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THE NONCOMMISSIONED OFFICERS
OF THE US ARMY-Their changing
role and status from 1775 to
1983

A BIBLIOGRAPHIC GUIDE TO
RESEARCH IN THE HISTORY OF THE
NONCOMMISSIONED OFFICER IN THE
US ARMY

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A Bibliographic Guide to Research in the
History of the Noncommissioned Officer
in the United States Army

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Part I. A Brief Note on Researching the Subject.

To the best of my knowledge, no scholarly history of the noncommissioned officer in the United States Army exists. Furthermore, except for two published histories of the noncommissioned officer in the German Army (Die Geschichte des Deutschen Unteroffiziers, herausgegeben vom Reichstreubund ehemaliger Berufssoldaten, Bearbeiter: Hauptmann a.D. Freiherr, Ferdinand, von Ledebur, Berlin, 1939, and Unteroffiziere, Gestern, Heute, Morgen, Werner Lahne, Herford-Bonn, Verlag, Offene Wort, 1974) there have been no general histories written for any other army of this key element in the professional military hierarchy. In order to write a history of the noncommissioned officer in the United States Army, one must plough virgin soil.

This evidence of a long-time lack of interest in the history of the noncommissioned officer in the United States Army reflects, at least in part, a traditional tendency in Army recordkeeping to lump all personnel into two categories - officer and enlisted. Contrary to European practice, the American Army until recently did not regard noncommissioned officers as a distinct professional class with an identity apart from the mass of enlisted personnel from whose ranks they were drawn. Hence the researcher will not find noncommissioned officers clearly identified as a separate category until the most recent decades of this century. He will, instead, have to search for and dig out nuggets of information and with them piece together a factual mosaic out of which a history can be written.

Part II. Primary Sources

A Note on government records.

As with most official records, accessibility of records relating to the noncommissioned^{to} varies widely. Their status may be either unclassified or classified.

Generally speaking, these records may be grouped into three broad categories. The first and by far the largest, includes "open records" held by the National Archives, the U.S. Army Center of Military History, or the Sergeants Major Academy. These are available to all qualified researchers. In the second category are records that have been accessioned by the above institutions but are not open to the general public because of donor restrictions, incomplete processing, security classification, or other reasons. Access to portions of these records sometimes is granted to researchers with special clearances. A third category includes records still under the control of various staff agencies or major commands. Access to these records is granted only by the originating agency.

Federal laws and executive orders over the past seventeen years have resulted in the declassification of numerous records. Inasmuch as declassification is an ongoing process, researchers would be well advised to check frequently on the status of the records in which they are interested. A useful guide is the Declassified Documents Quarterly (Woodbridge, Conn.: Research Publications), available in most research libraries. Researchers also will wish to keep posted on new accessions and the opening of new collections of records at the National Archives and the Sergeants Major Academy.

Part III. Descriptions and Locations of Collections.

Issuance of General Regulations and General Orders began in March, 1825,

and of Army Regulations, which succeeded General Regulations, in 1841. A series of Special Regulations began in 1917. Numerous references to noncommissioned officers are to be found in these collections. Until the turn of the century, however, indexes - where they exist - did not list noncommissioned officers as a separate category. In most cases the researcher must dig through the collections page by page to discover specific references. The most complete and accessible collection of these documents is housed in a special section of the Army Library in the Pentagon.

Originating in 1778, Company Descriptive, or Orderly, Books are useful sources of information concerning noncommissioned officers - not so much for what they did but for who they were, where they came from, their physical descriptions and pre-enlistment occupations. In Infantry Drill Regulations, written by General Wilhelm von Steuben, the Army's first Inspector General, Company Commanders were instructed to keep these books, though more often they were maintained by the first sergeant. Here a record was kept of each man: when he enlisted, his prior occupation, his physical description, and his dates of promotion and discharge. These Descriptive Books were maintained throughout the Army until the turn of the Twentieth Century when they were replaced by the Morning Reports, which are much less useful sources of information about the noncommissioned officer.

The National Archives in Washington D.C. is the major location of these documents. An archivist in the Old Military Records Division of the National Archives should be consulted before using them. The documents are to be found in the files of the Adjutant General's Office, Record Group 94.

Correspondence collections relating to the noncommissioned officer are

found in several locations. As might be expected, the National Archives houses some of the most extensive, notably Letters Received by the Office of the Adjutant General, Main Series (1822-1860), Microcopy 567. This contains considerable correspondence relating to the appointment and relief of Ordnance Sergeants, as well as information on their families, their service, and their relationship to their officers. Records Group 407 contains considerable correspondence relating to noncommissioned officers for the period 1917-1919. ★

The Archivist of the Military History Institute at Carlisle Barracks, PA. has assembled a large collection of correspondence from soldiers of several of the nation's wars. The collection relating to enlisted men of the Civil War is especially strong; noncommissioned officers of the volunteer regiments who seem to have numbered within their ranks the most frequent letter writers. The Spanish-American War Survey is the designation given to a similar correspondence collection being assembled by the Archivist. The collection consists mainly of letters and diaries written by veterans of that war, many of whom were noncommissioned officers.

The Archivist is also assembling correspondence, papers, and diaries written by soldiers of World War I and World War II. Accessions are frequent and contain considerable material relating to noncommissioned officers. While much of the correspondence is highly personal in nature, the diligent researcher can dig out nuggets of information revealing just what it was like to be a noncommissioned officer at that time.

The same might be said for the collections of correspondence from noncommissioned officers held by the Curator of the Museum of the Noncommissioned Officer at the Sergeants' Major Academy in Ft. Bliss, Texas. Accessions are continuing, so that the collection should be checked frequently.

The U.S. Army Center of Military History maintains a collection of correspondence over a ten year period between the author and numerous noncommissioned officers on the preparation of this history. The collection also includes over a thousand questionnaires with comments and responses from noncommissioned officers in the army during the 1960's and 70's.

For the post World War II period the annual historical reports prepared by professional historians at the headquarters of the major commands are another source of information. Among the best of these are the "Occupation Forces in Europe in Europe Series," prepared by the Historical Division, EUCOM; the annual report of Headquarters USAREUR prepared for the CINC USAREUR; and the Annual Report of the U.S. Seventh Army. For the Pacific area there are "The Historical Report of the Eighth U.S. Army, 1945-47; "The Command Reports of the U.S. Eighth Army, 1947 - "and the "Far East Command Reports, 1947-52." The Pacific series, however, is less useful than the Eighth Army material for information relating to noncommissioned officers.

Additionally, useful material may be found in the Annual Historical Summaries prepared by the Deputy Chief of Staff for Personnel, and more recently in those prepared by the Deputy Chief of Staff for Operations, who today has oversight of noncommissioned officer training. CONARC's (now TRADOC's) Annual Reports of Major Activities should also be consulted for information relating to noncommissioned officers within those commands.

All of these reports may be consulted either in the National Archives (Modern Military Records Branch) or National Archives (Suitland Annex). Since most of these reports contain classified material, prior permission or clearance must be obtained before undertaking research.

The author has collected copies of 10 Staff Studies prepared for the Chief of Staff during the period 1970 - 1979. These studies deal specifically with important concepts and plans relating to noncommissioned officer development and status. Arranged in chronological order, they are on file in the U.S. Army Center of Military History.

One additional staff study concerning noncommissioned officers, "The Army as a Life Occupation of Enlisted Men," prepared in July for Army Chief of Staff Maj. Gen. J. Franklin Bell, maybe found in the National Archives. Quite voluminous, this study in the War College Division Correspondence (1903-1909), Records of the War Department General Staff and Special Staff, Old Military Records Division, Records Group 165. The study contains comprehensive information on noncommissioned officer pay and status in the early twentieth century.

Collections of oral histories and interviews are of three kinds. The first are those prepared and conducted by the author of this study with selected general officers and senior noncommissioned officers. These interviews focus upon some aspect of noncommissioned officer development, status, and performance. Some are in the form of notes taken during the interview, while others are on tape, usually an hour in length. Several of these have been transcribed. All are available in the U.S. Army Center of Military History.

The second kind of interview includes those prepared by specially trained students at the Sergeants Major Academy as part of the U.S. Army Museum of the Noncommissioned Officer Oral History program. This program has been modelled upon the Senior Officers' debriefing program conducted by Army War College students at Carlisle Barracks, Pa. Like many oral history programs, the

one at the Sergeants Major Academy has lagged for want of sufficient personnel to make transcriptions of the taped interviews.

The third kind of interview consists essentially of debriefing sessions with selected general officers often lasting over a period of several days. Most, if not all, of these interviews have been transcribed and are available for study at the Military History Institute's archives at Carlisle Barracks. Unlike the first and second kinds of interviews, these are not focused upon the noncommissioned officer. Rather the researcher must go through them page by page to look for comments concerning noncommissioned officers; quite often such comments will be about an outstanding noncommissioned officer who had much influence upon the interviewee as a young officer.

One transcript available at the Center of Military History is unique. Entitled "Life Since 1888," it contains the recollections of Sgt. Reginald A. Bradley, who was 100 years old at the time when the interview was conducted on 10 January, 1968 by Don Rickey, Jr., then of the Division of History of the National Park Service. Sergeant Bradley had served with the Army in Arizona and New Mexico in the last decades of the 19th Century. In spite of his advanced age, the interviewee gives a vivid and interesting picture of the life of noncommissioned officers in the old frontier army.

Part IV. Printed Works

1. Drill Regulations. Published as manuals for the colonial militia, the British standing army, the Continental Army, and the U.S. Army, these books describe in considerable detail the duties, functions, and responsibilities of the various grades of noncommissioned officers in garrison, in the field, and in combat. As the equipment, organization, and tactics of armies changed over the years, so did the duties of noncommissioned officers. In the following

manuals, presented in chronological order, can be traced the evolving role of the noncommissioned officer over several centuries.

Townshend, George. A Plan of Discipline for the Use of the Militia of the County of Norfolk. London, 1769. Brought by the British colonists to north America, this manual formed the basis for militia training and tactics, including the role of the noncommissioned officers.

General Wolfe's Instructions to Young Officers, also his order for a battalion and an army, etc. 2d Edition, London, 1780. The noncommissioned officers' role and status described for the British standing army.

Bland, Humphrey. A Treatise on Military Discipline, 4th Edition, London. S. Buckley, 1740. Another manual widely used by the colonial militia. Von Steuben, Frederick William. Regulations for the Order and Discipline of the Troops of the United States. Philadelphia, Styner & Cist, 1779. The first of the drill regulations written specifically for the Army of the new nation. Frederician tactics and traditions laid the foundations for noncommissioned officer duties herein described.

Rules and Regulations for the Field Exercise and Maneuvers of Infantry, Complied and Adapted to the Organization of the Army of the United States Agreeably to a Resolve of Congress, Dated, December, 1814. New York, 1815. French organization and tactics replace Frederician, and the role of the noncommissioned officer becomes more significant in combat, as noncommissioned officers become the bearers of the national and regimental colors as well as their guards.

Casey, Brig. Gen. Silas. U.S. Army Infantry Tactics for the Instructions, Exercises, and Maneuvers of the Soldier. A Company, Line of Skirmishers, Battalion, Brigade, or Corps d'Armee, Vols. I-III. New York Van Nostrand & Co.

1862. The role and duties of the noncommissioned officers in the union Army during the Civil war are described here.

Upton, Bvt. Major General Emory. Infantry Tactics, Double and Single Rank, Adapted to American Topography and Improved Fire Arms, Revised Edition. New York, D. Appleton, 1874. In the more open tactics advocated by Upton, the noncommissioned officers' role gains in importance.

Stewart, Captain M.B. Handbook for Noncommissioned Officers of Infantry. Kansas City, Mo. Hudson-Kimberly Publishing Co. 1903. A privately published handbook useful for descriptions of the noncommissioned officer's role in training the soldier.

Manual for Noncommissioned Officers and Privates of Infantry of the Organized Militia and Volunteers of the United States. The War Department, Washington, D.C. GPO, 1914.

A Manual for Noncommissioned Officers and Privates of Infantry of the Army of the United States, War Department, Washington, D.C. 1914. The role of the noncommissioned officer and his part in the school of the soldier. This was the manual used in training the vast Army of the United States during World War I.

2. Noncommissioned Officer Guides. Of a genre somewhat related to the *Drill Regulations*, these books concentrate rather on the non-combat role of the noncommissioned officer. They tell in considerable detail what the noncommissioned officer's duties and responsibilities are in garrison and what his relationship to the commissioned officer ought to be. Two of these guides are in print and available in either the Army Library in the Pentagon or the Library of the U.S. Army Center of Military History as well as in many bookstores. They are:

The Noncom's Guide (12th Edition). Harrisburg, PA.: The Military Service Publishing Company, January, 1957.

Cragg, Dan, SGM, USA (Ret.) The NCO Guide. Harrisburg, PA.: Stackpole Books.

3. Branch Schooling. Formal, systematic education for noncommissioned officers had its beginnings in several of the Army's oldest branch school. Descriptions of the training and the curriculum found in these schools, from the nineteenth into the early twentieth century, are to be found in the following books, most of which are located in the Army Library, the Library of the Military History Institute, Carlisle Barracks, Pa. and the Library of the U.S. Army, Center of Military History.

Abbot, Henry L. Early Days of the Engineer School of Application (Engineer School Occasional Paper # 14) Washington, D.C.: Engineer School of Application, 1904.

Arthur, Major Robert. The Coast Artillery School, 1824-1927. Fort Monroe, VA. The Coast Artillery School, 1928.

Arthur, Major Robert. The History of Fort Monroe. Fort Monroe, VA.: The Coast Artillery School. 1930.

Ashburn, Percy Moreau. A History of the Medical Department of the U.S. Army. Boston: Houghton Mifflin, Co. 1929.

Historical Sketch of the Signal Corps, 1860 - 1941. (Pamphlet # 32) Fort Monmouth, N.J.: Eastern Signal Corps Schools, 1942.

Whitnah, Donald R. A History of the United States Weather Bureau. Urbana, Ill.: University of Illinois Press, 1961.

4. General Histories. There are two widely available histories of the United States Army that are useful for putting the noncommissioned officer

corps in its historical context.

Ganoe, William Addleman. The History of the United States Army. New York: D. Appleton, 1924.

Weigley, Russell Frank. History of the United States Army. New York: MacMillan, 1967.

5. Special Histories. The following books cover topics ranging over a considerable period of the Army's history and specifically relating to the noncommissioned officer.

Emerson, LTC William K. Chevrons; Illustrated History and Catalog of U.S. Army Insignia, Washington, D.C.: Smithsonian Institution Press, 1983. A definitive work, especially from the Civil War onward.

Exley, Thomas M. A Compendium of the Pay of the Army, From 1785 to 1888. Washington, D.C.: GPO, 1888. An excellent presentation of comparative pay rates for all ranks during this period.

Goode, Col. Paul R. The United States Soldiers Home, a history of its first hundred years. Richmond, Va.: Privately published, 1957. A useful account of the first century of this haven for disabled and elderly noncommissioned officers.

Huntington, Samuel, The Soldier and the State, The Theory and Politics of Civil-Military Relations. Cambridge, Mass.: The Belknap Press of Harvard University Press, 1957. A traditional view of the position of the noncommissioned officer within the military hierarchy.

History of the Warrant Officer Corps, Department of Army Pamphlet, 600-11, 7 July, 1977. Valuable for understanding how the warrant officer

evolved from a special grade for senior noncommissioned officers to a corps in itself, quite distinct from the noncommissioned officer corps. corps.

S.L.A. Marshall, Commentary on Infantry Operations and Weapons Usage in Korea, Winter of 1950-51. OPO Study R-13, 27 October, 1953, The John Hopkins University. Helpful for understanding the combat role of the noncommissioned officers in Korea.

Enlisted Grade Study, Vol. IV, Annex E. Historical Review of the Enlisted Grade Structure of the U.S. Army, 1775-1976, prepared for Department of Army, Deputy Chief of Staff for Personnel. July 1976. A very useful survey of the evolution of enlisted grades. Copies are kept in the files of the U.S. Army, Center of Military History. ✓

6. Reports of Special Boards. In the post World War II period a series of appointed boards have prepared special reports for the Secretary of Defense, the Secretary of Army, and, in some cases for the Chief of Staff. In each of these reports there is much material relating either directly or indirectly to the noncommissioned officer. Copies of these reports are available either in the Army Library in the Pentagon or in the library of the U.S. Army Center of Military History. (There are two exceptions, as noted below.) These reports are listed in chronological order, since they deal with problem areas as they appeared in the post-war years.

Report of Board chaired by LTG James H. Doolittle to Secretary of War Robert P. Patterson, (May, 1946). Although most of this report focused upon the relationships between commissioned officers and enlisted men, there is some information concerning the role and status of the noncommissioned officer within the military hierarchy. Copies of this Report are to be found in

the Army Library in the Pentagon and in the Center of Military History, Washington, D.C.

Report of Board chaired by Rear Admiral J.P. Womble, Jr. to the Secretary of Defense, (October, 1953). Known also as the Womble Report on Service Careers, the Board examined ways of making military careers more attractive to men and women. Considerable information on noncommissioned officer professionalism may be found here.

Report of Board chaired by Ralph J. Cordiner to the Secretary of Defense, (May 1957). The Cordiner Committee examined military pay as a factor in attracting and holding capable men. The report is useful for examining noncommissioned officer status in the post-war army. The official title of the report is, A Modern Concept of Manpower Management and Compensation for the Personnel of the Uniformed Services, a report and recommendation for the Secretary of Defense, by the Defense Advisory Committee on Professional and Technical Compensation.

Report of the Field Manual Review Board, Annex B. Evolution of the United States Army Field Manual: from Valley Forge to Vietnam, prepared by the U.S. Army Combat Development Command, Ft. Belvoir, Va. 1966. The changing combat role of the noncommissioned officer can be traced in this report.

Study on Military Professionalism, prepared by the U.S. Army War College, 30 June, 1970. (In AWC Library (UB 147.U 49 C.18.) While concentrating upon professionalism among commissioned officers, this report also offers some insights into noncommissioned officer professionalism. Accompanying this report is A Preface for the Study on Leadership in the 1970's, by Maj. Gen. Franklin M. Davis, 8 July 1971. It should be read in

connection with the report on professionalism.

Report of the Board for Dynamic Training, Vol. IV. annexes F through I, 17 December, 1971. (In Ft. Benning, Ga. Library (U408.3 A2417.V4.) The role of the noncommissioned officers in training is examined as well as problems of training noncommissioned officers themselves.

Report to Congress by the Comptroller General of the United States, FPCD-81-29, March 31, 1981. Title of Report: The Army Needs to Improve Individual Soldier Training in its Units. This report contains numerous observations and data on shortcomings of noncommissioned officer leadership and training. A copy of this report is in the files of the U.S. Army Center of Military History, Washington, D.C.

7. A Select Bibliography of books arranged in chronological order and relating to the noncommissioned officer at different periods in the history of the United States Army.

A. The War for Independence

Bolton, Charles K. The Private Soldier under Washington. New York: C. Scribners & Son, 1902. One of the few works dealing exclusively with enlisted men in the Army of the Revolution.

Bowman, Allen. The Morale of the American Revolutionary Army. Washington, D.C.: The American Council on Public Affairs, 1943. Useful for attitudes and tribulations of enlisted men during the War of Independence.

Royster, Charles. A Revolutionary People at War, The Continental Army and the American Character, 1775-1783. Chapel Hill, N.C.: University of North Carolina Press, 1979. One of the best for this period. There is much relating to the noncommissioned officer in this work.

The Writings of George Washington, 1745-1799, edited by John C. Fitzpatrick. (The George Washington Bicentennial Commission, Washington, D.C.: GPO, 1931. The father of his army as well as of the nation had much to say about noncommissioned officers.

Wright, Robert K. Jr. The Continental Army. Washington, D.C.: U.S. Army Center of Military History, 1983. This is a very useful work on the organization of the Continental Army, indicating where the noncommissioned officers were to be found in the various units, from squad to company to battalion.

B. Frontier Army--pre Civil War.

Anon. An American Soldier, Recollections of the U.S. Army, a Series of Thrilling Tales and Sketches. Boston: James Munroe & Co. 1945. The trials and tribulations of an enlisted man in the pre - Civil War Army.

Bandel, Eugene, Frontier Life in the Army 1854-1861. (translated by Olga Bandel and Richard Jente) Glendale, CA.: The Arthur H. Clarke Co. 1932. A German immigrant enlists to see the west an excellent account of a noncommissioned officer's life and duties at Mid-Century.

Jacobs, James Ripley. The Beginning of the U.S. Army, 1773 - 1812. Princeton, N.J. Princeton University Press, 1947. The War of Independence to the old northwest frontier and the second war with Great Britain. A professional army begins to take shape.

Lowe, Percival G. Five Years a Dragoon, and other Adventures. Kansas City, Mo.: The Franklin Hudson Publishing Co., 1906. A new England farm boy enlists in the Army, eventually becomes a first sergeant. Excellent for noncommissioned officer's life in mid-nineteenth century.

Prucha, Francis Paul. The Sword of the Republic: The U.S. Army on the Frontier, 1783-1846. New York: Macmillan, 1969. More on the army in which

Bandel and Lowe served; the significance of the work such men accomplished.

c. The Civil War Army.

Ambrose, David Leib. History of the 7th Regiment, Illinois Volunteer Infantry, from its muster into U.S. service, April 25, 1861, to its final muster out July 9, 1865. Springfield, Ill.: Illinois Journal Co. 1868. A noncommissioned officer, later commissioned, tells the story of his regiment from a noncommissioned officer's point of view.

Lonn, Ella. Foreigners in the Union Army and Navy. Baton Rouge, La.: Louisiana University Press, 1951. Describes the role of foreign-born noncommissioned officers during the Civil War.

Meyers, August. Ten Years in the Ranks, U.S. Army. New York: The Stirling Press, 1914. The Army, both before and during the Civil War, as seen through the eyes of a foreign-born noncommissioned officer. .

Wiley, Bell Irvin. The Life of Billy Yank, the Common Soldier of the Union. New York: Bobbs-Merrill, 1951. Well-told and moving description of enlisted life during the Civil War.

D. The Frontier Army - the last of the Indian Wars.

Camp, Walter Mason. Custer in '76, Walter Camp's Notes on the Custer Fight., edited by Kenneth Hammer. Provo, Utah: Brigham Young University Press, 1976. Recollections of both commissioned and noncommissioned officers of the events surrounding the ill-fated battle.

Carter, Captain Robert G. USA (Ret.) The Old Sergeant's Story: Winning the West from the Indians and Bad Men in 1870 to 1876. New York: Hitchcock, 1926. Recollections of a noncommissioned officer as told to a captain of the 'old army.'

Downey, Fairfax. Indian Fighting Army. New York: Charles Scribners,

1943. Some good descriptions of the role played by noncommissioned officers in the last years of the Indian Wars.

Forsythe, Bvt. Brig. Gen. George A. The Story of the Soldier. New York: D. Appleton & Co., 1900. Interesting anecdotes of noncommissioned officers and others as told by a general officer of the post Civil War army.

Price, Captain George F., Fifth U.S. Cavalry. Across the Continent with the Fifth Cavalry. New York: Van Nostrand, 1883. Noncommissioned officers of the frontier army as seen by a regular officer of that army.

Rickey, Don Jr. Forty Miles a Day on Beans and Hay, the Enlisted Soldier Fighting the Indian Wars. Norman, OK.: The University of Oklahoma Press, 1963. Well documented account by an eminent historian of the frontier army.

Vaughn Jesse Wendell. The Battle of Platte Ridge. Norman, Ok.: University of Oklahoma Press, 1963. The story of the gallant Corporal Custard and his ill-fated wagon train.

Windolph, Sgt. I Fought with Custer: the Story of Sergeant Windolph, Last Survivor of the Battle of the Little Big Horn, as Told to Frazier and Robert Hunt. New York: Charles Scribners Sons, 1946. A noncommissioned officer's account.

Zog'baum, Rufus F. Horse, Foot, and Dragoons, Sketches of Army Life at Home and Abroad. New York: Harpers & Bros. 1880. Colorful vignettes of a soldier's life in the last days of the frontier army.

E. Between the Wars.

Foner, Jack D. The U.S. Soldier Between Two Wars: Army Life and Reform, 1865-1898. New York: Humanities Press, 1970. Many of the reforms affected the role and status of the noncommissioned officers.

Thomas, Lowell. Woodfill of the Regulars: a True Story of Adventure from the Arctic to the Argonne. Garden City, N.Y.: Doubleday Doran & Co. 1929. A noncommissioned officer's life from the Philippines to World War I.

Woodward, Frank R.E. The Dogs of War: A Newspaper Reporter's Experience in the Army. St. Louis, Mo.: A.F. Nelson Publishing Co. 1890. A moving account of the brutality of noncommissioned officers toward their men, and the indifference of commissioned officers to this brutality at Jefferson Barracks, Mo.

F. World War I.

Baldwin, Fred D. The American Enlisted Man in World War I. (A Princeton University Dissertation, 1964. Ann Arbor, Mich.: University Microfilms. Useful information on the background and selection of men to serve as noncommissioned officers.

Buxton, Edward G. Jr. Official History of the 82d Division in the A.E.F. 1917-1919. Indianapolis, Ind. Bobbs Merrill, 1919. One of the best divisional histories from World War I with some good accounts of noncommissioned officers.

English, George H. Jr. History of the 89th Division, U.S.A. Denver, Co.: Smith-Brooks Printing Co. 1920. Contains some narratives of how noncommissioned officers took command when all unit officers became casualties.

Fell, Captain Edgar T. compiler. History of the Seventh Division, U.S.A. (obtained from official sources and approved by unit commanders. Philadelphia, Pa. George H. Buchanan Co., 1927. Good accounts of brave noncommissioned officers.

Leed, Eric J. No Man's Land: Combat and Identity in World War I. Cambridge, UK. Cambridge University Press, 1979. Although focused upon the British Army, it gives excellent descriptions of the noncommissioned officer as a troop leader in combat.

O'Ryan, Maj. Gen. John F. The Story of the 17th Division. New York: Wynkoop, Hallenbeck, Crawford, Co., 1921. Further accounts of brave noncommissioned officers in combat situations.

Historical Committee, Second Division Association. The Second Division, A.E.F. in France, 1917 - 1918. New York: The Hillman Press, 1937. Some narratives of regular army noncommissioned officers in World War I.

Pennsylvania in the World War; an illustrated history of the 28th Division, Vols. 1-11. Pittsburgh Pa.: States Publication Society, 1921. Citations of courageous noncommissioned officers.

Society of the First Division. History of the First Division, A.E.F. 1917 - 1918. Philadelphia, Pa.: John C. Winston Co., 1922. Combat narratives involving able noncommissioned officers.

Straub, Elmer Frank. A Sergeant's Diary in the World War; the Diary of an Enlisted Member of the 150th Field Artillery, 42d (Rainbow) Division, October 27, 1917 to August 7, 1919. (Indiana War Records, Vol. III) Indianapolis, Ind.: Indiana Historical Commission, 1923. Useful insights into a noncommissioned officer's experience during World War I.

G. Post-War Army.

Griffith, Robert K. Jr. Men Wanted for the U.S. Army: America's Experience with an All-Volunteer Army Between the World Wars. Westport, Conn.: Greenwood Press, 1982. Vivid description of the plight of the career noncommissioned officers during a period of retrenchment in military manpower.

Holley, I.B. General John M. Palmer, Citizen, Soldier, and the Army of a Democracy. Westport, Conn.: Greenwood Press, 1982. Some excellent analysis of the regular army between the wars.

Palmer, John M. America in Arms, the Experience of the United States with Military Organization. New Haven, Conn.: Yale University Press, 1941. Useful for an understanding of Army organization in two World Wars.

H. World War II.

In the series the U.S. Army in World War II with the sub-series, The War in the Pacific, The Mediterranean Theater of Operations, and the European Theater of Operations are to be found some of the most authentic accounts of noncommissioned officers in combat during these campaigns. The published catalogues of the U.S. Army Center of Military History should be consulted for the titles of the individual books in these series. There are nineteen titles describing military operations.

MacDonald, Charles B. Company Commander. Washington, D.C.: Infantry Journal Press, 1947. A company commander describes how his noncommissioned officers performed their duties in combat during the Battle of the Huertgen Forest in Germany.

Newman, Maj. Gen. Aubrey. Follow Me: The Human Element in Leadership. San Francisco, Ca.: The Presidio Press, 1981. An officer discusses combat leadership by both commissioned and noncommissioned officers. ★

Palmer, Robert R. Procurement of Enlisted Personnel for the Army Ground Forces; the Problem of Quality. Study No. 5. Washington Historical Section, Army Ground Forces, 1946. Useful for background of selection of men to be trained as noncommissioned officers.

Palmer, Robert R. Organization and Training of New Ground Combat

Elements. Study No. 9. Washington Historical Section, Army Ground Forces, 1946. Background of wartime training programs.

I. The Korean War.

Appleton, Roy E. The United States Army in the Korean War; South to the Nakdong, North to the Yalu, June-November, 1950. Washington, D.C.: Center of Military History, 1961. The noncommissioned officer as a combat leader is brilliantly described in many actions.

Fehrenbach, T. R. This Kind of War: A Study in Unpreparedness. New York: Macmillan, 1963. More examples of noncommissioned officers as combat leaders.

Gugler, Russell A. Combat Actions in Korea. Washington, D.C.: Combat Forces Press, 1954. Contains many examples illustrative of the noncommissioned officers' role in combat.

J. The Vietnam War.

The student seeking information regarding the noncommissioned officers during this conflict should consult Ronald H. Spector, Researching the Vietnam Experience (Historical Analysis Series) Analysis Branch, U.S. Army Center of Military History, Washington, D.C.: Government Printing Office, 1984. This is the best available bibliographic guide for the war in Vietnam.

K. Works Dealing with Several Time Periods.

Dandridge, Col. Malone M. Small Unit Leadership: A Commonsense Approach. Novato, Ca. Presidio Press, 1983. The noncommissioned officer as a small unit leader in the modern army.

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