places those receiving instruction at a great disadvantage. It destroys the continuity of instruction and usually causes a marked decrease in interest. A few changes of methods, as a result of changes in instructors, are apt to cause all but the most persistent of those being instructed to conclude that further effort is useless, as what is taught by one instructor is considered all wrong by his successor.

b. The necessity for uniformity in methods of instructing has taken on added importance in the past few years because of the radical change in the military policy of the United States. A large majority of those who now receive military instruction are keen, alert men, whose interest in the work is considerable, and who are making sacrifices in order to pursue it. They are anxious to learn, and, at the same time, are apt to view the instructor with a critical eye. They assume, naturally enough, that he is an expert in the particular subject at hand and are prone to quote him in their discussion of the work with their brother officers. It is readily seen that if the methods of the various instructors do not agree thoroughly, doubts immediately arise in the minds of those re-

ceiving the instruction and much of the value of it is lost. The time these officers have to devote to their studies is, in the usual case, limited, and they properly expect a logical and progressive course of instruction. This is not possible if the methods employed are constantly being changed. It should be the aim of every officer to make every endeavor to carry on the work already started by his predecessors without unnecessary changes. An accurate test of an instructor is his ability to adapt himself to the methods of instruction already in force, provided these methods are sound and effective.

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