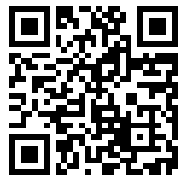

This is a reproduction of a library book that was digitized by Google as part of an ongoing effort to preserve the information in books and make it universally accessible.

GoogleTM books

<https://books.google.com>



D101.11:

12-250

1942

GOVT PUBLS DEPT
TM 12-250

GPD Storage (SuDocs)

WAR DEPARTMENT

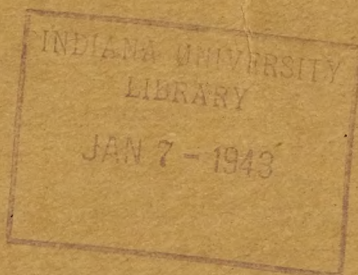
TECHNICAL MANUAL



ADMINISTRATION

October 10, 1942

Unrec'd



FOREWORD

This manual is in three parts—part one, company administration; part two, regimental administration; and part three, special component—Women's Army Auxiliary Corps (WAAC). So closely interwoven are regimental administration and company administration that it is impractical to consider one without the other. The regimental adjutant and personnel officer should be thoroughly familiar with the details of company administration; and the company commander should be conversant with the procedures and objectives of regimental administration.

Both adjutant and company commander are administrators. Only by the closest cooperation can their common purpose—success in combat—be attained. When administration is inefficient and the orderly processes are cluttered with misunderstandings and lack of knowledge, the training program suffers. When administration is efficient and there is teamwork, training proceeds unhampered and the chances of success in combat are improved.

While the procedures and suggestions described in this manual pertain to an infantry rifle company and an infantry regiment, they are, with only minor variations, applicable to similar organizations throughout the Army. A specific company and a specific regiment, both fictitious, have been chosen as illustrative examples, because it is felt that instruction can best be imparted by specific example. A typical soldier—one Michael J. Kelsey (also fictitious)—has been selected to show the administration procedures which are required in inducting (or enlisting) an enlisted man and administering his affairs during his military career.

In some instances, the text of this manual is repetitious. This is deliberate, so that each description of a procedure or a policy will be complete in itself.

Army Regulations and directives are constantly changing, especially in these days of emergency. The reader should be careful, therefore, to consult his files for current changes. This manual can do no more than point the way, discuss the fundamental factors which govern, and give the reader a comprehensive understanding of the administrative problems of company and regiment, with the hope that he will be inspired to make *his* company and *his* regiment the best-administered organization in the Army.

TECHNICAL MANUAL }
No. 12-250

WAR DEPARTMENT,
WASHINGTON, October 10, 1942.

ADMINISTRATION

	Paragraphs
PART ONE. Company.	1-7
CHAPTER 1. General-----	
CHAPTER 2. Business management—property.	8-14
SECTION I. General-----	15-26
II. Property records and reports-----	
CHAPTER 3. Business management—mess.	27-35
SECTION I. Mess management-----	36-38
II. Mess records and reports-----	
CHAPTER 4. Business management—fiscal.	39-41
SECTION I. Payment of company-----	42-50
II. Company fund-----	
CHAPTER 5. Personnel management.	
SECTION I. Initial organization of infantry rifle company-----	51-68
II. Duties of key noncommissioned officers-----	69-73
CHAPTER 6. Organization records and reports.	74-76
SECTION I. General-----	77-87
II. Morning report-----	88-96
III. Daily sick report-----	97-107
IV. Duty roster-----	108-113
V. Record of company punishment-----	114-116
VI. Organization records of individual qualification in arms-----	117
VII. Company correspondence file-----	
PART TWO. Regiment.	
CHAPTER 1. Attitudes and responsibilities-----	118-138
CHAPTER 2. Regimental headquarters.	
SECTION I. Organization of headquarters-----	139-154
II. Regimental supply officer-----	155-160
III. Use of Army Regulations and directives-----	161-173

*This manual supersedes TM 12-250, February 10, 1942.

PART TWO. Regiment—Continued.

CHAPTER 3. Administrative operation.	Paragraphs
SECTION I. General	174-175
II. Preactivation period	176-177
III. Activation	178-181
IV. Normal work flow and typical day	182-199
CHAPTER 4. Unit personnel section—Operation	200-209
CHAPTER 5. Enlisted subsection.	
SECTION I. Service record	210-247
II. Pay and allowances of enlisted men	248-267
III. Pay rolls	268-288
IV. Statement of charges	289-296
V. Transfer of enlisted men	297-302
VI. AWOL and desertion	303-309
VII. Discharges	310-325
VIII. Final statements	326-331
IX. Classification and soldier's qualification card	332-340
X. Enlisted 201 files	341-346
XI. Locator card files	347-350
CHAPTER 6. Officers subsection.	
SECTION I. Officer 201 files	351-353
II. Officer qualification and status cards	354-358
III. Efficiency reports	359-372
IV. Reserve officers, active duty	373-385
V. Pay and mileage vouchers	386-393
VI. Officer locator cards	394
VII. Officer rosters	395-396
VIII. Clearance	397
CHAPTER 7. Reports and returns subsection.	
SECTION I. Morning reports	398-403
II. Reports of change	404-407
III. Ration returns	408-415
IV. Monthly rosters	416-420
V. Postal subsection	421-423
CHAPTER 8. Correspondence and orders subsection.	
SECTION I. Personnel correspondence	424-433
II. General orders and special orders	434-464
CHAPTER 9. Story of Michael J. Kelsey	465-510
CHAPTER 10. Regimental Administration in the field.	
SECTION I. Forward echelon	511-526
II. Rear echelon	527-539

ADMINISTRATION

PART THREE. Special component—Women's Army Auxiliary Corps (WAAC).

	Paragraphs
SECTION I. Organization	540-546
II. Appointment and enrollment	547-558
✓ III. Promotion, demotion, rating, and dis- rating	559-563
IV. Discharge	564-566
V. Discipline	567-575
VI. Uniforms and equipment	576-578
✓ VII. Benefits	579-581
✓ VIII. Pay and allowances	582-584
IX. Miscellaneous	585-588
	Page
APPENDIX I. Army Regulations base numbers	395
II. Military publications	397
III. Organization of officers' mess	401
IV. Types of boards	404
V. Check list for boards	405
VI. Accident investigations	407
VII. Report of investigation and board proceedings	423
VIII. Courts martial	433
IX. List of forms	440
INDEX	443

PART ONE

COMPANY

CHAPTER 1

GENERAL

1. *Administration* begins in the company (or similar organization). That is where enlisted men live and work, where changes in their status take place. That is where they are fed, housed, clothed, disciplined, and trained to become efficient, high-spirited fighting teams. The entire process of administering their affairs—from squad to War Department—depends in large measure upon the initial action of the company commander. If that first action by the company commander and his lieutenants is sound, speedy, and accurate the administrative process throughout the Army may then become a smooth-running operation of which the tactical commander is scarcely conscious.

2. *a.* Thus the company commander is a key person in Army administration. His responsibility is a heavy one. He must carry this administrative responsibility in addition to his responsibility for tactical training. Without careful planning, one or the other is likely to suffer.

b. The solution of the problem is for the company commander to delegate specific administrative duties to his officers. His second in command should carry the greater part of the administrative burden, so far as regulations permit; or the company commander may delegate certain administrative duties to other company officers. This *responsibility*, however, he cannot delegate—that is inherent in the command function. He alone is responsible for training and administration of the company. His skill as a commander is measured to a considerable degree by his ability to decentralize administrative duties and then to supervise the work of his assistants.

3. Within the company, administration falls into three general classifications: management, record keeping, and reporting.

a. Management includes the management of the organization, or business management, and management of individuals. Organization management is the operation of those utilities which pertain to housing, messing, clothing, and unit funds. Individual management is the art of handling men and may be summed up in one word—leadership.

b. Record keeping and reporting likewise fall into two classifications: organizational record keeping and individual, or personnel, record keeping and reporting. The term "record keeping" should be understood to mean the recording of executive action taken, and "reporting" to mean reports rendered on individuals or organizations on which future executive action may be predicated.

4. Within the company, the organization records include: the company morning report, which is both statistical and historical, and which is the general ledger upon which other accounting documents and procedures are based; the daily sick report, also statistical and historical, forming with the morning report another source from which data are obtained for individual records; the duty roster, a record which enables the company commander to distribute equitably the burdens of guard, fatigue, and other details among the members of the organization; the range record, a statistical record, which shows the degree of firing proficiency reached by each member of the organization; and the file of company orders, a legal and official historical record of executive action affecting both the organization and its individual members. All of the above are organization records pertaining to personnel. Other organization records have to do with the operation of organization utilities: supply, mess, and management of the company's fiscal affairs.

5. Individual or personnel record keeping is an integral part of the Army personnel system, closely interwoven with organization record keeping and with personnel management. Under the reorganization of the Army personnel system, the methods of maintaining personnel records, both historical and statistical, have undergone considerable alteration. The new system is simpler, more rapid, and more accurate. The statistical phase of personnel record keeping, as it concerns both the individual and the company, is now performed at regimental headquarters by the unit personnel section. From the company morning report, data concerning the change of status of each individual are abstracted in the unit personnel section and entered in certain individual records and reports.

6. The Army personnel system relieves the company commander of many of the irksome details of manual record keeping and obviates the handling of much correspondence concerning the individuals of his command. Its purpose is to assist the company commander and the commanders of other echelons by improving the methods of statistical record keeping. But it *does not relieve the company commander* of responsibility for the efficient administration of the affairs of his company.

7. It must always be remembered that record keeping and reporting are only a small part of administration and management. "Paper work," so called, is nothing more nor less than the recording of past executive action, or the recording of facts upon which future executive action may be based. Planned and intelligent management will reduce routine paper work to a minimum. Recording and reporting are a necessary part of administration and management; but they are only a part. They are the result of action, not action itself. *Good* "paper work" causes no trouble. It is only *bad* paper work that brings confusion, uncertainty, and trouble.

CHAPTER 2

BUSINESS MANAGEMENT—PROPERTY

	Paragraphs
Section I. General.....	8-14
II. Property records and reports.....	15-26

SECTION I

GENERAL

8. Consider the company as a corporate body, organized to accomplish a definite mission. A corporation is organized under a charter and has a constitution and bylaws. The charter, which prescribes the number of incorporators, would correspond to the Tables of Organization, under which the infantry rifle company contains 198 persons. The constitution and bylaws of the civil corporation may be compared to the Articles of War and Army Regulations, which govern the administration of the Army. For convenience and efficiency in the various executive functions which constitute management, the corporation is usually divided into departments. The company in the Army is similarly divided. It consists of four departments: property, mess, fiscal, and personnel. While each is a different phase of company management, they are interdependent parts of the whole. Various techniques and records are required in the management of these departments. Detailed supervision of the departmental operation may be delegated to subordinates, but the responsibility for smooth, efficient operation of the whole still rests with the company commander and cannot be delegated. The company commander is the general manager. To be a successful general manager, he must exercise, in full measure, the essential and indispensable qualities of leadership.

9. The company commander's function with respect to property management includes procurement, issue, care, and accounting of the equipment and supplies issued by the several arms and services for the use of his organization. Tables of Basic Allowances set up the number, kind, and type of various articles of equipment to which any organization is entitled. Property issued to the company falls into three general classifications:

a. Organizational property which is common to and used by the organization as such, and is listed in Tables of Basic Allowances for that particular type of organization.

b. Camp and garrison equipment, which includes property or equipment not listed in Tables of Basic Allowances and is generally drawn on memorandum receipt from an officer of the station complement who has been designated as custodial officer for the unit.

c. Individual property which includes equipment and clothing for each man.

10. a. Initial issue of Tables of Basic Allowances equipment is made to the company commander by the supply officer of his unit without requisition; that is, by the regimental or corresponding supply officer. The company commander need not give a memorandum receipt for articles of Tables of Basic Allowances equipment so drawn. For any additional equipment after initial issue, the company commander must place a requisition with the unit supply officer. The company commander is, nevertheless, responsible for all property pertaining to his command, whether he receipts for it or not. In the case of clothing and individual equipment, the receipt by the soldier is acknowledged on W. D., A. G. O. Form No. 32 (Individual Clothing and Equipment Record) (see fig. 2).

b. Property issued to an officer, enlisted man, or other individual should be receipted for on W. D., Q. M. C. Form No. 487 (Memorandum Receipt) (see fig. 1), or in the case of an enlisted man it may be entered on W. D., A. G. O. Form No. 32. This memorandum receipt (used as either a debit or a credit slip) is prepared in duplicate. In the case of a debit slip, the original is signed by the officer or individual receiving the articles, and the duplicate is initialed by the issuing person and is retained by the individual receiving the property. In the case of the credit slip, the original is signed by the responsible officer and turned over to the person turning in the property as his receipt.

c. The custodial officer draws camp and garrison equipment from the post property officer, and issues it to the company commander. The company commander is not concerned with the requisition of such property. However, he must contact the custodial officer for replacement and additional equipment pertaining to post, camp, or station.

11. The regimental or similar unit supply officer must furnish to each company or similar unit commander a company property book showing in detail the articles prescribed in Table of Basic Allowances for his unit. This property book will be maintained by the company or similar unit commander and will reflect at all times—

a. Quantities of each article prescribed by Table of Basic Allowances for his unit.

b. Quantities of each article in serviceable condition actually on hand in the organization.

c. Quantities of each article not on hand, with validated requisitions for such articles.

d. Quantities of each article in excess of the authorized allowance, with written authority therefor.

e. Articles required to be accounted for by serial numbers.

f. Articles designated as "supervised property" (AR 20-35 and AR 35-6640).

12. When an individual enlisted man is transferred from one unit to another, he takes with him the individual clothing and equipment issued to him on Table of Basic Allowances. This clothing and equipment is listed on W. D., A. G. O. Form No. 32, and Form No. 32 accompanies the service record to the man's new organization. Individual equipment, in addition to Table of Basic Allowances property issued for training purposes, is turned in upon permanent transfer of the enlisted man and is reissued when needed. Clothing and equipment which is Table of Basic Allowances property need not be accounted for after issue and the company commander of the man's new company does not pick it up on his company property book; but he does hold the man responsible on W. D., A. G. O. Form No. 36 (Statement of Charges) for any of this property damaged or lost through the soldier's own carelessness. However, if the soldier takes with him property which cannot be dropped from accountability, this property is listed as follows:

a. Property on company property book; listed on W. D., A. G. O. Form No. 35 (Individual Clothing Slip) in duplicate. Company commander and the soldier sign both copies. One copy is filed with company property book (initial company) as a credit voucher and one copy is forwarded with the service record and becomes a debit voucher to the company property book of the new company commander.

b. Post property; listed on W. D., A. G. O. Form No. 35 utilizing blank lines without regard to printed group headings. Made in quadruplicate. All copies signed by soldier and by company commander in space "Name of witnessing or issuing officer." Heavy line is drawn in ink through each blank space in the column "Quantities issued" on all copies before enlisted man signs. Original copy is returned to the accountable officer; other copies go with the soldier's service record to new organization.

13. a. Individual responsibility for property will be enforced by disciplinary action. Pecuniary responsibility of an enlisted man will be enforced by W. D., A. G. O. Form No. 36 (Statement of Charges)

(see AR 345-300) or W. D., A. G. O. Form No. 15 (Report of Survey) (see AR 35-6640).

b. In the event that a soldier to whom nonexpendable Government property has been issued, loses, damages, or destroys such property through failure to care for it, he may be required to pay for it. If, when called upon to produce the property, he does not have it, the soldier should then be called upon to sign W. D., A. G. O. Form No. 36 (see fig. 28).

c. However, not all lost, damaged, or destroyed property is paid for by the soldier to whom such property is issued, or by the company commander. Army regulations recognize the fact that property may be lost, stolen, damaged, or destroyed, or worn out in the public service, and as an incident to such service; and that in such case no individual should be held liable for its loss, damage, destruction, or unserviceability. Therefore, in order to relieve the responsible officer of his responsibility and his pecuniary liability, such property may be "surveyed"; or if it has become unserviceable through fair wear and tear in the public service, it may be listed on an inventory and inspection report and disposed of by the action of an inspector general or a special inspector.

14. There are two general classes of property: nonexpendable and expendable. Nonexpendable property is that of a permanent or semipermanent nature and of such character that it does not lose its identity through use. For example, rifles, field glasses, tents, stoves, motor vehicles, are nonexpendable property; whereas ammunition, cleaning and preserving materials, paper, ink, stencils, and materials which are consumed by use, or which lose their identity (ink, for example, is both consumed and loses its identity when used) are classed as expendable property.

SECTION II

PROPERTY RECORDS AND REPORTS

15. The following forms are required for the issue of property to an organization and for the accounting procedures after the property is received by the company or similar organization:

Requisition (W. D., Q. M. C. Form No. 400).

Requisition and Receipt for Stationery and Office Supplies
(W. D., Q. M. C. Form No. 412).

Requisition and Receipt for Cleaning and Preserving Materials
(W. D., Q. M. C. Form No. 413).

earliest possible moment. In normal times each enlisted man, upon enlistment in the Army, is entitled to an annual clothing money allowance, against which is charged the money value of the clothing

INDIVIDUAL CLOTHING AND EQUIPMENT RECORD

(See AR 35-6550, 35-6720, 35-6560, and 615-40)

CLOTHING AND EQUIPAGE

ARTICLES	Size	Issued												Turned in							
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Date Recd.		6/1/24	6/5/24	10/10/24	11/2/24									12/1/24							
Breeches, cotton		1												1							
Breeches, wool																					
Coat, wool	38L	1												1							
Jacket, field	38L	1												1							
Shirt, cotton	14 1/2	2												1							
Shirt, wool	14 1/2	2												1							
Mackinaw																					
Overcoat, wool	38L	1												1							
Trousers, cotton	32	2												1							
Trousers, wool	32			2										1							
Raincoat	MED	1												1							
Drawers, cotton	32	5												3							
Undershirt, cotton	38	5												3							
Drawers, wool	32			2										1							
Undershirt, wool	38			2										1							
Socks, cotton	10	3												1							
Socks, wool, heavy														1							
Socks, wool, light	10	3												1							
Cap, garrison, cotton, khaki	7	2												1							
Cap, garrison, c. d.	7			2																	
Cap, wool, knit																					
Overshoes, Arctic																					
Boots, legging-top																					
Leggings, canvas, dismounted		2												1							
Shoes, low-quarter														1							
Shoes, service	7	2												1							
Jacket, herringbone twill		1																			
Trousers, herringbone twill																					
Suit, herringbone twill	38	1																			
Cap, herringbone twill	7	1																			
Hat, herringbone twill	7	1																			
Belt, waist, web		1																			
Gloves, heavy leather	7	1																			
Gloves, riding, lined																					
Gloves, riding, unlined																					
Gloves, wool, c. d.	7			1																	
Handkerchief		4												1							
Necktie		2																			

Kelsey

(Last name)

Michael

(First name)

James

(Middle name)

30766766

(Army serial number)

Techn, 5th Grade
(Grade)

Company L, 100th Infantry
(Organization, regiment, army or service)

16-57507-1

Enlisted for _____ years.

*Use lead pencil on this line and correct as change occurs.

W. D., A. G. O. Form No. 88
February 24, 1943

① Front.

FIGURE 2.

issued to him during his term of enlistment. The balance, if any, remaining at the end of the enlistment period, is paid to the soldier in cash.

ADMINISTRATION

b. The annual clothing money allowance has been discontinued, however, during the emergency, and the necessary clothing and

CLOTHING AND EQUIPAGE—Continued

ARTICLES	Size	ISSUED												TURNED IN							
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8
Date line.....		4/1 7/2	6/5 7/2	10/2 11/2	11/2 12/2									12/19 1/2							
Collar, insignia, U.S.		/	/	/	/									/							
Collar, insignia, arm or service		/	/	/	/									/							
Sleeve insignia		/	/	/	/									/							
Chevron, to denote grade		/	/	/	/									/							
Shoulder insignia		/	/	/	/									/							
Stripe, service		/	/	/	/									/							
Bag, barrack		/	/	/	/									/							
Bag, canvas, field		/	/	/	/									/							
Belt, cartridge		/	/	/	/									/							
Belt, pistol		/	/	/	/									/							
Blanket, wool, c. & M 1934		/	/	/	/									/							
Brush, shaving		/	/	/	/									/							
Brush, tooth		/	/	/	/									/							
Can, mess		/	/	/	/									/							
Carrier, pack		/	/	/	/									/							
Comb		/	/	/	/									/							
Cover, canteen		/	/	/	/									/							
Cup		/	/	/	/									/							
Fork		/	/	/	/									/							
Haversack		/	/	/	/									/							
Knife		/	/	/	/									/							
Pin, tent, shelter		/	/	/	/									/							
Pocket, magazine, double-web		/	/	/	/									/							
Pouch, first-aid		/	/	/	/									/							
Razor, safety, 5 blades		/	/	/	/									/							
Spoon		/	/	/	/									/							
Suspenders, belt, cartridge		/	/	/	/									/							
Tag, identification		/	/	/	/									/							
Tape, identification		/	/	/	/									/							
Tent, shelter, half		/	/	/	/									/							
Towel, bath		/	/	/	/									/							
Towel, back		/	/	/	/									/							
Pouch, first-aid		/	/	/	/									/							
Cot Steel		/	/	/	/									/							
Mattress		/	/	/	/									/							
Canteen, DM		/	/	/	/									/							
Rifle, U.S. Cal. 30 M1917		/	/	/	/									/							
Canteen, DM		/	/	/	/									/							
Flashlight, TL-122-A		/	/	/	/									/							
Related man's initials*		/	/	/	/									/							
Officer's initials*		/	/	/	/									/							

*The related man's initials indicate the acknowledgment of the receipt or turn-in of the articles in the column indicated; the officer's initials indicate that the articles have been issued or turned in.

U. S. GOVERNMENT PRINTING OFFICE : 1942 16-27207-1

② Back.

FIGURE 2—Continued.

equipment are issued to each soldier on W. D., A. G. O. Form No. 32 (see fig. 2).

17. In order to expedite the issuance of clothing and equipment to the soldier, it is advisable for the company commander to have Forms No. 32 prepared in advance by typing in the name and Army

serial number of the soldier at the bottom of page 1. The grade and organization of the soldier, however, are entered only in pencil, and are changed from time to time as the occasion warrants. The date of issue at the top of the column can be filled in in advance, also the quantity of each item to be issued. Where no quantity of any item is issued, a diagonal line should be drawn through that square. In this way, only the sizes remain to be filled in by the issuing officer. The same procedure is followed in preparing the form for the issuance of equipment.

18. After clothing and equipment have been issued, the soldier initials the form as evidence that he has received the items, and the issuing officer initials the form as evidence that he has made the issue. The form is then filed with the company records and constitutes a record of sizes. The soldier is responsible for the proper care of clothing and equipment issued to him.

19. It is customary to issue clothing in accordance with climatic conditions, cotton usually being issued for hot weather. When climatic conditions make an issue of wool advisable, cotton may be turned in or may be retained, as higher authority directs.

20. *a.* Clothing may also be issued to the individual soldier on W. D., A. G. O. Form No. 35. This form is used, however, only as an interim form, for example, when a prisoner is issued clothing temporarily, or a soldier on detached service requires additional clothing.

b. In case of transfer, items other than clothing carried on the property book may be transferred with him on W. D., A. G. O. Form No. 35, or clothing may be drawn individually by him (see *a* above) on this form, and then recorded on W. D., A. G. O. Form No. 32.

21. Property drawn by the company and not immediately issued on memorandum receipt to individuals for use should be retained in the company storeroom under lock and key. When the company commander feels that he has sufficient confidence in the supply sergeant to entrust to him the key to the supply room, he may do so; but the company commander himself retains full responsibility for the safekeeping of property.

22. *a.* There should be a complete physical inventory at least once every 6 months of all property which is in the company and in the storeroom, as well as property kept in barracks and mess halls for daily use. The company commander should personally make this inventory. He should also make frequent spot checks of various items, both in the possession of the men and in the supply room. Platoon commanders should make frequent spot checks of the property in the

hands of members of their platoons. All ordnance property should be checked monthly by serial numbers.

b. Upon taking command of an organization and assuming responsibility for property, an officer should make a careful physical inventory jointly with the officer whom he is superseding and should compare the results of the inventory with the list of property in the company property book. Differences should be accounted for by validated copies of requisitions, reports of survey, statements of charges, or inventory and inspection reports.

c. In event that property is lost, damaged, or destroyed, there are two methods of securing relief from pecuniary liability; and placing responsibility:

(1) W. D., A. G. O. Form No. 15 (see fig. 3 and AR 35-6640).

(2) W. D., A. G. O. Form No. 36 (see fig. 28 and AR 345-300).

23. a. W. D., A. G. O. Form 15 is made in triplicate, by the officer responsible for the property being surveyed. A separate report of survey is made for property pertaining to each supply arm or service, such as quartermaster property, ordnance property, signal property, etc. Detailed instructions as to the proper preparation, routing, and action on reports of survey are set forth in AR 35-6640, which established a simplified system of property accounting. See figure 3 for example of a report of survey properly accomplished, covering the destruction of Table of Basic Allowances, quartermaster property in possession of Company L, 100th Infantry. This report of survey is made in accordance with instructions contained in Circular No. 105, W. D., 1942. Note that on the top of the printed form, over the name of the responsible officer, is written the words, "No accountability"; also, after the printed words, "Accountable officer," the word "None" is written. Under the property accountability system established by Circular No. 105, W. D., 1942, Table of Basic Allowances, property pertaining to the company is dropped from accountability when it is issued to the company on shipping ticket and entered in the company property book. Note that with this report of survey only one exhibit is attached, this being the approved report of a board of officers appointed by the regimental commander to investigate the fire in which these articles were destroyed. Also note that the affidavit is executed by the supply sergeant because he was the person in whose immediate custody the property was placed and because he had personal knowledge of the facts of the loss. The company commander might make recommendations, if pertinent, as to the disposition of the property being surveyed, but in this case the property is entirely destroyed, hence no disposition is possible.

b. Under the heading "Date and circumstances" should be entered a brief but adequately detailed account of the facts and circumstances of the loss of the property and the date. The principal statement of fact made in describing the loss, damage, or destruction of property should be supported by an affidavit. Such statements, made in affidavit form and showing the total money value, are called "exhibits," and are listed as "Exhibits A to Z—R/S (date)." If several different articles are on the same report of survey, and if they were lost, damaged, or destroyed at different times and under different circumstances, a statement under "Date and circumstances" should be entered for each, together with supporting affidavits for each. Reference to such statement should be made in the proper place on the report of survey. In the interests of reducing paper work and of expediting action, evidence supporting reports of survey should be reduced to the barest essentials.

c. The affidavit in the lower left column must be subscribed to by the responsible (or accountable) officer, *or by the person (officer or enlisted man) having personal knowledge of the facts sworn to.* If the affidavit is signed by the company commander or by the officer initiating the report of survey, the certificate in the next column need not be signed. The obvious reason for calling one an affidavit and the other a certificate is that, by long usage and customs of the service, an enlisted man makes an affidavit in such a case, and a commissioned officer executes a certificate. In the case illustrated in figure 3, the supply sergeant, having personal knowledge of the facts, is the logical person to execute this affidavit. However, if the company commander so desires, he himself may sign the affidavit and leave the certificate unsigned. In that case, Sergeant Botwell's affidavit, included as an exhibit, would be sufficient to bring out his personal knowledge of the facts.

d. After the report of survey has been made, it should be checked to be sure that the following things have been done:

(1) Is the class of property—quartermaster, ordnance, medical, signal, engineer, etc.—shown?

(2) Are the designation of the account and the station properly shown?

(3) Are the name, grade, and arm or service of the unit supply officer shown?

(4) Is the date entered?

(5) Are the stock numbers shown?

(6) Are items properly described?

(7) Are costs shown?

(8) Are date and circumstances described in sufficient detail to enable the surveying officer to understand clearly just what happened with regard to the loss, damage, or destruction of the property? Are the exhibits listed and described?

(9) Is the affidavit properly subscribed and sworn to before a summary court officer, an adjutant, or a notary public? If before a notary public, is the notary's seal placed on the document?

(10) Is the certificate executed by the responsible officer?

(11) Is the grand total initialed by the officer initiating the survey?
e. Property pertaining to more than one supply arm or service will not be placed on the same report of survey.

f. Reports of survey will be made in triplicate. All copies will be signed and initialed just as in the original.

g. All exhibits and affidavits will be made in one copy only.

h. Three copies of W. D., A. G. O. Form No. 15, with one copy of all exhibits, will be submitted to the appointing authority; that is, the regimental, separate battalion, or the next higher commander. In the case of organizations not belonging to or attached to a regiment or a separate battalion they will be submitted to the next higher administrative commander.

24. If the post, camp, or station commander is the appointing authority and if accountability for the property in question has already been terminated, he is authorized to take final action on reports of survey falling within the provisions of AR 35-6640. Such reports of survey, when so approved, will be distributed as follows:

a. The original to the organization commander as a credit voucher to his company property book, unless used by him as a replacement voucher, in which case it will be used as a credit voucher to the post, camp, or station supply officer's account.

b. The duplicate copy will be filed by the regimental supply officer in the appropriate company's jacket file.

c. Under such circumstances the triplicate copy will be destroyed by the appointing authority. (This procedure applies to post property issued either to tactical organizations or to elements under the direct command of the post commander.)

d. All reports of survey and inventory and inspection, prepared under the provisions of this section, will be plainly marked "No accountability."

25. *a.* W. D., A. G. O. Form No. 36 is the form used when an enlisted man loses, damages, or destroys public property issued to him on memorandum receipt. It is used when an enlisted man admits the loss, damage, or destruction of the property and consents to the

REPORT OF SURVEY

Quartermaster (Class of property, ordnance, medical, etc.)		Property <u>Capt. Martin C. Woodring, Co. L, 100th Inf. Ft. Dix, N.J.</u> (Block record account and station)		NO ACCOUNTABILITY		
Accountable officer <u>NONE</u>		Date <u>Aug 5, 1942</u>				
STOCK NO.	ARTICLES	QUANTITY	TOTAL COST	DISPOSITION		
				DESTROY	SALVAGE	OTHER
24-B-1165	Bag, water, sterilizing	1	\$10.81			
24-S	Screen, latrine, complete	2	39.20			
24-B-110	Rolls, bedding, waterproofed	6	55.68			
55-C-7390	Coats, cooks' and bakers', white	4	4.04			
LAST ITEM						
Grand total			\$109.73			

DATE AND CIRCUMSTANCES

The articles of Quartermaster property listed above were destroyed by fire of undetermined origin while in the supply room of Company L, 100th Infantry at Ft Dix, N.J., on or about 0200 July 28, 1942. See Exhibit "A", approved report of Board of Officers, w/allied papers.

AFFIDAVIT	CERTIFICATE	(7)
I do solemnly swear (or affirm) that the articles of public property shown above and/or on attached sheets were lost, destroyed, damaged, or worn out in the manner stated, while in the public service. <u>Henry B. Burt</u> S/Sgt, Co. L, 100th Inf. (Grade and organization) Subscribed and sworn to (or affirmed) before me at <u>Ft Dix, N.J.</u> this <u>5th</u> day of <u>Aug</u>, 1942 <u>John A. Hammond</u> JOHN A. HAMMOND Maj., 100th Inf. Summary Court (Grade and organization or title; if notary public, state said) W. D., A. G. O. Form No. 15 July 14, 1935	I certify that the loss, destruction, damage, or unserviceability of the articles of public property shown above, and/or on attached sheets, was caused in the manner stated and without fault or neglect on my part, and that each article listed with a view to elimination by destruction has been examined by me personally, has never been previously condemned, and is, in my opinion, worthless for further public use. <u>Martin C. Woodring</u> MARTIN C. WOODRING Capt., 100th Inf. Co. L (Grade and org., accountable or responsible officer) Hq. _____ Station _____ Date _____ To _____ who is appointed surveying officer. By order of _____ Adjutant	Property Voucher No. _____

FIGURE 3.

NOTE.—Initiated by responsible officer (usually company commander) in triplicate. The company commander sends all three copies to regimental commander, who appoints a surveying officer; if regimental commander (appointing authority) approves recommendations of surveying officer, all copies of reports of survey are forwarded to the commanding general of the service command. After review by service command finance officer, if the commanding general of the service command approves action of appointing authority, the original copy is retained in the office of the service command adjutant general, the duplicate is filed in the office of the service command finance officer, and the triplicate is returned to the accountable officer through the convening authority. Reports of survey are treated in AR 35-6640. Under the provi-

INVENTORY AND INSPECTION REPORT

PAGE 1

(Articles ^{are}_{are not} designated as controlled)

Of Quartermaster property. Pertaining to Co L, 100th Infantry
(Class, QM, medical, etc.) (Station or organization)
 Accountable officer Maj. Robert T. Jones, 100th Inf. Inspected at Fort Dix, N.J.
 On June 1, 1942 By Lt. Col. Thomas H. Ramsey, (Inf) I.G.D.
(If special inspector, state authority and date)

REPORT BY RESPONSIBLE OFFICER			DISPOSITION BY INSPECTOR							
1		2	3	4	5	6	7	8	9	
ARTICLES (If the condition of property is due to fair wear and tear, state so after last item in this column. If not, state circumstances.)			Quantity	Total cost price, if not known, estimate it	To be continued in service	To be destroyed	To be turned in for replacement of parts	To be turned in to salvage	To be sold	To be turned in to depot or returned
Stock No.	Description									
26-C	Cots, steel	11	\$30.25							
74-C-300	Covers, Canteen M1910 dismounted	29	16.53							
74-C-60	Cans, Meat, M1910	22	11.00							
	Worn out through fair wear and tear									
	LAST ITEM									
NOTE: Initiated by company commander, in duplicate. Upon completion of action by division commander, original goes to unit supply officer; duplicate to commanding general of the service command.										

16-1225

FIGURE 4.

sions of AR 35-6640, the regimental commander is authorized to approve the report of survey without referring it to a surveying officer, since the amount involved is less than \$500.00. In this case, the regimental commander having appointed the board of officers to investigate the fire in Company L and having approved its findings, he would normally approve the survey without further investigation by a surveying officer. His approval would be entered on the back of the form. The regimental commander may delegate the authority to approve reports of survey of less than \$500.00 to the adjutant. The adjutant's decision must be "By order of" the regimental commander.

charge against him, or when an approved report of survey assesses against the man a charge for lost, damaged, or destroyed property. The form itself is self-explanatory (see fig. 28 and AR 345-300, AR 35-6620, and AR 35-6640).

b. Before entering a statement of charges against an enlisted man, the company commander should interview him. If the enlisted man believes that he should not be required to pay for the property, he may request that the property be surveyed. If the surveying officer then finds that the enlisted man should pay for the property, a copy of the approved report of survey is attached to the statement of charges and forwarded to the accountable officer as a voucher to the stock record account. If the enlisted man does not wish to request a report of survey, he should be required to sign a certificate to that effect on the face of all three copies of the statement of charges.

c. If the articles listed on a statement of charges are to be replaced to the enlisted man who is charged, the statement of charges is used as a requisition and receipt by the supply officer or quartermaster making the replacement. In such a case, the following should be typed on the face of the form and signed by the company commander: "Office of the Supply Officer, 100th Infantry, Fort Dix, N. J., July 31, 1942. Received the articles shown on line A of this form. I certify that the articles drawn, together with such as are already on hand, do not exceed the prescribed allowance. (signed) Martin C. Woodring, Capt., 100th Inf., Comdg. Co. L." (See fig. 28.)

d. The statement of charges will be made in triplicate. One copy is retained by the company commander, one copy goes to the unit personnel officer, and the original goes to the unit supply officer.

26. When public property is worn out in the public service or becomes unserviceable through fair wear and tear, it may be disposed of as may be determined by an inspector. His findings must be approved by the authority appointing him or designating him to make the inspection, if the articles are controlled items; as to articles not listed as controlled, the action of the inspector is final. Property which is to be disposed of in this manner is listed on W. D., I.G.D. Form No. 1 (fig. 4). When this form is executed, it should be submitted to the regimental adjutant for further action. The regimental commander, through his adjutant, will refer the form to the post, station, camp, or division commander, for action by an inspector. The form itself is self-explanatory. It is made in triplicate; two copies are forwarded to regimental headquarters and one signed copy is delivered to the salvage and reclamation officer. The company commander signs the certificate on the reverse side of the form.

CHAPTER 3

BUSINESS MANAGEMENT—MESS

	Paragraphs
SECTION I. Mess management.....	27-35
II. Mess records and reports.....	36-38

SECTION I

MESS MANAGEMENT

27. The subject of mess management and mess accounts is treated in detail in TM 10-205. It is discussed here in relation to the operative and executive functions of the company commander.

28. The main objective of company mess management is proper preparation of food, containing the proper nutritive values in such quantity as to assure to each soldier ample portions. It is important that food be served hot; that the kitchen schedule be so arranged that all items of the menu are ready at the same time, or as nearly at the same time as possible. Seating of the men should be so arranged as to have a noncommissioned officer in charge of each table. This noncommissioned officer should see that each man gets a fair share of all articles of food served, and that no man, because of his timidity or of greediness on the part of any other man, gets less than a fair share.

29. All mess personnel should be examined by the Medical Department at least once each month and, if found physically qualified as food handlers, should be furnished a certificate to that effect. All dishes and other utensils should be sterilized by dipping in boiling water after each use. Cleanliness of personnel and material is of utmost importance. Usually one of the officers of the company is detailed as mess officer, but the final responsibility for the management of the mess rests with the company commander.

30. The Quartermaster Corps furnishes all authorized mess equipment, including stoves, refrigerators, and equipment needed for the cooking and serving of food. Each soldier has, as part of his individual equipment, a mess kit containing a meat can and cover, knife, fork, spoon, and a cup.

31. A ration is defined as the allowance of food necessary for one man for 1 day. Each soldier is allowed one ration each day. Ob-

vously, it would be impractical and uneconomical to give each soldier, separately, the component articles of the ration each day. Hence, the quantities of the components authorized for each man for each day are pooled and are prepared and served in bulk to the organization.

32. The quartermaster at each post, camp, or station and the supply officer of a separate regiment or battalion in the field procure by purchase or requisition the articles of food which go to make up the ration and issue these articles to organizations. For convenience, all articles of food which go to make up the ration are grouped under the generic term "subsistence stores" or simply "subsistence."

33. *a.* There are four kinds of ration: garrison ration, field ration, Filipino ration, and travel ration. The garrison ration is that prescribed for use in garrison, during peace. It is usually the money equivalent of the food, although it may be the food itself, or a combination of both money and food. The field ration is for use in the field, and is issued "in kind"; that is, the component parts are issued rather than just the money with which to buy the articles of rations. The Filipino ration and the travel ration are self-explanatory.

b. (1) *Field ration A.*—This ration corresponds as nearly as practicable to the components or substitutes therefor of the garrison ration. This type of field ration will be issued as often as circumstances permit.

(2) *Field ration B.*—This ration corresponds as nearly as practicable to the components of field ration A with the exception that non-perishable processed or canned products replace items of a perishable nature.

(3) *Field ration C.*—This ration consists of previously cooked or prepared food packed in hermetically sealed cans which may be eaten either hot or cold. It consists of six cans per ration as follows:

(*a*) Three cans containing a meat and vegetable component.

(*b*) Three cans containing crackers, sugar, soluble coffee, and candy.

(4) *Field ration D.*—This ration consists of three 4-ounce bars of concentrated chocolate.

(5) *Field ration K.*—This ration consists of previously cooked or prepared foods packaged in moistureproof containers and comprises three packages per ration.

(6) "*Five and one*" ration.—This ration corresponds to the components of field ration B and includes dehydrated foods which cut down weight and bulk.

34. During the present emergency the field ration is prescribed for all units except hospital messes, enlisted men authorized to mess

separately, enlisted men serving on Army mine planters, and small detachments on temporary duty at places where it is manifestly impracticable to issue field rations.

35. At posts, camps, stations, or such other units as the commanding general of the service command may authorize, the commanding officer causes to be prepared a standard menu for 1 month. This menu includes a computation of quantities of each item which goes into the menu, on a basis of what is required to prepare each meal for 100 men. After approval by the commanding general of the service command, this standard menu for the month is given to the quartermaster, who procures the necessary quantities of each item needed for the preparation of the menus prescribed. The items are issued in bulk to the unit supply officers of the regiment and separate battalions, who in turn make issues to individual companies or detachments. Under this system, all messes in a given command such as a division or post have the same menu for each meal. This system has two advantages: it establishes uniformity throughout the command, thus leaving less chance for inefficiency in computing the ration; and it insures the issuance of rations in kind.

SECTION II

MESS RECORDS AND REPORTS

36. One of the most important morale factors in any military organization is food—plenty of it, of good quality and adequate variety. In this respect the United States Army is second to none; it is the best fed Army in the world. The operation of a company mess is one of the most important functions of command. While the company commander may delegate direct supervision of the mess to a junior officer, he cannot escape responsibility for efficient mess operation.

37. The War Department has established schools for bakers and cooks at several stations. Both within the War Department and in the field forces, many experts are constantly working to improve the quality of food served in all messes and to improve the method of supply. While in the initial organization of a company some difficulty may be experienced in obtaining competent cooks, it will normally be found that the two cooks who are part of the cadre will be able to select and give at least basic training to recruits who have had previous cooking experience or who have a natural aptitude for cooking.

38. Essential features of successful mess operation are the keeping of accurate mess records and the rendition of the required reports.

Comparatively few mess records and reports are required of the company commander under the present system of mess operation. these are—

a. Daily ration strength return (fig. 5).—The company commander is required, under the provisions of Circular No. 195, W. D., 1941, as amended by Circular No. 297, W. D., 1942, to submit each day to the unit personnel officer a report of the company strength for rations today, and an estimate of the company strength for rations 3 days (or more) hence. These estimates are either approved or corrected in the unit personnel section and are there consolidated with similar reports from other companies and detachments in the regiment. The consolidated report is submitted daily to the issuing quarter-

DAILY RATION STRENGTH RETURN

Organization	<u>Co L, 100th Inf,</u>	Enter these figures on monthly record of ration strength and ration requirements in columns indicated on line corresponding to date of this report.
Station	<u>Fort Dix, N.J.</u>	
Date	<u>June 2, 1942</u>	
Enlisted strength for rations as per morning report this date	<u>216</u>	<u>(2)</u>
Officers for whom rations are required (enter names on reverse side)	<u>0</u>	<u>(3)</u>
Total actual strength for rations this date	<u>216</u>	<u>(4)</u>
Total estimated strength for rations on <u>June 5</u>	<u>220</u>	<u>(10) and (6)</u>
Corrections as per ration differential	<u>-11</u>	<u>(7) or (8)</u>
Rations required for <u>June 5</u>	<u>209</u>	<u>(13)</u>

mcw

Initials, company commander _____

FIGURE 5.

NOTE.—Initialed by company commander. Sent to unit personnel office, then to quartermaster. Advisable for company commander to make and retain extra copy. (Numbers in parentheses refer to column numbers in monthly ration strength return.)

master or the unit supply officer and shows the number of rations required for the regiment for today, and for 3 days (or more) hence. The form to be followed by the company commander is explained in Circular No. 195, W. D., 1941, and a typical example shown in figure 5. After entering the name of the organization and station, the company commander enters June 2 as the date of today. Below, he enters June 5 as the date for which the advance estimate is being made. At the right of the form, the figures in the left column are taken from the morning report; those at the right in parentheses invariably represent the columnar references on the consolidated report, as in Circular No. 195, W. D., 1941. The estimate of 220 rations needed 3 days hence, on June 5, is an arbitrary estimate by the company commander. He knows of no forthcoming increase in strength in his company and does not foresee any losses. To provide for con-

tingencies, he therefore estimates a modest increase of four to cover men who may be attached for rations. In making this estimated increase, however, he must bear in mind that if this overestimate turns out to be unjustified on June 5 and the company has not been increased by a ration strength of four, an adjustment will be made by the quartermaster or supply officer, and Company L will later have to underdraw to the extent of four rations. Experience will enable the company commander to make fairly accurate estimates, so that over any considerable period of time his overs and unders will balance each other. The daily ration strength return will be initialed by the company commander before being forwarded to the unit personnel section. Procedure to be followed in the latter place is described in section III, chapter 7, part two. (See also AR 30-2210.)

b. Duplicate sales slip.—W. D., Q. M. C. Form No. 386 (Cash Sales Slip (Book Form)), prepared by the quartermaster, accompanies each issue of rations in kind by the quartermaster. This is similar to an invoice and simply shows the quantity of each item issued to the company.

c. Daily stock record.—W. D., Q. M. C. Form No. 340 (Daily Stock Record—Bill of Fare) is what the name implies. On this form is kept a daily inventory of stock on hand. This form lists the component items of subsistence stores, with proper columns for entering the quantities of each. It is used by organizations which operate on the garrison ration with a ration saving. Most organizations, during the emergency, operate on a field ration, with a standard menu and without ration savings. This form is not used by these organizations, since rations are issued in kind and in quantities specified for each menu.

d. Monthly statement of mess accounts.—This statement is kept by organizations operating on the garrison ration where ration savings are earned. W. D., Q. M. C. Form No. 469 (Monthly Mess Account) may be used for this purpose, or the regimental commander may prescribe some simple form of assets and liabilities which simplifies the accounting in Form No. 469. Where the field ration is used, as it now is in most organizations, a monthly statement is unnecessary since rations are issued only in quantities required by the standard menu.

CHAPTER 4

BUSINESS MANAGEMENT—FISCAL

SECTION I. Payment of company	Paragraphs 39-41
II. Company fund	42-50

SECTION I

PAYMENT OF COMPANY

39. The commander of a company, troop, battery, or similar organization deals with two classes of funds: appropriated funds, which are paid to the men; and unit, or company, funds. In paying the men (with appropriated funds), he acts as agent officer. In handling company funds, he acts as official custodian of the fund and as president of the company council.

40. *a.* As agent officer, he is detailed by higher authority as a class A agent officer, responsible to the disbursing officer of the division or post. In this capacity, he becomes the temporary custodian of and disbursing officer for certain public funds. The most common case is in the monthly payment of the men of the company, when, almost invariably, the commander is detailed as class A agent officer for the payment of his company. Another occasion when the company commander may act as agent officer is during a change of station by his company, so that in the course of the journey he may purchase, or may pay for rental of, ground upon which the company bivouacs, or rental of hotel or other quarters for his men.

b. The company commander, as agent officer, is pecuniarily liable for any loss and for return to the disbursing officer of any unexpended portion of the fund entrusted to him.

41. **Pay rolls.**—*a.* The monthly pay roll for members of the company is prepared by the unit personnel officer and is sent to the company in advance of pay day. There it is signed by each man in the space opposite his typed name. The pay roll is made in triplicate, on War Department Form No. 366 and 366a (Public Voucher—Pay Roll of Enlisted Men) (see fig. 27). Only the original copy is signed by the enlisted man. After having been signed, all copies are returned to the unit personnel section. The original and one copy are then submitted to the disbursing officer. When the pay roll is ready for payment, the disbursing officer requests the commanding officer of the

post, camp, station, or division to detail from each organization an officer to act as a class A agent officer for payment of the troops of that organization for the month covered by the pay roll. This is usually the company commander.

b. On the date and at the hour designated by the disbursing officer, or by the regimental adjutant, the company commander reports to the disbursing officer, from whom he receives both copies of the company pay roll and the total amount of money shown on the roll, in cash.

c. Payment is usually made in the company area or other convenient place. At the pay table sits the company commander—with the pay roll, the money, and possibly the company clerk to help him; also the witnessing officer, who witnesses each payment made. The names of the men appear on the pay roll in order of grade, and alphabetically under each grade. As the company commander or the first sergeant calls out the name and grade of each man, he answers "Here, sir," steps forward, salutes, and receives his pay. He then passes to the collection table and announces his name and grade.

d. If the pay status of any man for the month covered by the pay roll has changed between the date of his signing the pay roll and the date of payment, a line is drawn through the man's name with red ink and he is not paid on that pay roll. A supplemental pay roll, containing the names of all men entitled to pay but not paid on the regular pay roll, is made up after the payment of the regular pay roll, and such men are paid at a later date. After the disbursing officer has entered the amounts against a man's name on the pay roll, neither addition nor subtraction may be made by the agent officer who makes payment.

e. Immediately after the last man is paid, the company commander executes the certificate on the face of the original copy and on the duplicate copy of the pay roll. Any money not paid out is returned to the disbursing officer, together with both copies of the pay roll.

f. W. D., A. G. O. Form No. 28 (Soldier's Individual Pay Record) will be issued to each enlisted man at the time his service record is initiated. The record is in the form of a small booklet. It is used to make casual payments to enlisted men on detached service and upon transfer, before arrival of service record at new station. Full instructions for its use are printed on page 8 of the booklet, and are contained in Circular No. 149, W. D., 1942. The pay book is described in section II, chapter 5, part two.

g. The agent officer who makes payment cannot sign the pay roll as witnessing officer. The witnessing officer should be another officer of the company who actually witnesses the payment.

SECTION II

COMPANY FUND

42. General.—*a.* In addition to his duties as agent officer for the payment of public funds appropriated by the Congress, the company commander is the legal and official custodian of nonappropriated funds pertaining to his organization, the principal one of which is the company fund. The company fund accrues to the organization from several sources and is divided into two sections which are accounted for separately. These two sections are "company fund, ration savings," and "company fund, other funds." AR 210-50 covers unit funds in detail. Ration savings apply only in those cases where the garrison ration is authorized. Both ration savings and other funds may be used only to benefit *all* men of the company.

b. The ration savings section of the company fund is that money paid to the company under the system set up in AR 30-2210. In peacetime operation, this is usually a substantial amount of money each month. With it many purchases are made from civilian firms dealing in meats, fish, and foodstuffs of various kinds. Its use is limited to the purchase of food.

c. Company funds, other funds, although deposited in a bank with company funds, ration savings, are nevertheless accounted for as a separate part of the whole company fund. Company funds, other funds, may be expended for a variety of purposes for which ration savings may not be used. They come from several sources. The chief source of income is usually exchange dividends. The company fund, other funds section, is an instrument of service to the members of the company. In theory, each man in the company owns an equal share of the net value of the fund. Disbursements from the fund may be made only for the good of the whole company, as determined by the company council.

d. A company fund is for use, not for hoarding. The company council should carefully consider any proposed use of company fund money, so that every expenditure is for something which cannot be obtained as an article of issue from any of the supply arms or services, and which will benefit all or a large number of men in the company. A legitimate use of other funds, for example, is equipping the "day room," which is the company recreation room, with comfortable, attractive furniture; buying subscriptions to magazines and newspapers; buying a phonograph and records; and buying a piano or other musical instruments. The use of company funds to buy special sets of uni-

form or equipment articles, such as extra belts for use only on parades and ceremonies or special materials for treating rifle stocks or special and extra articles for decorating equipment, is not authorized. While it is permissible, with the commanding officer's approval and with the consent of the company council, to purchase certain labor-saving devices for use in the company headquarters, such expenditures from company funds should be kept to a minimum. The real purpose of the fund is to improve the living conditions of the members of the company and to supply them with morale building facilities which would not otherwise be available to them.

43. Designation of funds.—The official designation of a company or unit fund will be "Company Fund, Company --, --th Infantry." The person who is authorized to receipt for or disburse monies of a company or unit fund will be designated as "Custodian, Company Fund, Company --, --th Infantry." (Where the term "company" is used, the term "troop", "battery", or "detachment" will be substituted if applicable.)

44. Composition of fund.—The company fund is composed of all money on hand and deposited in the bank to the credit of the fund, of all securities and physical property owned by the fund, and of all accounts receivable by the fund. The money is kept in one bank account and is accounted for as one fund, except that receipts to each section are entered separately and expenditures are listed separately.

45. Control of fund.—Control of the company fund rests in the company council, which is composed of the three senior officers assigned to and present for duty in the company, or such less number as are present and on duty. The company council is organized with a president, a recorder, and a member. The company commander is president of the company council and the junior officer is usually recorder. The company commander is the official custodian of the fund and signs all checks for payments from the fund. He also receives all monies due to the fund, and executes vouchers attesting to payments from the fund or to receipts to the fund. Company funds will be deposited in a bank which is a member of the *Federal Deposit Insurance Corporation*, to the credit of the "Company Fund, Company --, --th Infantry." No part of a company fund will be deposited to the credit of an individual. Cash in amounts approved by the commanding officer (of the regiment, post, camp, station, or division) may be kept on hand to make cash payments. This, however, is not a general practice; and all payments should be made by check.

46. Responsibility of council.—The responsibility of the company council, and the authority to control company funds, is clearly defined in AR 210-50. The council is required to meet immediately after the closing of the accounts of the fund for the month, or at the call of the president, or at the call of any member of the council. The meetings of the council will be formal; and minutes, kept by the recorder in a proper book to be provided for that purpose, will be properly entered in W. D., Q. M. C. Form No. 15 (Company Council Book) and signed by all members of the council. The council must approve all expenditures made from the fund. Approval of normal and usual expenditures for an ensuing month may be made in advance, but it is customary for a meeting of the council to be called for consideration of any contemplated expenditure which is other than routine or represents an amount of money in excess of normal expenditures.

47. Care to be exercised.—Officers should be exceedingly careful in handling unit funds. Such funds must never be mixed with the officer's personal money. Only a minimum amount of cash should be kept on hand. Every transaction should be handled with the most scrupulous attention to detail. Failure to observe these and similar precautions has ruined the career of many an officer.

48. Accounting procedures.—*a. General.*—The company fund accounts are kept in the company council book. Other necessary accounting records of the company fund are a bankbook recording deposits, or duplicate deposit tickets; a check book, containing stubs; and a voucher file.

b. Council book.—(1) Before actually making any entries in the company council book, the company commander, the recorder of the company council, and each member of the company council should carefully study the instructions contained in AR 210-50. Also, study the instructions contained in pages 27 and 28 of the council book itself. The pages of the company council book are not numbered.

(2) In opening the company council book and activating the company fund, the first receipts and the first expenditures will probably be from monies collected following the first payment of the company. All such monies should be entered in the receipt column under the general heading "other funds," inasmuch as the funds so collected do not pertain to the ration savings account, but to other funds.

(3) Using a situation, assume that the amount due the company from the exchange is \$80.10. This would be entered as follows in the council book: In the first column on the left side of the page headed "Voucher," place on the first line the figure "1," and in the next line

headed "Date," the day of the month. Above these should be entered the year and the month. Then write in the words: "Exchange dividend for the month of July" (or whatever the correct month might be). Then under the double column headed "Other funds, receipts" enter the figure \$80.10.

(4) Now assume that the company has purchased six baseball bats for the company ball team, which cost \$8.00; on the next line write, again under the heading "Voucher," the number "1," and the date. Next write in "Brown's Hardware, Hattiesburg, Miss., for athletic equipment, see check No. 1"; and under "Other funds, expenditures" write the figure \$8.00. In like manner, enter payments made to concerns for the purchase of any items for the company and paid out of the company fund.

(5) Further, assume that during the month of June the company commander has purchased, and charged to the company fund, office supplies to the value of \$9.10 and curtain material for the day room to the value of \$3.60. These bills should be paid promptly and within 30 days after the end of the month in which the obligation was incurred. The record of such payment would be entered in the company council book under "Other funds, expenditures."

(6) On the last day of the month the company commander should call a meeting of the company council. Before the company council meets, both "Ration savings" and "Other funds" columns should be totaled. On the line on which is printed, "Balance carried forward," the balance to be entered under ration savings is the difference between the total amount received and entered in ration savings and the total amount expended from ration savings. The same procedure applies to other funds. Turn now to the sample account shown in the company council book. Note that the total receipts of ration savings for Company A of the 24th Infantry for the month of July 1926 as shown in this sample account is \$660.00. The total expenditures for the month amounted to \$242.75. \$242.75 deducted from \$660.00 leaves a balance of \$417.25, which is the balance in ration savings of this company on August 1, 1926. In the "Other funds" section, the total receipts entered amounted to \$487.00 and the total expenditures \$167.50, leaving a balance in other funds of \$319.50. These two balances combined constitute the total net balance in the company fund as of August 1, 1926. Bear in mind that this money is not kept in different bank accounts, but in one bank account. Therefore, the bank balance should be \$736.75.

(7) In the hypothetical account of Company L, 100th Infantry, the same accounting procedure should be followed. In making dis-

bursements from the company funds, ration savings, care must be exercised to hold expenditures and disbursements within the actual balance of the ration savings account. Even if the company fund has a total balance of \$500.00 of which only \$300.00 properly belongs in ration savings, an amount exceeding this \$300.00 should not be paid out of the company fund for accounts properly chargeable to ration savings until and unless prior to such payment, the company council in formal meeting and by formal resolution has authorized and directed the custodian of the fund to transfer this amount from company fund, other funds, to company fund, ration savings. Remember that under the Army Regulations, ration savings may be expended only for the benefit of the mess; but the company council, if it so desires, may expend any part or all of the other funds for the benefit of the mess, too. In order to effect the transfer of company fund, other funds, to company fund, ration savings, the formal action of the company council is necessary and the transfer should be made in the company council book by two entries: an entry showing an expenditure from other funds; and the same entry showing a receipt to ration savings of the same amount. But while other funds may be transferred to ration savings, ration savings may not be transferred to other funds.

(8) It is essential that every receipt to, and every expenditure from, the company fund be supported by a voucher. A voucher, as used in this sense, is merely a formal receipt for payment made or a formal statement showing the source of each receipt to company fund. Physical property of a nonexpendable nature is entered in the proper space provided in the front of the council book. When such property is worn out or becomes unusable not as a result of the carelessness or negligence of any individual, it may be dropped by a resolution of the company council, and a red line is drawn through the entry in the book for that particular property, and the item dated and initialed by the company commander. In the transfer of the fund from one custodian to another, company property should be inventoried, and the incoming custodian should understand that in signing for the fund he also signs for the company property.

c. Bank book.—While it is considered desirable to keep in a book to be provided by the bank a record of all deposits made to the credit of the fund, it is permissible for the record of deposits to be kept on duplicate deposit slips which are pasted in the stub section of the check book. The main thing is to keep an accurate record of all deposits.

d. Check book.—It is required that all major expenditures from the company fund, and most minor ones, be made by check. It is also

mandatory that a careful and accurate record of all checks drawn, all deposits made, and the running balance of the company fund be maintained on the check book stubs at all times. Checks on the company fund will be signed only by the official custodian of the fund, and the official signature will be: "Company Fund, Company ---, ---th Infantry, by John J. Doe, Captain, ---th Infantry, Commanding.

49. Voucher system.—Army Regulations require that each receipt by the fund and each expenditure made from the fund be supported by a voucher. In the case of expenditures from the fund a properly receipted itemized bill signed by or for the party from whom the purchase was made constitutes a valid voucher. In the cases where there is no itemized bill a voucher similar to figure 6 may be sent out with each payment made by the company fund. A receipt voucher similar to figure 7 is executed as a supporting document for every receipt by the company fund. The transaction cannot be considered as complete until the payment is properly supported by a signed voucher.

50. Inspections of company funds.—AR 210-50 requires that company and unit funds be inspected and verified at least once each month by the council controlling such funds, and at least once each quarter as directed by the post, camp, station, regimental, or other appropriate commander. Such inspections include a thorough audit of the fund, an examination of all vouchers, verification of balances, and an inventory of property belonging to the fund. An inspection and audit of company funds may be ordered at any time by the post, station, camp, or regimental commander. Army Regulations require the post or regimental commander to detail a field officer of the command to inspect and audit all company funds each quarter. An inspection and audit is required upon the change of custodian of a fund. A safe rule for the custodian to follow is to be ready at all times to have his fund inspected and audited. An inspector general or a special inspector may audit funds at any time upon orders by competent authority. In most commands it is customary to have funds inspected by a field officer once a month.

COMPANY L, 100th INFANTRY
Fort Dix, N. J.

July 1, 1942

VOUCHER NO. 3 TO THE COMPANY FUND OF COMPANY L, 100th INFANTRY, FOR
THE MONTH OF June, 1942.

I (or We) hereby acknowledge to have received on 10 July, 1942
(insert date of receipt)
check No. 5, dated 9 July, 1942, drawn on the FIRST NATIONAL BANK,
Wrightstown, N. J., against the account of the Company Fund, Company L,
100th Infantry, in the amount of Thirty-one and 80/100 (\$31.80)
(or have received in cash the amount written just above) in payment of
the following items, payment for which has not been previously received:

Invoice No.	Date	Items	Gross Amount	Deductions	Net Amount
42	6/30/42	Sea food, purchased in June	\$31.80	-----	\$31.80

Net Amount Paid. \$31.80

Acme Fish Co,
by
(Signature of Individual or Firm in Ink)

John A. Hammond.

JOHN A. HAMMOND
(Name, Grade, and Organization)

Major, 100th Infantry. Auditor

FIGURE 6.

NOTE.—Initialed by company commander. Retained by him as a voucher to company fund. Receipted itemized bill should be attached or details of items should be shown in voucher itself.

ADMINISTRATION

COMPANY L, 100TH INFANTRY
Fort Dix, N.J.

July 10th, 1942

VOUCHER NO. 8 TO THE FUND OF COMPANY L, 100TH INFANTRY FOR THE
MONTH OF July 1942

I (or We) certify that I (or We) have this date paid to the Company
Fund, Company L, 100th Infantry, Ft. Dix, N.J., by check No. 64
dated July 10, 1942 (or cash) the sum of Fifty-two and no/100 Dollars
(Write words and figures)
(\$52.00), in full settlement of account due by me (or us) to the
Company Fund, Company L, 100th Infantry, for the month of June, 1942,
representing Exchange dividend for June 1942

Charles Twitchell

CHARLES TWITCHELL, Major, Inf., Exch. Officer
(Signature of Individual or Firm making payment)

I hereby acknowledge receipt of the sum of Fifty-two and no/100 Dollars
(\$52.00), paid to the Company Fund, Company L, 100th Infantry.

Martin C. Woodring

MARTIN C. WOODRING, Capt., 100th Inf.
(Signature, Grade, and Organization)
Custodian.

FIGURE 7.

NOTE.—Initiated by company commander, one copy. Retained by him as a voucher to the company fund.

CHAPTER 5

PERSONNEL MANAGEMENT

SECTION I. Initial organization of infantry rifle company.....	Paragraphs 51-68
II. Duties of key noncommissioned officers.....	69-73

SECTION I

INITIAL ORGANIZATION OF INFANTRY RIFLE COMPANY

51. a. General.—In describing the successive steps in the initial organization of an infantry rifle company, the fact that such-and-such a form or record is prepared will be mentioned in its proper place in the functional sequence. But details of the preparation of that form, together with appropriate illustrations, are contained elsewhere in this manual. Thus, without a break in narrative continuity, the reader may get a clear, concise picture of the successive operations involved in organizing a company. The processes of organization described here encompass the functions of administration, management, record keeping, and reporting. In the situation described here, however, it is assumed that the selectees come directly to an infantry rifle regiment from an induction station, and are thereupon assigned to companies. This situation is used for the sole purpose of familiarizing the company commander, his officers, and his noncommissioned officers with all the details pertaining to the processing of the selectee from the time of his induction.

b. In this hypothetical situation it is assumed that the officer into whose hands this manual is placed is designated as the commanding officer of a company which is to be activated on a given date. To him are assigned 5 commissioned assistants, lieutenants, and the enlisted cadre as shown in T/O 7-17 (see fig. 8). The members of this enlisted cadre, who will have been well trained for their jobs, consist of 15 men as follows: one first sergeant; five staff sergeants, including the mess sergeant and four platoon sergeants; three sergeants, including two section leaders and one supply sergeant; one corporal, the company clerk; two technicians fourth grade, cooks; and three technicians fifth grade, two of whom are cooks and one the company armorer-artificer.

c. The company commander is assigned a barracks and is told to proceed with the organization, administration, and training of his company. He is further told that within 24 hours he will receive 177 selectees direct from the reception center, as filler replacements, to bring his company to full strength. (The reader should bear in mind that except for differences in numbers and nomenclature, the same

problem and its solution will apply to any other basic unit such as a battery, troop, or detachment in any of the arms or services.)

52. An infantry rifle company (T/O 7-17) has a strength of 192 enlisted men and six officers, or a total of 198. The company commander and his five commissioned assistants constitute the command group. The company is divided into a company headquarters section consisting of two officers and 19 enlisted men, and four platoons, of which one is the weapons platoon, and three are rifle platoons. Each of these platoons has a commissioned leader (lieutenant) and a platoon sergeant who is the assistant and second in command of the platoon. The weapons platoon is divided into two sections, each commanded by a sergeant. Each section is subdivided into squads, commanded by corporals. Each of the three rifle platoons is divided into three squads, each commanded by a sergeant. While the primary duty of each of these leaders, commissioned and noncommissioned, is to lead and direct the elements they command in combat, they are also assistants to the company commander in his task of management. The company headquarters section is the primary management group, containing the noncommissioned officers who are the chiefs of the several departments or utilities of the company. These chiefs are the first sergeant, supply sergeant, mess sergeant, and company clerk. The senior first lieutenant is the second in command, the principal assistant to the company commander. The other lieutenants are platoon commanders. Their primary duty is training and combat leadership. They may be, and usually are, assigned additional duties, such as mess officer, supply officer, and recorder of the company council; but these duties are supervisory in nature and secondary to the officer's principal business, which is to train for combat and to lead his platoon in combat.

53. a. Personnel management resolves itself into these functions:

- (1) Organization of the group.
- (2) Management of the affairs of the group, as such, including group training and group activities of all kinds.
- (3) Placing the individual within the group in that duty for which he is best fitted by education, training, experience, and aptitude, as revealed by the classification process; and a continual study of the individual with a view to reclassification when necessary.
- (4) The guidance, direction, and control of the individual, through a study of his personality and his characteristics, and by the exercise of those qualities of leadership which are inherent in sound management.
- (5) Initiating and maintaining the required records, both of the group and of the individual.

b. Personnel management includes the establishment and maintenance of discipline. The United States soldier is an individualist. He may be easily led; he is very hard to drive. He is usually young, healthy, accustomed to a great deal of personal liberty in thought and action, proud of his ability to take care of himself in any situation, and entirely willing to demonstrate that ability with his fists upon anybody, anywhere, at any time. He is convinced that, individually and collectively, he can "lick any other soldier on earth." He is constitutionally opposed to regimentation, but he has an instinct for participation in those affairs which concern him. He is quick to resent inefficiency—yet will follow his leaders to the limit when convinced of their judgment and skill. He is by turns taciturn and gregarious. He is 175 pounds of mercurial and contradictory personality.

c. The management of such a soldier, individually and in the mass, calls for the highest type of leadership. With the proper leadership he becomes what he already believes himself to be, the finest soldier in the world. Such leadership is able to inspire discipline. Without such leadership, discipline can be neither inspired nor enforced.

d. The Articles of War constitute the Army's code of laws. While they are largely negative, they are susceptible of a positive interpretation. In establishing and maintaining discipline, the company commander will do well to adopt the principle of "thou shalt," rather than "thou shalt not." The basis of discipline is mutual respect. The company commander must first inspire the respect of his men; then by reason, justice, firmness, and absolute impartiality he can bring to bear the qualities of a leader rather than those of a driver. Only thus can the United States soldier be managed.

54. Under the provisions of AR 615-5, noncommissioned officers and technicians are appointed, and their warrants (see fig. 9) issued, by the regimental commander; privates, first class, are appointed by the company commander on a company order, but must be within the classes and for the specific classifications authorized by the Tables of Organization (see fig. 8). It is one of the immemorial customs of the service that recommendations for making noncommissioned officers within a company are initiated by the company commander to fill existing vacancies, and recommendations for the reduction of noncommissioned officers are likewise made by the company commander. Both promotions and reductions of noncommissioned officers and technicians are announced in regimental orders. The authority who makes the promotion may also make the reduction. See T/O 7-17 for listing of grades within an infantry rifle company. Pay of grades is prescribed in AR 35-2340, and in section II, chapter 5, part two.

55. Organization of company.—In the following description, names of organizations and individuals are fictitious, used for illustrative purposes only. Company L, 100th Infantry is organized into a company headquarters, consisting of two officers, the captain, Capt. Martin C. Woodring O-881654, the senior first lieutenant, Lt. John L. Billings O-884520, second in command, and 19 enlisted men; one weapons platoon, commanded by the other first lieutenant, Lt. Fred M. Thomas O-882425, and consisting of 38 enlisted men; three rifle platoons, commanded by 2d Lt. Alexander A. Gillson O-420549, 2d Lt. John T. Wright O-454827, and 2d Lt. Frank K. Haines O-454967, each having 45 enlisted men. The company is organized pursuant to a divisional order; a regimental special order assigns officers and cadre to the company. This order is important because it is the starting point of both organizational and individual records. Assignment of the 177 selectees will also be by regimental special order. It will presently be apparent how these orders are referred to in setting up records.

56. First steps, first day (June 1, 1942).—It is assumed that the regiment of which this company is a part is already a “going concern,” with an adequate staff and headquarters organization. It is further assumed that when Captain Woodring is assigned to organize and command the company, the regimental headquarters will furnish the blank forms which the company commander needs for activating the company and for administering its affairs during the early days. These forms are listed below. Many other forms will be needed in administering the company. A complete list is shown in AR 345-5. Of the complete list of forms, many will be initiated by the unit personnel officer and some by the company commander. It is suggested that those forms which the company commander must initiate, but which he needs only occasionally, be kept in stock at regimental headquarters and obtained by the company commander as needed.

57. a. The essential forms which the company commander should have on hand from the beginning are—

W.D., A.G.O.
Form No.

Title

Reference

1	Company Morning Report	AR	345-400
	Daily Sick Report	AR	345-415
6	Duty Rosters	AR	345-25
32	Individual Clothing and Equipment Record	AR	35-6680
			615-40
36	Statement of Charges	AR	35-6620
		AR	36-6640
		AR	345-300

T/O 7-17

INFANTRY RIFLE COMPANY

Designation: Company, †-----, †----- Infantry

1	Unit	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	Remarks
		Technician grade	Company headquarters	Weapons platoon										3 rifle platoons (each)	Total company	Enlisted cadre	
				60-mm mortar section			Light machine-gun section			Total platoon							
				Platoon headquarters	Section head-quarters	3 squads (each)	Total section	Section head-quarters	2 squads (each)		Total section						
1	Captain.		1	1							1				1		† Insert letter of company.
2	First lieutenant.		1									1			2		† Insert number of regiment.
3	Second lieutenant.		1									1			3		‡ Second in command.
4	Total commissioned.		3												6		§ Armed with rifle, cal. .30, M1903.
5	First sergeant (686)		1								1				1		¶ Armed with carbine.
6	Staff sergeant, including Mess (824)		1								1				5		‡ Armed with rifle, automatic, cal. .30.
7	Platoon (661)		1								1				4		• Provided for antiaircraft defense.
8	Sergeant, including Communication (542).		2								2				3		† Provided for antitank defense.
9	Platoon guide (631)		1								1				2		‡ Battalion headquarters
10	Section leader (652)		1								1				3		• Company is responsible for the company maintenance of vehicles assigned this organization.
11	Squad leader (653)		1								1				1		‡ Echelon maintenance provided by service company.
12	Supply (821)		1								1				1		¶ Armed with pistol.
13	Corporal, including Clerk, company (405)		1								1				2		‡ Armed with rifle, cal. .30, M1.
14	Squad leader (653)		1								1				3		
15	Squad leader, assistant (653)		1								1				3		
16	Transport (668)		1								1				3		
17	Technician, grade 4		1								1				37		
18	Technician, grade 5		1								1				66		
19	Private, first class		1								1				83		
20	including.....		1								1				88		
21	including.....		1								1				88		
22	including.....		1								1				88		
23	including.....		1								1				88		
24	including.....		1								1				88		
25	including.....		1								1				88		
26	including.....		1								1				88		
27	including.....		1								1				88		
28	including.....		1								1				88		
29	including.....		1								1				88		
30	including.....		1								1				88		
31	including.....		1								1				88		
32	including.....		1								1				88		
33	including.....		1								1				88		
34	including.....		1								1				88		
35	including.....		1								1				88		
36	including.....		1								1				88		
37	including.....		1								1				88		
38	including.....		1								1				88		
39	including.....		1								1				88		
40	including.....		1								1				88		
41	including.....		1								1				88		
42	including.....		1								1				88		
43	including.....		1								1				88		
44	including.....		1								1				88		
45	including.....		1								1				88		
46	including.....		1								1				88		
47	including.....		1								1				88		
48	including.....		1								1				88		
49	including.....		1								1				88		
50	including.....		1								1				88		
51	including.....		1								1				88		
52	including.....		1								1				88		
53	including.....		1								1				88		
54	including.....		1								1				88		
55	including.....		1								1				88		
56	including.....		1								1				88		
57	including.....		1								1				88		
58	including.....		1								1				88		
59	including.....		1								1				88		
60	including.....		1								1				88		
61	including.....		1								1				88		
62	including.....		1								1				88		
63	including.....		1								1				88		
64	including.....		1								1				88		
65	including.....		1								1				88		
66	including.....		1								1				88		
67	including.....		1								1				88		
68	including.....		1								1				88		
69	including.....		1								1				88		
70	including.....		1								1				88		
71	including.....		1								1				88		
72	including.....		1								1				88		
73	including.....		1								1				88		
74	including.....		1								1				88		
75	including.....		1								1				88		
76	including.....		1								1				88		
77	including.....		1								1				88		
78	including.....		1								1				88		
79	including.....		1								1				88		
80	including.....		1								1				88		
81	including.....		1								1				88		
82	including.....		1								1				88		
83	including.....		1								1				88		
84	including.....		1								1				88		
85	including.....		1								1				88		
86	including.....		1								1				88		
87	including.....		1								1				88		
88	including.....		1								1				88		
89	including.....		1								1				88		
90	including.....		1								1				88		
91	including.....		1								1				88		
92	including.....		1								1				88		
93	including.....		1								1				88		
94	including.....		1								1				88		
95	including.....		1								1				88		
96	including.....		1								1				88		
97	including.....		1								1				88		
98	including.....		1								1				88		
99	including.....		1								1				88		
100	including.....		1								1				88		

ADMINISTRATION

The serial number symbol shown in parentheses is an inseparable part of the specialist designation. A number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circular No. 14, War Department, 1942.

	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)
25	5	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
26	5	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
27	4	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)	(2)
28	5	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)	(3)
29	5	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)	(4)
30	5	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)	(5)
31	5	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)	(6)
32	5	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)	(7)
33	5	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)	(8)
34	5	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)	(9)
35	5	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)	(10)
36	5	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)	(11)
37	5	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)	(12)
38	5	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)	(13)
39	5	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)	(14)
40	5	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)	(15)
41	5	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)	(16)
42	5	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)
43	5	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)	(18)
44	5	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)	(19)
45	5	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)	(20)
46	5	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)	(21)
47	5	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)	(22)
48	5	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)	(23)
49	5	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)	(24)
50	5	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)

FIGURE 8.

W.D., Q.M.C.
Form No.

Title

Reference

340	Daily Stock Record—Bill of Fare.....	AR	35-6720
15	Company Council Book.....	AR	210-50
400	Requisition.....	AR	35-6720
412	Requisition and Receipt for Stationery and Office Supplies.....	AR	35-6720
413	Requisition and Receipt for Cleaning and Preserving materials.....	AR	35-6720
414	Requisition and Receipt for China and Glassware.....	AR	35-6720

b. In addition to the above, there are informal forms, made up locally, which are useful to the company commander. Such forms include the following:

		<i>Figure</i>
Company fund voucher—paid.....		6
Company fund voucher—received.....		7

58. a. The following supplies may be issued by regimental headquarters, pending receipt of the normal supply from the quartermaster:

- 1 ream bond paper, white, 8 by 10½ inches.
- 3 reams tissue, second sheets, white, 8 by 10½ inches.
- 1 quire carbon paper, 8 by 10½ inches.
- Scratch pads, pencils, pens, ink, paper clips, rubber bands, envelopes, and such miscellaneous office supplies as may be available and needed.
- 2 tables.
- 6 chairs.
- 1 typewriter (on loan).

b. W.D., Q.M.C. Form No. 400 (Requisition) may be obtained from regimental headquarters or from the regimental supply officer. All supplies, including clothing and equipment, will be requisitioned on this form unless other forms are specifically required by the character of supplies (see AR 35-6540). Requisitions for the following supplies will be made on the indicated W.D., Q.M.C. forms: brooms and brushes, Form No. 411 (Requisition and Receipt for Brooms, Brushes, Matches, Mops, Toilet Paper, Soap, etc.); stationery and office supplies, Form No. 412; cleaning and preserving materials, Form No. 413; and china and glassware, Form No. 414.

59. Initial equipment.—*a.* T/BA 7 prescribes the organization and individual equipment of the infantry regiment and its component parts. This table, however, prescribes the equipment with which

it is expected the regiment will go into the theater of operations. In the problem here considered, the company is being organized at a post. Under such conditions the company commander will be permitted to draw a number of articles of garrison equipment which are not included in the Tables of Basic Allowances. The extra garrison equipment will be issued by the custodial officer as already described.

b. The company will require cots, mattresses, and blankets. None of these items, except blankets, is shown in the Tables of Basic Allowances. This equipment may be drawn for the company officers at the same time, although the officers will probably have drawn their bedding on individual memorandum receipt.

c. Next to be considered is kitchen equipment. Barracks in a permanent post or station will doubtless be equipped with ranges for cooking. In the event that they are not, or that the command is in a cantonment which has not been fully equipped, it will be necessary to draw ranges. Generally, two No. 5 Army ranges are sufficient for an organization of 225 to 250 men. A kitchen range is of little use, however, unless there are available pans and pots, knives, forks and spoons, strainers, turners, and the many other utensils with which the cooks perform their work.

d. Furniture for the company orderly room is also needed. This would be issued by the custodial officer. If the company commander is fortunate, he will get two folding tables, four chairs, one typewriter, one waste basket, etc.

60. Subsistence.—The next important item is subsistence—groceries and meats with which to feed the 192 men this company is going to have within 24 hours. The procurement of subsistence is described under mess management in section I, chapter 3, part one. At this point the company commander should take the following steps:

a. Prepare a daily ration strength return for 192 men (the cadre, plus 177 selectees) for 3 days or more as required. The assigned cadre includes 4 cooks. Standard menus for 1 month may be secured from the quartermaster subsistence sales officer on the post. The quartermaster will issue the articles of subsistence necessary to prepare the meals prescribed in the standard menus. This issue will probably be made without requisition; but if the local quartermaster requires a requisition, it should be prepared on W. D., Q. M. C. Form No. 460, and must be approved by the regimental commander, or the regimental adjutant acting for the regimental commander. Army Regulations applicable are AR 30-2210 and Circular No. 195, W. D., 1941, as amended by Circular No. 297, W. D., 1942, for the ration, its issue

and component; AR 345-400 for methods of computing the number of rations due the organization.

b. Pending the arrival of the selectees, the enlisted men assigned as the cadre should be attached to some other organization for rations. It is impracticable to organize and operate a mess for 15 men, when other messes are at hand to which they may be attached for rations.

61. Records.—Up to this point in the organization of the company, the records should be as follows:

a. Division general orders activating the company and regimental special orders assigning officers and cadre.

b. Personnel records of enlisted men of the cadre, including service records and allied papers. (These records remain in regimental personnel unit.)

c. Copies of daily ration strength return and of any requisitions submitted.

d. Copies of any memoranda receipts.

e. Charge slips which will be given by the supply officer issuing subsistence.

62. Company organization, second day.—On the morning of the second day of the existence of the company, the process of record keeping and reporting begins to assume its proper place in the process of management. The following records and reports will be prepared and submitted the first thing on the morning of the second day. Each of these is explained in its appropriate place in this manual.

a. *Morning report.*—Full and detailed discussion and instructions on morning reports are contained in AR 345-400 and in section II, chapter 6, part one. The morning report will be taken by the first sergeant or the company clerk to the regimental personnel unit. After the morning report has been checked there, it will be returned to the company orderly room.

b. *Daily sick report.*—See AR 345-415 and section III, chapter 6, part one. If any enlisted man is sick, he will be taken to the regimental infirmary at sick call. The sick report will accompany any man reporting at sick call.

c. *Clothing record.*—Normally the men would receive their initial issue of clothing—one complete uniform—at the reception center. Assume, however, for this problem, that they are to be clothed and equipped in the company. In anticipation of the arrival of 177 selectees, 177 copies of W.D., A.G.O. Form No. 32 (see fig. 2) should be prepared. The articles of clothing and equipment per individual having been determined, the date and the quantity of each article should be filled in. Then when the men actually come in, each selectee's

name, grade, and Army serial number can be written on the form, and the soldier and the issuing officer can initial. This will save time. In the event that a roster precedes the new arrivals, the details of name, etc., can be entered on the form in advance.

63. The most important action of the company commander between the hour at which his company is actually activated and the arrival of his selectees is to obtain the equipment and supplies needed. To do so will require close attention to detail, initiative, tact, and perseverance. Ask the supply officer to set a definite hour when the property will be issued; then arrange for trucks and loading detail to be at the proper warehouse at the designated hour to get the supplies and take them to the company barracks or supply room. This is a matter which should not be left to a subordinate.

64. The men arrive.—*a.* It is assumed that at 11:00 AM on June 2, 1942, the 177 selectees needed to bring this company to full war strength are turned over the company commander. The sergeant in charge hands to the company commander an alphabetical list in triplicate showing names and Army serial numbers of the men.

b. The roll is called, thus insuring that all the men listed are actually present. The men then should be conducted into the barracks, where each man will be assigned a cot and told to leave his personal baggage on the cot. They will then be shown the bathhouse and each man will be issued one face towel and one cake of soap. They will be instructed to wash as quickly as possible, and to re-form in the barracks, each man by the cot assigned him. They will then be conducted to the mess hall, and as they file in, each man will be handed a mess kit containing knife, fork, and spoon, and a canteen cup. This sequence will vary, of course, if the men are received at a different hour.

c. It is a sound principle that the first meal should be served to the men promptly after their arrival. The food should be hot and abundant. In this connection, see section I, chapter 3, part one.

65. Getting men into uniform.—*a.* No man feels that he really is in the Army until he puts on a uniform. This is especially true when he is on a military reservation. It is important for morale and for other reasons to get the new men into uniform as quickly as possible. Arrangements should already have been made with the quartermaster for the issuance of clothing at the quartermaster fitting and issue room.

b. Immediately after dinner, or at an hour previously agreed upon with the quartermaster, have the men conducted in marching order to the fitting and issue room. Divide the men into groups of about

50, each under the immediate charge of a lieutenant and a sergeant. Have each lieutenant prepare an alphabetical list, typewritten if possible, of the men under his charge, and assemble W.D., A.G.O. Form No. 32 for that number of men. Upon arrival at the fitting room, as each man is fitted and given his clothing and equipment, enter his name and Army serial number on the form and have him initial the form.

c. Each man should be issued the following, as prescribed in T/BA 21, subject to later amendment:

<i>Quantity</i>	<i>Unit</i>	<i>Article</i>
1-----	Each-----	Belt, waist, EM.
2-----	Each-----	Cap, garrison, khaki.
4-----	Each-----	Drawers, cotton, shorts.
4-----	Each-----	Handkerchief, cotton, white.
1-----	Each-----	Jacket, field.
2-----	Pair-----	Leggings, canvas, dismounted, M1938.
2-----	Each-----	Necktie, cotton, khaki.
1-----	Each-----	Raincoat.
2-----	Each-----	Shirts, cotton, khaki.
2-----	Each-----	Shirts, flannel, od.
2-----	Pair-----	Shoes, service.
2-----	Pair-----	Socks, cotton, tan.
2-----	Pair-----	Socks, light wool.
2-----	Each-----	Trousers, cotton, khaki.
4-----	Each-----	Undershirt, summer, sleeveless.
1-----	Each-----	Insignia, collar, EM "US".
1-----	Each-----	Insignia, collar, EM.

d. If the company is activated in cold weather, appropriate winter clothing as prescribed by the Table of Basic Allowances will be issued instead of cotton.

66. Personnel records.—a. While the men themselves are being clothed, the first sergeant and company clerk, back at the company orderly room, should check for each man the entries in the service record, which has been initiated at the induction station. This may be done at the unit personnel section.

b. The proper forms for picking up these new men on the morning report, and for submitting an initial roster, are explained and illustrated in section II, chapter 6, part one.

67. Now the company has been fairly launched. From this point on, the several phases of administration management, record keeping and reporting fall into the established routine. When the men re-

turn to the company from the quartermaster clothing room, divide them into platoons, in accordance with T/O 7-17, and assign the platoon commanders and platoon sergeants. If possible, have every man in uniform and in line for retreat. After that, supper; then the reading of the Articles of War, as prescribed in AW 110. Then time off for the men. Then tattoo, call to quarters, and taps.

68. Classification.—*a.* Once the company is organized, the company commander's primary responsibility is to find out who his men are, what background they possess, and what jobs they are equipped to do. The Army classification system makes this knowledge available through the soldier's qualification cards. When the men arrive at the company, they have been classified and their skills have been evaluated. Yet no company commander should consider that the job of classification is completed at that point. It has only been started. It remains for the company commander to finish it, to study his men and reclassify them.

b. Reclassification begins in the squad and progresses upward in the chain of command. The recording of skills, the accounting of personnel, the administrative procedures—vitally important as they are—are secondary to the evaluation of the individual soldier as a human being. It is the man who counts, not the system.

c. When men live and work together, as do the squad leader and members of his squad, each evaluates the others. In the case of the squad leader, this should be a conscious process. He should seek to discover hidden talents in his men and to correct impressions formed on the basis of their recorded skills. His value as a squad leader lies in his ability to do this—impartially and with sound judgment—and to pass along facts and his considered judgment to his platoon leader. The platoon leader, in turn, must know at first hand the human qualities, the defects and virtues of the men of his platoon. Not only must he demonstrate his leadership by using human assets and correcting human defects; he must also determine whether each man is being used to the greatest advantage to himself and to the team. If not, he must then take executive action to correct the situation. That is inherent in the command function.

d. The final responsibility for company leadership through personnel management lies with the company commander. To him come the sifted judgments of his subordinates; with him rests the responsibility of making human adjustments. Such adjustments may be made within the company, dictated by personalities rather than by specific skills. Before reclassification, such adjustments should be attempted so that the man will not have to be transferred to

another unit. Yet often a deliberate and formal reclassification of the enlisted man is a wise solution. In such instances the Army Classification System is available and should be used in all its ramifications. Trained classification personnel at regimental headquarters should be called upon, and liberal use made of W. D., A. G. O. Form No. 20 (Soldier's Qualification Card).

e. A word picture of each enlisted man is contained on a soldier's qualification card. This card is maintained at the unit personnel section where responsibility for classification and reclassification centers. Usually the word picture on W. D., A. G. O. Form No. 20 is a true one; skilled technicians have bent every effort to make it so. Yet no technique can discover the complex emotional content of a human being. The best that can be done is to find out and record the facts on which this emotional content is based. These facts may show that the soldier is a skilled mechanic; yet when he is detailed to work as a mechanic under military conditions and under a complete change in physical and social life, he may be deficient as a mechanic and better suited for another job. In such circumstances he should be reclassified and assigned to work which is compatible and useful.

f. The responsibility for discovering that the man is unsuited to his work lies with the company commander; the responsibility for finding a new place for him lies with the unit classification officer, or his non-commissioned assistant.

g. The company commander should keep the unit personnel officer informed of any special skills discovered in a soldier, of his assignment to any duty other than normal routine function pertaining to his grade, and of any discrepancies noted upon a detailed check of the information roster (AR 345-5) periodically sent to him by the unit personnel section. If, for example, a private whose qualification card indicates that he is a mechanic should prove to have clerical ability, that fact should be communicated without delay to the unit personnel officer. Commanders should constantly strive to bring to light undeveloped skills possessed by their men. When a man gives evidence of possessing some special skill, he should be sent to the unit personnel section for interview, with a view to reclassification.

h. At the beginning of a soldier's military career, only his background is known. Unless he has had previous military experience, his military aptitudes must be estimated. Hence, while the primary responsibility for initial classification lies with the classification personnel at the reception center, thereafter the responsibility is shared by the classification officer (or assistant) and the company com-

mander. The closest cooperation is required between the two. Within the unit personnel section, the soldier's classification cards should be available for use by the company commander, so that he can put together the performance of the man as he sees it in the company and the background of the man as the card discloses it. (See sec. IX, ch. 5, pt. two.)

i. To summarize, during the current emergency the War Department has developed a comprehensive Army personnel system, the purpose of which is to regulate the procurement of enlisted men; to classify them according to civilian and military experience; to train them in the military specialties for which they are qualified and in which they fill a determined military need; and finally to assign them to units in which they can perform the duties for which trained. The company commander has access to their qualification records, which summarize their civilian and military experience. The company commander is, in final effect, a personnel manager. Not only must he have an appreciation of the over-all objectives of the Army personnel system and personnel management and make use of the technical facilities which have been made available to him, but he must also have a proper appreciation of human values and human potentialities which cannot be recorded on personnel reports. The entire personnel system of the Army is designed to furnish him the right men for the right jobs at the right time. Unless he makes proper use of the men thus made available to him, by assigning them to duties for which trained and then managing their affairs with efficiency and understanding, the personnel system fails within his unit, and its value is completely nullified.

SECTION II

DUTIES OF KEY NONCOMMISSIONED OFFICERS

69. First sergeant.—a. The first sergeant is the key man of the noncommissioned cadre of the company or similar unit. He is a personal assistant to the company commander and is the contact man between the company commander and the enlisted men of the company. He forms the company, or any part of it, for drill, fatigue, guard, or other military formations; receives from the platoon sergeants the reports of those present and absent; and reports to the company commander the number of unauthorized absentees. He accompanies the company commander on inspections of barracks, kitchen, and other company areas, makes notes of discrepancies, and transmits the company commander's instructions to the enlisted men. He sees that all fatigue, guard, and special details are turned out,

properly armed and equipped, and reported at the proper place at the proper time.

b. The first sergeant should know every man in the company, should know something of his background, and should know accurately

Army of the United States



To all who shall see these presents, greeting:

Know ye, that *reposing special trust and confidence in the fidelity and abilities of* Technician 5th Grade Benjamin B. Reming, 30959916, *I do hereby appoint him* Corporal (Temporary), Company I, 100th Infantry, *ARMY OF THE UNITED STATES.* to *rank as such from the* Fourth *day of* June *one thousand nine hundred and forty-two* *He is therefore carefully and diligently to discharge the duty of* Corporal *by doing and performing all manner of things therunto belonging. And I do strictly charge and require all Noncommissioned Officers and Soldiers under his command to be obedient to his orders as* Corporal *And he is to observe and follow such orders and directions from time to time, as he shall receive from his Superior Officers and Noncommissioned Officers set over him, according to the rules and discipline of War.*

Given under my hand at Fort Dix, New Jersey this Fourth day of June in the year of our Lord one thousand nine hundred and Forty-two

John O. Atwater

JOHN O. ATWATER, Colonel, 100th Infantry.

W. D., A. G. O., Form No. 58
March 21, 1917

I have read this company, and reported as hereby a. b. "Colonel, Company A, 1st Infantry," "Signed, Quartermaster Corps"

FIGURE 9.

his qualifications. He assists the company commander in maintaining discipline and morale, and brings before the company commander any man who requires admonition, reprimand, or disciplinary action.

c. He prepares the morning report for the company commander's inspection and initialing before it is submitted to the regimental per-

sonnel section; he enters the names of those reporting sick in the sick report book, for the company commander's signature. He prepares, maintains, and publishes the duty roster.

d. He assists the second in command and other company officers in the performance of administrative duties, and furnishes the company clerk, company commander, and other company officers with such personnel data as may be required to answer inquiries from higher authority. During the absence of the company clerk at the unit personnel section, he keeps notes and prepares such records and reports as may be necessary. He assists in the issue of clothing and equipment to the individual men. He supervises the clerical work of the orderly room and sees that schedules and rosters are maintained for recreation, athletics, weekend passes, and similar activities.

e. He makes sure that the other noncommissioned officers of the company understand orders of the company commander, and assists the platoon commanders in carrying out the instructions of the company commander. In brief, he is the company commander's right-hand man. He should be the best soldier in the company; he should have more than average intelligence, should be forceful, should possess initiative and skill in handling men, and should be firm and impartial in his dealings with the men of the company. He should understand the company commander's policies and methods, should be absolutely loyal to the company commander, and should be willing at all times to subordinate his own views and opinions to those of the company commander. He should be interested in the men of the company and always willing to lend a helping hand to an individual man. Above all, he must have emotional balance and good judgment.

f. He should see to it that enlisted men do not go directly to the company commander to discuss their affairs, but only through him after he has examined the merits of each case. This requires the greatest impartiality on his part, so that personal prejudice may not deprive any soldier of his chance for a hearing. On the other hand, many minor matters concerning which the enlisted man, especially the new soldier, believes that he should consult the company commander can be handled by the first sergeant.

g. The first sergeant should avoid making decisions which should be made only by the company commander. It is the company commander, upon recommendation of the platoon commanders, who makes recommendations to the regimental commander for appointments to grades.

h. In combat the first sergeant stays with the company commander, assists him in keeping contact with the platoon commanders,

transmits instructions, controls the messengers, and performs such other duties as the company commander may assign to him. He should understand the tactical situation, be thoroughly conversant with the company commander's plan of action, and if all of the officers of the company become casualties, he takes command of the company and carries on the action.

70. Mess sergeant.—*a.* The mess sergeant is responsible to the company commander for the efficient operation of the company mess. He should be thoroughly familiar with the following publications: TM 10-205 (Mess Management), TM 10-405 (The Army Cook), TM 10-410 (The Army Baker), and TM 10-210 (Inspection of Subsistence Supplies). He should know in detail the provisions of Circular No. 195, War Department, 1941 as amended by Circular No. 297, War Department, 1942. He must be thoroughly familiar with all printed forms used in mess management. At the end of each month, he should prepare and certify to the monthly financial statement of the mess.

b. Under the present system of field rations, the mess sergeant is not required to prepare menus or requisitions for subsistence supplies; nor need he make extensive purchases from commercial vendors. He should, however, make a careful and detailed study of the standard menus prescribed by higher authority. He should hold daily conferences with the cooks on the preparation of the prescribed dishes, in order to insure that the articles of subsistence are properly used and that each dish is tastily and economically prepared.

c. He checks the daily menus against both items and quantities of subsistence stores issued to the company. He prepares for the guidance of the cooks each day the quantity break-down of the various articles which go into the meal, and issues the correct quantities of each item. He keeps duplicate keys to the storeroom, and makes proper entry on the daily stock record of all items issued. Case goods and packages should be left unopened until they are ready for use, in order that they may be returned to the supply officer, if need be, and credit received.

d. He is responsible for the proper distribution of tasks among the mess personnel and for the equitable distribution of the work load. He prepares a daily work schedule for the approval of the mess officer and, when it is approved, he sees that the schedule is carried out. He checks and inspects all incoming stores, prepares for the mess officer a list of articles needed in addition to the items issued, and makes frequent inspections of all stores in the storeroom.

e. He is responsible for the cleanliness and good order of the kitchen, mess hall, and storerooms and for the personal appearance of the mess personnel. He is responsible for the prompt and orderly serving of

meals and should take all necessary steps to insure that every man gets an adequate quantity of all articles on the menu. He should be present throughout the serving of all meals. He should taste each article served to the men, thus assuring himself that each article of food is well cooked and tasty.

f. He should make a detailed daily inspection of the kitchen, dining room, storerooms, and area outside the mess hall. He should also make frequent spot inspections of utensils and of the method used in washing utensils and dishes. Every precaution should be taken to insure that all utensils and dishes are thoroughly scrubbed and sterilized after each use and that no particle of food or soap or residue of soapy water is left on utensils and dishes. Soapy residue may cause serious stomach disorders, and food particles left on dishes may spread disease among the troops.

g. He must make sure that each man in the mess maintains a high standard of personal cleanliness and that he undergoes the required periodical medical inspection. Cleanliness of the mess personnel cannot be too strongly stressed. Men should be required to keep their fingernails short and scrupulously clean at all times. Hair must always be short, and men should be required to wash their hands thoroughly with soap and hot water after each visit to the latrine. Under no circumstances should men with head colds or respiratory diseases be allowed to work in the kitchen. The same prohibition applies to men with open sores on any part of their bodies. All mess personnel should wear clean white clothing while at work, and cooks should wear white caps.

h. The mess sergeant should make sure that garbage and waste matter from the kitchen and mess hall are properly disposed of. On a rack outside the kitchen there should be three G. I. cans, each for one of the following classes of waste matter: food; paper and such other material as can be burned; and tin cans and other metals, which should be pounded flat before being placed in the can. The removal of these G. I. cans daily is the responsibility of the post and station complement, but the mess officer should insure the proper working of the system.

i. He checks in the enlisted men detailed daily as kitchen police and table waiters, sees that they are in proper uniform, provides them with whatever additional uniform is required, and sees that they are released on schedule and reported back to their organizations.

j. In making his daily inspection of the kitchen, mess hall, and the area used by the mess, he should watch particularly for the following:

(1) *Flies*.—Screens must be kept tight; any flies which get in must be killed immediately.

(2) *Neatness and cleanliness in storeroom.*—Nothing should be kept on the floor. All storage should be on dunnage (slatted platforms) or shelves.

(3) *Corners.*—Dirt should not be allowed to accumulate around legs of tables and cabinets. Handles of knives and other implements should be free from grease and dirt. Pots and pans should be tested for grease, by running a finger around the inside.

(4) Potatoes, apples, citrus fruits, and vegetables should be examined to see that there is no decay or spoilage. Canned goods should be inspected for bulges which would indicate accumulation of gases—an evidence of spoilage.

k. Every member of the permanent mess personnel should be required to study TM 10-405.

l. He should check the ration strength report each day with the first sergeant, to be sure that the figures submitted agree with the actual number of men eating in the mess. There should also be a frequent check of the number of men actually eating in the mess.

m. Frequent close scrutiny of the men while at meals should be made to prevent any man from sitting down to table with dirty hands and fingernails.

n. The mess sergeant is responsible for the maintenance of discipline during the meal. He will make sure that each man receives the portion of food to which he is entitled and that he has opportunity for an additional serving, once he has consumed the initial portion. He will prevent boisterous behavior and profane language, and will prevent crowding in the mess hall and bad manners at the tables. He will report offenders to the commanding officer for disciplinary action. He will insure that only those men entitled to eat in the company mess are admitted to meals and that there are no interlopers from other organizations.

71. The lieutenant detailed as company mess officer will exercise such supervision as may be necessary to insure that all of the duties listed above are carried out efficiently. He is responsible to the company commander for the proper performance of all duties incident to the operation of the mess.

72. **Supply sergeant.**—The supply sergeant is the enlisted assistant to the company supply officer. Under the supervision of the supply officer he prepares requisitions for supplies and equipment, and maintains records of both organizational and individual property issued to the men. He is custodian of the property in the supply room, and issues tools and equipment normally kept in the supply room for use by members of the company. He supplies data for reports of survey, inventory and inspection reports, and statements of charges. He

is responsible to the supply officer for the neat and orderly arrangement and storage of articles in the supply room. He assists in making periodic inventories of public property issued to the company, in maintaining records of property issued, and in issuing clothing and equipment to the men, making appropriate entries on individual clothing and equipment records and checking the fit of clothing and shoes. He also supervises the marking of individual and company clothing and equipment.

73. Company clerk.—*a.* Under provisions of AR 345-5, company clerks may be detailed to the unit personnel section. The number so detailed should be kept to the minimum necessary to perform current work and to provide instruction for substitute clerks. When detailed to the unit personnel section, company clerks will not be given other duties which will interfere with their work with the unit personnel section. All clerical duties pertaining to those company records which are maintained within the company will be performed within the company. The company commander will provide for the performance of clerical work within the company by his existing non-commissioned staff. He will not take men away from their primary mission of training to do clerical work. If the unit personnel section is efficiently organized and assumes the clerical work involved in maintaining miscellaneous company rosters and in handling company correspondence, the remaining clerical work can normally be handled with the existing personnel of company headquarters.

b. In the event that the company should operate as a detached unit, the company clerk will then remain with the company and will perform the normal company clerical duties of both the unit personnel section and the company.

c. The company clerk should be a man of more than average intelligence and ability, trained in clerical work and typing. He should be thoroughly familiar with Army Regulations and with the technique of making reports, keeping records, and handling correspondence. When serving with the company, he is in effect the company secretary. When serving with the unit personnel section he is one member of a team of clerical specialists.

d. When on duty with the company, the company clerk assists the first sergeant in preparing the morning report, sick report, duty roster, clothing and equipment forms, reports of survey, inventory and inspection reports, statements of charges, and other personnel records. He assists in the maintenance of various rosters required within the company, such as laundry lists, motion picture and athletic rosters, rosters for special details, etc.

CHAPTER 6

ORGANIZATION RECORDS AND REPORTS

	Paragraphs
SECTION I. General.....	74-76
II. Morning report.....	77-87
III. Daily sick report.....	88-96
IV. Duty roster.....	97-107
V. Record of company punishment.....	108-113
VI. Organization records of individual qualification in arms.....	114-116
VII. Company correspondence file.....	117

SECTION I

GENERAL

74. *a.* The term "organization records" is understood to mean those records which pertain primarily to the organization as a unit and to its unit activities, as distinguished from those records which are primarily historical records of the individual. Organization records pertain also to inanimate things, supplies, equipment, and money.

b. In considering organization records and reports, it should be borne in mind that many such records have a direct bearing on the individual concerned, as well as upon the organization. Such records are the morning report, the sick report, and the duty roster. But where such records pertain primarily to the unit or company as such, they are called organization records. Where the record concerns primarily a given individual, it is an individual record. In many cases the data included in organization records are recorded also in the records of the individual. For example, the company morning report shows that Sergeant Olsen is transferred to another unit. The fact of such transfer is also entered on the individual service record of Sergeant Olsen at the time of the actual transfer of the soldier and his records.

75. The basic principle in organization record keeping is to make a record of every event which alters the status of the organization in its strength, composition, property, allowances; that is, to keep a perpetual inventory of assets and liabilities, personnel and material, as well as a fiscal inventory. Another guiding principle is that, when-

ever an entry in an organization record shows a change which does or may affect the status of an individual, a corresponding entry must be made on the records of that individual.

76. Some of the records which are here classified as organization records might also be called individual records, since they concern both the individual and the organization; and the line of demarcation is in fact largely arbitrary. An example is W. D., A. G. O. Form No. 32, upon which the individual soldier acknowledges the issue to him of Government property, for which he is then responsible. While this record is of important concern to the individual, such a record pertains also to the organization and, for convenience in property accounting, is maintained as an integral part of an organizational record of property.

SECTION II

MORNING REPORT

77. **References.**—AR 345-400; Circular No. 28, War Department, 1942; Circular No. 195, War Department, 1941 as amended by Circular No. 297, War Department, 1942.

78. *a.* The Company Morning Report (W. D., A. G. O. Form No. 1) (fig. 10) is the basic organizational record of a company or similar headquarters where a morning report is kept. The morning report is both statistical and historical in character and consists of four sections: the ration account section, the strength section, the remarks section, and the record of events (or diary) section.

b. The morning report is a booklet of 24 pages, 3¼ by 8½ inches, plus front and back cover. It is designed for 1 month's use, and in the daily strength section it has lines numbered 1 to 31, for use on corresponding days of the month. A new book is started on the first day of each calendar month. The morning report is a permanent record, and its eventual custody rests with The Adjutant General (see AR 15-5).

79. Although the remarks section does not begin until page 5 of the morning report book, it is really the *first* section in which entries are made. Its remarks concern the status of individuals of the company, both officers and enlisted men. Using the assumed situation presented in chapter 5, part one, the actual beginning of the company's morning report would be on the morning of the day after the company is activated. Assume the activation date to have been June 1, 1942. The morning report then (that is, the period covered by 1 day's entries) would be from 12:00 midnight, May 31, to 12:00 midnight, June 1 (AR 345-400). Usually the first sergeant keeps a morning report work sheet, upon which he makes notes during the day, as events

occur which subsequently must be entered on the morning report. By doing so, he is able to complete the morning report soon after reveille. This work sheet is not required by Army Regulations, and its use is here suggested merely as a matter of convenience.

80. On June 1, 1942, the first sergeant will start his morning report work sheet. He should be held responsible for the proper preparation of the morning report. The company clerk, or acting company clerk, will no doubt make the actual entries, but the first sergeant should furnish the company clerk with all the data and should supervise and check each entry before handing the morning report to the company commander. The company commander, in turn, checks the entries and, when he has satisfied himself that the report is correct, authenticates it by placing his initials in the remarks section on the line immediately following the last entry. In the same manner he authenticates the entries in the station and record of events section.

81. The basis of all the morning report entries is the remarks. Therefore, the remarks should be entered first; then the strength section should be made up; then the rations section; after which appropriate entries are made in the station and record of events section. The morning report is submitted each morning to the regimental personnel officer.

82. The first morning report day runs from midnight May 31 to midnight June 1. These entries are actually made on the morning of June 2. Anything which occurs after midnight June 1 will be entered on the morning report of June 2, made up on the morning of June 3. In the problem below, the term "changes" is simply the heading of a brief narrative account of events which must be entered in the morning report. The term "remarks" precedes the quoted remarks as they actually appear in the morning report. The term "strength entries" means the entries made in the strength section of the morning report; and the term "rations" means entries made in the rations section. The subparagraph headed "Explanation" shows why the entries are made as described.

83. **June 1—Changes.**—The activation of the company is announced on June 1, 1942, at Fort Dix, N. J., by paragraph 1, General Orders No. 1, Headquarters, 100th Infantry, June 1, 1942. Captain Martin C. Woodring O881654; 1st Lts John L. Billings O885420 and Fred M. Thomas O882425; 2d Lts Alexander A. Gillson O420549, John T. Wright O454827, and Frank K. Haines O454967, are the officers assigned and joined. There are 15 enlisted men comprising the enlisted cadre. They are 1st Sgt Emil Projack R53197; Stf Sgts Timothy R. Walsh 7548873, Giles T. Henry 7116990,

Charles L. Gaines 7026637, Henry Botwell R63448, and Arthur P. Willson 7501324; Sgts John L. Martin 7790114, Gustav Olsen 7444476, and George G. Todd 7439864, Cpl Martin Gilfoyle 7719945; Techns 4th Gr Hymann Pofahl 7969598 and Gerald M. Collins 7997796; Techns 5th Gr Benjamin B. Benning 7999946, Thomas H. Harrison 7998664, and Benney Epstein 7895540. All the enlisted cadre are attached to Company B for rations.

a. *Remarks.*—"Capt Woodring, 1st Lts Billings and Thomas, 2d Lts Gillson, Wright, Haines asgd and jd; 15 EM asgd and jd; see atchd roster. 15 EM atchd to Co B for rations."

b. *Strength entries.*—Turn to page 4. On line 1 (first day of month), enter 1 captain, 2 first lieutenants, and 3 second lieutenants; that is, all the officers who are present for duty. In column Present, Special Duty, no entry; Sick, no entry; Absent, no entry; Attached, no entry. Next in the proper columns enter 1 first sergeant, 5 staff sergeants, 5 sergeants and 4 corporals; and in the column Total for Duty, enter 15; Total Present, 15; and Total Present and Absent, 15. Technicians fourth and fifth grades are noncommissioned officers and therefore will be accounted for in the total of sergeants and corporals, but in order to keep the records straight they will also be carried in the columns under specialists, changing the heading to read "Technicians, present and absent."

c. *Rations section.*—No entries will be made on page 3, headed "Men messing with organization," for the morning report of June 1, because all the 15 men of the enlisted cadre are attached to Company B for rations to include supper on this day. This will be recorded in the last column on page 4, and headed "EM detached for rations." Rations for officers are not computed in the morning report.

d. *Station and record of events section.*—The proper entry in this section for this date would be "Co L, 100th Inf, activated this date per par 1 GO 1 Hq 100th Inf, June 1, 1942, with station at Fort Dix, N. J." No more entries will be made in this station and record of events section for a period of 10 days unless an event of sufficient importance occurs. If no change of sufficient importance to justify an entry in the station and record of events in the morning report occurs during a 10-day period, an entry is made nevertheless at least once every 10 days. Such an entry is usually, "Usual garrison duties" or "Usual training duties." If such an entry has been made on the 10th day of the month, and on the 14th day of the month the company made a practice march of 1 day's duration, that fact will be entered on the morning report in the station and record of events section under date of the 14th, entry being made on the 15th. If the company was

RATION ACCOUNT

VALUE OF ONE RATION DURING MONTH, \$

MEN AUTHORIZED TO MESS SEPARATELY		
NAME AND GRADE	PERIOD	NO. OF RATIONS

COMPANY

MORNING REPORTS

(See Art. 10-4-40)

OF

Company L 100th Inf
(Company or equivalent) (Regiment and branch)

FOR THE MONTH OF

June 1912

INSTRUCTIONS

This form will be used by companies, troops, batteries, and detachments of all branches, and by all other units, establishments and institutions similar in organization and administration to a company, including headquarters companies and troops of divisions and higher tactical units. Headquarters companies of brigades, regiments, and battalions, and troops of regiments, battalions, and companies (W. D., A. G. O. Form No. 2) on which will be entered personnel pertaining to the headquarters as well as to the company.

NOTE: Initiated by company commander. Retained in company.

W. D., A. G. O. Form No. 1
January 24, 1907

16-1000

MEN MISSING WITH ORGANIZATION				
DATE	Days Absent Without Release	No. Men With Organization	Per Cent of Company	No. Men Missing From Organization
1				
2	133	133		133
3	189	189		189
4	196	196		196
5	192	192		192
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				
21				
22				
23				
24				
25				
26				
27				
28				
29				
30				
31				
TOTAL RATIOMS DUE ORGANIZATION				1-100

FIGURE 10.

OFFICIAL USE ONLY	EMPLOYEE'S EMPLOYMENT DATA AND ORGANIZATION										EMPLOYEE'S STATUS		TOTAL HOURS	TOTAL DOLLARS	TOTAL DOLLARS PER HOUR
	Period	Rate	Days	Hours	Days	Hours	Days	Hours	Days	Hours	Period	Rate			
EMPLOYEE'S EMPLOYMENT DATA AND ORGANIZATION	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
EMPLOYEE'S STATUS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
TOTAL HOURS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
TOTAL DOLLARS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
TOTAL DOLLARS PER HOUR	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15

[illegible][illegible]

Page	Station and Record of Events
1	Co L 100th Infantry activated June 1, 1942, at Fort Dix, N.J., per per 100 1, 100th Infantry, Fort Dix, N.J., May 19/42, No. C-54

FIGURE 10—Continued.

on the march or in battle, entry would be made every day. Entry is also made on the day of a change of station.

e. Explanation.—(1) *Remarks section.*—Where possible, authorized abbreviations are used in making entries in morning reports. Authorized abbreviations are listed in AR 850-150. The rule is: Whenever an officer or soldier is mentioned in the morning report, except where attached for rations only or relieved of such attachment, his grade and his last name will be used. If two men of the same last name are in the organization, the last name, followed by initials, will be used. If there are two enlisted men of the same last name with the same initials and the same grade, then the last name, followed by initials and Army serial number, will be used. (See AR 345-400.) In each case the grade precedes the last name. When a large number of individuals join or leave the organization at the same time, custom and usage sanction a remark entry as follows: "44 EM asgd & jd Co 1100; see attached roster." In cases of this kind, usually a tissue copy of the roster by name, grade, and Army serial number is made and is pasted immediately below the remark in the morning report, folded to be the same size as the morning report page.

(2) *Strength section.*—See figure 10. No further explanation is needed.

(3) *Station and record of events section.*—No explanation needed.

84. June 2—Changes.—177 recruits are assigned and join the company at 1100; 2d Lt Gillson becomes sick and is ordered to stay in quarters; Techn 4th Gr Collins gets drunk and is confined in post guardhouse; Pvt Archie A. Sims goes absent without leave; 15 enlisted men are attached to Co B for rations.

a. Remarks.—"177 Pvts asgd & jd 1100; see atchd roster; 2d Lt Gillson dy to sk in qrs; Techn 4th Gr Collins dy to conf; Pvt Sims dy to AWOL, 1600; 15 EM relvd from atchmt to Co B for rations 0600.

b. Strength section.—On page 4 of the morning report, enter 1 captain, 2 first lieutenants, and 2 second lieutenants as Present for Duty; 1 second lieutenant (2d Lt Gillson) is entered in the Sick column. In the section for enlisted men, the noncommissioned officers are the same as the previous day except that in the Sergeants column, 1 Sgt (Techn 4th Gr Collins) will be dropped for duty and picked up in the In confinement column, leaving 4 sergeants. In the column Privates, show 176 privates (Pvt Sims duty to AWOL 1600). These figures add up to 190 in the column Total for Duty. In the column In Confinement, enter 1 (Techn 4th Gr Collins), and there is a Total Present of 191 (in confinement on the post is carried on the morning

report as present). Under the general heading Absent, in the column Without Leave, enter 1 (Pvt Sims); and in the column Total Present and Absent is 192, which is the strength of the company. The entry under Technicians Present and Absent is the same as for yesterday.

c. Rations section.—It is assumed that the company mess began operation with the serving of breakfast on this date, serving the 15 men of the cadre. Turn to page 3 of the morning report, and on line 2 enter the figure 133 in the column Daily Average Strength for Rations; in the column Number Men Messing with Organization enter the figure 133; in the column Plus or Minus Correction for Percentage, make no entry; in the column Net Number Rations Due Organization, enter the figure 133. These ration computations are based on the issue and use of the field ration, to be issued in kind, under the provisions of Circular No. 195, War Department, 1941, as amended by Circular No. 297, War Department, 1942. When the field ration is issued, no correction for percentage is made in computing the ration account. But when an organization is operating on the garrison ration, the correction for percentage is applicable, as prescribed in paragraph 13, AR 30-2210.

d. Explanation.—(1) *Remarks section.*—The entry about the privates is self-explanatory. Note that while no time is given in the case of Techn 4th Gr Collins' confinement, the time that Pvt Sims went AWOL is given. (See AR 345-400). Techn 4th Gr Collins, although in confinement, is still on the post and will continue to mess with his company until a prisoner's mess is operated; but Pvt Sims has presumably left the post and will not mess with the company.

(2) *Rations section.*—A ration is the food for one man for 1 day. To arrive at the number of rations to which an organization is entitled, determine the number of men present at each meal (including men authorized to mess separately), add these numbers together, and divide by 3. The result will be the number of rations to which the company is entitled. It is a simple arithmetical problem:

$$\begin{array}{r}
 15 \text{ at breakfast} \\
 192 \text{ at dinner} \\
 191 \text{ at supper (Pvt Sims AWOL)} \\
 \hline
 3 \overline{) 398} \\
 132\%
 \end{array}$$

Since a fraction of two-thirds is counted as a unit, the figure set down is 133. The figure 133 is the daily average strength for rations and is placed in the first column headed Daily Average Strength for Rations. AR 345-400 states: "The daily average strength for rations,

diminished by the number of men authorized to mess separately, will give the entry for the column headed Number Men Messing with Organization." If any men had been authorized to ration separately, that is, away from the company, and therefore were not recipients of company rations, a deduction would be made for them in column 2. If, for example, Sgts Smith and Jones were authorized to mess at their quarters off the post, a deduction of 2 should be made from the daily average strength for rations, and 131 would be entered in column 2, instead of 133. In the next column, headed Plus or Minus Correction for Percentage, make no entry, assuming that the field ration is used. In the last column, entitled Net Number Rations Due Organization, enter the figure 133.

(3) *Station and record of events section.*—No explanation needed.

85. June 3—Changes.—1st Lt Thomas is relieved from duty with the company and placed on special duty as assistant regimental adjutant; 2d Lt Gillson is sent to the hospital; 1st Lt Naughton, Co K, 100th Inf, is attached to the company for duty; 2d Lt Haines is sent to Fort Benning, Ga., for temporary duty as a student at the Infantry School Special Course; Sgt Martin becomes sick, is marked "Sk in qrs" on the sick report, and is directed to remain in quarters. Cpl Gilfoyle is ordered to Fort Jay, N. Y., as a student at the School for Cooks and Bakers, and leaves the company at 1100; Techn 4th Gr Collins (in confinement) is reduced to private; Pvts Jones, Franks, Hoyle, and Smith become sick and the medical officer directs that they remain in quarters; Pvt Sanford is placed in arrest; 9 enlisted men are attached for rations only, at 1600.

a. Remarks.—"1st Lt Thomas dy to SD as asst adj; 1st Lt Naughton 100th Inf atchd for dy; 2d Lt Gillson sk in qrs to hosp; 2d Lt Haines dy to DS Ft Benning, Ga; Sgt Martin dy to sk in qrs; Cpl Gilfoyle dy to DS Ft. Jay, N. Y. left Co 1100; Techn 4th Gr Collins (in conf) rd to Pvt; Pvts Jones, Franks, Hoyle, and Smith, Eugene C, dy to hosp 1500; Pvt Sanford dy to ar; Pvt Baker dy to sk in qrs; 9 EM atchd for rations only, 1600."

b. Strength section.—Turn to page 4 of the morning report. There is still 1 captain; but under the heading For Duty, enter 1 first lieutenant and 1 second lieutenant; under Special Duty enter 1 (1st Lt Thomas duty to SD as asst adj). Yesterday, 2d Lt Gillson sick in quarters. Under the Absent column, 1 is entered. The absent officer is 2d Lt Haines, who has gone to Ft Benning. Under Attached in the Present column, enter 1. (See AR 345-400.) Next, the non-commissioned officers under the heading "For Duty"; enter 1 first sgt, 5 staff sergeants, and 3 sergeants (Sgt Martin duty to sk in qrs).

Under Corporals, enter 3 (Cpl Gilfoyle duty to DS Fort Jay, N. Y.). Under Privates, enter 170. Yesterday there were 176 privates, but today: "Pvts Jones, Franks, Hoyle & Smith, duty to hosp; Pvt Baker duty to sk in qrs; Pvt Sanford duty to ar." This gives 182 enlisted men for duty; so that number 182 is entered in the column Total for Duty. There are four enlisted men in hospital, 2 sick in quarters, one in arrest, and one confinement. These are entered in the proper columns, which gives 190, Total present. Under the heading Absent, enter 1 on detached service (Cpl Gilfoyle) and 1 without leave (Pvt Sims), which is a total of 2 absent, and is entered in the proper column, which brings the total present and absent to 192. Under Attached, enter the 9 enlisted men attached for rations. Under Technician 4th Gr, enter 1 (Techn 4th Gr Collins reduced to Pvt).

c. Rations section.—On page 3 of the morning report, on the third line and in the first column on the left of the page, enter the figure 189, under Daily Average Strength for Rations; 189 in the next column; no entry in the third column; 189 in the fourth column under Net Number Rations Due Organization.

d. Explanation.—The remarks and strength section are sufficiently explained. To arrive at the correct computations for the ration section, begin with the number of men messing with the organization at the close of the previous morning report day, or 191. From this number, to determine the number of men counted as eating breakfast, deduct from the 191 the four men who were sent to the hospital. Although these four men did not go to the hospital until 3:00 PM and actually did eat breakfast and dinner in the company, the rule is that when men are sent to the hospital, the company drops them from the ration account for the day they go, regardless of time, and picks them up for a full ration on the day of return regardless of time. Under this rule, therefore, the number of men counted for breakfast is 187 for dinner; between dinner and supper nine men are attached for rations, making 195 at supper. Therefore, the arithmetical problem looks like this:

187 men at breakfast

186 men at dinner

195 men at supper

3)568

189 $\frac{2}{3}$ or 189 under the rule of disregarding a fraction of one-third

This 189 is the Daily Average Strength for Rations. The number of men messing with the organization is 189; 189 is the Net Number Rations Due Organization.

86. June 4—Changes.—1st Lt Garrison is assigned and is en route from Fort Benning, Georgia; 2d Lt Hartford from the 16th Inf at Fort Jay, N. Y. attached for temporary duty; M Sgt Kay is attached for temporary duty to assist in classification; Techn 5th Gr Benning is appointed corporal; Pvt Collins is released from confinement and returned to duty; Pvt Hoyle is sent to Walter Reed General Hospital, Washington, D. C.

a. Remarks.—"1st Lt Garrison asgd DS en route to join; 2d Lt Hartford 16th Inf atchd for dy; M Sgt Kay atchd for dy, jd; Techn 5th Gr Benning aptd Cpl per SO 24, June 4; Pvt Collins conf to dy; Pvt Hoyle hosp to WRGH Washington, DC."

b. Strength section.—Make no change from yesterday in the column under Officers Present. In the column Officers Absent, enter 2 (Lts Haines and Garrison). Make no change in the column under Attached, Present; add 1 Attached officer under Absent. Under Enlisted Men heading in the column Attached, For Duty, Present, enter 1. This is for M Sgt Kay. There are still 1 first sergeant, 5 staff sergeants and 3 sergeants. Yesterday's square for corporals remains the same, as Techn 5th Gr Benning's status is changed to corporal. Also add 1 private in the Privates column—Private Collins confinement to duty. Privates present for duty are now 171. The total present for duty is 183. In the Sick in Hospital column the entry is 3—Pvt Hoyle to Walter Reed, 2 sick in quarters, and 1 in arrest; no entry in the In confinement column—Pvt Collins confinement to duty; total present is 189. Under the heading Absent, 1 detached service and 1 sick—Pvt Hoyle—and 1 without leave, making a total of 3 absent, and a total present and absent of 192. In the Attached for Duty column enter 1—M Sgt Kay. There are still 9 attached for rations only. Under Technician 5th Gr enter 2 (Techn 5th Gr Benning aptd Cpl).

c. Rations section.—Enter in the first column on page 3 of the morning report, 196, Average Daily Strength for Rations; 196 is also the Number of Men Messing with the Organization; 196 is the Net Number Rations Due Organization.

d. Explanation.—Remarks, no explanation needed; Strength section, already explained. Ration section: The figure 196 as the Daily Average Strength for Rations is arrived at as follows: Total for duty is 183, 2 sick in quarters, 1 in arrest, and 9 attached for rations only, which is 196. But notice that the remarks give no time for the arrival of M Sgt Kay, so it is assumed that he arrived after breakfast and

before dinner (AR 345-400). M Sgt Kay was the only change this day affecting rations. Deduct M Sgt Kay from the total of 196 (he didn't eat breakfast with the company) and the problem looks like this:

195 men at breakfast
196 men at dinner—add M Sgt Kay
196 men at supper
3) <u>587</u> total meals served
195%

Count the two-thirds as a unit, and the Daily Average Strength for Rations is 196; the number of men messing with the organization is 196; and the Net Number of Rations Due Organization is 196.

87. June 5—Changes.—2d Lt Gillson returns from hospital to duty; Sgt Todd is placed on special duty at the QM office; Sgt Olsen is transferred to the 16th Inf at Fort Jay and left company at 1600; Pvts Gaines, James, Sears, and Foote are sent to the hospital at 0900; Stf Sgt Botwell is given a 6-day furlough and leaves company at 1100; Pvt Sims turns in at Fort Meade, Md., and is placed in confinement there; Pvt Sanford is restored to duty; 5 enlisted men attached for rations only, at 1700.

a. Remarks.—"2d Lt Gillson qrs to dy; Sgt Todd dy to SD Post QM; Sgt Olsen trfd to 16th Inf Fort Jay, N. Y., left Co 1600; Stf Sgt Botwell dy to fur 6 days, left Co 1100; Pvt Sanford ar to dy; Pvts Gaines, James, Sears, and Foote dy to hosp 0900; Pvt Sims AWOL to conf Fort George G. Meade, Md.; 5 EM atchd for rations only, 1700."

b. Strength section.—Under the heading Officers, Present for Duty, in the column 2d Lieutenants, put 2 (2d Lt Gillson hosp to dy); leave the square under Sick blank; no other changes in officers. Under enlisted men, enter 4 staff sergeants (Stf Sgt Botwell on furlough) instead of 5 of yesterday; 1 sergeant (Sgts Todd SD Post QM, Olsen transferred to 16th Inf). No changes in corporals. There are 168 privates present for duty (yesterday 171; today 4 to hospital, 1 released from arrest, a net loss of 3). In the Special Duty column, enter 1 (Sgt Todd); 7 sick in hospital (3 yesterday, 4 today), 2 sick in quarters; the total Present is 187. Absent, there is still 1 on detached service; 1 sick; 1 absent with leave; and 1 absent in confinement. This last 1 is dropped from the column Absent Without Leave, and placed in the column Absent in Confinement. This gives a total of 4 absent, and a Total Present and Absent of 191. Add the additional men attached for rations only, making 14 attached for rations. The technicians do not change today.

c. Rations section.—Enter in the column Daily Average Strength for Rations the figure 192; 192 is the number of men messing with the organization; and the net number of rations due organization is 192.

d. Explanation.—Remarks, none needed; strength, none needed. Ration section: Number of men messing with organization as shown by the previous day's entry was 196; there is no change between breakfast and dinner; Sgt Botwell went on furlough, however, and under the rule, the company loses a ration for him for the day, and gains the ration on the day of his return. Four men went to the hospital, and under the rule, they are not counted as having eaten in the company the day they leave; therefore the number for breakfast is 191. Between dinner and Supper Sgt Olsen leaves for Ft. Jay, and 5 men are attached for rations only, so the figure is 191 plus 4, or 195. The problem then looks like this:

191 men at breakfast
191 men at dinner
195 men at supper
3)577

192½ or 192, as the Daily Average Strength for Rations

The number of men messing with the organization is 192; and the Net Number Rations Due Organization is 192.

SECTION III

DAILY SICK REPORT

88. Reference.—AR 345-415.

89. One of the valuable considerations of the enlistment contract between the Government and its soldiers is the obligation assumed by the Government to provide medical attention and hospitalization for its enlisted men. To this end, the Medical Department of the Army is organized, with qualified physicians and surgeons as commissioned officers, with noncommissioned officers and privates serving as medical and administrative assistants, and with members of the Army Nurse Corps, who, although women, hold relative military rank. The Medical Department includes the Medical Corps, the Dental Corps, the Veterinary Corps, the Sanitary Corps, and the Medical Administrative Corps.

90. Prior to the time appointed for the daily sick call, all officers and enlisted men of the command who are in need of medical attention inform the first sergeant, who causes their names, Army serial numbers, and grades to be entered in the W. D., A. G. O. Form No. 5 (Daily Sick Report) (fig. 11). The company commander, by questioning

each man as to his illness, will determine the line of duty status, and in the proper column of the daily sick report, enter "Yes" or "No." If the organization commander is unable to determine, by questioning the soldier or from the available evidence, whether the injury or illness in question was or was not incurred in line of duty, he will enter in the

Daily Sick Report, W.D., A.G.O. Form No.5

ORGANIZATION OR DETACHMENT COMMANDER'S REPORT						MEDICAL OFFICER'S REPORT	
DATE 1942	LAST NAME—FIRST NAME—MIDDLE INITIAL	ARMY SERIAL No.	GRADE	WHEN TAKEN	IN LINE OF DUTY (Yes or No)	IN LINE OF DUTY (Yes or No)	DISPOSITION
6/2	Gillson, Alexander	0420598	2nd Lt	6/2	Yes	Yes	Qrs.
	<i>Wash. C. Woodruff</i>	Capt., 100th Inf. Comd			Co. L		<i>JOHN P. BRICK, CAPT., M.C.</i>
6/3	Gillson, Alexander	0420598	2nd Lt	6/2	Yes	Yes	Hosp.
	Martin, John L.	30628832	Sgt	6/3	Yes	Yes	Qrs.
	Jones, David C.C.	30390117	Pvt	6/3	Yes	Yes	Hosp.
	Franks, Joseph	30683321	Pvt	6/3	Yes	Yes	Hosp.
	Hoyle, Jonathan M.	30462230	Pvt	6/3	Yes	Yes	Hosp.
	Smith, Eugene C.	30546682	Pvt	6/3	Yes	Yes	Hosp.
	Baker, Martin H.	30554681	Pvt	6/3	Yes	Yes	Qrs.
	<i>Wash. C. Woodruff</i>	Capt., 100th Inf. Comd			Co. L		<i>JOHN P. BRICK, CAPT., M.C.</i>
6/4	Gillson, Alexander	0420598	2nd Lt	6/2	Yes	Yes	Hosp.
	Martin, John L.	30628832	Sgt	6/3	Yes	Yes	Qrs.
	Jones, David C.C.	30390117	Pvt	6/3	Yes	Yes	Hosp.

ORGANIZATION OR DETACHMENT COMMANDER'S REPORT						MEDICAL OFFICER'S REPORT	
DATE 1942	LAST NAME—FIRST NAME—MIDDLE INITIAL	ARMY SERIAL NO.	GRADE	WHEN TAKEN	IN LINE OF DUTY (Yes or No)	IN LINE OF DUTY (Yes or No)	DISPOSITION
6/4	Franks, Joseph	30683321	Pvt	6/3	Yes	Yes	Hosp.
	Hoyle, Jonathan M.	30462230	Pvt	6/3	Yes	Yes	Hosp to WRGH.
	Smith, Eugene C.	30546682	Pvt	6/3	Yes	Yes	Hosp.
	Baker, Martin H.	30554681	Pvt	6/3	Yes	Yes	CRS.
	~~Walt, Eugene~~	Capt.,	100th Inf. Comdg.		Co. I		~~JOHN P. BRICK CAPT., M.C.~~
	NOTE: Initiated by company commander. Retained in company.						

FIGURE 11.

NOTE.—Initiated by company commander, one copy. Retained by company.

column provided for the line of duty statement, a question mark. After the names of all men have been entered who report sick for a given day, and the names of the men who previously reported sick and are still sick, either in quarters or hospital, have been entered, and after the proper entries as to line of duty have been made by the organization commander, the organization commander will sign the

sick report on the line immediately below the last entry for the day. The first entry on the following day will be made on the next line, thus leaving no vacant lines.

91. In cases of illness resulting from venereal disease, or the intemperate use of alcohol or drugs, or of injury resulting from the individual's own willful misconduct, certain forfeitures and penalties are imposed upon the individual by law and regulations. Such cases are fully covered and explained in AR 345-415, AR 35-1440, AR 345-125, and A. W. 107, all of which should be carefully studied. Here is a brief digest of the salient points of the regulations cited:

a. When the organization commander or the medical officer is of the opinion that the injury of an enlisted man resulted from his own misconduct or that his absence from duty is caused by a venereal disease due to his own misconduct, the initial symptoms of which appeared more than 1 year prior to such absence, the notation "No; 107 AW" will be made in the Line of Duty column, to indicate that the lost time is to be made good (see AR 345-415, AR 345-125, and A. W. 107).

b. No officer or soldier who is absent from his regular duty for more than 1 day as a result of disease (as distinguished from injury) which is directly attributed to, and immediately follows his own intemperate use of alcoholic liquor or habit-forming drugs, is entitled to pay (as distinguished from allowances) for the period of such absence from duty. In cases falling under this paragraph, the entry to be made in the sick report Line of Duty column will be "No; AR 35-1440." AR 35-1440 is a Finance Department regulation covering forfeiture of pay and payment of personal expense money to enlisted men when sick in hospital under conditions where no pay accrues.

92. When the names of all persons to go on the sick report for the day have been entered and the company commander has made appropriate entries in the Line of Duty column, the men whose names are on the sick report will be reported to a medical officer by a noncommissioned officer, who carries the sick report book. Sick call is held at a regimental or separate battalion infirmary. When a commissioned officer is sick or injured, he goes to the infirmary by himself. He may go directly from his organization or quarters to the infirmary; or he may request that the medical officer call upon him at his quarters. In any case his name is entered on the daily sick report of his organization, and the usual entries are made.

93. a. The medical officer holding the sick call will examine each man who is reported at sick call, and will enter, in the space provided

for the medical officer's report, in the Line of Duty column, "Yes" or "No." The judgment of the medical officer as to the line of duty status will be independent of the organization commander's determination of status, and will be arrived at by the medical officer after questioning the individual concerned and examining all available evidence.

b. After making the entry as to line of duty, the medical officer then determines the disposition of the individual; that is, whether he is to be returned to duty, kept in quarters under treatment, or sent to hospital. There is no such status as "light duty" or "part duty."

c. If a soldier is marked Line of Duty, "No," by the company commander and the medical officer, the sick report is then sent to the unit personnel section, where the entry of Line of Duty, "No" is initialed by the personnel officer, who also causes appropriate entry to be made on the pay roll or pay card of the soldier concerned.

94. It is a cardinal principle that once an officer's or soldier's name has been entered on the sick report and the individual reported to a medical officer, he passes from the immediate control of his organization commander to the control of the Medical Department, or specifically to the surgeon of the regiment, battalion, or hospital to which he is sent, and remains under medical control until he is again marked "duty" on the organization sick report. The name of an officer or soldier, once placed on the sick report, appears on the report each day during the period he remains absent from duty because of the illness.

95. Should the determination of the medical officer as to line of duty not agree with the determination of the company commander, as entered on the sick report, final determination of line of duty status will be made by the regimental or separate battalion commander who will make an entry Line of Duty "Yes" or "No" in the disposition column of the sick report. Such an entry will be signed by the officer making the final determination.

96. In cases of illness or injury occurring when the individual is away from a military post or station, or away from his proper command, the individual concerned will notify his immediate commanding officer at the earliest practical date after the incurrence of the illness or injury. His name will be entered on the sick report in the usual manner as soon as notification of illness or injury is received. If the officer or soldier is in a civilian hospital, that fact will be noted in the sick report book. Determination of line of duty status will be made as soon as practical in the manner prescribed in AR 345-415.

DUTY ROSTER

98. W. D., A. G. O. Form No. 6 (Duty Roster) (fig. 12) is another organization record which is opened at the same time as the morning

No.	RANK.	NAME.	Charge of Quarters and Room Ordinary.	Religious.	Enlisted Police.	
1	1st Sgt	Projack				
1	St Sgt	Botwell (Mess)				
2	" "	Gaines				
3	" "	Henry				
4	" "	Welsh				
4	" "	Wilson				
5	" "	Martin (Supply)				
1	Sgt		1 4			
2	"	Olsen				
3	"	Todd	3			
4	Tech 4th	Gr Collins, G.W. (Cook)				
5	" "	" Fofahl (Cook)	1			
1	Cpl	Gilfoyle	2			
2	Tech 5th	Banning (Cook) Cpl	6 1/4 1/2			
3	Tech 5th	Epstein (Arm-Art)				

GUARD ROTTER.																		36														
(Guard)																																
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	36	

① **FIGURE 12.**

report. Its purpose is to keep a record of the duty performed by each enlisted man in the organization, and to insure that he performs his share, and no more, of duties other than routine drill and training. These duties are charge of quarters, room orderly, kitchen police, stable police, fatigue, guard, and such others as local conditions may require.

99. The duty roster is kept by the first sergeant under supervision of the organization commander.

100. At the left of the duty roster page are listed the men of the organization, alphabetically within each grade. The numerals at the extreme left indicate the sequence, so that a glance will show how many men of each grade are in the organization. The column at the extreme right has the same numerals as the column at the extreme left, thus serving as a guide for making entries in the Guard column. The second column shows the grade of each man; the third column shows his name together with any rating which would exempt him from duties called for by the roster. First sergeants, mess and supply sergeants, cooks, artificers, clerks, and musicians are exempt from performing duties listed on the roster, even though their names are listed.

101. The duty roster is divided into two parts: the first part specifies duties other than guard; namely, charge of quarters, room orderly, fatigue, kitchen police, and so forth; the other section at the right is the guard roster. The days of the month head its columns.

102. The same principle governs assignment of Other Duties and the assignment of Guard Duty; namely, the man longest off duty gets the next assignment. Duty in either section of the roster does not alter the man's standing in the other section. Sgt Olsen, for example, may be in charge of quarters today, yet be sergeant of the guard tomorrow, if it so happens that his name comes up for the guard tomorrow.

103. The system of recording duties performed is different in the two sections. When the figure 1, for example, appears opposite Sgt Olsen's name in one of the duty columns, it means that Sgt Olsen was on that particular duty on the first day of the month. When the figure 1 appears opposite Sgt Todd's name on the guard roster, however, it means that 1 day has elapsed since he was on guard. The day on which he actually performed guard duty is indicated by a diagonal shading in the lower half of the square for that day.

104. Below are specimen entries for the first 4 days of the month. Think these entries through in three steps: First, what changes in the morning report remarks affect the duty roster? Second, what men are selected for various duties for the day? Third, how are the entries made?

a. June 1, morning report.—The company at this time consists of a cadre of 15 men. There are no morning report changes affecting the duty roster.

(1) *Selection of detail.*—As all men are starting from scratch and none of them have earned any credits on the duty roster, the company commander decides arbitrarily on the following details:

No.	RANK.	NAME.	NATURE OF DUTY AND WHEN LAST PERFORMED.			
			Charge of Quarters and Room Orderly	Fatigue.	Kitchen Police.	
1	Tech 5th Gr.	Harrison (Cook)		1		
2	Pvt	Ashcroft	2			
3	"	Atiley		2		
4	"	Baker				
5	"	Batchelder				
6	"	Beech				
7	"	Carstairs				
8	"	Chaney			2	
9	"	Coleman		2		
10	"	Colliers		2		
11	"	Denver		2		
12	"	Dryden	3			
13	"	Eastman			3	
14	"	Fairchild			3	

(Guard)													GRADE ROSTER																		
No	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1	1	2	3																												
2	1	2	3																												
3	1	2	Sk	Sk																											
4	1	2	1	2																											
5	1	2	1	2																											
6	1	2	1	2																											
7	1	2	3																												
8	1	2	3																												
9	1	2	3																												
10	1	2	3																												
11	1	2	3																												
12	1	2	3																												
13	1	2	3																												

Pofahl's name in the same column, 1 is also entered. The same column is used for both jobs, the individual higher in grade being the Charge of Quarters. In the Fatigue column, figure 1 is entered for Techn 5th Gr Harrison.

(b) Enter under June 1 of the guard section the figure 1 for each member of the company except those exempted. This means that

No.	Name.	Name.	Status of Dorr and Wenz Lar Personnel.			
			Charge of Quarters and Room Orderly.	Religion.	Religion.	Religion.
14.	Pvt.	Franka				
15.	"	Gaines				
16.	"	Garrison		3		
17.	"	Ginsberg		3		
18.	"	Hartford	4			
19.	"	Hefferman			4	
20.	"	Hoyle				
21.	"	Ignacio			4	
22.	"	Jones				
23.	"	Jones				
24.	"	Kelsey		4		
25.	"	Kolker		4		
26.	"	Kunze				
*	****	*****				

(Guard)		GUARD ROSTER.		No.																										
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
1	1	SR	SR																											
2	1	1	1																											
3	1	1	2	3																										
4	1	1	2	3																										
5	1	1	2	3																										
6	1	1	2	3																										
7	1	1	2	3																										
8	1	1	2	3																										
9	1	1	2	3																										
10	1	1	2	3																										
11	1	1	2	3																										
12	1	1	2	3																										
13	1	1	2	3																										
14	1	1	2	3																										
15	1	1	2	3																										
16	1	1	2	3																										
17	1	1	2	3																										
18	1	1	2	3																										
19	1	1	2	3																										
20	1	1	2	3																										
21	1	1	2	3																										
22	1	1	2	3																										
23	1	1	2	3																										
24	1	1	2	3																										
25	1	1	2	3																										
26	1	1	2	3																										
27	1	1	2	3																										
28	1	1	2	3																										
29	1	1	2	3																										
30	1	1	2	3																										
31	1	1	2	3																										

FIGURE 12—Continued.

each has passed through 1 day since he was last on guard (or was available for guard). Do not confuse the figure 1 with June 1st, a confusion likely to arise in this case because the company was activated on June 1.

b. *June 2, morning report.*—The recruits arrive, 177 of them. They are available for duty as privates, except Pvt Sims, who goes AWOL.

There is one change in the cadre—Ck Collins is placed in confinement; but as he is not eligible for the duty roster anyhow, that fact can be disregarded. As for Lt Gillson, no officer change affects the duty roster.

(1) *Selection of details.*—The company commander selects Cpl Gilfoyle for charge of quarters and Sgt Todd for guard. Now that he

[illegible][illegible]

FIGURE 12.—Continued.

has 177 privates available for duty, he skips over the privates first class and uses the privates. The duty detail for June 2 is then:

Charge of quarters	Cpl Gilfoyle.
Room orderly	Pvt Ashcroft.
Kitchen police	Pvt Attley.
	Pvt Chaney.

Guard	Sgt Todd.
	Pvt Baker.
	Pvt Batchelder.
	Pvt Beech.
	Pvt Carstairs.
Fatigue	Pvt Coleman.
	Pvt Collier.
	Pvt Denver.

(2) *Entries.*—The name of each recruit is entered on the roster, alphabetically within grade. As they are all privates, this is simple; they are merely added in alphabetical order below the list of privates first class. It is a rule that men joining the organization are placed at the bottom of the list and are deemed to have performed both other duties and guard duty on the day prior to joining. Make specific entries as follows:

(a) *Charge of quarters.*—The figure 2 (June 2) opposite Cpl Gilfoyle and 2 opposite Pvt Ashcroft. (When Sgt Olsen is again in charge of quarters, cross out figure 1 opposite his name. Then the uncrossed number shows at a glance when duty was last performed.)

(b) *Kitchen police.*—Figure 2 opposite the names of Privts Attley and Chaney.

(c) *Guard.*—Shade the lower right part of the square in the June 2 column for Sgt Todd and for Privts Baker, Batchelder, Beech, and Carstairs. Enter figure 2 in the same column for all the rest of the cadre who are not exempted. AR 345-25 states that newly joined officers and men will be placed at the foot of their respective rosters on the day after joining. But in this illustrative situation the men report at the company at 1100. It is assumed that they are immediately available for duties which should be credited to them on the duty roster, and that they are entered on the duty roster on the 2d, the day on which they join. Otherwise they would be required to perform duties for which they receive no credit on the roster.

c. *June 3, morning report.*—Those entries which affect the duty roster are: Cpl Gilfoyle is sent to Fort Jay on detached service; Privts Franks, Hoyle, Jones, and Smith are sent to post hospital. Pvt Sanford is in arrest. Pvt Baker is sick in quarters.

(1) *Selection of detail.*—This company is not called upon to provide a sergeant of the guard for this date, as the sergeant of the guard is selected from another company on the post. The detail for June 3, therefore, is—

Charge of quarters	Sgt Todd
Room orderly	Pvt Drydan

Kitchen police	Pvt Eastman
	Pvt Fairchild
Fatigue	Pvt Garrison
	Pvt Ginsberg
Guard	Pvt Gaines
	Pvt Hartford
	Pvt Kelsey
	Pvt Kolker

(2) *Entries*.—Under other duties, the figure 3 (June 3) for Sgt Todd as Charge of Quarters; and figure 3 for Pvt Drydan. Under Fatigue enter 3 for Pvts Garrison and Ginsberg; and under Kitchen Police enter 3 for Pvts Eastman and Fairchild. In the guard section, shade the squares for Pvts Gaines, Hartford, Kelsey, and Kolker; enter figure 1 for Sgt Todd, who was on guard yesterday, and therefore scores 1 day since performing guard duty. Cpl Gilfoyle has been sent on detached service to Fort Jay, so is entered as DS on June 3. The rest of the cadre have scored another day off guard, so have 3 entered beside their names. Pvts Baker, Batchelder, Beech, and Carstairs have figure 1 entered opposite their names, as they were on guard yesterday. The other new privates have figure 2 entered opposite their names; except Sk for Franks, Hoyle, Jones, and Smith; "A" with the figure 2 above the letter "A" for Sims; Sk for Baker.

d. *June 4, morning report*.—Entries pertinent to duty roster are: Sgt Kay attached for duty in classification of recruits. Pvt 1cl Benning is promoted to corporal. Ck Collins is out of confinement and back on company duty, but as he is still a cook, though reduced to private, he is still exempt from the duty roster. Pvt Hoyle goes to Walter Reed General Hospital and thus is absent.

(1) *Selection of detail*.—The detail for June 4 is as follows:

Charge of quarters	Sgt Olsen
Room orderly	Pvt Hartford
Kitchen police	Pvt Hefferman
	Pvt Ignacio
Fatigue	Pvt Kelsey
	Pvt Kolker
Guard	Pvt James
	Pvt Kungerman

(2) *Entries*.—In the roster at the left, enter M Sgt Kay, as "attached 4th" at the bottom of the roster. Next to Benning's name, change "Cook" to "Cpl—4th," or "Cpl—6/4/42" (that is, June 4). Opposite Pvt Hoyle's name in the guard section enter Sk. Under Charge of Quarters enter 4 (June 4th) for Sgt Olsen; enter 4 for Pvt Hartford. Under

Fatigue enter 4 (June 4th) for Pvts Kelsey and Kolker. Under Kitchen Police enter 4 opposite Hefferman and Ignacio. In the June 4 column of the guard section, shade the squares for Pvts James and Kungerman. The company is not required to supply a sergeant of the guard for this date. Enter DS for Cpl Gilfoyle, who is still away. Enter 4 for Sgts Gaines, Henry, Walsh, and Wilson, since this is the fourth day since they have been on guard, or available for guard. Enter 2 for Sgt Todd, since he scores 1 more day off guard. All other privates for whom there is no change of status or who continue on abnormal status should be scored 1 more day off guard.

105. Some general rules not included above are:

a. A new man joining the organization is placed at the foot of the roster for both other duties and guard the day after joining. In determining other duties to be performed, no date is entered, but the soldier is considered to have performed his last duty on date prior to date of joining. In the guard roster the numerals begin with 1 on day after joining.

b. Whenever a man detailed for duty is absent or not available, the next available man with the longest time off will be detailed. The man absent will be the first to be detailed when he becomes available.

c. Whenever a man is not available on account of *unauthorized* absence, confinement, arrest, sick not in line of duty, or on pass, he will be carried on the duty roster the same as if he were on duty and available.

d. Except in emergencies, men coming off guard will not be detailed on any duty for a period of 4 hours.

e. In case of promotion, note the fact after man's name on roster but do not change position of name. In case of reduction, move the name to the end of the roster.

f. When a man returns from detached service, he is picked up on the duty roster with the number of days he had credited to him when he went on DS.

g. When a man's name comes up for both guard duty and other duties on the same day, the guard duty takes precedence.

h. When performance of Other Duty is completed, and the same man comes up for the same duty again, a line is drawn through the date of the previous performance of that particular duty.

i. The procedure outlined above is followed for the balance of the month.

106. Only the following abbreviations will be used in the guard roster:

- A —Absent without leave.
- Ar —Arrest.

- C —In confinement.
- DS —On detached service.
- F —On furlough.
- P —On pass.
- RCT—Recruit.
- SD —On special duty.
- Sk * —Sick.

107. As the details for the various duties should be posted on the organization bulletin board 24 hours in advance, it is suggested that the roster for the next month be made out about the 29th of the month. The names, dates of performance of other duties, number of days off guard, and proper abbreviations for nonavailable men are simply transferred to the new roster.

SECTION V

RECORD OF COMPANY PUNISHMENT

108. Discipline is essential in any military organization. It is that mental attitude and state of training which render obedience and proper conduct instinctive under all conditions. It is founded upon respect for, and loyalty to, properly constituted authority. While it is developed primarily by military drill, every feature of military life has its effect upon military discipline. It is generally indicated in an individual or unit by smartness of appearance and action; by cleanliness and neatness of dress, equipment, and quarters; by respect for seniors; and by prompt and cheerful execution by subordinates of both the letter and spirit of legal orders of their lawful superiors. (See AR 600-10.)

109. All persons in the military service are required to obey strictly and to execute promptly the lawful orders of their superiors. (See AR 600-10.)

110. Military authority will be executed with firmness, kindness, and justice. Punishment (for violations of orders or infractions of rules and regulations) will conform to law and follow commission of offenses as promptly as circumstances permit. (See AR 600-10.)

111. The maintenance of discipline is a function of command in all echelons. It is primarily a problem of leadership.

112. a. A. W. 104 provides—

Under such regulations as the President may prescribe, the commanding officer of any detachment, company, or higher command may, for minor offenses, impose disciplinary punishments upon persons of his command without the intervention of a court-martial, unless the accused demands trial by court-martial.

ADMINISTRATION

The disciplinary punishments authorized by this article may include admonition, reprimand, withholding of privileges for not exceeding one week, extra fatigue for not exceeding one week, restriction to certain specified limits for not exceeding one week, and hard labor without confinement for not exceeding one week, but shall not include forfeiture of pay or confinement under guard; * * *

b. Every company commander should read and re-read A. W. 104. That article (and A. W. 28), together with other articles as prescribed in A. W. 110, must be read to every member of the command at the time of the enlistment or induction, or within 6 days thereafter. Furthermore, those articles specifically mentioned in A. W. 110 must be read to and explained to the command once every 6 months.

113. AR 345-125 prescribes that the company commander will keep a record of company punishments and also a record of the decisions of higher authority, if and when an appeal is taken against any company punishment imposed. This record is usually kept in a small bound book, plainly marked "Company Punishment Book." No book is issued for the purpose, and none is definitely prescribed by regulations, but the customs of the service sanction the keeping of the record of company punishment in a book, and the purchase of a book for this purpose from company funds, Other Funds, is usually sanctioned by the company council and approved by the commanding officer. The record itself may be very simple; the date, the name of the soldier concerned, the offense alleged, and the punishment awarded; such entries to be followed by the signature of the company commander. Entries are made alphabetically, with a page allowed for each man, so that a complete record of all company punishment imposed on any one soldier may be readily available for reference. Company punishment, however, should not be entered on the service record.

SECTION VI

ORGANIZATION RECORDS OF INDIVIDUAL QUALIFICATION IN ARMS

114. The organization records of individual qualification in arms which are required records for an infantry rifle company are described in AR 345-1000 as amended. Briefly, they are—

W.D., A.G.O. Form No. 83 (Score Card for Rifle Practice (white)).

W.D., A.G.O. Form No. 83-1 (Score Card for Rifle Practice (Pit Card) (green)).

W.D., A.G.O. Form No. 84 (Score Card for Automatic Rifle Practice with Bipod and Butt Plate).

W.D., A.G.O. Form No. 85 (Score Card for Machine-gun Marksmanship).

W.D., A.G.O. Form No. 88 (Score Card for Pistol Practice (Mounted and Dismounted)).

W.D., A.G.O. Form No. 87 (Score Card for Bayonet).

115. All of these forms are simple and self-explanatory. When they have been made at the time of firing and duly authenticated in accordance with instructions contained on the cards and in AR 345-1000, they will be turned over to the unit personnel section, where the unit personnel officer will make the report, W.D., A.G.O. Form No. 110 (Report of Individual Classification in Arms).

116. For companies other than infantry rifle, appropriate score cards are required, according to the weapons prescribed by the Tables of Organization for the unit. The heavy weapons company of an infantry rifle regiment, for example, will require W.D., A.G.O. Form No. 85 for machine gun and W.D., A.G.O. Form No. 86 (Score Card for 37-mm gun, M1916) for 37-mm gun and 3-inch trench mortar. The antitank company will need 37-mm and antitank gun score cards.

SECTION VII

COMPANY CORRESPONDENCE FILE

117.—*a.* Reference: AR 345-620.

b. Copies of all correspondence originating in the company, and the original or copies of all correspondence received by the company, will be filed in the company correspondence file. This file consists of a 9½- by 12½-inch envelope. The envelope will be marked on the back, from left to right, with the file number, date, and subject of the correspondence filed therein. Each piece of correspondence filed is numbered serially for the calendar year, and the number is placed in the upper right corner of the first page of the document. When the correspondence is filed in the envelope, the corresponding number is entered in the proper column on the back of the envelope. The subject and date of the document are also entered in the proper columns. As each subsequent piece of correspondence is filed, the same procedure is followed until the envelope is filled, when another envelope is used. The numbers will run consecutively for each calendar year and not for each envelope. The number of pieces of correspondence contained in the envelope should correspond with the numbers shown on the outside of the envelope. An alphabetical card index can be improvised for ready reference as a series of envelopes accumulates.

PART TWO
REGIMENT

CHAPTER 1

ATTITUDES AND RESPONSIBILITIES

118. a. The adjutant of any command holds a position of major responsibility, and in no unit is he of more vital importance to the welfare and efficiency of the command than in a regiment. Tact, urbanity, discretion, loyalty, dependability, and an untiring devotion to duty are but a few of the essential qualities of a successful regimental adjutant.

b. No assignment is of equal importance to the commanding officer. The adjutant should be the outstanding captain of the regiment; for it is he, representing the regimental commander more than does any other staff officer, who shapes the attitudes of the officers of the regiment, and through them the attitude of the troops. He not only translates formal policies into positive action, but also interprets the personality of the regimental commander to the regiment; he establishes among commanding officers and line officers that rapport without which no regiment can have high morale. By his skill and tact he will build pride of regiment and an eagerness to follow the regimental commander in combat.

c. The adjutant is a member of a team—a team which makes it possible for one man, the commanding officer, to exercise his leadership over thousands of individuals.

119. Obviously, the regimental commander cannot keep in touch with all the members of his command. It is impossible for him to become the personal leader of each man or group of men. Nor can he alone handle the thousand and one details of discipline, training, feeding, housing, and equipping. He is responsible for these functions, and he can never delegate that responsibility or qualify it; but the actual supervision must be carried on by others, under his orders and direction. Those officers whom he selects as his advisory assistants are known as his staff. No one of the staff has a command function. Each represents only the will of the commander. Each speaks not for himself but for the commander. When a staff officer, in

the performance of his duty, arranges for a certain course of action, he does not issue an order in his own name. He does not say, "You will do this, or that." He says, "The regimental commander directs," or "desires," or "wishes." Any such phrase has the force of the specific order of the commander. In transmitting an order, the command phrase can be omitted only when, because of the close and cordial relations among staff officers and members of the command, it is implied and understood, without shadow of doubt. When written, the commander's desires are expressed "By order of Colonel Blank." The staff officer is merely the medium through which the order is transmitted.

120. Errors of omission or commission on the part of a staff officer are errors for which the commander himself is responsible. The commander cannot, nor will he desire to, shift the blame to the staff officer. He may admonish his staff, discipline them, and if necessary replace them; but while they are on his staff, functioning as his personal representatives, he is responsible. Conversely, they will support him. Loyalty works both ways. Regardless of their likes or dislikes, regardless of their approval or disapproval of his decisions, they will support him, further his policies, and strengthen his prestige as commander.

121. So far as each staff officer is a specialist in his particular field, he will submit recommendations to the commander and be alert to foresee problems which might arise to embarrass or handicap the commander. Whether his recommendations and his precautions are accepted by the commander is beside the point. His duty is to make them; then to accept, not only with good grace, but with enthusiasm, the final decision of the commander.

122. The head of the commander's team of assistants, in a regiment, or similar unit, is the executive officer (lieutenant colonel). His duties correspond to those of a chief of staff of a larger unit. It is he who plans, supervises, and coordinates the work of the subordinate staff officers. To him the commander usually delegates authority to make minor decisions within the broad general policies laid down by the commander himself. The executive officer is the operating head, corresponding to the general manager of a business, to whom each of the department heads is directly responsible.

123. In an infantry regimental headquarters, there are 5 subordinate staff officers:

a. S-1 is the adjutant (normally a captain). He is in charge of all matters pertaining to personnel, both commissioned and enlisted. He issues all orders for the regimental commander, except training

and combat orders, which are issued by S-3. He is directly responsible for interpreting the will of the commander in all official relationships; for the accurate maintenance of records throughout the regiment; for accurate reporting to other units; for the handling of official correspondence and the promulgation of orders. He is responsible for all those staff functions which are not specifically delegated to others.

b. S-2 is the intelligence officer (normally a captain). His duty is to keep the regimental commander informed regarding the enemy's disposition, location, strength, and probable intention; to maintain up-to-date and accurate information regarding friendly and enemy forces; to supply maps within the regiment and to maintain S-2 information on the position and operations maps. In a training program his chief responsibility is the training of intelligence personnel within the regiment.

c. S-3 is the operations officer in combat or field operations and is the plans and training officer during training periods (major). He executes the training policies of the commander and advises him in the formulation of those policies, keeps him constantly informed of the status of training and combat efficiency of the regiment, and performs such other appropriate duties as the commander may direct.

d. S-4 is the supply officer (major). He is responsible for the supply of clothing, equipment, rations, and ammunition within the regiment. He is responsible for logistics—the movement of men and supplies and their adequate transportation facilities. In Tables of Organization he is included in the service company, as commander of the regimental supply service. Although a member of the staff, he normally maintains his headquarters with the service company.

e. Special service officer (captain). Was formerly regimental recreation officer.

124. The above are the functions of the regimental staff, the departments into which the various duties fall. Yet coordinated and harmonious staff work lies on a deeper foundation than a delineation of duties. It rests upon the personalities of the members of the team. Because the staff is only a group of human beings, each possessing virtues and faults that are inherent in everyone, there must be a degree of flexibility, a spirit of give and take. It is here that the adjutant, by his tact, good judgment, unselfishness, and fairness can save his commander many difficult decisions. A friendly word at the right moment, an even temper when nerves begin to crack, an ever-ready willingness to help a brother officer or enlisted man have saved many situations.

125. The importance of the adjutant as key man in the staff emanates primarily from two of his functions: his responsibility toward all personnel in the regiment, officers and enlisted men; and the fact that all staff responsibilities not specifically assigned to other staff members fall to him. As manager of the affairs, official and unofficial, of officers and men, he is concerned with the most vital ingredient of the regiment, human beings—their privileges and obligations, their rights under their contract with the Government, their discipline, and, most important, their morale. A special service officer is authorized for the staff of the regimental commander, to perform specific duties under War Department policies. But those deep-lying matters of morale which have root in justice, efficiency, and the inspired leadership of a commanding officer, are directly the concern of the adjutant.

126. The fact that all affairs of the regiment which are not specifically within the province of another staff officer flow through the hands of the adjutant is likely to give him, unless he is constantly on guard, an exaggerated and improper feeling of power. As a staff officer he has no command authority except as he commands those who serve under him in his office during their duty there. His authority derives solely from that of the commanding officer of whom he is a close personal representative. He constantly makes decisions, but they are decisions within the policies of the regimental commander. He must be familiar not only with the policies of the regimental commander, but also with his attitudes and his desires, and must then interpret those policies, attitudes, and desires accurately to members of the command.

127. The adjutant is a manager. Army Regulations, directives, and formal policies are merely the instruments of management. The *spirit* of management is an intangible quality, born of personality. The adjutant should be an officer who is respected throughout the regiment. That respect he can gain and hold in two ways: first, by the force of his personality; and, second, by the efficient management of his office. Neither alone is enough; he must have both. If he lacks personality, or if there is the least lack of mutual respect between him and the executive officer, or him and the regimental commander, he is not suited for the position.

128. Assuming that his personality is acceptable, he should then be judged by his skill as an executive. If he looks upon administration as only "paper work"; if he is uninterested, or neglectful of the thousand and one important details which pass through his office, he is not a suitable adjutant. If, on the other hand, he is meticulous in pushing the work of the adjutant's department through to a successful con-

clusion; if he realizes the importance of classifying and assigning personnel; if he sees the necessity for keeping careful records and making accurate reports; if he keeps correspondence up to date and correct; if he has the executive skill which decentralizes his work and leaves him free for planning and for personal contacts, he is then worthy of holding this key position in the regiment.

129. All affairs of the regiment, except certain orders and decisions of S-3, pass through the office of the adjutant, inasmuch as this is the office of record in the regiment. Some of these matters are for his personal decision. Many can and should be decided by another officer. The executive ability of the adjutant can be judged by his skill in deciding, quickly and accurately, which matters should be forwarded to others, which he alone can take care of, and which are matters of policy to be presented to the regimental commander, or to the executive officer. In order to make such decisions, he should be familiar with those army regulations which cover the usual problems and know how to find and digest regulations of less frequent use. He should know not only the "break-down" of his own organization, but the component parts of the division, post, and higher echelons. He should know instinctively the chain of command, channels of staff supervision, and the channel of communication. He should have the courage to make decisions and thus to reduce to a minimum the administrative papers which go to other echelons. He must resist the temptation to "pass the buck" when a knotty problem comes to his desk for decision. In so doing, he will gain the respect of all concerned and will have done his share in keeping correspondence by indorsement from becoming a curse.

130. His assistant should be selected with care. He will perform the duties of personnel officer, as outlined in AR 345-5; but all correspondence and orders signed by him will be signed in his capacity as assistant adjutant. He should be an officer with a flare for personnel work, trained, if possible, in personnel duties, with a lively interest in men as human beings, coupled with a rigid conscience about maintenance of records. If an officer without proper background or training or one who has no liking for the job is selected as personnel officer, the regimental adjutant will himself have to carry the burden of the personnel office, which will seriously impair his efficiency. The adjutant's relation with the personnel officer should be one of supervision and close cooperation. He should know in detail how the personnel office is run, and in an emergency be able to run it.

131. The adjutant's relation, with other officers of the staff should be one of close cooperation. His office should be, if possible, adjacent

to theirs, and there should be frequent personal consultation either by telephone or visit. There are few matters coming to the adjutant for decision which do not affect other members of the staff. Some decisions can be made only after consulting with the executive officer, S-2, S-3, or S-4, so that each staff officer concerned will have an up-to-the-minute picture of the flow of events in the regiment. Many decisions made by the adjutant, in which consultation with others is not necessary, affect their departments. It is good practice for the adjutant, therefore, to ask himself, when making any decision, "Who needs to know about this?" Those who should know can be informed by telephone, by an informal memorandum, or by a carbon copy of the letter which embodies the decision. This consideration of other staff officers insures coordination, without which no adjutant's office can successfully function. On unimportant details, which need not become a matter of record, a word over the telephone is sufficient. In order to save time for all involved, it is well for the adjutant to keep a memorandum pad on his desk or on his person, on which he jots down the gist of a decision and the name of the staff officer who should be informed. These informal details can then be passed along as a group, not taking the time of two officers to break into a busy day whenever a scrap of information pops up. Such informal notation might look like this:

Give S-2 latest information on map supply.

Captain Jones (S-3): Warning order on Benning School.

S-2: Kolinski, Co. B, draftsman; wants S-2 assignment.

2-3-4: New parking regulations.

132. The commanding officer will usually designate an hour of the day when he wishes the adjutant to bring important matters to his attention. If he does not do so, the adjutant may with propriety suggest such a procedure, so that the commander's time may be conserved. At this time, so far as possible, papers should be presented for the commander's signature. The executive officer normally is present at this conference. At the appointed hour the adjutant should have all the pertinent papers arranged in order of importance. It is helpful to clip on top of voluminous documents a slip of paper briefing the contents for the commanding officer. The commanding officer may prefer to have all but matters of high policy presented to the regimental executive officer, in which case a similar procedure is followed. The regular daily conference, however, does not relieve the adjutant of the responsibility of taking up with the regimental commander or executive officer immediately any matter of urgency.

Which are matters of urgency and which are matters of routine can be learned only by experience and the use of common sense. The value of an adjutant is in his having the intelligence and the confidence to make decisions. It is better to make an occasional bad decision than to run to the executive office every few minutes with problems which could be solved under present policy. But if a decision so made is a bad one, the adjutant must be ready to take the consequences. By constant contact with the executive officer, a good adjutant knows instinctively which matters the executive or the commander particularly wishes to decide for himself. All matters involving a change of regimental policy, either by the regimental commander or by higher authority, should be taken up with the commander or his executive.

133. As all business of the regiment clears through the adjutant's office, it is to him that officers of the regiment first go on official business. Consequently, the adjutant is closer than the rest of the staff to the officers and enlisted personnel of the organization. To him come the rumors, the personal problems, the portents of trouble. He should foster this close relationship, for through it he can feel the pulse of the regiment. Rumors should be accepted for what they are worth. A tactful word will kill many a rumor. Personal problems of officers and men should be looked into and advice or help offered when the problem is real and not merely an excuse for inadequacy. Portents of trouble should be reported. The adjutant, in brief, should be the emotional balance wheel of the regiment and the buffer which fends off incidental demands on the time and emotions of the regimental commander.

134. In his relations with members of the command, he must always be impartial. Nothing is more destructive of morale than for the personal friends of an adjutant to receive special consideration. If they are truly his friends, they will not expect it. Nothing does more to win respect for the adjutant than treating all officers and men with equal consideration. While others may lean on him for information and advice, there is nobody upon whom he himself can lean. He is, and should be, a "lone wolf." Officially, he holds no views of his own, only those of his commander.

135. He must always be available. No matter how pressing the matters awaiting his decision, he must always be ready to confer with the regimental commander or executive officer; and unless matters of great urgency prevent, he should be available to others who need his counsel and direction. He must be on call at all hours, day and night, for he alone knows all the affairs of the regiment. Even when called

upon at inconvenient times, he must be cheerful and cooperative. His day is never done, nor is his patience ever exhausted.

136. It is a poor adjutant who clings to his desk hour after hour, day after day. It requires careful planning, decentralization of work, and confidence in subordinates to enable an adjutant to get around. If he does not get around, he loses his most important asset, personal knowledge of the affairs of the regiment. He should visit battalion and company commanders in their headquarters; not in a spirit of criticism, not as a formal inspection, but as a friendly call. He should be a good listener, with large ears and a small tongue. A battalion or company commander who "lets off steam" to the adjutant is therefore a more contented officer. The adjutant should invite suggestions from the officers and enlisted men of the lower echelons. Out of the volume of suggestions which are offered, he will find a few which will improve the efficiency of the regiment. Full credit should be given the officer or enlisted man when such a suggestion is adopted. Further, the adjutant may implant ideas in the minds of others, and see them bear fruit not as his ideas but as the ideas of others. All this helps morale. At first, officers of the lower echelons may be inclined to take a defensive attitude, suspicious of the good faith of the adjutant. Every effort should be made to dispel this attitude and put the officer or enlisted man at ease. This does not imply familiarity. Familiarity between officer and enlisted man should never be permitted. Between two officers, it should be reserved for off-duty hours. The adjutant is responsible for the quality of administrative work in the lower echelons. He can, in the name of the regimental commander, demand improvement in the work. More wisely, he can advise and suggest. Sometimes both methods are desirable, depending on the personality of those involved. The objective is to gain the desired end with the least emotional eruption.

137. The peculiar personal relationship between the adjutant and the officers of the regiment gives the adjutant a wealth of opportunity to set the morale pace for the regiment. He should remember the birthday of the regimental commander. It is an occasion and should be observed by all officers of the regiment. The normal courtesies among officers and enlisted men should be observed punctiliously and should be extended to the families of officers and men. Courtesies are merely good manners, inherent in all good officers and expected of all enlisted men. Relations with the civilian population are a peculiar province of the adjutant. It is through him that the civilian makes his contact with the military establishment. Civilian opinion of the Army will be based upon the tact and efficient manner in which the

adjutant responds to their requests. Private Smith writes home that he is being overworked, or underworked; that the food is scant, or so plentiful that it is wasted; that the platoon sergeant is a tyrant, or a jellyfish. Back comes a letter from an irate father. The adjutant should discuss the complaint with the company commander and the man, find out if any real cause for complaint exists, advise the company commander to urge Private Smith not to excite his parents unduly (if such be the case), and write a frank and tactful letter, in civilian form, to the father. The skill with which that letter is written may well gain one more enthusiast for the Army way.

138. Civilians who visit the regiment should be treated with courtesy. They cannot be expected to know military customs and procedures; they will wander into places which are exclusively for the use of the Army; they may drop rubbish in the area, not being aware of the rigid sanitary standards of the Army. In countless ways, with the best intention, they may fail to observe customs which have become second nature to Army personnel. A tactful explanation of post or regimental regulations, a polite request to conform and "play the game," nearly always brings enthusiastic cooperation.

CHAPTER 2

REGIMENTAL HEADQUARTERS

	Paragraphs
SECTION I. Organization of headquarters-----	139-154
II. Regimental supply officer-----	155-160
III. Use of Army Regulations and directives-----	161-173

SECTION I

ORGANIZATION OF HEADQUARTERS

139. The adjutant must have outstanding ability as an executive. It is his task to organize and operate the administrative department of the regiment. His specific duties, as prescribed in AR 15-5, are as follows:

- a.* The handling of official correspondence.
- b.* Operation of all activities at the headquarters pertaining to assignment, transfer, promotion, retirement, discharge, classification, procurement, and replacement of personnel; leaves of absence and furloughs; assignment of quarters; decorations, citations, honors, and awards.
- c.* Authentication and distribution of all orders and instructions, except those pertaining to tactical operations and military intelligence.
- d.* Preparation and submission of returns, reports on strength, casualties, captured material, and prisoners of war.
- e.* Preparation and distribution of the station list.
- f.* Upon mobilization, the direction and supervision of the Army Postal Service within the command.

140. The operation of the Army personnel system, as prescribed in AR 345-5, puts the major part of personnel record keeping in the regimental unit personnel section, which is a part of the adjutant's office. The unit personnel section does most of the personnel administrative work and record keeping formerly done by the company commander. The details of the operation of the section will be covered in considerable detail later in this manual.

141. The tools with which these many functions are performed are, of course, men, plus an adequate supply of typewriters, desks, tables, chairs, and other essential equipment. The physical properties come from the quartermaster by arrangement with the regimental supply officer. The men come from the staff section of the regimental

headquarters platoon service company, in an infantry regiment; from the headquarters troop of a cavalry regiment; and as prescribed by Tables of Organization for the other arms and services. This manual describes procedures in the infantry rifle regiment as a basic unit.

142. The adjutant, a captain, is authorized by T/O 7-11 (see fig. 14). His assistant is a warrant officer. The personnel officer, also assistant adjutant, is a captain from the service company. The enlisted personnel of the adjutant's office also comes from the service company, and consists of 17 enlisted men (see fig. 15). AR 345-5 provides for the use of the company clerks of the regiment, or as many of them as are needed, in the unit personnel section, for either whole or part time. While it is sound administrative policy to operate with the minimum number of men, experience indicates that it may be necessary to organize the adjutant's office on the basis of using all 16 company clerks. After the regiment has become a smoothly working administrative machine, it may be desirable to release some of the company clerks, except at times of peak loads. This is a matter which must be decided by the adjutant and the commanding officer, after carefully analyzing the over-all work load. In the description below it is assumed that the unit personnel section will include all the company clerks.

143. a. Assuming that the adjutant has at his disposal 33 enlisted men—17 allowed by T/O 7-13 (fig. 15) and 16 company clerks, all of whom are corporals—he must decide how he may best employ these men to accomplish his administrative mission. Figure 13 shows one way in which these 33 men may be efficiently grouped so as to accomplish the required work. The chart does not, however, represent the *only* solution. This organization is flexible. It uses all of the company clerks in the unit personnel section, but also has a nucleus of assigned, or Tables of Organization, personnel in each subsection. This makes it possible to rotate the company clerks in the several jobs, while the assigned Tables of Organization personnel remains fixed. It also enables the personnel officer to release one or more company clerks from each subsection during times when the volume of work will permit their being spared.

b. Figure 13 shows the chain of command running from the adjutant, through the sergeant major, to the miscellaneous and postal sections on the one hand, and to the personnel officer and his sections on the other hand. The personnel officer, as assistant adjutant, is in charge of the personnel section directly under the adjutant.

144. Under this suggested plan of organization, a logical distribution of work would be as follows:

a. Miscellaneous section.—Handles incoming mail and miscellaneous correspondence; prepares general orders, special orders, memoranda, bulletins, circulars, and fatigue details; prepares officer of the day and officer of the guard rosters; prepares duty rosters for boards and courts; maintains decimal files of miscellaneous correspondence (including policy files); operates mimeograph; issues publications, office supplies, and equipment; provides messenger service; prepares daily bulletin.

b. Postal section.—Receives mail from the APO and distributes it down to companies; bundles and dispatches mail to APO.

c. Unit personnel section.—(1) *Enlisted subsection.*—Maintains service records; maintains pay records of enlisted men; prepares pay rolls and individual vouchers, final statements, statements of charges, applications for insurance and allotment of pay, and discharges and reenlistments; maintains enlisted 201 files; checks monthly rosters.

(2) *Officers' subsection.*—Maintains officers' 201 files and status cards; checks efficiency reports; prepares active duty reports of Reserve officers, pay vouchers, and mileage vouchers; maintains locator card files; checks monthly rosters.

(3) *Reports and returns subsection.*—Handles reports of change; checks morning reports; prepares ration returns; checks daily ration reports; prepares strength returns, where required; maintains locator card files.

(4) *Correspondence and orders subsection.*—Handles correspondence concerning individual officers and enlisted men; prepares drafts of special orders.

(5) *Classification subsection.*—Maintains soldiers' qualification cards; interviews enlisted men concerning reclassification. Makes recommendations for reclassification and for detail of enlisted men to service schools, etc.

145. The plan above is a guide only. The functional distribution of the work is not prescribed. The adjutant is responsible for the accomplishment of work, and will use his judgment in dividing the work functionally. He may properly decide upon a different allocation of functions from those described above.

146. In some organizations, for example, there is a distinct publications and supply subsection, where Army Regulations, directives, printed forms, and such material are stored and distributed, and where regimental directives are issued and published. In such cases the mimeograph would logically be in the publications subsection.

147. Still another variation is to have all correspondence files in one section. The advantage is that men trained in filing can be more

accurate. The correspondence files may, if the adjutant so desires, be maintained within a wire enclosure, thus insuring that only those men work on the files who are responsible for their accuracy.

148. The adjutant may desire to have all officer matters except routine records handled by an executive subsection of the miscellaneous section rather than in the unit personnel section. He may consider that the affairs of officers are to some degree confidential and should not be available to the general clerical force. Furthermore, he is himself closely in touch with the officers of the regiment and may consider that their affairs can be more carefully handled under his direct supervision.

149. These variations in the functional organization are offered merely as suggestions, so that the reader may understand the scope of the work to be accomplished and the freedom allowed in organizing the headquarters. The decision of an adjutant to adopt one plan or another will be influenced by such factors as the amount of space available, the quality, training, and educational background of the enlisted men available, the personality and training of his personnel officer, and his own predilections.

150. Still another consideration which strongly influences the particular plan of organization is the relation of garrison training to training in the field, maneuvers, and combat. The adjutant should never forget that all plans must be workable in combat or else so flexible that a change to field conditions and combat can be accomplished with the least possible disruption of procedures.

151. When the regiment is in the field, regimental headquarters is sharply divided into a forward and a rear echelon, often many miles apart and working independent of each other so far as routine administration is concerned. At such time all routine administration reverts to the rear echelon (the unit personnel section). Therefore, it is sound policy to retain in the miscellaneous section, while in garrison, only those functions which are primarily executive; that is, those which involve the decisive action of the adjutant.

152. Regardless of the type of organization adopted, the adjutant and his assistant, the regimental personnel officer, must make provision for two requirements of AR 345-5. First, a specific plan must be devised for the training not only of those regularly on duty in the headquarters, but also those who will serve as replacements.

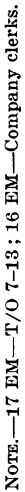
153. a. In planning for the continuous training of those regularly on duty, it is sound practice to rotate the specialist groups within a unit personnel section, so that the group working on pay rolls 1 month may be working on service records the following month; and so forth. In

carrying out such a plan, it is advisable to retain, without rotation, those noncommissioned officers who are the heads of sections. Under such a plan of rotation, each clerk will have his primary assignment, but will also become skilled in other phases of work. The rotation plan is only one of many which the adjutant may devise. Individual men may be switched about temporarily without the shifting of an entire group. The exact procedure will depend upon the personnel available and the over-all plan of the adjutant.

b. There should be a continuous training program for substitute clerks. Here, too, the particular plan in operation varies with local conditions.

c. In one regiment, substitute clerks are brought to the unit personnel section, one from each company, for a half day at a time, the other half of the day being spent in field training. In another instance, classes are held for substitute clerks during the afternoons over a given period of time. The training program in this instance starts with lectures and demonstrations, covering such subjects as service records, pay rolls, and reports of change, to be followed by the execution of the actual forms themselves.

154. Under the provisions of AR 345-5, company clerks, when assigned to the unit personnel section, cannot be given other duties which will interfere with the proper performance of their clerical duties with the unit personnel section. The personnel officer is thus protected against having company clerks, once assigned to him, used for miscellaneous duties. AR 345-5 also provides that all clerical duties pertaining to those company records which are maintained within the company will be performed within the company by other personnel. Thus, if the regular company clerks are assigned to the unit personnel section, the company commander is authorized to detail other men within the company to carry on those clerical duties which still rest with the company, such duties to be in addition to normal training duties. Company orders will be published from time to time, and various notices will be prepared for the company bulletin boards. These, and other clerical details, will require some use of substitute company clerks; but such use should be kept to a minimum in order that the greatest possible number of men will receive training for combat. A copy of each company order, as issued, should be sent to the unit personnel section for its information.



T/O 7-11

INFANTRY REGIMENT

Designation: †----- Infantry

1	2	3	4	5	6	7	8	9	10	11	12	13
Unit	Headquarters and band *	Headquarters company (T/O 7-12)	Service company (T/O 7-13)	Antitank company (T/O 7-117)	Cannon company (T/O 7-14)	3 Battalions (each) (T/O 7-15)	Total regiment	Attached medical (for details see p. 4)	Attached chaplain	Aggregate	Enlisted cadre *	Remarks
Colonel.....	1	1					1			1		†Insert number of regiment.
Lieutenant colonel.....	1						4			4		* 1 warrant officer and the
Major.....	1		1			1	6	1		6		enlisted men in this column
Captain.....	2	1	4	1	1	1	27	5	1	33		constitute the band. The regi-
First lieutenant.....	3	3	5	1	1	12	49	4	2	55		mental band is organized only
Second lieutenant.....				5	3	12	44			44		when specifically authorized;
Total commissioned.....	8	4	10	7	5	32	130	10	3	143		when not present the total
Warrant officer.....	2	1	3				6			6		strengths of the regiment are
Master sergeant.....		1	4				5			5		reduced accordingly. The band
First sergeant.....		1	1	1	1	5	19			19		is attached to headquarters
Technical sergeant.....			1				2			2		company for administration,
Staff sergeant.....			1				5			5		mess, and supply.
Sergeant.....		5	4	6	6	25	97	1		19		* Infantry only.
Corporal.....		4	5	8	10	66	225	3		3		* 1 per 4 trucks, 2½-ton,
Technician, grade 4.....		3	4	22	12	83	290	3		100		cargo, for antiaircraft defense.
Technician, grade 5.....		10	17	5	5	13	83	9		89		
Private, first class.....	7	14	26	6	14	19	125	19		293		
Private, including.....	8	35	23	49	30	298	1,042	41		92		
Basic.....	11	45	34	65	40	375	1,309	49		55		
Total enlisted.....	28	118	119	162	118	884	3,197	(9)		1,083		
Aggregate.....	38	123	132	169	123	916	3,333			1,368		
O Carbine, cal. .30.....	6	68	27	90	67	290	1,128			3,472		
O Gun, antitank, 37-mm.....				12		4	24			24		
O Gun, machine, cal. .50, HB, M2, flexible, for truck mount, M32 c.....							10			10		
O Gun, machine, heavy, cal. .30.....						8	24			24		

T/O 7-13

SERVICE COMPANY, INFANTRY REGIMENT
Designation: Service Company, +----- Infantry

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Unit	Technician grade	Company headquarters	Regimental head-quarters platoon			Transportation platoon						Total platoon	Total company	Enlisted cadre	Remarks
			Staff section	Supply section	Total platoon	Platoon headquarters	3 battalion sections (each)	Antitank company section	Cannon company section	Headquarters company section	Maintenance section				
Major		a o 1											1		Insert number of regiment.
Captain		b o 1	d 2	e o 1	3								4		a Regimental supply officer; commands regimental supply service.
First lieutenant						e o 1	e o 1				e o 1	5	5		b Commands service company.
Total commissioned		2	2	1	3	1	1				1	5	10		c Armed with carbine.
Warrant officer		e o 1		e o 1	1						e o 1	1	3		d 1 personnel officer; 1 special services officer.
Master sergeant, including			2	1	3	1						1	4		e Munitions officer.
Motor (813)						(e o 1)						(1)	(1)		f Battalion supply officer (S-4, commands battalion section.
Operations (814)			(e o 1)		(1)							(1)	(1)		g Maintenance officer.
Sergeant-major (502)			(e o 1)	(e o 1)	(1)							(1)	(1)		h Warrant officer, general supply; assistant supply officer.
Supply (821)		e o 1	1		1							1	1		i Warrant officer, munitions; assistant munitions officer.
First sergeant (885)			(e o 1)		(1)							(1)	(1)		j Warrant officer, motor transport; assistant maintenance officer.
Technical sergeant, including												3	4		k Armed with rifle, M1903.
Personnel (816)		1			1							(3)	(3)		l 3 armed with rifle, M1903.
Staff sergeant, including		(e o 1)			(1)	1						2	3		m 30; 2 armed with rifle, M1903.
Nees (824)												(3)	(3)		n 30; 2 armed with rifle, M1903.
Supply (821)		1		2	2	2	(e o 1)					(3)	(3)		o 30; 2 armed with rifle, M1903.
Sergeant, including				(e o 1)	(1)	(e o 1)						2	3		p 30; 2 armed with rifle, M1903.
Ammunition (605)					(1)	(e o 1)						(3)	(3)		q 30; 2 armed with rifle, M1903.
Supply (821)		(e o 1)			(1)	(e o 1)						(3)	(3)		r 30; 2 armed with rifle, M1903.
Truckmaster (608)		(e o 1)			(1)	(e o 1)						(3)	(3)		s 30; 2 armed with rifle, M1903.
Corporal, including		1				(e o 1)						3	4		t 30; 2 armed with rifle, M1903.
Clerk, company (406)		(e o 1)				(e o 1)						(3)	(3)		u 30; 2 armed with rifle, M1903.
Truckmaster (608)												(3)	(3)		v 30; 2 armed with rifle, M1903.

25	Technician, grade 4	20	(r 1)	20	(r 1)	9	29	2	9	1	1	19	51	17	7
26	Technician, grade 3	5	(r 1)											26	5
27	Private, first class	5	(r 1)											23	
28	Private	5	(r 1)											31	(1)
29	Armorer-artificer (311)	5	(r 1)											(1)	
30	Armored instructor (283)	5	(r 1)											(1)	
31	Carpetlayer, general (060)	5	(r 3)											(1)	
32	Chaplain's assistant (534)	5	(r 3)											(1)	
33	Chauffeur (345)	5	(r 5)											(1)	
34	Chauffeur (345)	4	(r 2)											(1)	
35	Clerk, headquarters (405)	5	(r 1)											(1)	
36	Clerk, headquarters (405)	5	(r 3)											(1)	
37	Clerk, headquarters (405)	4	(r 1)											(1)	
38	Clerk, mail (056)	5	(r 1)											(1)	
39	Clerk, mail (056)	5	(r 2)											(1)	
40	Clerk, mail (056)	5	(r 2)											(1)	
41	Clerk, record (055)	5	(r 2)											(1)	
42	Clerk, record (055)	4	(r 1)											(1)	
43	Clerk, stock (324)	4	(r 1)											(1)	
44	Cook (090)	5	(r 1)											(1)	
45	Cook (090)	5	(r 2)											(1)	
46	Cook's helper (521)	5	(r 1)											(1)	
47	Entertainment director (442)	5	(r 1)											(1)	
48	Mechanic, motor (014)	4	(r 2)											(1)	
49	Mechanic, motor (014)	5	(r 1)											(1)	
50	Messenger (675)	5	(r 1)											(1)	
51	Orderly (695)	5	(r 2)											(1)	
52	Stenographer (213)	4	(r 1)											(1)	
53	Welder, general (256)	4	(r 3)											(1)	
54	Basic (521)	4	(r 2)											(1)	
55	Total enlisted	24	23	12	35	5	11	1	1	1	1	19	60	119	21
56	Aggregate	27	25	14	39	6	12	1	1	1	1	21	66	132	21
57	Carbine, cal. .30	4	7	6	13	2	2					2	10	27	
58	Pistol, automatic, cal. .45	1												1	
59	Rifle, automatic, cal. .30	3												19	
60	Rifle, cal. .30, M1	16	18	8	26									67	
61	Rifle, cal. .30, M1903	3												18	
62	Trailer, 1-ton	1												18	
63	Truck, 1-ton	1												19	
64	Truck, 1 1/2-ton, weapon carrier	2												6	
65	Truck, 2 1/2-ton, cargo	1												2	

FIGURE 15.

SECTION II

REGIMENTAL SUPPLY OFFICER

155. a. The regimental supply officer, a major, is also S-4. He is both a staff officer and the commanding officer of the regimental supply service. The service company itself is commanded by a captain.

b. The regimental supply officer is responsible to the regimental commander for the equipment, supply, and transportation of the regiment. He is the accountable property officer, drawing property from the division quartermaster and issuing it to organization commanders. He controls the organic transportation of the regiment and commands the regimental trains. As a staff officer he advises the regimental commander on the availability, condition, and serviceability of equipment and supplies, and plans for and procures replacement of equipment, supplies, and subsistence. The flow of supplies is from rear to front. It is a direct responsibility of the supply officer to see that this flow is maintained without interruption. The regimental munitions officer, a member of the service company, is responsible for the planning and procurement of munitions.

156. a. The personnel of the service company includes 10 officers, 3 warrant officers, and 119 enlisted men. This includes the staff section of regimental headquarters, in which there are 1 officer and 17 enlisted men. The others, 9 officers, 3 warrant officers, and 102 enlisted men, are the personnel with which the regimental supply officer carries out his several missions. (See fig. 15.)

b. The administration of the supply echelon of the regiment requires the same qualities of tact and good judgment, patience and urbanity as are required of the adjutant. The supply officer deals directly with all the organization commanders and with many junior officers detailed as company supply officers.

c. His problems are many and varied. As a staff officer he must keep informed of current plans of the regimental commander and must make his own plans to meet the supply and equipment needs of any tactical and training mission to which the regiment may be committed. He must be able to tell the regimental commander and other staff officers what supplies may be expected at any date and must be able to meet changing conditions. Like any good staff officer and any good commander, he must be able to delegate both responsibility and authority to his subordinates. The actual drawing and issuing of routine supplies he will leave largely to the regimental supply sergeant, a master sergeant. The planning and procurement he will do himself.

d. During the initial stages of the organization and training of the regiment, he must organize his own service company and train its personnel for their highly specialized jobs while, at the same time, he delivers needed equipment and supplies to the organizations of the regiment. He will deal directly with the division quartermaster and with the division G-4 upon occasion. Frequently he will have to deal directly with the post or station quartermaster. He should keep the regimental adjutant and the regimental executive fully informed of the details and results of any conferences held with the division quartermaster, and advise them of the contemplated issuance of equipment and supplies, other than routine issues.

e. He must know the technique of property accounting, but should delegate the details to his subordinates so far as is possible under regulations.

157. The transportation platoon of the service company (infantry rifle regiment) includes a battalion section, commanded by a first lieutenant. The primary responsibility of this officer is to provide transportation to the "fourth battalion." The so-called fourth battalion is a grouping of those elements of the regiment which are not lettered companies; namely, regimental headquarters, headquarters company, antitank company, cannon company, and service company. Except for ceremonies, the grouping is affected only during movement of the regiment. At such times, the fourth battalion is commanded by S-4. In each infantry rifle battalion there also is a transportation officer, who is on the staff of the battalion commander and who is commander of the battalion headquarters detachment. His responsibility is limited to the battalion headquarters detachment. Providing supply services to the companies is the responsibility of the regimental supply officer. (See fig. 15.)

158. a. The supply functions of the service company are handled by the supply section of the service company. With this group, the supply officer sets up his office and warehouse organization for handling property.

b. The subject of property accounting is fully covered in TM 10-310 and in the several Army Regulations cited therein, and need not be discussed in detail here. See also Circular 105, War Department, 1942.

159. a. The regimental supply officer requisitions on the division quartermaster for all classes of property listed in the applicable Tables of Allowances. In the field, under campaign conditions, this will be confined to those classes of equipment and supplies listed in Tables of Basic Allowances. In training camps, posts, and stations,

during training periods while the organization is still in the zone of the interior, additional articles covered in Tables of Allowances for posts, camps, and stations (T/A 20) may be drawn, if available. Such items include cots, mattresses, dining room equipment, office furniture and equipment, and other articles which are not normally carried into the field on campaign or extended maneuvers. The unit supply officer looks to the custodial officer as his source of supply. Unit supply officers are not normally purchasing and contracting officers, although when their unit is operating as a separate unit from the division to which it is normally assigned, the unit supply officer may be authorized by higher authority to act as a purchasing and contracting officer.

b. Experience will quickly show that the supply officer and the adjutant must work hand-in-hand. Both jobs require executive ability of a high order; both require close and cordial cooperation, the one with the other, and both with the commander. The supply officer must bear in mind always that his primary mission is one of service to the troops. He should inculcate in his men this spirit of service and should insist that every effort be made to insure an adequate quantity of essential supplies at all times, in order that important training missions in the zone of the interior may not be delayed or interrupted. In campaign, no effort must be spared to see that essential supplies get to the troops in the fighting line in spite of all dangers and difficulties.

160. a. A warrant officer is assistant to the supply officer. His duties are as prescribed by the supply officer and he bears the same relation to the supply officer that the warrant officer (assistant to the adjutant) bears to the adjutant.

b. The regimental supply sergeant, as the key enlisted man in the supply section, under the direct and immediate supervision and direction of the supply officer and warrant officer, must have high character, unswerving loyalty to his superiors, and the ability to carry out his assigned mission with efficiency and dispatch. He must be a good "paper work" man, in order to insure the integrity of the records and protect the Government and the supply officer against pecuniary loss due to careless handling of records. He must not, however, become so obsessed with record keeping as to lose sight of his primary mission, which is to get the supplies to the troops for whom they are intended. The supplies themselves, delivered to those who need them when they are needed, are more important than the records.

c. The supply sergeant and his enlisted assistants should be thoroughly familiar with TM 10-310, and with the pertinent Army Regulations concerning procurement, issue, and accounting of property.

SECTION III

USE OF ARMY REGULATIONS AND DIRECTIVES

161. *a.* Intelligent and constant use of Army Regulations, War Department circulars, general orders, and bulletins, and directives of other headquarters in the chain of command is essential to good administration.

b. Many an officer views with dismay the hundreds of pamphlets of Army Regulations, gathered together in four or five thick volumes. The tyro may have a feeling of helplessness before the constant stream of changes, circulars, bulletins, orders, and letters. All these regulations and directives make, indeed, a formidable documentation of the rules governing the administrative procedures of the Army. Yet all this material is organized according to a definite plan. Once one knows the plan and follows it, regulations become less terrifying, and other directives fall into their proper places as guides and authority.

c. A comprehensive index to Army Regulations was published in 1935. It is temporarily out of print. Until distribution of the compilation is available, the adjutant who is able to obtain a copy, no matter how soiled and dog-eared, should guard it closely, for he has a treasured and useful possession. Lacking the 1935 index, the best indexes are those which appear in AR 1-6 and AR 1-10. The former is arranged alphabetically, and the latter by numerical sequence and group. AR 1-10 also lists the date on which the regulation was published and the number of the change. The system under which Army Regulations are published is found in AR 1-15.

162. *a.* All decisions which are made and all action which is taken must conform to Army Regulations, for Army Regulations have the force of law within their proper scope. "The President is the constitutional Commander in Chief of the Army," states AR 1-15, "is vested with a general and exclusive authority to make and publish regulations for the Army and may, in the due execution of the laws for the government of the Army, make needful and proper regulations without any legislative authority whatever, similarly as he may give orders as Commander in Chief."

b. Whether or not resting upon any express authority or statute, the legal effect of Army Regulations is simply that of executive, adminis-

trative, and instrumental rules and directions as distinguished from statutory enactment. When it is said that they have the force of law, nothing more is meant than that they have that virtue when they are consistent with the laws established by the legislature. They have the force of law within their proper scope, but not beyond it. They are thus not law, in the sense of being a part of "the law of the land," nor are they embraced in the designation "laws of the United States," but are law, and operative, as regulations only. As such, they are law to the Army and those whom they concern, and so far are binding and conclusive. (See Winthrop's Military Law and Precedents, 1920, pp 31 and 32.) The President exercises his authority as commander in chief through the Secretary of War; and since Army Regulations are published "by order of the Secretary of War," they are the directives of the President.

163. *a.* Army Regulations are published in a single system of numbered pamphlets, for filing in loose-leaf binders. Those regulations which pertain primarily to a subject, or to a subdivision of a subject, are published under one title, which in turn may be subtitled. Thus, all regulations pertaining primarily to commissioned officers will be published under the group title "Officers." All regulations pertaining primarily to military education will be published under "Military Education"; and so on. Special efficiency reports are contained in AR 600-185, that being the basic regulation on efficiency reports.

b. Army Regulations as a series, and each particular regulation, are presented in logical sequence. Duplication of subject matter is avoided, and all regulations are uniform in their manner of presentation of a subject. Each pamphlet includes matter "such as may ordinarily be expected to be needed by any person who may ordinarily be expected to need any part thereof" and "such as may ordinarily be expected to require revision under the same circumstances as part thereof."

c. Just as Army Regulations must not contravene the law and must not legislate, so the orders and directives published by the War Department and by any headquarters in the Army must not contravene Army Regulations. This means that the adjutant for a commanding officer is prohibited from issuing an order or directive, either written or verbal, which is in conflict with Army Regulations or the law. This should be kept in mind especially in publishing orders and directives which may operate to deprive any individual or group of individuals of any rights or privileges guaranteed under the Constitution or established by any statute enacted by Congress. For

example, a soldier may be punished for using disrespectful or insubordinate language toward his superior officer, because that is a military offense expressly prohibited in the Articles of War and in Army Regulations; but no officer may, in the exercise of his military authority, deprive a soldier, or another officer, of his constitutional right of free speech.

164. Each Army Regulations title consists of two parts: the general title and the subtitle. Thus the regulations on "personnel" include a pamphlet on "rank and precedence." The group number for personnel is 600; the subdivision on rank and precedence of personnel is AR 600-15. Pamphlets are not numbered consecutively, blank numbers being left for future use. Each regulation contains within its text the cross-references which are pertinent and which enable the reader to pursue the subject further. A revised Army Regulations pamphlet ordinarily will bear the same number as the current edition.

165. Army Regulations are grouped by series, for convenience. Thus, the 30 series concerns the Quartermaster Corps; the 210 series concerns posts, camps, and stations.

As soon as possible after activation, the adjutant should have made several sheets on which these groups are listed. One of these lists should be on every desk in the headquarters.

166. Inasmuch as many problems which confront an adjutant can be solved only by reference to several regulations, it is good practice for the adjutant also to have a list compiled of those subjects which most frequently occur, with the various references needed in each case. Copies of this list should also be made available throughout the office.

167. The main and subnumbers of Army Regulations are printed in the upper outer corner of each page. Underneath these numbers appear the numbers of the paragraphs which are contained on that page. The entire pamphlet is indexed by section and by paragraph, the section indexing appearing at the beginning of the regulation. Thus, if a reference is to the amount of leave authorized for commissioned officers, one would look in AR 1-6 under "commissioned officers" (listed as officers) and see that the subdivision "leaves of absence" is in AR 605-115. Referring to AR 605-115, the index of sections shows that ordinary leave is covered in section II, paragraphs 2 to 13, inclusive. Turning to paragraph 2, as shown in the numbering at the top of the page, one sees "amount authorized."

168. When a soldier dies, the provisions of a number of Army Regulations must be applied in order to accomplish the notification of his next of kin and The Adjutant General, to have the remains

prepared for burial and shipped to his home, and to close his accounts. The basic regulations are AR 600-550. The report of cause of death, which is a concern of the Medical Department, is covered in AR 40-1080; remarks to go into the morning report of the organization are found in AR 345-400; the settlement of clothing accounts is covered in AR 615-40; disposal of the soldier's deposits is shown in AR 35-2600; the procedure to pay any amount due the soldier to his legal heirs is covered in AR 35-2480; and the subject of gratuity is covered in AR 35-1540. In this list the base number 600 is personnel; 615 is also personnel, enlisted men; 345 is the base number for military records; 35 is the base number of the Finance Department; and 30 is the base number for the Quartermaster Corps, which is concerned with the preparation for burial, furnishing casket, shipment of remains, and furnishing the flag.

169. In the case of enlisted men, the primary subject will be personnel or enlisted men. The 600 and 615 series of pamphlets are the primary references. But there may be a question of pay involved, in which case the Finance Department is interested; and the Finance Department regulations are covered in the 35 series. If the Quartermaster Corps comes into the picture, the 30 series may be needed. Suppose the question has to do with the exchange. Exchanges pertain to posts, camps, and stations; and the base number concerning administration of posts, camps, and stations is 210. Going further and referring to exchanges, it is found that AR 210-65 covers that subdivision of the subject of their administration in posts, camps, and stations.

170. Another problem may concern a service school. Suppose it is desired to send one or more enlisted men to the Engineer School, and nothing is known about the school or the details concerning students. The primary subject in this case is military education. Referring to AR 1-10, it is found that military education has the base number 350. Going down the list of references, is found the Engineer School listed under AR 350-300.

171. Changes are constantly being made in Army Regulations. These changes, additions, and even entirely new procedures and methods are announced to the service by the War Department in Army Regulations changes, War Department circulars, bulletins, general orders, and letters—sometimes even in tentative advance copies of regulations which are to be added.

172. When any of these documents is issued as a change in existing regulations, that fact is stated in the circular, bulletin, or change

itself. In every headquarters, one person, detailed by the adjutant, should be charged with the responsibility for inserting changes in their proper place in the loose-leaf binders of Army Regulations. War Department circulars, bulletins, and general orders should be kept in separate binders. When a circular or bulletin which embodies a change in Army Regulations is received, the person charged with inserting changes should immediately turn to the proper regulations, find the paragraph or subparagraph changed, and note on the margin of that page, at the proper place, the fact of the change and the circular, bulletin, or order making the change. When regulations are used, every change noted should be consulted.

173. Be sure that everyone concerned is informed of changes and is furnished copies of changes and of all directives with which they are concerned.

CHAPTER 3

ADMINISTRATIVE OPERATION

	Paragraphs
SECTION I. General.....	174-175
II. Preactivation period.....	176-177
III. Activation.....	178-181
IV. Normal work flow and typical day.....	182-199

SECTION I

GENERAL

174. Administrative operation by a regimental adjutant falls into two general phases:

a. Management of affairs.—This involves execution of policies, establishment of internal procedures, coordination with other staff officers, and organization of the administrative personnel under his control into a smoothly operating team, with a logical and equitable division of functions and responsibilities. It involves also the all-important task of follow-through to assure that orders and directives are actually being executed in the manner and to the end desired. The adjutant must be the focal point of all of the affairs and activities of the regiment, even of those affairs and activities over which he does not exercise direct control as the spokesman of the commander. This demands judgment, decision, coordination, and action by the adjutant. He must consider the various methods and procedures available, must then make his decision, formulate his plan, insure that it is coordinated with others concerned, and finally, act upon his decision.

b. Recording and reporting of action taken.—He must see that action taken by his commanding officer, or by himself in the name of the commanding officer, is accurately recorded; and he must then see that such action is reported to higher authority, when required.

175. a. Policies are determined by the regimental commander, or by higher authority; but it is the adjutant, under the direction of his commander, who puts those policies into effect. His judgment of methods and procedures must be sound, and his action clear-cut and decisive. He must dissolve doubts and uncertainties. He has officers and men to record and report action taken; but, within the framework of existing policies, the thinking, planning, and deciding he alone can

do. Never can he allow the bugaboo of "paper work" to overshadow, divert, or confuse him. Record keeping and reporting are of vital importance and must always be accurate and up-to-date, but the judgment and planning which precede record keeping and reporting are of even greater importance.

b. Inasmuch as recording and reporting usually concern personnel, most of the men on duty in the adjutant's office are detailed to the regimental personnel officer. The adjutant should keep himself free from the details of personnel management and maintain an objective viewpoint, but should always exercise supervision and control.

SECTION II

PREACTIVATION PERIOD

176. a. The War Department plan for the activation of divisions and their component parts contemplates the following progressive steps:

(1) Selection is made of date and place of activation; selection and designation of the division commander and his general and special staff; selection and designation of regimental commanders, staff officers, and battalion and company commanders. These officers constitute the officer cadre. When selected, they are ordered to general and special service schools for special refresher courses. They then report to the station at which the division is to be activated. At the same time, certain existing units are directed to train enlisted cadres for the division to be activated.

(2) The officer and enlisted cadres report to the station at which the division is to be activated, and prepare for actual activation, which is usually several weeks later. During the interval between the arrival of the cadres and the actual activation of the division, Tables of Basic Allowances equipment is shipped to the station, to be ready for issue to the units of the division when they are activated.

(3) The division and its units are activated and filler replacements are received to bring the division to full war strength. These filler replacements are sent direct from reception centers and are Selective Service men. At the reception centers they are equipped with individual clothing and equipment, less arms and field equipment, and are classified and their service records initiated. When they arrive at the division activation point they are ready for assignment to companies.

b. For the purpose of illustrating the administrative operation of a regimental adjutant's office from its inception, predicated on the

recent activation of a Reserve division, assume that you are Captain Thomas A. DuBois, Infantry; that you are ordered to report to Fort Dix, N. J., on April 30, 1942, for assignment to the 20th Infantry Division, upon the activation of that division, which is to take place on June 1, 1942. Arriving at Fort Dix you report to post headquarters, and are directed to the area to be occupied by the 20th Infantry Division. You find that the commanding general, his general and special staff, and the colonels who are to be regimental commanders, have arrived that day. You find the division adjutant general, and report. He checks your name on a list he has, and informs you that you are to be assigned to the 100th Infantry, which is to be commanded by Colonel Atwater, and is to occupy an area which he shows you on a map of the post. He tells you also that there is to be a meeting of all officers of the division in the War Department theater at 1100.

c. That part of the commanding general's talk of immediate concern to you is:

(1) At this time the 20th Infantry Division does not exist. It is to be formally activated on June 1. Meanwhile, all officers who constitute the officer cadre have been ordered to this station. Their orders state: "----- upon activation of the 20th Infantry Division, are assigned to that unit." Therefore, until June 1, all officers will be *attached* to the post and station complement of Fort Dix. But, as a matter of practical fact, they will be for duty with the 20th Infantry Division, and subject to the direction of the division commander. No formal division records will be initiated and no formal division orders will be issued. Informal memoranda will be issued to serve as guides and to convey to those concerned the wishes of the division commander. The adjutant general will cause a mess to be set up immediately, to operate as a casual officers' mess. Further details on that later in the day. The mess will begin operation with supper today.

(2) The enlisted cadre will arrive tomorrow. Members of the enlisted cadre will also be attached to the post and station complement, specifically to the headquarters company of the service unit. Members of the enlisted cadre will be "earmarked" for specific organizations, and will be available to unit commanders from the time of their arrival.

(3) There will be a training program for cadres—officers and men—designed to familiarize all concerned with the process of activating and organizing the units and organizations. The division G-3 will publish in memorandum form the over-all training program; and each

unit commander will prepare detail schedules, to be approved by G-3 of the division.

(4) Filler replacements are scheduled to arrive in increments of 1,000 men, beginning on June 1. They will be assigned to units by division headquarters in accordance with a plan to be published. As the men come in and are assigned to regiments and separate battalions, companies will be organized at full strength.

(5) Regimental commanders will supervise the organization and operation of one mess for enlisted cadremen—this mess to be operated as a branch of the mess of the service unit to which the men are attached for rations. Cots, mattresses, mattress covers, and blankets will be drawn from the supply officer of the service unit for use of the enlisted cadre. Later a “custodial officer,” who will be a member of the post and station complement, will be designated for one or more units, to draw and furnish post and garrison property and equipment. Unit supply officers will carry on their records Tables of Basic Allowances equipment and property only. No stock record account is maintained by unit supply officers.

(6) A limited amount of motor transportation for assignment to the division has already arrived at the station. The division transportation officer will allot this motor transportation, and make arrangements for issue of gasoline and oil.

(7) Each unit, regiment, and separate battalion, will maintain a memorandum headquarters morning report, to be submitted daily to the division adjutant general's office, where a consolidated morning report in memorandum form will be maintained, and submitted daily to the post administration center or unit personnel section. All formal personnel accounting and administrative procedures will be handled by post headquarters until the division is formally activated.

(8) One branch exchange for the accommodation of the cadre will be opened and operated within the division area, beginning tomorrow morning.

d. When the meeting is over you go back to your regimental headquarters building. Colonel Atwater appears, introduces himself, and the other officers of the cadre to each other, and then proceeds to designate his staff and give his instructions. “You, Captain DuBois, are designated as S-1, the regimental adjutant; Captain Richard C. Gleaves, S-2; Major Ralph S. Easons, S-3, and Major Robert T. Jones, S-4. The surgeon and special service officer have been designated by division headquarters.”

177. *a.* Upon consulting your Tables of Organization, which you should have in your brief case (T/O 7-11 and T/O 7-13; see figs. 14

and fig. 15), you find that your assistant adjutant, the regimental personnel officer, is a captain assigned to the service company, and that the enlisted men who will form the clerical force of your office also come from the service company. In addition to your assistant, the personnel officer, you will have four men in your enlisted cadre, as follows:

- 1 master sergeant, regimental sergeant major and chief clerk.
- 1 technical sergeant, personnel sergeant major and chief clerk of the unit personnel section.
- 1 technician fourth grade (sergeant), a headquarters clerk.
- 1 technician fourth grade (sergeant), a mail clerk.

b. With these four men you must organize your office, and carry on until the division and regiment are activated officially and until you receive filler replacements to bring the service company to full strength. At that time you select the men to fill the other positions in your office authorized by the Tables of Organization. An organization plan for your office is suggested in section I, chapter 2, part two.

c. Your first task is to get equipment with which to operate your office. So, with the Tables of Organization before you and the organization plan suggested which you decide to adopt for the present at least, you make up the following list of furniture and equipment:

- 10 desks, flat-top, single, double pedestal.
- 10 chairs, office, swivel, with arms.
- 6 desks, typewriter, drophead.
- 6 chairs, swivel, typists', posture.
- 10 tables, office, 3 by 6 feet.
- 1 mimeograph duplicator, model 91, electric drive.
- 4 file cabinets, steel, four-drawer, legal size.
- 6 chairs, office, side.
- 1 cabinet, storage, stationery.
- 5 reams paper, bond, white, 20 pound, 8 by 10½ inches.
- 10 reams paper, tissue, second sheets, white, 8 by 10½ inches.
- 10 reams paper, mimeograph, white, 8 by 10½ inches.
- 5 reams paper, mimeograph, white, 8 by 11¼ inches.
- 5 quires stencils.
- 1 pound correction fluid, stencil.
- 5 pounds ink, mimeograph.
- 1 dozen erasers, typewriter, round.
- 1 dozen erasers, ink, red.
- 1 gross pencils, No. 2 black.
- 1 dozen pencils, colored, and assorted.

- 1 dozen pencils, red.
- 1 dozen pen staffs.
- 1 gross pen points, steel.
- 1 gross blotters, hand.
- 1 dozen blotters, desk.
- 1 gross pads, scratch, 8 by 10½ inches.
- 1,000 envelopes, penalty, No. 10.
- 1,000 envelopes, penalty, No. 6.
- 500 envelopes manila, 9 by 12 inches.

d. This is more than you will need now, with only the cadre and company clerks present; but it is wise to place the requisition now for the equipment you will need when your office is at full strength a month from now. There are many other items which you have not listed, but you will think of them later and place a supplementary requisition. In the meantime, you urgently need enough furniture and supplies to enable you to function during the intensive training period ahead. You give the requisition to Major Jones, S-4. During the afternoon a truck rolls up and delivers a dozen or so folding tables and folding chairs, four typewriters, and an assortment of office supplies. There are only two desks and swivel chairs, and these go without question to the regimental commander and his executive officer.

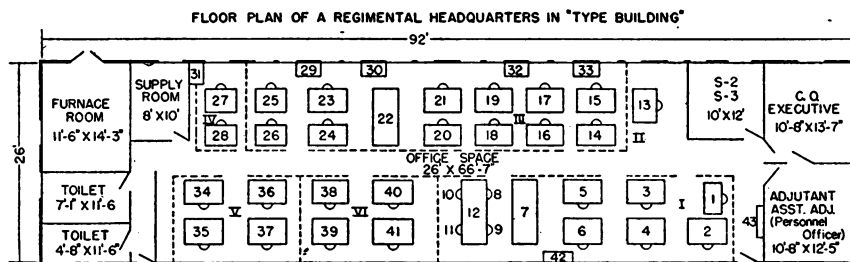
e. You and your personnel officer, Captain James M. Perkins, work out a floor plan of the office (see fig. 16), and distribute the tables and chairs you have received into a general semblance of what you want the office to look like. While you are doing this, another truck brings two file cabinets, and a dozen wooden boxes of various sizes which can be used for temporary storage of supplies and records.

f. The next job is to work out with S-3 an administrative training program and schedule, which will include all first sergeants and company clerks, as well as your own cadre.

g. While you are working with S-3 on the training plans, you send Captain Perkins to post headquarters to confer with the commanding officer of headquarters company of the service unit on details of organizing the branch mess for the enlisted cadre.

h. Before you realize it the day has passed. There will no doubt be some lost motion, some feeling around for the best method of procedure, some discussion with the executive officer and the regimental commander as to organization plans. You will, of course, present to the executive and the regimental commander your proposed plan of organization of the headquarters, and you must be prepared to defend this plan, to show why you propose to do it this way, and to explain

the functions which will be allotted to each section and subsection of the headquarters. This first day will prove highly important to you and to your regiment; you will be able in this short time to show a great deal of initiative and resourcefulness, to justify your selection



--- Railing 3 feet high.

I Miscellaneous section.

II Personnel section.

III Enlisted subsection.

IV Officers subsection.

V Reports and returns subsection.

VI Correspondence subsection.

1 Warrant officer, assistant regimental adjutant.

2 Master sergeant—sergeant major.

3 Technician fourth grade, section chief.

4 Technician fourth grade, clerk and mail.

5 Technician fourth grade, files and mimeograph.

6 Private first class, messenger.

7 Mimeograph table.

8 Technician fourth grade, section chief, postal section.

9 Technician fifth grade, mail clerk.

10 Private first class, mail clerk.

11 Private first class, clerk.

12 Mail desk with rack over.

13 Master sergeant, personnel sergeant major.

14 Corporal, service record clerk.

15 Corporal, service record clerk.

16 Corporal, service record clerk.

17 Corporal, pay roll clerk.

18 Corporal, pay roll clerk.

19 Corporal, pay roll clerk.

20 Technician fifth grade, 201 files.

21 Private, basic, utility.

22 Work table.

23 Corporal, classification.

24 Corporal, classification.

25 Corporal, classification.

26 Private first class, classification.

27 Corporal, records and files.

28 Corporal, pay and mileage.

29 Qualification card files.

30 Locator card files.

31 Officers' 201 files.

32 Enlisted 201 files.

33 Enlisted 201 files.

34 Corporal, morning reports.

35 Corporal, 303's.

36 Corporal, rosters, strength and ration returns.

37 Private, basic.

38 Corporal, subsection chief.

39 Private first class, clerk.

40 Private first class, orders clerk.

41 Corporal, clerk.

42 Decimal files.

43 Bench.

FIGURE 16.—Floor plan of a regimental headquarters in "type building."

as the regimental adjutant. But many things must be decided for which there is no guide or precedent save common sense and good judgment. Do not bother the executive and the regimental commander with unnecessary questions; make decisions when you can do so, without assuming the prerogative of command which belongs only to the commander.

SECTION III

ACTIVATION

178. *a.* Assume now that it is June 1, 1942. Early in the morning a messenger from division headquarters brings you several copies of General Orders No. 1, Headquarters 20th Infantry Division, announcing the activation of the division, the assumption of command by General Winslow, and the announcement of the appointment of the division general staff. With it are Special Orders No. 1, announcing the assignment of officers, who have heretofore constituted the cadre, and of those filler replacement officers who have reported for duty.

b. As adjutant-designate of the 100th Infantry Regiment, it is now your duty to prepare for the signature of the regimental commander your own General Orders No. 1 and Special Orders No. 1. Your General Orders No. 1 should be like this:

HEADQUARTERS 100TH INFANTRY

GENERAL ORDERS }
NO. 1 }

Fort Dix, N. J.,
June 1, 1942.

1. Activation of 100th Infantry.—The activation of the 100th Infantry, as of 12:01 AM, June 1, 1942, with station at Fort Dix, N. J., and its assignment to the 20th Infantry Division, is announced.

2. Assumption of command.—Pursuant to directive contained in paragraph 6, Special Orders No. 1, Headquarters 20th Infantry Division, Fort Dix, N. J., June 1, 1942, the undersigned hereby assumes command of the 100th Infantry.

3. Appointment of staff.—The following appointments to the staff, this headquarters, are announced:

a. Executive officer—Lt. Col. Robert B. Ames, O-00000, 100th Infantry.

b. Adjutant (S-1)—Capt. Thomas A. DuBois, O-00000, 100th Infantry.

c. Intelligence officer (S-2)—Capt. Richard C. Gleaves, O-00000, 100th Infantry.

d. Plans and training officer (S-3)—Maj. Ralph S. Easons, O-00000, 100th Infantry.

e. Supply officer (S-4)—Maj. Robert T. Jones, O-00000, 100th Infantry.

/s/ John O. Atwater
/t/ JOHN O. ATWATER,
Colonel, 100th Infantry,
Commanding.

NOTE.—The adjutant does not authenticate an order which is signed by the commander himself.

c. Now the 100th Infantry is officially launched. The next formal step is to assign the officers and men, who have reported in compliance with War Department and division orders, to the several organizations and duties which are provided for them in Tables of Organization. This is done by special orders. For example:

HQ 100TH INF

SO

Fort Dix N. J.

1

1 June 1942.

1. Following asgmts and duties are directed:

<u>Names</u>	<u>Asgmts</u>
CAPT JAMES M PERKINS	Asst Adj 100th Inf
0-00000 100th Inf	
CAPT GEORGE SHOTWELL	Munitions Off
0-00000 Serv Co 100th Inf	

2. Following off asgd to Serv Co:
-
-

3. Following EM asgd to Serv Co:
-
-

By order of col ATWATER:

/t/ THOMAS A. DuBOIS
Capt 100th Inf
Adj

Official:

/s/ Thomas A. DuBois

/t/ THOMAS A. DuBOIS

Capt 100th Inf

Adj

Distribution:

2—Each Off

1—201 Each Off

2—Each EM

1—201 Each EM

2—Each Co

2—Each Bn Hq

5—CG 20th Inf Div

10—file

d. Paragraph 4, Special Orders No. 1, which might also be published as an extract copy, would assign other enlisted men of the cadre to the several organizations of the regiment.

e. When the filler replacements arrive, they will be assigned to the regiment by division special orders, and should be assigned to companies by regimental special orders.

f. For a discussion of general and special orders, see section II, chapter 8, part two.

g. Both the general and special orders should be distributed as follows:

- 2—Each officer concerned.
- 1—201 file, each officer concerned.
- 2—Each enlisted man concerned (special orders only).
- 1—201 Each EM.
- 2—Each Co.
- 2—Each Bn Hq.
- 5—CG 20th Inf Div.
- 10—File.

179. The regiment is now officially and formally in being, with all officers and enlisted men, so far present, specifically assigned. Your commander and you have taken executive action, and this action has been both promulgated to those concerned and recorded.

180. You, however, are immediately concerned with initiating the necessary historical and statistical records of the 100th Infantry and transmitting such records to the next higher administrative echelon; that is, to headquarters of the division.

a. The basic record of any military unit—company, troop, battery, or detachment—is the morning report; and for the headquarters, a headquarters morning report. The company morning report is W. D., A. G. O. Form No. 1; and the headquarters morning report is W. D., A. G. O. Form No. 2 (Headquarters Morning Reports). A full discussion and explanation of the company morning report is contained in section II, chapter 6, part one and in AR 345-400. The service company will keep its own morning report. The headquarters morning report should be kept by the sergeant major and initialed by you or by your assistant. The headquarters morning report will account for the regimental commander and his staff only, with the exception of S-4 and the assistant adjutant. They will be carried on the service company morning report.

b. In addition to the morning report, two other initial records and reports are needed when units are activated. They are W. D., A. G. O. Form No. 309 (Initial—Special—Final Roster) (see AR 345-900) and W. D., A. G. O. Form No. 303 (Report of Change). These are the documents from which the machine records unit will start its record of the regiment. All these records and reports should be made the first thing on the morning of the second day, and should include the strength in officers and men up to and including midnight of the first day of official existence. The initial roster is made in triplicate. The original goes to The Adjutant General through channels; one copy goes with the Form No. 303 to the machine records unit; and

one copy is retained in the organization. For a model of initial roster and report of change, see figures 17 and 18.

c. Although these reports are not actually made until the morning of the second day, instructions as to their accomplishment should be given on the first day, so that the roster and report of change will be in the hands of the regimental personnel officer the morning of the second day, ready to be signed and sent up to division headquarters.

181. You, the adjutant, have been busy up to the time the several orders are published. Using your sergeant stenographer, you have dictated the orders and have shown in pencil draft form just how you want them formed and written; you have held several informal conferences with the regimental commander, the executive officer, and S-4. What have your assistant and the enlisted cadre been doing all this time?

TYPE	STATION	TYPE ORG.	SUB UNIT	PARENT UNIT	EMPL.	GRADE	DUTY	A. OR S.	DATE	SERIAL NUMBER	NAME
REPORT OF CHANGE (FOR INDIVIDUAL OR UNIT)											
LOCAL STATION GRADE ARMED SERVICE LAST NAME FIRST NAME MIDDLE INITIAL REGIMENTAL NUMBER REGIMENTAL OR FIELD/UNIT NUMBER FROM WHICH REPORTED Fort Dix N J LOCATION 0 ☐ ASSIGNED ☐ ATTACHED ☐ UNASSIGNED ☐ ATTACHED ☐ ON DS ☐ CASUAL 1 ☐ ON DUTY ☐ DUTY OR OTHER STATUS AT TIME OF THIS CHANGE ☐ OTHER (SPECIFY) 2 DESCRIPTION OF CHANGE 3 100th Infantry activated 12 01 AM June 1 1942 4 at Fort Dix N J per G O 1 Hq 20th Inf Div 5 See initial roster atchd 6 7 8											
REPORT FOR THE TWENTY-FOUR HOURS ENDING AT 11:59 P. M. DAY 1 MONTH June YEAR 2											
TYPE OF CHANGE STATION TYPE ORG. SUB UNIT PARENT UNIT EMPL. GRADE DUTY ARMED SERVICE NAME SERIAL NUMBER GRADE DUTY REPORTING OFFICER'S SIGNATURE AND TITLE JAMES M PERKINS Capt 100th Inf Asst Adj											

FIGURE 17.

a. First, the assistant adjutant, hereafter referred to as the personnel officer, should be directed to check the names, Army serial numbers, and grades of all members of the enlisted cadre so that they may be correctly included in the assignment order. This must be done before the order is actually written. Meanwhile, the sergeant major is arranging the office lay-out, helping with the draft of the orders, and making himself generally useful. The other enlisted men are helping the personnel officer and the sergeant major. There is not much else for them to do at this stage; no correspondence has come in, and there are no personnel records on which to work.

b. While awaiting the arrival of the first group of filler replacements the officers' subsection of the unit personnel section should already have set up a 201 file for each officer assigned. These 201 files should be officially opened by inserting as the basic document the division special orders assigning the officers to the regiment, followed by the

ADMINISTRATION

regimental special orders assigning the officers to organizations of the regiment. After that, any document which pertains to an officer is

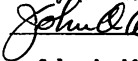
INITIAL—~~SPECIAL~~—~~FORM~~ ROSTER

(Line out words not applicable)

Headquarters, 100th Infantry
(Organization)Fort Dix, New Jersey
(Station)(Midnight) June 1, 1942
(Date)This roster of 1 sheets contains the names of all officers, including those attached, of this organization.Reason for submission Activation of 100th Infantry (less 3rd Bn), per auth GO No. 1

Hq. 20th Inf Div, June 1, 1942

(These blocks are for use of the Machine Records Unit and should be left blank.)


 JOHN O. ATWATER
(Signature—Name typewritten)

Colonel, 100th Infantry, Commanding

(Grade and organization)

Serial No.	Last name—First name—Middle initial	Arm or service	Special rating	Component	Date of current commission or enlistment (Day-month-year)	Type of enlistment	Race	Primary duty (Collective only) (Write below dotted line.)	Status
0-7551	COLONEL Atwater, John O. Trfd fr Hq. 38th Inf.	Inf		RA	18Aug/40	W		Comdg 100th Inf.	21
0-207221	LIEUTENANT COLONEL Ames, Robert B. Trfd fr Hq. 99th Inf.	Inf		OR	25Apr/41		W	Executive Off 100th Inf.	21
0-303111	MAJOR Easons, Ralph S. Trfd fr CASC 1796	Inf		OR	1 Jun/41		W	P & T Off. (S-3) 100th Inf	21
0-341112	CAPTAIN DuBois, Thomas A. Trfd fr Hq Co 12th Inf.	Inf		OR	1 Jan/42		W	Adjutant, 100th Inf.	21
0-342175	1st LIEUTENANT Gleaves, Richard C. Trfd fr Hq-Co 9th Inf.	Inf		OR	8 Nov/41		W	Intell. Off (S-2) 100th Inf	21
	NOTE: Initiated by each unit activated, i.e., Company, Battalion, etc., upon date of activation, in quintuplicate, for all enlisted men assigned thereto. Initiated by each regiment or separate battalion for all officers and warrant officers assigned to the unit. Original to Machine Records Unit, through channels; copy to Division Hq; copy to Regimental Hq; copy for insertion in Morning Report; 1 copy for file. Accompanying each roster will be a Report of Change Card, WD, AGO Form 303.								

W. D., A. G. O. Form No. 200
May 21, 1941

(See AR 345-905)

16-15200 U. S. GOVERNMENT PRINTING OFFICE

FIGURE 18.

placed in his 201 file as it is issued or received, with the last document always on top. Copies of orders are needed as follows: one for 201 files; two to accompany first pay voucher.

SECTION IV

NORMAL WORK FLOW AND TYPICAL DAY

182. Now pass to the time when the 100th Infantry is a full strength regiment, a going concern, an integral part of the 20th Infantry Division, with an active training program being vigorously carried out. The headquarters is well organized and functioning smoothly; the unit personnel section is doing nicely; the regimental commander is well pleased; your enlisted staff has worked hard to learn the job; and although their training is going forward every day, you feel that you have a good set-up.

183. Before discussing the normal work flow in your office, consider some principles of business management; for Army administration is really business management. It is management of the largest business in the United States.

184. Some of the procedures described below may seem unnecessarily formal and clumsy. Bear in mind, however, that this is an important headquarters, a small but vital part of the huge machine. It must function efficiently, and it must always conform to basic principles which govern the entire Army administrative system. On the other hand, within your authority to produce results, you are allowed a reasonable degree of latitude in detailed procedures. During the early days of organization, you should use your prerogatives sparingly. Your headquarters may be staffed with officers of limited experience and training in staff work and administration. Your enlisted personnel may be even more inexperienced. As officers and enlisted men become adept and as their skill and teamwork develop; as you and your assistants gain the confidence of the regimental commander and executive officer; when the "shake-down cruise" is over many of the procedures can be shortened.

185. The regimental mail sergeant brings the mail from the APO, which he turns over to the regimental sergeant major. The sergeant major opens all the mail, determines its subject matter, and if it concerns individuals or groups of individuals, passes it to the unit personnel section for disposition. Before handing it to the unit personnel section he stamps the mail "Received (headquarters and date)." The unit personnel officer or personnel sergeant major then determines the action to be taken and if action is required within a certain period of time, places a card in a suspense file. The regimental sergeant major then turns to the communications on his desk which concern training, discipline, policy, and all other matters not directly concerning an individual or group. These the sergeant reads carefully.

a. If the subject matter is routine and covered by a well-established policy, the sergeant major should attach a penciled note of the action called for, and a draft of the proposed reply, if indicated. If the subject is one covered by previous communications, orders, bulletins, circulars, or regulations already in the regimental files, the sergeant major should call for the file on that subject, find and clip the appropriate reference, attach the letter to the file, and pass it to the adjutant. Here again the suggested procedure varies somewhat from the normal. When the sergeant major is experienced, and when the adjutant has learned to what extent he may lean upon the judgment and knowledge of the sergeant major, he may direct that the preceding file be not attached unless specifically called for in a given case. The method here described is slower, but it leaves less to chance. After the letter, with the necessary reference file and the sergeant major's draft of action and reply attached, is placed in the adjutant's "In" basket, the adjutant indicates by penciled note whether or not he approves of the suggested action and reply. He may wish to show the letter, or the whole file, to the executive officer or the commanding officer; or it may be one of those matters on which the adjutant takes the executive action. If he approves the sergeant major's proposed action and reply, he may indicate such approval by a simple penciled notation, such as "App. Go ahead," followed by his own initials. If he desires to take other action, he will probably indicate that fact by a notation on the sergeant major's draft, such as "No. Follow my draft." Or he may himself call in the stenographer and dictate a reply, or a memorandum or letter directing the action he desires.

b. Assuming that the adjutant approves the sergeant major's proposed action and reply and indicates approval on the draft, the communication is placed in the "Out" basket, and goes back to the sergeant major, who passes it to the stenographer for the preparation of the necessary letter, memorandum, or indorsement.

c. When this is written, it is passed back to the adjutant for signature, then goes through the same channels to the file clerk who withdraws and files the file copy. It then goes to the mail and distribution clerk, who makes a record of the outgoing communication and dispatches it, either by hand or by mail, as the case requires.

186. Caution should be exercised at all times to see that no piece of mail matter is lost or misplaced. Especially is it serious to lose or misplace military documents or letters, as War Department policies are very stringent concerning officers who carelessly handle mail.

187. *a.* Classified mail (secret, confidential, and restricted matter) should under no circumstances be opened by anyone other than the sergeant major (if he is authorized) or by an officer authorized to open such mail. Immediately upon receipt and opening of such communications the sergeant major stamps them as received, with the headquarters and date, records them on the receiving record sheet, and turns the communications over to the adjutant. For further discussion on classified mail see paragraph 198.

b. All mail except personnel mail and mail of a routine nature is recorded by the sergeant who is mail and distribution clerk. He stamps it "Received (headquarters and date)" and records it on a receiving record sheet (see fig. 19). This includes communications and distribution matter from higher headquarters, and mail from the companies which is neither personnel nor routine. The same procedure is used by the regimental mail sergeant for outgoing mail which is neither personnel nor routine.

188. The actual number of letters and indorsements which will have to be recorded will not be large during the first few weeks; and this record may be the means of saving considerable trouble and embarrassment for the adjutant, by preventing the misplacing of a letter of importance, during the period when all of the headquarters personnel are learning their jobs, and when a certain degree of confusion is inevitable. The aim in setting up a headquarters is to preserve time and personnel, and the methods suggested are not rigid. Any method which gives the maximum amount of safety with a minimum amount of handling of the mail is desirable.

189. Before deciding whether or not to have all letter mail recorded during the first phases of activation and operation, the adjutant would do well to discuss the matter with the executive officer. In any case, telegrams and radiograms should be recorded, not only in the early stages but at all times. The distribution within the office is indicated by an informal carrier slip, commonly called a "buck slip" (see fig. 20).

190. *a.* Some short cuts now in current use in experienced organizations are as follows: In one regiment neither the incoming record sheet nor the outgoing record sheet is used; the mail is opened, rubber stamped with receipt date, sorted, and sent to the appropriate section for action. In another organization, the files are not searched for background material until the adjutant, or whoever receives a certain communication, determines that he needs the file material in order to make a reply. In another instance, the sergeant major discusses various communications with the adjutant verbally, without drafting a suggested reply, thus saving time for both sergeant major and adjutant.

b. Any such streamlining procedures, however, should be attempted only after the office has been well systematized, after the administrative team is functioning smoothly, and after the adjutant knows the virtues and defects of his various assistants so thoroughly that he can judge where it is safe to introduce streamlined methods.

c. There will be, in almost every mail, communications from higher authority which require action, but not necessarily reply. They will be mimeographed letters announcing policy, giving information, and directing action. Of course the directives contained in such com-

INFORMAL ACTION SHEET

HEADQUARTERS, 100th INFANTRY
FORT DIX, NEW JERSEY

From:.....		Date.....	
To:.....		Suspend to.....	
___CO	___CO, 1st Bn	___CO, Co G	___CO, Can Co
___Ex 0	___CO, 2d Bn	___CO, Co H	___CO, Med Det
___S-1	___CO, 3d Bn	___CO, Co I	___Ch
___S-2	___CO, Co A	___CO, Co K	___
___S-3	___CO, Co B	___CO, Co L	___
___S-4	___CO, Co C	___CO, Co M	___
___Asst Adj	___CO, Co D	___CO, Hq Co	___
___Fin 0	___CO, Co E	___CO, Serv Co	___
___QM	___CO, Co F	___CO, AT Co	___

For:..... Remarks:.....

(Signature or initial)

(Use reverse side if necessary)

FIGURE 20.

munications must be complied with, and a record of the action taken should also be made. For such a purpose, the "Informal Action Sheet" or buck slip illustrated in figure 20 should be used. This is a very simple sheet, and can be made by mimeograph. When a communication does not require a reply, the sergeant major should attach one of these informal action sheets to it and pass it to the adjutant, who indicates on the sheet in pencil the action to be taken and initials it. In many cases it should be passed to the other members of the staff to note; and when the final action within the unit has been taken, the communication, with the action sheet attached, goes to file. The

action may be indicated by a simple note, such as "Repeated in Daily Bulletin 6/10/42," followed by the adjutant's initials; or "Report called for in par. 4 forwarded 6/10/42," again followed by the adjutant's initials; "Policy and instructions published to command in Memorandum 34, 6/10/42," with the adjutant's initials. These notations are sufficient for the record; but some notation of action taken should always be attached to a communication before it is filed. If the communication contains information only, the initials of all officers whose names are checked on the informal action sheet (buck slip) is sufficient.

d. The informal action sheet is also used in passing a communication to another staff officer. The staff officer to whom a communication is passed by informal action sheet should always indicate on the sheet his own action. For example, a letter calling for a report which should be prepared by the supply officer for the adjutant's signature should be returned to the adjutant with a draft of the reply suggested by the supply officer, or with the report called for also prepared for the adjutant's signature, or with a letter of transmittal prepared for the adjutant's signature, and with a notation on the informal action sheet stating that the report is furnished herewith, or with some similar notation for the files and record.

e. Whenever a communication requiring action is passed to another staff officer, the sergeant major should make a suspense card for that communication. The suspense date should be indicated on the informal action sheet, so that the officer receiving it will know the date a reply, or action, is expected. Also, this supplies a record of all communications in process in any part of the office.

191. The regiment should publish a daily bulletin containing information, directives, and instructional material of a nature not necessarily permanent, and not yet incorporated in other forms of directives. The sergeant major should be charged with preparing the daily bulletin, and should place on the adjutant's desk for approval by 9 o'clock each morning a draft of each day's bulletin, containing matter culled from the previous day's actions, decisions, and communications. The daily bulletin should be issued and distributed before noon each day. At the bottom of the daily bulletin, below the signature of the adjutant, may be unofficial information of interest to members of the command, such as announcement of motion pictures, social events, and so forth. This section of the daily bulletin should be entitled "Information." (See sec. II, ch. 8, part 2.)

192. An adjutant acquires by experience a sort of sixth sense which guides him in deciding when to write a formal military letter, when to reply to a communication by a separate letter or indorsement, when to

write a formal or informal memorandum, and when to write a non-military letter. To the adjutant who has not acquired the experience and the sixth sense, the following suggestions and examples should prove helpful:

a. Any communication destined for a higher headquarters with which the adjutant or personnel officer is not in daily communication by telephone or personal visit, should be made in the form of a military letter with the usual form of heading, address, and signatures as prescribed in AR 340-15. The letter should be signed by the adjutant "For the Commanding Officer," or by the commanding officer himself, as already outlined.

b. An incoming official letter addressed to the commanding officer of the unit should normally be answered by indorsement. A letter which is prepared for general distribution to the elements of a command, such as a mimeographed letter from the division commander, the corps commander, the commanding general of a service command, or the War Department, and which requires a report or reply, would not normally be answered by indorsement. Rather, a separate letter, referring in the first paragraph to the original letter and transmitting the report called for, would be the usual procedure.

c. A numbered memorandum, authenticated in the same manner as a general or special order, should be the means of communicating a directive, temporary in nature, to the members of the command. Informal unnumbered memoranda are usually addressed to individuals, and are authenticated in the same manner as are letters.

d. Nonmilitary letters are used in writing to civilians. A letter from a civilian should not be answered by indorsement.

e. *Examples.*—(1) A letter is received from the commanding general of the service command, through the division commander. It is addressed to the Commanding Officer, 100th Infantry, and the subject is Physical Examination, Captain John A. Jones. The division headquarters has put on it a simple initial forwarding indorsement; that is, an indorsement of transmittal. The commanding officer, 100th Infantry, would reply by 2d indorsement, sending the letter back through the division headquarters.

(2) A mimeographed letter comes from division headquarters calling for a special report of some kind. When the report is ready to go forward, it should be sent with a letter of transmittal, the first paragraph of which would make reference to the division headquarters letter.

(3) The regimental commander desires to change the training schedule for this week, in some details, but to let the master training

program stand. The change should be directed by a numbered memorandum, authenticated in the same manner as are orders.

(4) It is desired to bring some matter of no great importance to the attention of the commanding officer of Company G. It should be done by an informal memorandum signed by the adjutant, by order of the regimental commander.

(5) The personnel officer desires that the Red Cross make an investigation of the home conditions of a certain soldier. There is a Red Cross representative in the post. The communication would be written in a letter form and signed by the adjutant "For the Commanding Officer."

(6) A letter to an officer of the command who is on leave, and which concerns his military status, should be formal.

(7) A communication to the post quartermaster, who is a member of the staff of the post commander, and not a member of the staff of the regimental commander, should be formal, and should be forwarded through the post commander.

(8) For further discussion of correspondence, see section I, chapter 8, part two.

193. Following is a description of a typical day in the office of the adjutant of the 100th Infantry, some 2 months after the activation of the regiment.

a. Case No. 1.—The first communication the adjutant finds in his "In" basket is a memorandum from division headquarters calling for the submission, not later than tomorrow, of the names of four officers of company grade to be sent to a special communication course at Fort Benning.

(1) At first, the choice seems simple: send the regimental communication officer from headquarters company, and the three officers from the respective battalion communication sections, which are also a part of headquarters company. But there are other factors to be considered. The regimental communication officer is a first lieutenant, and a good one; the three battalion section communication officers are second lieutenants. Two of the latter are doing good work. The third is a little weak; a few weeks of school might be just what he needs. But, if you send those four officers, you strip your communication sections of their officers for 2 months. The regimental communication officer is also the commander of the communication platoon of headquarters company. What is the solution?

(2) As the adjutant you should be prepared to present a suggested plan to the executive officer, or to the regimental commander, when you present the problem to them. You conclude that the four com-

munication officers should go to the school; that each battalion intelligence officer should be detailed as acting communication officer for his battalion, in addition to his other duties. This will leave a master sergeant in charge of platoon headquarters and a technical sergeant in charge of each battalion communication section, under the nominal supervision of the lieutenants who are intelligence officers. This should work out satisfactorily for the 2-month period of the school. You check your ideas with S-3, then briefly outline your proposal on an informal action sheet attached to the division memorandum and place it in the basket marked "Executive and C. O." It will be taken up with the executive officer when you have your daily conference with him. He may wish to consult the commanding officer of headquarters company before making a decision; or he may instruct you to clear the matter with that officer, and in case of divergence of opinion again present the matter for decision by the regimental commander.

b. Case No. 2.—The next item is a memorandum from the regimental surgeon to the effect that both interior and exterior policing of the regimental branch of the exchange is unsatisfactory—paper and trash, ice cream cones, pop bottles, and so on are thrown around the floor and on the ground in the vicinity of the doors. Something must be done about it; the surgeon is definite on that score.

(1) You pick up your telephone and call the regimental exchange officer, tell him what the surgeon reports and ask him what he knows about it. He says the fault lies with troops of the engineer battalion, 2 companies of which are located next to his exchange, and which patronize the 100th Infantry exchange instead of their own, because it is closer and more convenient. He has spoken to the engineers about the matter, but with no results. He suggests posting 100th Infantry guard at the exchange to keep the engineers away. You tell him you'll let him know.

(2) The guard sounds like the solution to this one. But is it? Your exchange is a branch of the main exchange, and every soldier on the post has a right to use its facilities. If you bar the engineers from the exchange, your branch will not only lose business and profits, but you will undoubtedly receive a complaint from the commanding officer of the engineer battalion. So you pick up the phone again and call the adjutant of the engineer outfit who happens to be a personal friend of long standing. The conversation goes something like this: "Hello, Bill. This is Tom DuBois, of the 'hundredth. How's everything? That's fine. Say, Bill, a couple of your companies are right next door to our exchange, as you know, and they patronize it rather than yours,

because it's more convenient. That part of it's fine. We're glad to have the business. But there's a little rub, Bill. Our medico is complaining about the trash and refuse thrown around, inside and outside. Our exchange officer says it's mostly done by your companies. I wonder if you couldn't give us a little help? Have your company commanders lay down the law. What? Of course we don't want to put a guard out there and keep your men out. You'll do that? Fine, Bill! I'll tell the surgeon the matter is being taken care of. Thanks, Bill. Come to see us! Good-bye!"

(3) When you hang up the telephone, you take up an informal action sheet and make the following pencil notation: "Phoned adj engineer bn. He will issue instructions directing remedial measures. Have exchange officer inspect and report if fault not remedied. Suspend 5 days." Next you call your exchange officer and tell him the gist of your conversation with the adjutant of the engineer battalion; direct him to inspect the premises daily and report to you if the condition does not improve.

(4) You might handle this another way: indorse the surgeon's memorandum to the exchange officer for remedial action and report. That is the method of a glorified clerk. The more direct, informal method is the executive way of handling it. In either case, you are acting for the regimental commander. The fact that the adjutant of the engineer battalion is a close friend implies without any doubt that he knows you are speaking not for yourself but for the regimental commander. This is another instance where formal procedures can be streamlined. Formal procedures lose none of their validity by being handled informally; they are merely adapted to the circumstances and to the personalities involved.

c. Case No. 3.—This time the telephone rings. It is the division adjutant general calling. He tells you that he has received a radiogram from the A. G. O. directing that one captain from each regiment be ordered to the Command and General Staff School at Fort Leavenworth for a special course; the officer selected must be ready to leave within 24 hours, and the division commander must report at once by radio the names of the officers selected. The adjutant general wants your man's name within an hour.

(1) It is now 9:10 AM. The colonel is somewhere in the field watching the training. You may be able to find him in 10 minutes, and then it may take an hour. Before you look for him, you'd better do a little thinking. By this time the colonel has a lot of confidence in your judgment, and is sure to ask you for recommendations, supported by reasons. Rapidly you run over in your mind the captains of the regi-

ment. There is J, commanding C Company; he is pretty good, but too much of a detail man, frets and worries too much. Captain R of headquarters company is a good, steady, dependable fellow, but too old; besides he lacks ambition. Ah, you have just the man; Captain Y, commanding G Company. He is young enough, only 32, keen, efficient, ambitious, a born leader. He'll make a splendid battalion commander in a year or two, an excellent battalion executive, or regimental operations officer at any time. Having decided that Captain Y is the officer for Leavenworth, you drive out to the training area, and in 15 minutes you have found the regimental commander.

(2) The colonel wants your recommendation. You tell him you think Captain Y is the man. Discuss with him the other captains, checking off your reasons for passing them in favor of Captain Y. The colonel agrees, but wants you to see Captain Y's battalion commander for concurrence before finally submitting the name. The battalion commander concurs in your recommendation; you return to headquarters and send out a motorcycle messenger to locate Captain Y and have him report to you immediately. While you are waiting for Captain Y to report, you must do two things: call the division adjutant general and give him Captain Y's full name, serial number, and grade. Next, call the supply officer and inform him that Captain Y is going on detached service, leaving tomorrow, and request that he prepare immediately a list of balances of property charged to Captain Y.

(3) When Captain Y comes to your office, you will of course explain to him that he has been selected to attend the Command and General Staff School at Leavenworth; that you expect orders for his departure within 24 hours; that he will immediately begin turning over his property and funds to his second-in-command, Lieutenant X. Inform him that you have already called the supply officer and asked that a list of balances of property be prepared. Tell him to report to you again as soon as he has completed the transfer of property and funds. Explain to him the certificate required on transfer of his company fund to his successor in command.

d. Case No. 4 is a mimeographed letter from the A. G. O. calling for a report of shortages in items of controlled equipment, forwarded with an indorsement from division setting up a 3-day suspense for receipt of the regiment's report at division headquarters. You put an informal action sheet on it for the supply officer, calling his attention to the suspense date, and directing that he prepare the required report for your signature. The sergeant major makes a 3-day suspense card for this communication. Because the time is short, you put a red tab

on the top of this communication to indicate that it is for immediate action.

e. Case No. 5 is a mimeographed form used by the post provost marshal for making reports of arrests by military police. This particular report indicates that Government truck No. 449-0987, bearing the stenciled designation of Company C, 100th Infantry, was observed standing in front of a roadhouse some 10 miles from the post at 0130. No driver was in the truck, and the MP patrol did not go into the roadhouse in search of the driver. However, a service coat with sergeant's chevrons on the sleeve was found in the driver's seat. You attach 1 of your informal action sheets, addressed to the Commanding Officer, Company C, with a notation "For investigation, appropriate action, and report, within 5 days." There are 12 of these MP reports; 6 men were picked up drunk, and turned over to the charge of quarters of their respective companies; 2 men were arrested for fighting in a cafe, and are being held in the post stockade; 3 were picked up when entering a house designated as "out of bounds." Upon each of these reports the sergeant major has placed an informal action sheet calling for "Appropriate action and report." You simply initial this notation.

f. Case No. 6 is a letter from the mayor of the city of Freehold, asking that the regiment, accompanied by the band, participate in a parade to be held in that city at the dedication of a monument at the site of the Revolutionary Battle of Monmouth.

(1) The request cannot be granted, but the letter must be answered. So you call in the stenographer and dictate the following letter:

Honorable Richard Roe,
Mayor of Freehold,
City Hall,
Freehold, N. J.

My dear Mr. Mayor:

The officers and men of the 100th Infantry are highly complimented by your request for the regiment and the regimental band to participate in the city of Freehold's ceremonies on the site of the historic Battle of Monmouth.

Authority for the regiment to participate in your celebration rests with the Commanding General, 20th Infantry Division, Fort Dix, to whom your letter is being forwarded, with the request for a decision in the matter. As soon as his decision is known to this headquarters you will be advised.

Very sincerely yours,

/s/ John O. Atwater
/t/ JOHN O. ATWATER
Colonel, 100th Infantry,
Commanding.

(2) Having written this letter and placed it in the "Executive & C. O." basket for signature, you attach a copy, together with the informal action sheet, to the original communication to be sent to the Commanding General, 20th Infantry Division, Fort Dix, with the notation: "Request decision." When sending informal action sheets to members of your own regiment, your own initials are sufficient; but on those going up to division headquarters, you should write, as the signature, "For the C.O." followed by your own initials. Whether the use of informal action sheets in transmitting anything to division is ever permissible depends on the division policy and *should be determined* before this method of communication is used.

g. Case No. 7.—(1) As you finish dictating the letter, the telephone rings. It is the division adjutant general again. He says the commanding general wants to know how many men are being used in each company for kitchen police, whether or not they are detailed for 1 day, for 1 week, or for what period; whether the kitchen police detail is rotated often enough to insure that every man in the company gets his proper training. He wants this information by tomorrow. What is the best and quickest way to get it? You might publish a memorandum to all company commanders listing the information desired, and call for a report by indorsement. This method is discarded because of the time element involved, and because it will create "paper work." Another method would be to prepare a questionnaire and send it around to each company by messenger, but there again you are creating "paper work." The method you decide upon is to ask the company commanders at "officers' call," which is held daily at 1130 in your office. At this time each company commander is present, and has a loose-leaf notebook. You ask for the information you require, and have each company commander make an informal report in pencil on a page of his notebook, turning in the report to you before he leaves. You can then pass these slips to the sergeant major with instructions to prepare a memorandum report to the division, listing each company and giving the desired information. If the commanding officer does not desire that officers' call be held daily, it is customary to require each company commander to visit the headquarters bulletin board between certain hours. In that case, you could post a tabulated list on which each company commander would write in the desired information. All officers should be required to initial the bulletin board once each day.

(2) It is normal to have an officers' call, or meeting of the company commanders, daily with the regimental commander. This is especially valuable during early days of organization, so that the regi-

mental commander will have frequent contact with his new officers, and so that the officers will know each other and each other's duties better, and be able to develop the kind of teamwork which comes only from personal acquaintance. Care must be taken, however, to make these conferences as brief as possible. The regimental commander will see to it that only those subjects which are important or immediate are discussed; and that, while officers concerned are given an opportunity to ask questions, no officer is permitted to tell the story of his life. The adjutant must pare to the core all administrative announcements and omit all matters which are not common to the majority. The conference, normally, should not last more than 15 minutes. Few things injure officer morale as directly as long-drawn conferences at a time of day when they are hungry, and when their orderly rooms are filled with administrative matters requiring decision before they take the field soon after noon mess.

h. Case No. 8 proves to be five reports of survey, submitted from as many different companies. On each is a slip on which the sergeant major has indicated certain errors in the preparation of the form, and the corrective measures necessary. These too, you lay aside to take up with the company commanders at officers' call, or post a notice requiring each of the five commanders to see you or the sergeant major. Again, this matter might be handled by formal indorsement or informal action sheet, but the means suggested is more direct and more efficient.

i. Case No. 9.—At this point the personnel officer informs you that he has learned by "grapevine" that the commanding officer of Company C has given a corporal a week's kitchen police as punishment for failing to make a bed check when the corporal was noncommissioned officer in charge of quarters; and that the commanding officer of Company H has assessed each man 50 cents a month for 3 months to raise money with which to buy a phonograph and a pool table for the day room.

(1) Both of these actions are wrong—errors in judgment on the part of the company commanders concerned. The C Company corporal should not have been given fatigue or kitchen police as punishment, nor extra duty involving manual labor with privates. Paragraph 106, Manual for Courts-Martial, U. S. Army, 1928, prohibits punishment which tends to degrade the rank of the person on whom such punishment is imposed.

(2) In the case of the Company H assessment, AR 210-50 as amended by circular 309, War Department, 1942, prohibits the use of a company fund as a collection agency for enterprises other than

those enumerated in the same regulation. Moreover, it is contrary to regulations and the customs of the service to require enlisted men to contribute to the unit fund. If any man desires to make a voluntary contribution, that is his privilege, and the fund may accept such contribution; but it should never be required by the company commander.

(3) These incidents might occur in a company commanded by officers of comparatively little experience, and neither is in itself a very serious matter. Corrective measures might be taken in any one of several ways: by memoranda to the company commanders concerned; or by publishing a general prohibition in a memorandum or in the daily bulletin. Probably the best procedure is to speak privately to the company commanders concerned, explaining to each how his action runs counter to regulations and the customs of the service.

j. It is now, say, 1100. The regimental commander and executive officer have returned from the field. By prearrangement, you take up with them at this time matters requiring their attention. Which subjects you should take up with the regimental commander, and which with the executive officer, will have been decided by the regimental commander long before this. Frequently the daily conference will be among all three of you, so that each has up-to-date information concerning the affairs of the regiment. You present the problem of the four communication officers to be sent to school, together with your recommendations and your reasons. The colonel, or the executive officer, approves and you make notation to that effect on your memorandum. Briefly, you run over other matters which have arisen since the previous conference, stating what action you have taken and asking for approval or disapproval when that is needed. The matter of kitchen police, for example, the policing of the exchange; the assessing of men for the company fund; and other pertinent subjects are presented briefly. The regimental commander, or executive officer, will undoubtedly have many instructions to be issued, and you make notations of them, to be taken care of after the conference.

k. Case No. 10.—(1) The first matter for attention after lunch is a telegram from the Chief of Police of Hightstown saying that Corporal Joe Richards has been hurt in an automobile accident and is in the City Hospital of that town. You hand the telegram to the assistant adjutant (personnel officer) asking him to find out immediately to

which company Corporal Richards belongs, and what his status is with reference to absence. In a few moments you are informed that Corporal Richards belongs to K Company and that he is on a 3-day pass. Then arises the question of his right to hospitalization and medical treatment at Government expense, and his pay status during hospitalization. The first question is hospitalization. In the index to Army Regulations, under hospitals, you find the listing "civilian," and a sublisting, "accounts for treatment when allowed." The reference is AR 40-505. Turning to that regulation, you find that an enlisted man on pass, where the pass was originally granted for more than 24 hours, is not entitled to hospitalization and medical treatment in a civilian hospital at Government expense. But the same regulations indicate that he is entitled to hospitalization in a Government hospital. The nearest Government hospital is the station hospital at Fort Dix. Obviously, the thing to do is to get this soldier to the station hospital, if he can be moved in an ambulance. Who shall determine whether he can be moved? That is a medical problem. You call the regimental surgeon, give him what information you have, and direct that he call the Hightstown City Hospital, talk with the doctor who is attending the corporal, and secure all available information regarding the case. Specifically, find out whether Corporal Richards can be brought to Fort Dix without risk. A few minutes later the surgeon reports that Corporal Richards has a broken leg, which has been put in temporary splints, and has various bruises and contusions. It is the opinion of the surgeon that he can be safely transported to Fort Dix in an ambulance.

(2) Your problem, then, is reduced to the following:

(a) Get Richards to the station hospital by Government ambulance. The regimental commander cannot, on his own authority, issue a travel order for either officers or enlisted men; nor can he order a Government vehicle beyond the immediate vicinity of the post on his own authority, except in connection with training. That authority rests with the division commander.

(b) Determine whether the injury was received in line of duty, or as a result of the soldier's own misconduct. AR 345-415 states that upon recommendation of the surgeon a board will be convened to determine the line of duty status of the individual injured. The regimental commander can appoint the line of duty board; but since the matter of the board's travel, and also the travel of the ambulance, is subject to the division commander's orders, the logical thing is to ask the division to appoint the board and order the necessary travel. However, the regimental commander, and the adjutant as his repre-

sentative, can with perfect propriety, suggest the names of officers to be appointed on the board. In fact, the division headquarters will probably call on the regimental commander to submit the names of officers available for such duty.

(3) You call the division adjutant general on the phone, request orders to send the ambulance to Hightstown, and suggest the names of three officers, one of whom is a medical officer, for the line of duty board. The division adjutant general tells you to get the ambulance on the way; also to start the line of duty board on its way by Government automobile, which will be furnished from the division motor pool. Orders will be issued. Next you transmit the verbal orders to the surgeon, telling him to send the ambulance assigned to the regimental medical detachment. Then you call in the officer selected as president of the board, give him all the information you have, show him—*be sure to do this!*—AR 40-505, and tell him to inform the City Hospital and the physician who treated Corporal Richards that the Government cannot assume liability for charges in connection with hospitalization or medical treatment in the case. You tell him further that the board should obtain sworn statements from all available witnesses, and should visit the scene of the accident and make a sketch of the ground. The board can then return to the post and reconvene for its formal session, at which time it can question Corporal Richards at the station hospital. The board's mission, which will be set forth in the order coming down from division headquarters, will be to "investigate the facts and circumstances leading up to and surrounding the injuries received by Corporal Joe Richards, (Army serial number and organization) and to determine whether or not such injuries were received in line of duty, or were the result of the soldier's own misconduct." Caution the board to investigate particularly the corporal's sobriety at the time, as this may materially influence the final determination of line of duty. Your first concern right now is to get the board to the scene while witnesses may still be available, and while the facts are fresh in their minds.

(4) While the action described is desirable and should be followed while the organization is in garrison, under some circumstances the investigation will be delayed or passed over. On field maneuvers or in campaign, such accidents are to be expected, and they should be investigated when, as, and if circumstances permit. If the accident occurs nearer to another military post or station than your own, the commanding officer of the nearest station should be requested to appoint an investigating officer or a board of officers to make an investigation; also, the injured man should be taken to the nearest

military hospital. The action described is not required in all cases by regulations.

l. Case No. 11.—By the time the ambulance and the board are on the way, the afternoon mail is delivered. The first letter put in your basket is from Congressman Doe, addressed to the regimental commander. The Congressman complains that the parents of Private Edward D. Finnegan have written him that Private Finnegan was drafted some 6 months ago and that he has not yet been given a furlough. He wants to know why Finnegan cannot get his furlough. In normal times furloughs, not to exceed 3 months, may be granted enlisted men by their regimental commander or by the commander of a separate or detached battalion. Under war conditions, certain restrictions are imposed by War Department policy. (See AR 615-275, and current War Department directives.)

(1) Ordinarily a personnel matter would go directly to the personnel officer, and be handled without reference to the adjutant. But this case involves a letter from a Congressman. Letters from members of Congress, Governors of States, Cabinet members, and heads of other Government departments should always come to the adjutant. They must be answered within 24 hours and should be signed by the commanding officer himself.

(2) You hand the Congressman's letter to the personnel officer with the request that he report the facts to you without delay. As several hours may elapse before contact can be made with Finnegan's company commander, you place a suspense note on your desk pad, and follow up early the next day. Based on the facts received, you prepare a letter for the regimental commander's signature and take it to him at the usual morning conference.

m. Case No. 12.—(1) Your "In" basket now reveals five reports of survey, each of which requires that the adjutant make a decision and take executive action.

(2) The regimental commander, who has authority to act on reports of survey involving amounts up to \$500, has delegated to the adjutant authority to act on reports of survey in his name where the value of property surveyed is not more than \$100. If the adjutant approves or disapproves a report of survey he must sign his decision "By order of" the commanding officer. None of these is over \$100. A report of survey, which is accomplished on W. D., A. G. O. Form No. 15, in triplicate, is that method by which a responsible officer seeks relief from pecuniary liability and responsibility for public property which has been lost, damaged, or destroyed not as a result of the negligence of an individual; and is the method by which the liability of an officer

or enlisted man is formally adjudicated, when he loses, damages, or destroys property through his own carelessness or negligence. Instructions as to its initiation by the responsible officer are contained in chapter 2, part one.

n. Case No. 13.—Three requests from officers for leave of absence. Under the existing division policy, the regimental commander may approve or disapprove requests for leave of not more than 10 days. The colonel has delegated to the adjutant authority to act on requests from officers of company grade without reference to him. Two of these requests are from company officers, one from a captain and one from a newly joined second lieutenant. The lieutenant's reasons for requesting leave of 7 days is that his wife is going to have a baby. His home is some 300 miles away. His company commander has approved the request. The captain wants leave to attend to urgent private business. You approve both requests; they go then to the special orders clerk who writes the leave order.

o. Case No. 14 is a letter from a young woman in a small town some hundred miles away stating that Private John Blank wooed her not wisely but too well; and now she is going to have a baby, of which Blank is the father. Blank will not marry her nor will he contribute to her support. She wants Private Blank forced to do right by her.

p. Case No. 15.—A small town minister writes for permission to hold a series of revival meetings for "the boys." He also wants the Government to furnish a large tent—large enough to hold the entire regiment, and he wants the band to furnish sacred music. (Let the chaplain prepare the reply to this one and submit it to you.)

q. Case No. 16.—The next are three summary courts-martial and two special courts-martial proceedings. These must be reviewed for accuracy and for compliance with the provisions of the Manual for Courts-Martial U. S. Army, 1928. You should write a brief informal digest of each, and clip the digest to the set of papers to which it refers. These must go to the colonel himself, as he is the convening authority of these courts, and only he can approve, disapprove, or modify the findings and sentences of the court. After the colonel has acted in each case, you will have to write the special court-martial order promulgating the finding, sentence, and action of the reviewing authority. No such order is required in summary court cases. These and other proceedings you pass to the personnel officer for proper entry in the service records of the soldiers concerned.

r. While you are going through all of these papers you will probably be called on the telephone at least six times; interview a couple of salesmen who want to solicit in the regiment; be called in to help

S-3 draft a new training directive; settle an incipient dispute between Captain K and the supply officer over an issue of kidney beans, made in lieu of green, lima, and baked beans, which were the items prescribed by the menu but which ran short before Captain K's company drew its rations.

s. Toward the end of the day comes guard mount—formal on some posts, but usually informal in these days of emergency. In either case, the old and new officers of the day report to the commanding officer or to you in your office. Then you sign and dispatch the outgoing correspondence, reading every item carefully.

t. During the evening you may return to your office to work on a score of matters which need attention, or you may wisely decide to relax. You have experienced a fairly typical day. Practically everything which has transpired has required executive action. As adjutant, you have had to make decisions. The recording of your decisions, in reports and correspondence, is an important phase of your work and must not be neglected. But the real accomplishments of the day are measured in terms of your own dynamic action.

194. While details concerning officers, their assignment, transfer, efficiency reports, and promotions are normally handled in the unit personnel section, the adjutant should know all the officers in the regiment, their assignments, and their duty status. He will be called on continually to make recommendations to the regimental commander, and such recommendations must be made quickly. In order to keep the picture always in mind, one regimental adjutant has devised a wall chart which hangs beside his desk and which is kept up-to-date by the sergeant major. It shows, by means of tags hung upon hooks, where each officer is on duty, whether on special duty, detached service, or sick in hospital. It shows also, by means of empty hooks, which assignments in the regiment are not filled (see fig. 21). This chart was compiled prior to the inclusion of a cannon company in an infantry regiment.

195. The adjutant should make sure that officers know the customs of the service, and those local customs which are prescribed by the regimental commander.

a. One custom of the service which is rigidly adhered to is that when an officer not senior in grade to the adjutant desires to see the commanding officer or executive, he should request the adjutant's permission, at the same time stating his business. The adjutant will know the regimental commander's policy regarding interviews with officers. In almost every case, permission is granted as a matter of course. The adjutant goes at once to the colonel and tells him that

Captain So-and-So wishes to speak with him regarding such and such a matter. If the colonel indicates that he will see the captain, the adjutant then conducts the captain to the colonel's office and announces him informally. Often the adjutant will remain during the interview, so that he can answer any questions which may arise. However, if the interview concerns a private matter, the adjutant should use judgment and tact and withdraw, unless the colonel specifically asks him to remain.

b. When a field officer wishes to see the regimental commander or executive officer, it is customary for him to come to the adjutant first, and state his request like this: "Will you find out if it is convenient for the colonel to see me for a few minutes? I wish to discuss several training matters with him."

c. Another custom to which every officer should conform is that when a message comes from headquarters requesting or directing the officer to report to headquarters, immediate compliance is required. All such messages are sent in the name of the commander and, regardless of how phrased, are tantamount to a direct order from the commander.

d. In summoning officers to headquarters, the telephone is most often the means of communication. In telephoning an officer of equal or junior grade, the adjutant would phrase his summons somewhat like this: "Captain Doe, will you please come to headquarters at your earliest convenience?" Or, if the officer is senior, the adjutant would say: "Major, the commanding officer requests that you report to the adjutant's office as soon as convenient." In both instances, "as soon as convenient" means *at once*, and should be so understood by all officers. The adjutant is the authority on the official time. Each officer is responsible for keeping his watch set at the correct hour, and should communicate with a representative of the adjutant whenever this is necessary.

196. *a.* One of the duties of the adjutant is to recommend officers for detail to boards which are to be appointed by the regimental commander and by higher authorities; and also to recommend officers to be appointed as investigating officers. There is no hard and fast rule which prescribes when a board is necessary or when a matter is of sufficient moment to require a formal investigation and report. Experience, good judgment, and common sense will be the best guides. A good rule to follow, in the absence of definite instructions from higher authority, is to apply the following questions to each special situation which seems at first glance to call for the action of a board of officers or for a formal investigation: Does the matter definitely affect the

rights of the individual concerned or the Government at this time? Is it likely to affect such rights in the future? Is it a matter which adversely reflects on the character and reputation of an officer or enlisted man? Is there any disagreement as to essential facts, which might adversely affect the pay or the pecuniary liability of an officer or enlisted man?

b. The regulations definitely require that, when requested by the surgeon of the post, camp, or station, a board of officers be convened to determine the line of duty status of an officer or enlisted man suffering from injury or disease which is not a battle casualty (see AR 345-415 and AR 35-3420). A board is also required when an enlisted man is found to be suffering from a disease or injury which incapacitates him for military duty, providing the organization commander requests his discharge on a certificate of disability.

c. It is the normal practice to convene a board to investigate and report on the cause of fires which destroy public buildings. A board is usually required in the case of a motor accident in which injury to personnel or damage to private property is involved, and from which claims arise against the Government.

d. The fundamental factor is that any matter should be the subject of formal investigation by a board of officers which does, or may in the future materially affect the rights of an individual to any benefits conditionally provided by law and regulations, any matter which may affect the pecuniary liability of an officer or enlisted man, and any matter which may affect the rights of the Government to redress for any damage to property.

e. A board of officers duly appointed becomes a quasi judicial body. Under pertinent regulations and the Manual for Courts-Martial U. S. Army, 1928, a board of officers can summon witnesses, swear witnesses, and take all measures necessary to arrive at the true facts of the matter under investigation.

f. One officer is usually detailed as investigating officer to make an initial or preliminary investigation of motor vehicle accidents not involving serious personal injury or loss of life, and in other cases where the apparent facts seem to indicate that preliminary investigation should be made before determining whether to convene a larger and more formal board.

g. An officer detailed in orders as investigating officer is thereby clothed with inquisitorial rights and duties of a more formal nature than ordinarily pertain to officers making inquiry of a less formal character. An investigating officer is authorized to administer oaths to witnesses, and to execute jurats to written statements.

h. Boards and investigating officers are required to submit formal reports to the authority which appoints them. Their investigations and deliberations must be impartial, and their reports must present all of the facts bearing upon the matter under investigation.

i. It is the duty of the adjutant to maintain a list of officers available to serve as members of boards and as investigating officers, and to keep a roster so that this duty may be rotated among the officers available. In recommending members of boards of officers, the adjutant should take into consideration the nature of the matter to be investigated, and should select for each board at least one senior officer of proved experience and judgment. Junior officers may be appointed as investigating officers in matters of less serious import. It is usually customary to appoint one lieutenant on each board as recorder. He may be a voting member of the board or may be detailed in orders as recorder without vote. Orders appointing boards of officers will also cite the applicable regulation under which the board is appointed.

j. The regimental adjutant should carefully review every report of a board of officers or an investigating officer to determine whether the proceedings were held in conformity with the regulations under which the board was appointed. An excellent check list for the review of boards is contained in AR 420-5 and in appendix V. The report of the board will be approved, disapproved, or modified by the convening authority; that is, by the officer whose order appointed the board. The regulations require that most board proceedings should be forwarded to higher authority. Before forwarding, the adjutant should assure himself that every requirement of the pertinent regulations has been met, that the report of proceedings is in proper form, and that the action of the appointing authority has been placed on all copies.

197. a. A policy file is an essential part of an adjutant's office. Once a policy is clearly established, the adjutant is free to make decisions and to take action under that policy. Without clearly defined policy, the whole command is bewildered and handicapped. Where no policy has been established, but where one is needed, the adjutant should make recommendations to the regimental commander. When a matter arises on which no definite policy has been established, and when the regimental commander and executive officer are both absent, the adjutant himself must take action according to his best judgment, if action is immediately needed. The cardinal sin is to do nothing.

b. All policies must conform to Army Regulations and must also conform to directives from all headquarters higher in the chain of

command than the regiment. They must also be consistent with regimental policies already established. The regimental standing orders constitute the basic policies of the regimental commander. From time to time they should be revised, to include current policies as announced. A policy may be announced verbally by the regimental commander in conference with his staff. The adjutant should then reduce that policy to writing—no matter how informal—and place it in his policy file.

c. All policies should be announced to the command as soon as they are established, except those policies which are secret or confidential. The adjutant should insure that every officer and enlisted man in his headquarters thoroughly understands all nonsecret and nonconfidential policies, and should also make sure that his assistants—personnel officer and warrant officer—are thoroughly conversant with secret and confidential policies.

d. Sometimes the adjutant will have difficulty in recognizing a directive as constituting a matter of policy, but experience and good judgment will remedy this shortcoming. Policies are sometimes established by precedent. If no definite policy has been announced by higher authority or by the regimental commander and action is taken, that action, by establishing a precedent, may become a matter of policy and should be noted in the policy files.

e. There is no prescribed system of maintaining a policy file. It is of first importance that some system of indexing be adopted so that the chief clerk may, on a moment's notice, find any announcement of policy or precedent. A system of filing by subject matter, cross-indexed by date, is one method of policy filing. Secret and confidential policies should be kept in the office safe, to which only the adjutant and his assistants have access. Reference is made, in this connection, to introductory remarks in War Department Correspondence File, 1918.

198. Classified correspondence (see AR 380-5).—*a.* The three types of classified documents are secret, confidential, and restricted. Matters may be classified as *secret* only by the Secretary of War, the Under Secretary of War, an Assistant Secretary of War, the Chief of Staff, the Commanding General of the Army Ground Forces, the Commanding General of the Army Air Forces, the Commanding General of the Services of Supply, an Assistant Chief of Staff of the War Department General Staff, the chiefs of the supply and administrative services, a general officer, the commanding officer of a depot, post, camp, station, or independent command, the commandant of a general or special service school, the chief of a military mission, a

military attaché, or a military observer. Documents may be classified as *confidential* or as *restricted* by any commissioned officer.

b. Secret and confidential documents will be transmitted in two envelopes or covers, the inner envelope containing the document, folded so that the written, printed, or typed part does not come into contact with the envelope. This envelope will be plainly marked "Secret," or "Confidential." It will be securely sealed, preferably with wax seals. It will be inclosed in another envelope addressed in the ordinary manner, with no indication that the inclosed matter is secret or confidential. Secret communications will be opened—that is, the inner cover marked "Secret"—only by the person to whom addressed, or a trusted subordinate designated by the addressee to open such communications. Confidential matter may be opened by any trusted person so designated by the commander concerned. Prior to opening a secret letter the seals and wrappings will be carefully examined to see that it has not been tampered with; if found to have been tampered with, such fact will be reported to the sender without delay. The receipt form attached to the inner document will be signed and returned to the sender without delay. All secret documents will show on their faces the authority for the classification as secret and the date of such classification.

c. An authority qualified to classify matter as secret will take necessary measures to insure the safe transmission of such documents between the offices of his own headquarters: Between military establishments within the United States secret documents will be transmitted, whenever practicable, by officer-messenger or courier, otherwise by United States registered mail. During the present war, secret matter will be transmitted beyond the continental limits of the United States in the manner prescribed by the theater or other higher commander, or the commander having authority to classify as secret.

d. Officers authorized to originate or classify secret or confidential documents will designate as "registered" such secret and confidential documents issued by them as they deem necessary in the national defense. Only documents of exceptional importance will be registered. In addition to the marking of secret or confidential, such documents will contain, on the front cover or title page if practicable (and if not practicable, on a separate sheet), the register number, short title, office of record to which returns will be made, and instructions covering the returns for its accounting and ultimate disposal. When a registered document is transferred from one person to another, a certificate of transfer in triplicate will be made. The certificate con-

taining an acknowledgement of receipt by the receiving officer will be dated and signed by the transferring officer. Immediately upon completion of the transfer the original of the transfer certificate will be forwarded direct to the office of origin of the document. A copy of the certificate of transfer will be retained by each officer concerned in the transfer. Whenever a registered document is removed from its proper place of custody and issued to another person, the custodian will require a written receipt from the person to whom the document is issued. War Department Form No. 32 (Record Card—Registered Documents or Devices (Issuing Agency's Record of Distribution)) will be used to transfer all individual registered documents.

e. War Department Form No. 33 (Record Card—Registered Documents or Devices—Station) will be used by each officer making a consolidated record of all transactions concerning registered documents. It serves as a check to prevent the undiscovered loss of individual Forms No. 32. War Department Form No. 34 (Semiannual or Transfer Report of Registered Documents or Devices) will be used in transferring registered documents and in reporting the semiannual inventory thereof.

f. The adjutant of the command is usually the custodian of all secret, confidential, or restricted documents, including registered documents. He keeps such documents and all records pertaining to their receipt and transfer in the office safe, to which only he and the commanding officer should have the combination.

199. Reports of survey.—*a.* When a report of survey (see fig. 3) has been submitted by the responsible officer, it comes directly to the regimental adjutant. The form itself provides a printed space in which the regimental adjutant, acting for the commander, indorses the survey to an officer designated as surveying officer. It is the usual practice to appoint a field officer as surveying officer, and one not in a command relation to the responsible officer who submits the survey. The surveying officer then examines the evidence, submitted with the report of survey, which substantiates the statement of facts and circumstances under which the loss, damage, or destruction occurred. After carefully examining the evidence submitted and any other evidence which he is able to deduce and after examining any witnesses who have knowledge of the facts, the surveying officer makes his report in the space provided on the back of the form. His report includes his findings of fact, which are set forth in sufficient detail to support his recommendations. He makes his recommendations following the findings of fact. The findings and recommendations should be specific. For example:

(1) *Findings*.—"I find that the property listed on this report of survey, to the total value of one hundred dollars (\$100), was lost (or damaged or destroyed) in the manner described under 'facts and circumstances,' and not as a result of the fault or negligence of any person in the military service."

(2) *Recommendations*.—"I recommend that the articles of public property listed on this report of survey, to the total value of one hundred dollars (\$100.00), be turned into salvage and that the responsible officer be relieved of responsibility therefor, and that the accountable officer be relieved of accountability therefor, and that the property be dropped from the stock record account of Major -----."

b. The surveying officer makes his report on the survey form to the regimental commander, who then takes action in the space provided on the form. He will either approve, disapprove, or modify the findings and recommendations of the surveying officer. If he approves, his indorsement will simply state "The findings and recommendations of the surveying officer are approved." If he disapproves, he will direct appropriate action to be taken. That is, he will decide whether or not the responsible officer is to pay the value of the property, or who, if anyone, is to be held liable for the value of the property, and what is to be done with the property itself. A regimental commander may authorize his adjutant to take action in his name on reports of survey, and they may be indorsed by the adjutant "for the commanding officer." For full details concerning the action to be taken, and the disposition of reports of survey, see AR 35-6640.

CHAPTER 4

UNIT PERSONNEL SECTION—OPERATION

200. *a.* The unit personnel officer, as well as the adjutant, is an administrative executive. As assistant to the adjutant, he is directly responsible for the efficient operation of the regimental personnel section. Not only must he have sound judgment of men and be able to place each member of his team on duties for which he is best fitted; he must also be able to decentralize the work of the section so that all operations can be carried on by dependable subsection chiefs. Whether he uses the plan of organization described in chapter 2, part two or devises one of his own, he alone is directly responsible for the results.

b. He must be so skilled in personnel work that he can supervise the continuous process of reclassification within the regiment, and coordinate it with the work of the division classification officer. He must be decisive in his executive actions and at the same time meticulous in his supervision of the detailed operations of the personnel section.

c. Executive action always precedes the act of recording. Decisions must be made and action taken. Before Private Jones goes on furlough, somebody must decide whether he may go. Then the records must be made. Sometimes the decisions are made by the unit personnel officer, sometimes by the company commander, sometimes by the regimental commander. Some decisions are made by the soldier himself, as when he decides to be absent without leave; and some decisions are involuntary on the part of the soldier, as when he becomes ill. Whatever the decision and whatever the action which follows, a record must be made, and that record must be accurate.

201. A primary purpose of the unit personnel section is to relieve the company and detachment commanders of the burden of administrative details and thus permit them to devote their time and effort to training, supply, and discipline. To accomplish this, AR 345-5 provides that practically all of the personnel records formerly maintained within the company will now be maintained in the unit personnel section. The personnel officer is authorized to authenticate such records. Company clerks may be detailed to duties in the personnel section, providing their number is kept to a minimum necessary to perform the work. Thus, while the company commander loses none of his responsibility for the welfare of his men, the detailed adminis-

tration of their affairs is largely the responsibility of the personnel officer. The forms which are maintained in the personnel section, and those which remain in the company are listed in AR 345-5.

202. The Army is not a static organization. Its actual strength changes from hour to hour, from day to day. Individuals come and go, enlist and are discharged, become sick and die. Soldiers must be housed, fed, and paid. When they are ill they must be treated, and when they die they must be buried. Individuals and groups of individuals must be controlled; decisions about them must be made; action must be taken; and practically every decision, every action, must be recorded.

203. a. The basic record of the company, battery, troop, or corresponding organization is the company morning report. It is fully discussed in part 1 of this manual. Early each day, usually by 0730, it is brought by the company clerk to the unit personnel section and goes through the personnel sergeant major to the reports and returns subsection. There it is checked for accuracy, to make sure that entries and changes in the strength section are consistent with the entries in the remarks section; and to insure that the entries in the ration section are correct. When the morning report is found to be correct, a clerk in the reports and returns subsection makes several abstract copies of the remarks. There is no prescribed form for this (see fig. 22 for a good model). These abstracts are passed to the pay roll group, the service records group, the enlisted records group, locator card group, and any others designated by the unit personnel officer. In this way, all those concerned with morning report remarks can work simultaneously on their particular entries, and the work of the entire section can be speeded. One copy of the abstract of the morning report is given to the clerk in charge of reports of change. If the abstract shows a change of status of an individual during the 24-hour period of the morning report, the clerk then makes out W. D., A. G. O. Form No. 303 (see fig. 17). The exact entries to be considered and the form in which they are to be made are described in AR 345-800. If there is a change in the classification of the individual, however, that change is noted, not from an abstract, but from the retained copy of the report of change card itself, and the appropriate change is made on W. D., A. G. O. Form No. 20 (see fig. 47).

b. Private Sims, for example, is absent without leave on June 2. A remark to that effect is shown on the morning report of Company L for June 2 (fig. 10)—“Pvt. Sims duty to AWOL 1600.” The report of change card therefore shows “Pvt. Sims duty to AWOL 1600” and gives, at the left, full information about Sims’ name, Army serial

number, organization, and station. The original report of change card, after being initialed by the unit personnel officer, is sent, on the day it is prepared, to the division adjutant general, to be checked and forwarded, in bulk with other such cards, to the machine records unit. A duplicate is retained by the unit personnel section.

c. When the morning report abstract is handed to a service record clerk, he extracts Sims' service record and on page 7, under the heading Time Lost Prior to the Normal Date of Expiration of Term of Enlistment to be Made Up Under the 107th Article of War, he enters

ABSTRACT OF MORNING REPORT

ABSTRACT OF REMARKS FROM MORNING REPORT OF _____ FOR _____
(Company) (Date)

Recapitulation: Gains _____ Losses _____ Sk Qrs _____ Sk Hosp _____

AWL _____ AWOL _____ Total Present _____ Total Absent _____

NOTE.—Initiated by unit personnel section for use in that section. As many copies as are needed should be made. (The exact number and the form itself are best determined by need.)

FIGURE 22

"From June 2..." This entry is made lightly in pencil. When Private Sims returns to military control, this penciled entry will be erased and an entry will be made in ink, showing Sims' date of leaving, date of return, and the number of days he was AWOL. At this time, the morning report and report of change card contain the entry "Pvt. Sims AWOL to duty" or "to conf. at", and so forth.

d. When the morning report abstract reaches the locator card group, entry of his AWOL will be made on his locator card, and later corrected to show his return to duty status. Locator cards are furnished on request, from the initial roster, by the machine records unit and are kept up-to-date by the machine records unit and the

unit personnel section. In this way, up-to-the-minute information about any individual in the unit can quickly be found.

e. Private Sims' absence will affect his pay for the month; so the abstract given to the pay roll group will result in an entry on his pay card—deduction of 2 days' pay for lost time. The keeping of pay cards is not prescribed by regulations, but most organizations maintain these informal cards so that information for the pay roll can be noted as it occurs. The retained copy of the report of change card is filed in the unit personnel section. The informal morning report abstracts may be destroyed as soon as they have served their purpose.

204. a. Reports of change are made for most of the changes of status of an enlisted man, and appropriate entries are made in the service record, which is the basic record of the individual. Changes for which a report of change card is not required are shown in AR 345-800. Reports of change are likewise made for officers. Officers, however, do not have service records. Hence information concerning an officer's status is transferred to his status card (see fig. 33). The keeping of officers' status cards is not prescribed by regulations; but in most headquarters, as a matter of information and convenience, data concerning officers are recorded on simple 5 by 8 cards. Such data would include service on boards and courts martial, detached service, leave, and so forth.

b. W. D., A. G. O. Form No. 66-1 (Officers' and Warrant Officers' Qualification Card) is the uniform record used in officer classification. It is prepared by a commissioned personnel technician under the supervision of the division (or higher headquarters) adjutant general, or by the adjutant of a post, camp, or station in an exempted status. It is maintained in division or higher headquarters, and in the headquarters of posts, camps, and stations for officers of these installations. In the case of Reserve officers, the card will replace W. D., A. G. O. Form No. 177 (Reserve Officers' Qualification Card). Qualification and Statistical Cards, W. D., A. G. O. Form No. 0356 (Statistical—Officers) are maintained by the machine records unit which serves the officer's unit of assignment. The statistical card is kept current from data furnished on W. D., A. G. O. Form No. 303. The commander of the unit to which an officer is assigned will keep the headquarters having custody of the officer's qualification card informed of any changes in duty and status which should be entered on the qualification card.

205. a. The recording described in paragraph 203*b* for Private Sims is the result of the soldier's own action. But take the case of

Sergeant (technician fourth grade) Collins, as shown in the morning report of Company L for June 2. Collins got drunk and was confined in the post guardhouse. It was the company commander, in this case, who made the decision and took the action. His decision and his action therefore appear in the remarks section of the morning report of June 2 and constitute the first formal record, a record which is passed up through higher echelons and which becomes a lasting record in the War Department.

b. With the morning report entry, the recording cycle begins. The change in status of Sims and Collins is carried forward, by means of the report of change card, to a machine records unit and is there mechanically transcribed on W. D., A. G. O. Form No. 301 (Status Punch Card). There the report of change card mechanically selects from the current status file the corresponding status card, and automatically a new status card is created which reflects the change in status of the individual. A duplicate of this up-to-date status card is made mechanically and forwarded to The Adjutant General, where it serves to maintain a master machine records unit for the entire Army. The report of change card accompanies this status card to The Adjutant General, where it is filed for the years to come, each man's card being filed in chronological sequence. His original status card is made out from his D. S. S. Form No. 221 (Report of Induction of Selective Service Men).

c. Thus the current status of Sims or Collins can be determined at any minute by his company commander from the morning report; on any day by the unit personnel officer from the locator card which is posted from the morning report abstract, and from his service record; within a few hours, by the commanding general of the service command or other officer in charge of a field machine records unit; and after a few days, by The Adjutant General, through the master machine records unit in his office. After Sims and Collins are separated from the service, however, there are only two places where their past history can be found in detail; the old morning report of the company, which is retained in the company for years, then sent to The Adjutant General; and the service records and series of reports of change cards which are filed for all the years to come in The Adjutant General's Office. A record is also kept at service command headquarters of those discharged men who are enrolled in the Enlisted Reserve Corps, but this record is not a basic record showing the complete military history of the individual.

206. The machine records unit serving a service command or other geographical area or component makes, each month, several copies of

receives several copies of the rosters of the organizations in his regiment. In the unit personnel section these are checked for accuracy against the service records. A company monthly roster, W. D., A. G. O. Form No. 305A (Miscellaneous Report Form) (fig. 23) contains

FIGURE 23.

the following information, reading from left to right: serial number of the individual; last name, first name, and initial; grade; component (coded); arm or service; subunit (i. e., company, battery, etc.) together with the code number for that unit; parent unit (i. e., regiment, etc.) with code number for that unit; date of current commission or enlistment; type of duty the individual is performing, stated by code number; duty status, by code and date on which status is being reported, the year being represented by the last digit (as 2 for 1942). Names are arranged alphabetically within the grade. Copies of the monthly roster, received by the unit personnel section, are corrected, authenticated, and disposed of as follows: the original and four copies are returned to the machine records unit; one copy is retained in the unit personnel section.

207. The administration of a small unit, such as a separate battalion, is likely to be performed on an informal basis. The limitation of personnel makes it impractical to departmentalize the work to the same degree that is possible in a headquarters which contains from 17 to 33 enlisted men. Each system has its advantages. The small, informal organization has the advantage of easy and close control; each company clerk works with the reports and records of those men who are part of his organization. On the other hand, the larger, centralized organization of the regiment makes for greater efficiency in specialized subjects, such as maintenance of service records and preparation of pay rolls.

208. *a.* In considering the type of organization which is best for an administrative headquarters, it is well to consider the work load. This will vary according to local conditions and War Department plans and policies. However, the following data from one typical infantry regiment may serve to guide the new adjutant in planning his work:

(1) *Service record entries*.—Average 60 a day. These run 75 a day during the first half of the month, but about 45 during the last half. The reason for the fluctuation is that promotions in the regiment are normally made between the first and tenth of the month.

(2) *Reports of change*.—Average per day, 60.

(3) *Soldiers' qualification cards*.—Average entries per day, 50. Number of cards consulted for information, average 500 daily.

(4) *Special orders paragraphs*.—Average per day, five.

(5) *Summary court charge sheets*.—Average 15 a month. Mostly for AWOL.

(6) *Letters of indorsements*.—Average per day, four.

b. This is only a partial break-down of the work load. It does not include pay rolls, filing, checking of morning reports, discharges, and the numerous other activities of a headquarters, nor does it cover the abnormal conditions of battle. It is merely an indication of the work load and should not be used as a working model.

209. A problem which faces the adjutant and the personnel officer, especially the latter, is that of maintaining morale within the administrative group in the headquarters. If company clerks are used continuously and are therefore physically away from their companies most of the time, there is an inclination to overlook them in making promotions within the company. Company and platoon commanders are prone to consider for promotion those men of the company with whom they are working hour by hour. The company clerk thus might be deprived of his normal opportunity for promotion to the grade of sergeant. Until Tables of Organization are adopted providing that all personnel at the headquarters be drawn from the staff section of the service company, such discrimination against company clerks must be carefully guarded against. This is best accomplished by cooperation between the adjutant and the company commander. A good adjutant fosters this cooperation in many ways and convinces the company commanders that, inasmuch as work for the headquarters is work for each company, the same opportunities should accrue to the men working at headquarters as are available to men in the field.

CHAPTER 5

ENLISTED SUBSECTION

	Paragraphs
SECTION I. Service record.....	210-247
II. Pay and allowances of enlisted men.....	248-267
III. Pay rolls.....	268-288
IV. Statement of charges.....	289-296
V. Transfer of enlisted men.....	297-302
VI. AWOL and desertion.....	303-309
VII. Discharges.....	310-325
VIII. Final statements.....	326-331
IX. Classification and soldier's qualification card...	332-340
X. Enlisted 201 files.....	341-346
XI. Locator card files.....	347-350

SECTION I

SERVICE RECORD

210. W. D., A. G. O. Form No. 24 (Service Record), is the compiled military record of the individual enlisted man. It is initiated at entrance into the service for each enlisted man—whether by enlistment, reenlistment, or induction—and for each retired enlisted man and enlisted reservist called to active duty. It contains a complete record for the period of his service from the date of enlistment, reenlistment, induction, or call to active duty, until the date of discharge, relief from active duty, or death. It accompanies him until he is separated from the service, at which time it is forwarded to and becomes a permanent record of the War Department. (See AR 345-125.)

211. Upon the information contained in the service record many claims against the Government and the enlisted man are adjudicated, and reference is made to this record to decide innumerable questions. Hence, as time passes, this record becomes more valuable to the Government, the enlisted man, his family, and his descendants. Similar records of enlisted men who served in the Revolutionary War and subsequent wars are referred to constantly.

212. A service record once closed and filed cannot be altered except upon approval of the Secretary of War, based upon indisputable proof of the erroneous entry and of the correct entry to be recorded.

213. a. The unit personnel officer is responsible for and charged with the proper posting, transferring, and closing of all service records. The entries as to character and efficiency rating of a soldier will be entered and initialed by the company or detachment commander, or by the unit personnel officer from a memorandum as to character and efficiency from the company or detachment commander.

b. All information relative to enlisted men which cannot be obtained from the morning report, court-martial record, or other periodic reports, will be furnished by the company or detachment commander, or will be obtained from special orders. Examples: Date on which the Articles of War were read; change in beneficiary.

c. All entries will be made in ink—with pen or typewriter—except in cases where penciled notations are authorized pending the final decision as to the result of trial and dates of returning from unauthorized absence. Any entry requiring initials will be initialed in ink by the personnel officer at the time the entry is made. The first time an officer authenticates an entry by his initials, he will, for purposes of identification, record his initials and full name, grade, and organization on page 24.

d. If an erroneous entry is made, it will not be erased. A thin line will be drawn through the erroneous entry, and immediately above it will be written the correct entry, with date and initials of the officer making it.

e. When there are no data relating to the printed heading, the space under that heading will be left blank. Negative entries such as "None" and "Nothing" will not be made in any part of the form, except as required for street and house numbers, and opposite entries shown in indorsements as "Due United States."

f. In case the space under any heading is insufficient, additional space may be made by using W. D., A. G. O. Forms Nos. 24-1 to 24-7 (Insert to Service Record) after the last entry and indicating the fact that an addition has been made to the service record. Notation to that effect is made on the margin of the service record, near the addition. If Forms Nos. 24-1 to 24-7 are not available, additional space may be made by securely attaching an improvised page and indicating that fact by notation on the margin of the original page.

g. If an enlisted man is transferred, assigned to, or attached to a company or detachment, and his service record has not been received from his previous company or detachment prior to the next regular pay day or prior to his being again transferred or detached, when a partial payment is to be made, a temporary service record will be prepared from the available data, for use until the original service record is

received. Upon receipt of the original service record, the data covering the intervening period as shown on the temporary service record will be transcribed on the original. The temporary service record will then be canceled and filed. Temporary service records will be marked "Temporary" on the cover page by the officer initiating them. If the original service record is not received within a reasonable time, a new service record is initiated. (See AR 345-125.)

214. The service record will be opened by the officer who completes W. D., A. G. O. Form No. 22 (Enlistment Record, Army of the United States) for enlistments; or D. S. S. Form No. 221 for Selective Service trainees. In the case of selectees, this is done by the officer in charge of the induction station to which the selectee first reports from his local draft board; and for retired enlisted men called to active duty, by the Finance Officer, U. S. Army. For enlisted reservists, see AR 155-5.

(Last name) (Army serial No.)

(First name) (Middle initial)

(Arm or service for which enlisted or inducted)

Color or race -----
(Place X in box indicating component)

☐ Regular Army. ☐ National Guard
of the United
States.

Army of United States:

☐ For Regular Army units.
☐ For National Guard units.
☐ Selective Service and Training.
☐ Regular Army Reserve—Active
duty.
☐ Enlisted Reserve Corps—Active
duty.

SERVICE RECORD

covering period

From -----, 19--, **to** -----, 19--

For instructions see AR 345-125

W. D., A. G. O. Form No. 24
(March 1, 1941)

3-8855

215. Description of service record.—The service record is a booklet, 3½ by 8½ inches, containing 24 pages in addition to the cover. The cover contains spaces in which are entered the name, Army serial number, arm or service for which the soldier was enlisted or inducted, his color or race, the component of the Army of the United States to which he belongs, and the date covered by the record.

216. Opening service record at induction station.—The commanding officer or personnel officer at the induction station to which the selectee is sent by his local board will accomplish the entries on pages 1 and 3 of the service record so far as possible, which entries constitute the opening of the service record. In the case of enlistments, this is accomplished at the recruiting office.

217. Front cover.—The front cover is filled in at the induction station, except for the date of termination of service under the heading Covering Period. Fill in the name, Army serial number, arm or service for which the man is inducted, and his race or color; place "X" in the proper box indicating component, that is, Regular Army Units, National Guard Units, Selective Service and Training, Regular Army Reserve—Active Duty, or Enlisted Reserve Corps—Active Duty. For the duration of the war, there are no enlistments in Regular Army and National Guard, so those squares remain blank. The date of entering the service will be entered after the word "From."

1

INDUCTION RECORD

(This induction record will be filled out only in case the man enters the service through induction by selective service)

Local board of origin

Date of arrival at induction station

Date and place of induction

By whom inducted

(Name)

.....

(Grade and arm or service)

Place to which sent

(Post, camp, or reception center)

Date sent

218. Page 1, induction record.—The space under this heading will be used only for men entering the service through the operation of the Selective Service and Training Act of 1940, as amended. It will be filled in by the officer who opens the service record; that is, by the personnel officer at the induction station to which the man is sent by his local board. The data for filling in the space on the first line, following the heading Local Board of Origin, may be obtained

from three sources: D. S. S. Form No. 150 (Order to Report for Induction), of which two copies are sent by the local board to the induction station; D. S. S. Form No. 221, which is sent by the local board with the man when he goes to the induction station; or from information furnished by the man himself. The first two are the more positive. The Date of Arrival at Induction Station should be furnished by the records of the induction station. The same records will furnish data for Date and Place of Induction and for By Whom Inducted, with the name of the commanding officer or an officer assistant who actually administers the oath of enlistment to the man. The data for Place to Which Sent and for Date Sent will be available from the special order issued by the induction station transferring the trainee to the reception center or to a post, camp, or station.

219. Records of immunization.—The data for Records of Immunization are entered as soon as such records become available to the unit personnel officer. When a soldier receives any of the inoculations administered by the Medical Department, the surgeon under whose supervision the inoculations are given makes a record of the fact of inoculation and the results, on appropriate Medical Department forms. He also makes a report to the organization commander of the soldier concerned, showing the fact of inoculation and the result, with dates. It is the duty of the organization commander to furnish the unit personnel officer with these data. It is also the duty of both the unit personnel officer and the organization commander to see that the soldier receives the prescribed inoculations, and that the necessary data as to facts and results are entered in the service record. Ordinarily the selective service trainee receives his smallpox vaccination and the first of the series of three antityphoid inoculations at the reception center to which he is sent from the induction station. If sent to a station other than a reception center—as in the illustrative case of Private Michael J. Kelsey (see ch. 9, part two)—he receives these inoculations at the station to which he is sent. The blood type will be entered under Other Vaccinations. Antitetanus toxoid will also be entered here.

ADMINISTRATION

SMALLPOX VACCINATION

Date	Result ¹

TYPHOID VACCINATIONS

OTHER VACCINATIONS

Kind	Date

DIPHTHERIA SUSCEPTIBILITY TEST—SCHICK

Date	Result ²

CARRIER EXAMINATIONS

(See A R 40-310)

Date	Parasite examined for	Kind of specimen ³	Positive or negative

¹ Record as vaccinia, vaccinoid, or immune reaction.

² Record as positive, positive combined, negative-pseudo or negative.

³ Record as feces, urine, sputum, blood, etc.

220. Page 2, enlistment record.—The entries under this heading are made at the reception center, or by the first organization to which the soldier is assigned or attached after leaving the induction station. Data for the enlistment record are obtained from D. S. S. Form No. 221 which is made in triplicate at the induction station. This form corresponds to W. D., A. G. O. Form No. 22 for enlistments.

3

PRIOR SERVICE

[illegible]

†No entry required for men secured through Selective Service.

221. Page 3, prior service.—W. D., A. G. O. Form No. 221 will show whether or not a selective service trainee has had previous military or naval service. W. D., A. G. O. Form No. 22 will reveal the same information in regard to the man who enlists in the Army of the United States. The essential data are to be transcribed to this page of the service record at the reception center.

4

MILITARY QUALIFICATIONS

Served as ----- in the United States
(Highest grade held)
Army in the World War
Holds commission as ----- in the
(Grade) (Section)
Officers' Reserve Corps
Graduate of -----
(Noncommissioned officers' or special service
school)

ARMY SPECIALTY

Specialty	*Rating with date	*Rerating with date
-----	-----	-----
-----	-----	-----
-----	-----	-----

222. Page 4, military qualifications.—Data at the top of this page should be obtained from page 3, under Prior Service, or from ORC records, or from the service schools attended. The data under Army Specialty should show the soldier's qualification as revealed by W. D., A. G. O. Form No. 20. This should be changed as Form No. 20 is changed, as a result of acquired skills or developed aptitudes, and to conform to the soldier's performance of his duties.

SPECIAL DUTY

As	At	From	To	Authority
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----
-----	-----	-----	-----	-----

223. Special duty.—When an enlisted man is placed on special duty away from his immediate organization, he is usually placed on such duty by a regimental or other special order. An appropriate remark is entered in the morning report, showing the fact that the soldier is being placed on special duty, and sometimes the nature of such duty, together with the authority therefor. These data are transcribed from the special orders by the service record group in the enlisted subsection, and are entered in the service record. Each

column is filled in at the time of the order, except the column headed To, unless the order specifies a definite period of such duty, as "For 1 month from June 10," in which case the service record entry would include both dates.

ARTICLES OF WAR			
(Read to soldier as required by the 110th Article of War)			
Date	Initials	Date	Initials
-----	-----	-----	-----
-----	-----	-----	-----

224. Articles of War.—AR 345-125 and A. W. 110 require that certain Articles of War be read to every soldier upon enlistment and at least once every 6 months thereafter. It is the duty of the company or detachment commander to inform the unit personnel officer of the date when the Articles of War were read to each soldier. This is usually done by informal memorandum. The unit personnel officer then makes the necessary entry in the service record at this point.

225. Sex morality.—AR 40-235 prescribes that at least once every 6 months, organization commanders will conduct and supervise instruction in sex hygiene for members of their command. This regu-

SEX MORALITY

Course completed (see AR 40-235)....., 19....

lation also requires that such instruction be given to recruits as soon as practicable after enlistment. At the reception center, a lecture on sex morality is given to all selectees and enlisted men, and each is handed a pamphlet covering the subject thoroughly and convincingly. At the reception center, therefore, an entry is made in each service record, giving the date of this instruction. Subsequent instructions in sex hygiene are recorded under "Remarks—Administrative" in the service record.

226. Qualification in arms.—When, at regular seasons of target practice, enlisted men qualify in the use of the weapons with which they are armed, the organization commander sends to the unit personnel officer a list of men who qualify in each category; that is, as marksman, sharpshooter, expert rifleman, or the corresponding grades of qualification with other arms. Accompanying each list are the individual score cards. The unit personnel officer then prepares a report on each man, W. D., A. G. O. Form No. 110 (Report of Individual Classification in Arms), and turns this report over to the adjutant. The latter, after the report has been verified, will cause a

regimental order to be issued announcing the list of those qualified together with the classifications in which they have qualified. When such order has been published, the unit personnel officer will cause appropriate entries to be made in this section of the service record of each enlisted man whose name appears in the order as qualified. Additional compensation for qualification in arms is not paid during the war nor until appropriations are made by Congress for this purpose.

QUALIFICATION IN ARMS

Special qualifications attained in the use of the various arms and additional compensation therefor)

Qualified as _____, 19____
(Grade designation)

Compensation \$ _____ per month.

Aggregate or final score _____

Order publishing fact of qualification _____
(Number) (Source) (Date)

Qualified as _____, 19____
(Grade designation)

Compensation \$ _____ per month.

Aggregate or final score _____

Order publishing fact of qualification _____
(Number) (Source) (Date)

Qualified as _____, 19____
(Grade designation)

Compensation \$ _____ per month.

Aggregate or final score _____

Order publishing fact of qualification _____
(Number) (Source) (Date)

Qualified as _____, 19____
(Grade designation)

Compensation \$ _____ per month.

Aggregate or final score _____

227. Page 5, military record.—The first section under the general heading, Military Record, is "Appointment, Promotion, or Reduction, with Authority Therefor." When a soldier is appointed a private first class, or a noncommissioned officer, promoted from one noncommissioned grade to another, or reduced, the fact will be entered in this section, with grade, date, authority, and the initials of the unit personnel officer. Appointments to noncommissioned grades, which include technician grades, are made by regimental special orders. Promotions and reductions are made by the same authority. Privates first class are made by company order, and may be reduced in the same way. Reductions may be made also by general or special courts-martial orders promulgating the sentences of general or special courts-martial. The fact of appointment, promotion, or reduction, together with the grade before and after changes, constitute a change in status which is entered as a remark in the

morning report, and transcribed by the system already in use in the unit personnel section.

5

MILITARY RECORD**APPOINTMENT, PROMOTION, OR REDUCTION, WITH
AUTHORITY THEREFOR**

Grade	Date	Authority	Initials
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----
-----	-----	-----	-----

228. Specialist ratings.—Specialist ratings have been eliminated. This space, therefore, is left blank. Technician ratings, made by the regimental commander on recommendation of the company commander, are entered on page 5 of the service record, under Military Record.

SPECIALIST RATINGS

Class	Qualification	From	To	Authority	Initials
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----
-----	-----	-----	-----	-----	-----

**ORGANIZATIONS TO WHICH
ATTACHED**

Organization	From	To
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----

229. Organizations to which attached.—A soldier may, upon his arrival from an induction station, a reception center, or a replacement training center, be attached to an organization while awaiting assignment. The fact of such attachment will be entered here. Also, a soldier may be placed on detached service at another station than that at which his organization is stationed; while at such station, he may be attached to another unit. The morning report is the source of information.

230. Original assignment and organizations to which subsequently assigned during this enlistment period.—This head-

ADMINISTRATION

ing is self-explanatory. The data are obtained from the special orders assigning the soldier.

ORIGINAL ASSIGNMENT AND ORGANIZATIONS TO WHICH SUBSEQUENTLY ASSIGNED DURING THIS ENLISTMENT PERIOD

Assigned to company, regiment, arm, or service	Station	Date
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----
-----	-----	-----

231. Page 6, furloughs.—*a.* Furloughs are granted by the regimental commander, or other commanders designated in AR 615-275.

6

FURLOUGHS

From ----- to -----

Authority -----

Extended ----- per -----
(Number of days)

Rejoined -----

From ----- to -----

Authority -----

Extended ----- per -----
(Number of days)

Rejoined -----

From ----- to -----

Authority -----

Extended ----- per -----
(Number of days)

Rejoined -----

From ----- to -----

Authority -----

Extended ----- per -----
(Number of days)

Rejoined -----

Furloughs are not announced in special orders. When an enlisted man goes on furlough, that fact is entered as a remark in the morning report. Application for furlough originates in the company and is transmitted to the personnel officer who issues the furlough certificate in the name of the regimental commander. Record of the furlough is made by the personnel officer in this section of the service record, quoting AR 615-275 as authority. In computing time of absence on furlough the day of departure is a day of absence, whatever the hour; day of return is a day on duty, whatever the hour. (In computing the leave of officers, incidentally, the reverse is true; the day of departure is a day of duty, regardless of hour of departure, and the day of return is a day of absence, regardless of hour.) Furloughs may be granted on the basis of 30 days per year but will be confined to periods not in excess of 15 days at any one time.

b. Under current policies enlisted men inducted through Selective Service are sent from induction stations to reception centers, and are then transferred to the Enlisted Reserve Corps for a period of 14 days in order to allow them to go to their homes and arrange private affairs. They are recalled to active duty at the end of the 14-day period. In such cases, the Government pays their transportation and ration allowance to and from their homes. They are in such cases placed on special orders in order that travel and subsistence allowance may be paid. They are not, however, given furloughs for this purpose.

FOREIGN SERVICE

Left United States for duty in.....
 From..... on, 19....
 Arrived at..... on, 19....
 Left..... for the United States on....., 19....
 Arrived at..... on, 19....
 Left United States for duty in.....
 From..... on, 19....

232. Foreign service.—Entries in this section of the service record will normally be made by the personnel officer at the port of embarkation from which a soldier departs for foreign service, and by the personnel officer at the port of debarkation at which he arrives for foreign service.

233. Medals, decorations, and citations.—When a soldier, in war or peace, performs an act of heroism for which, in the opinion of his organization commander, he should be decorated, the organization commander makes appropriate recommendations to the regimental or next higher administrative commander. It is the duty of the regi-

mental commander to cause each case to be carefully investigated, and to forward the original recommendation, with appropriate indorsement, to the next higher commander. When an enlisted man has been awarded a decoration, medal, or citation, that fact is announced in general orders, and the fact of such award, with the name of the decoration and the authority, is entered in the service record. (See sec. II, this chapter, for data on extra pay for decorations and remarks for pay rolls; AR 600-45 for list of medals, decorations, and citations, and description of procedures; and AR 35-1500 for Finance Department regulations which govern; also AR 600-68 for Good Conduct Medal.)

MEDALS, DECORATIONS, AND CITATIONS

Name of decoration	Authority and date
-----	-----
-----	-----
-----	-----
-----	-----

3-8855

234. Page 7, time lost prior to normal date of expiration of term of enlistment to be made good under A. W. 107.—This is the general heading of the page; under this general heading are subheadings or subparagraphs (a), (b), and (c). This does not apply to selective service trainees, as to time lost prior to expiration of term of service.

a. The first subheading at the top of the page is (a) Absence Without Proper Authority or in Desertion. Data for this heading are obtained from the organization morning report, and are transcribed in the usual manner to the report of change card and an abstract of the morning report, then to the service record. When a soldier is entered on the morning report as Absent Without Leave, it is the usual practice to make a light pencil entry in this section showing the day he is reported absent; the entire entry is completed in ink when the soldier is returned to military control, or is dropped as a deserter. If, upon return from absence, he is placed in confinement either at his own station or at another, he nevertheless comes under military control on the day of his return.

b. Subheading (b) Time Actually in Confinement Under Sentence or While Awaiting Trial and Disposition of Case, if Trial Resulted in Conviction—data are obtained from morning report and from court-martial record.

c. Subheading (c) Unable to Perform Duty Through Intemperate Use of Drugs or Alcoholic Liquor or Through Disease or Injury the Result of His Own Misconduct—when a soldier's name is entered on the organization sick report, there is also an entry made stating whether or not the illness or injury was incurred in line of duty. An entry of the fact of sickness (injury) is also made in the morning report; and if the incapacity is not in line of duty, that fact is shown in the morning report entry also. A soldier unable to perform duty for any of the reasons stated under the heading above is not entitled to pay while unable to perform duty. The fact of such incapacity, together with the period during which he is unable to perform duty, is entered in the service record and is the subject of proper remarks on the pay roll.

7

**TIME LOST PRIOR TO THE NORMAL DATE
OF EXPIRATION OF TERM OF ENLIST-
MENT TO BE MADE GOOD UNDER 107th
ARTICLE OF WAR:**

(a) Absence without proper authority or in desertion.

From	To	Days

(b) Time actually in confinement under sentence or while awaiting trial and disposition of case, if trial resulted in conviction.

From	To	Days

(c) Unable to perform duty through the intemperate use of drugs or alcoholic liquor or through disease or injury the result of his own misconduct.

From	To	Days

235. Absence subsequent to the normal date of expiration of term of enlistment.—The time which a soldier has lost under the provisions described above must be made good at the end of his enlistment. He is retained in the service until he has served the equivalent of the time lost. If, while he is serving this lost time, he is absent

ADMINISTRATION

without proper authority, the data concerning that absence are noted here in the service record. Upon return to military control, the soldier is then required to serve out the balance of his initial lost time plus that acquired by his subsequent absence.

**ABSENCE SUBSEQUENT TO THE NORMAL
DATE OF EXPIRATION OF TERM OF
ENLISTMENT**

(a) Absence without proper authority or in desertion.

From	To	Days

(b) Time actually in confinement under sentence or while awaiting trial and disposition of case, if trial resulted in conviction.

From	To	Days

(c) Unable to perform duty through the intemperate use of drugs or alcoholic liquor or through disease or injury the result of his own misconduct.

From	To	Days

236. Page 8, record of trials by courts martial.—This page and the part of page 9 devoted to entry of record of trials by courts martial is self-explanatory. The data are obtained from the courts-martial orders which normally are routed to the unit personnel section. The certification is normally made by the unit personnel officer. The data should also be entered as a remark in the morning report of the soldier's organization, thus providing the unit personnel officer with a check on courts-martial orders. A typical morning report entry is: "Pvt Doe dy to conf t per SCMO 7 Hq 100th Inf 9/17/42."

237. Pages 9 and 10, class E allotments.—The subject of allotments is covered in section II of this chapter. Since allotments are processed by the unit personnel section, a normal procedure is to make necessary service record entries at the time the allotment form is completed. The data required are plainly indicated in this section of the service record. The entry is normally signed by the unit personnel officer.

8

RECORD OF TRIALS BY
COURTS MARTIAL

----- C. M., ----- A. W., -----, 19..
(No.) (Date of offense) (Synopsis

of specifications)

Sentence announced and adjudged -----, 19..

Sentence as approved -----

Approved -----, 19..

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture
remitted per -----

Released from confinement -----, 19..

(Name, grade, and organization)

----- C. M., ----- A. W., -----, 19..
(No.) (Date of offense) (Synopsis

of specifications)

Sentence announced and adjudged -----, 19..

Sentence as approved -----

Approved -----, 19..

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture
remitted per -----

Released from confinement -----, 19..

(Name, grade, and organization)

----- C. M., ----- A. W., -----, 19..
(No.) (Date of offense) (Synopsis

of specifications)

Sentence announced and adjudged -----, 19..

Sentence as approved -----

Approved -----, 19..

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture
remitted per -----

Released from confinement -----, 19..

(Name, grade, and organization)

----- C. M., ----- A. W., -----, 19..
(No.) (Date of offense) (Synopsis

of specifications)

Sentence announced and adjudged -----, 19..

Sentence as approved -----

Approved -----, 19..

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture
remitted per -----

Released from confinement -----, 19..

(Name, grade, and organization)

CLASS E ALLOTMENTS

Class E allotments of pay authorized as follows:

\$----- per month for ----- months, commencing

-----, 19.., and expiring -----, 19..,

in favor of -----

for the purpose of -----

Discontinued -----, 19.., reason -----

W. D., A. G. O. Form No. 30, mailed to Finance

Officer, U. S. Army, Washington, D. C., -----

-----, 19.., by -----

(Name and grade of forwarding officer)

Acknowledgment of discontinuance received -----

-----, 19..

GOVERNMENT INSURANCE

Deduction of pay for Government insurance author-
ized as follows:

Class D insurance deduction of \$----- per month

for ----- months, commencing -----,

19.., and expiring -----, 19.. for payment of

monthly premium on \$----- Discontinued

-----, 19.. reason ----- W. D.,

A. G. O. Form No. 30, mailed to Veterans' Ad-

ministration, Washington, D. C., on -----,

19.. by -----

(Name and grade of forwarding officer)

Deduction of pay for Government insurance author-
ized as follows:

Class D insurance deduction of \$----- per month

for ----- months, commencing -----,

19.., and expiring -----, 19.. for payment of

monthly premium on \$----- Discontinued

-----, 19.. reason ----- W. D.,

A. G. O. Form No. 30, mailed to Veterans' Ad-

ministration, Washington, D. C., on -----,

19.. by -----

(Name and grade of forwarding officer)

Deduction of pay for Government insurance author-
ized as follows:

Class D insurance deduction of \$----- per month

for ----- months, commencing -----,

19.., and expiring -----, 19.. for payment of

monthly premium on \$----- Discontinued

-----, 19.. reason ----- W. D.,

A. G. O. Form No. 30, mailed to Veterans' Ad-

ministration, Washington, D. C., on -----,

19.. by -----

(Name and grade of forwarding officer)

238. Government insurance.—Paragraph 237 applies equally to entries to be made under the heading Government Insurance. If the soldier takes out National Service Life Insurance, the letter “D” is crossed out of the printed matter and the letter “N” substituted; the words “Government insurance” will be blocked out and the words “National Service Life Insurance” inserted. If no insurance is desired a statement to that effect will be entered on the first line, diagonally across the blank space under Government Insurance in red ink and signed by the soldier and initialed by the personnel officer.

11

DEPOSITS

[illegible]

239. Page 11, deposits.—When a soldier makes a deposit, as described in section II, it is the duty of the organization commander, or agent officer who pays the organization and who receives soldier's deposits, to furnish the unit personnel officer with the necessary data

12

CLOTHING DRAWN

[illegible]

GRATUITOUS ISSUE OF CLOTHING

CLOTHING SETTLEMENTS

Date	Due soldier		Due United States		Roll on which collected	Initials*

PAY DETAINED BY COURTS MARTIAL ENTERED ON PAY ROLL

Month	Amount		Vou. No.	Name and grade of finance officer	Accounts for
	Dol.	Ct.			
_____, 19__					
_____, 19__					
_____, 19__					
_____, 19__					

240. Pay detained by courts martial entered on pay roll.—A court martial may include in its sentence a prescription that a given amount of the pay of an enlisted man be detained. (See sec. II, this chapter.) When such detention has been entered on the pay roll, the fact of such entry, together with the data indicated in this section of the service record, is entered therein. A typical entry might be: "Aug 1942—10.00—1056—Capt Martin C. Woodring—8/42."

241. Page 12, clothing account.—Since the monetary clothing accounts of enlisted men are suspended during the current emergency, no entry need be made on this page. (See sec. II, this chapter.)

REMARKS—Financial

Under this heading will be shown all financial matters not entered elsewhere such as stoppages for loss of or damage to Government property, amounts due on account of partial payments, overpayments, etc.

Enlistment allowance of \$.....
for the grade of.....
paid by.....
on....., 19.....

Entitled to travel pay to.....
(Place at which accepted for previous enlistment)

Received no travel pay upon discharge on.....
....., 19..... to reenlist.

Date	Description and amount due U. S. or soldier	Roll on which collected
.....		
.....		
.....		
.....		
.....		

242. Pages 13 and 14, remarks—financial.—*a.* Under this heading will be shown all financial matters not entered elsewhere, such as stoppages for loss of or damage to Government property, amounts due on account of partial payments, overpayments, etc. For typical entries see service record of Michael J. Kelsey (fig. 46) and model pay roll (fig. 27). Data for these entries are obtained from statements of charges, reports of survey, and from data furnished by the organization commander. Every time a soldier is paid, the fact of payment is also entered on this page, in the column headed Roll on Which Collected. This entry is made *after* the pay roll is returned by the organization commander or agent officer to the unit personnel officer, and

is usually noted in this manner: "Pd 8/31/42." On this page, also, is entered (at the reception center or by the unit personnel officer at the soldier's first station) the point to which he is entitled to receive travel pay upon separation. If the soldier receives an enlistment allowance, that fact is also entered. If he is sick not in line of duty and receives the \$5.00 monthly allowance for personal expenses, the fact, date, and amount of such payment are entered on this page as additional pay.

b. Under the Pay Reservation Plan for the Purchase of Defense Savings Bonds, a soldier (also officers, Army nurses, and warrant officers) may purchase Defense Savings Bonds on the installment plan, by having money reserved and deducted from his pay in any amounts in multiples of \$1.25. (See Cir. No. 215, W. D., 1942.) The soldier authorizes such reservation on W. D. Form 29-5, which is made in quadruplicate; the original and first copy are sent direct to the Chief of Finance, Defense Bond Division, New Armory, 19th and A Sts. NE., Washington, D. C.; the triplicate copy is retained by the unit personnel officer, and the quadruplicate copy by the soldier, who is called the "subscriber." When a soldier subscribes for Defense Savings Bonds under this plan and executes W. D. Form 29-5, the unit personnel officer will make entry in the service record under Remarks—Financial, substantially as follows: "Class A pay reservation \$----- per month from ----- 19----." If the soldier discontinues the pay reservation, a remark will be entered in the service record, under Remarks—Financial, as follows: "Class A pay reservation \$----- per month from ----- 19---- discontinued."

c. When an enlisted man is retained in service after the date of expiration of enlistment for the purpose of treatment for a disease or injury whether in line of duty or not in line of duty, a reference to Remarks—Financial will be made on page 7 under the heading Absence Subsequent to Normal Date of Expiration of Term of Enlistment and the following entry under Remarks—Financial will be made: "Retained in service for treatment from ----- to -----."

15

REMARKS—Administrative

Under this heading will be shown all administrative matter not shown elsewhere and not of a character authorizing pay. Show wounds, battles, engagements, etc., and such other entries not set forth elsewhere as may be required to make soldier's record complete.

243. Page 15, remarks—administrative.—*a.* Under this heading, the personnel officer of the induction station (or the officer opening the service record) enters the remark: "Period of service of selectee governed by Service Extension Act of 1941," followed by officer's initials. The next entry on this page will be a statement of the soldier's religious preference or a statement that he does not care to state a preference. (See Cir. No. 150, W. D., 1942.) All administrative matters not shown elsewhere and not affecting pay will be entered on this page. Show also: wounds; injuries; campaign badges, with character of badge issued, its number, and the service for which granted; qualification in arms which does not carry additional pay; change in insurance beneficiary, if made; dates of arrest by civil authorities, nature and date of commission of offense, etc.; dates of return from foreign service; record of prescription of spectacles; record of motor vehicle driver and mechanic award; change in marital status with date; "favorably" or "unfavorably" considered for award of Good Conduct Medal to be entered in case of transfer; "not recommended" for Good Conduct Medal in appropriate cases upon discharge. Regular Army Reservists must have entry here showing date soldier reported for duty.

b. Commanding officers will bring to the attention of noncitizens who are members of their commands the pertinent portions of Circular No. 120, War Department, 1942, concerning naturalization, and the fact that such has been done will be shown under Remarks—Administrative in the service record.

c. The fact that the soldier has been issued the Soldier's Handbook, (FM 21-100), with the date of issue and the initials of the personnel officer, will be entered under Remarks—Administrative.

d. The amendments to the National Service Life Insurance Act will be explained to all enlisted men at reception centers or in organizations as set forth in Circular No. 7, War Department, 1942. The fact that this has been done will be shown under Remarks—Administrative.

244. Pages 16 to 22 inclusive, indorsements.—*a.* Whenever a soldier is transferred, placed on detached service, deserts, or is discharged, his service record will be indorsed. When he is transferred, it will be indorsed to the commanding officer of the organization to which transferred, and forwarded to him. When he is placed on detached service, it will be indorsed to the commander of the organization with which the soldier is placed on detached service. It will not be indorsed when a soldier is merely attached to another organization for rations or quarters, or both. When a soldier is transferred the indorsement will show in the spaces provided the authority for such

transfer, that is, the special order and headquarters issuing order, with order number, paragraph number, and date.

16

INDORSEMENTS

These indorsements are filled out in all cases when a soldier deserts or is transferred from one company or detachment to another company or detachment and in all changes of station except with an organization.

These indorsements will not be used when a soldier is only attached to another organization for either rations or quarters or both.

1st Ind.

-----, 19-----
 To -----
 This soldier was transferred to -----
 per -----
 and left this organization -----, 19-----
 He was last paid to include -----, 19-----
 by -----
 (Name and grade of finance officer or agent officer, if any)
 Due United States; if nothing, so state -----

 *Due soldier at date of -----

 This soldier has a Class E allotment running which has
 has not -----
 been deducted from his pay to include -----, 19-----
 This soldier has authorized a Class D deduction for Govern-
 ment insurance which has been deducted from his pay to
 include -----, 19-----
 His character is -----
 Efficiency rating as soldier -----
 I have personally verified all entries in this indorsement.

 (Name)

 (Grade and organization)

 This soldier reported -----, 19-----

*Here enter any amounts due soldier and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.

†Strike out words not applicable.

b. The first line of the indorsement will contain the headquarters, name, and location of the regiment or separate battalion which exercises administrative control over the company or detachment to which the soldier is at present assigned or attached, together with the date. It will be addressed to the commander of the organization to which the soldier is being transferred. The fact of transfer and the authority therefor will be stated, and the date the soldier left the organization from which he is being transferred. The indorsement will show the date to which the soldier was last paid, and the name and grade of the disbursing officer on whose accounts he was paid. It will show any amount of money due by the soldier to the United States, together with the item or appropriation to which repayment should be credited; debts due Government instrumentalities; pay due soldier; his allotments, and the date to which such allotments have been deducted. The soldier's character and efficiency rating will be shown in ink and will be initialed by the company or detachment commander. All

ADMINISTRATION

23

FINAL INDORSEMENT

(Company or detachment)

(Place)

19.....

To The Adjutant General:

(Last
name)

(First
name)

(Middle
initial)

(Army
serial No.)

(Grade)

(Organization)

was separated from the service by reason of

on

(Date)

at authority

(Place)

Retained in service days to make good time lost (A. W. 107).

Absent from duty days subsequent to normal date of expiration of term of enlistment.

Retained in service days for convenience of the Government on account of.....

His character is

Efficiency rating as soldier

*Final statement furnished. *Paid on final pay roll.

*Discharge certificate furnished, W. D., A. G. O. Form No. 55, 56, 57.

Due United States; if nothing, so state.....

.....
.....
.....
.....

†Due soldier at date of.....

.....
.....
.....
.....

Address furnished for future references:

(Number and street or rural route)

(City, town, or post office)

(State or country)

Signature of soldier:

I have verified the foregoing entries.

Name signed.....

Name typed or printed

(Grade and organization)

*Strike out words and figures not applicable.

†Here enter any amounts due soldier and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.

entries in the indorsement will be verified by the unit personnel officer, who will sign the indorsement. Upon the soldier's reporting to his new station, the personnel officer of the new command will enter the date he reports on the bottom of the indorsement. For a model of an indorsement covering a transfer, see figure 46.

245. Page 23, final indorsement.—When an enlisted man is discharged or dies, his service record is closed by final indorsement and forwarded to The Adjutant General. The indorsement form itself and AR 345-125 will explain fully how this final indorsement is to be made in the several types of separation.

246. Page 24.—On the first line, in the column headed Initials the officer who made the entry on page 15 will place his initials; and in the column headed Name, Grade, and Organization, he will type or print his name, grade, and organization. Each officer initialing an entry in the service record at any time should identify his initials in similar manner on page 24.

24

Initials	Name, grade, and organization (Typewritten or printed)

247. Miscellaneous service record matters.—*a.* Upon receipt of a service record at a post, camp, station, or regimental or separate battalion headquarters, the personnel officer will send it to the commanding officer of the company or detachment to which the soldier is assigned or attached, in order that his immediate commanding officer may abstract from the service record such information and data as may be desired. The service record will then be returned to the unit personnel section, where the personnel officer will complete the indorsement assigning the soldier to his company or detachment, and will make such other entries as may be pertinent at that time. The service record remains in the custody of the unit personnel officer, who causes entries to be made, and who initials such entries from time to time as may be necessary.

b. When an enlisted man is transferred, his service record is sent to the commanding officer of his new station in a sealed envelope. It is sent by mail if the enlisted man is transferred alone; but if transferred as a member of a group, the service records of all men of the group

carefully sealed in an envelope, are sent in custody of the senior noncommissioned officer or soldier of the group.

c. The final resting place of all service records is the War Department. After service records are closed and final indorsements made, they will be forwarded to The Adjutant General.

d. For instructions covering lost service records, action in case of general prisoners dishonorably discharged and prisoners honorably restored to duty, and requirements regarding extracts of service records, see AR 345-125.

SECTION II

PAY AND ALLOWANCES OF ENLISTED MEN

248. General provisions.—*a.* No man enlists in the Army solely to accumulate a fortune. On the contrary, many men, especially selective service trainees, make a real financial sacrifice in order to serve their country in the armed forces. Pay and allowances are therefore of major importance to every man in the Army. The prompt payment of amounts due and the prompt and equitable administration of the regulations governing additional pay and allowances, deductions, forfeitures, and stoppages are of paramount importance in maintaining high morale in any organization.

b. It is a responsibility of the unit personnel officer to see that all records and documents necessary for the prompt payment of all men of the command are correctly prepared and submitted to the disbursing officer in ample time to permit the payment of all organizations on the last day of the month. It is a responsibility of the company commander to see that all pertinent data affecting the pay and allowances of his men are furnished to the unit personnel section in ample time to permit entry on current pay rolls or other documents.

c. Before going into a detailed description of the mechanics of preparing pay rolls and other documents having to do with any phase of pay and allowances, a general discussion is pertinent. In this manual, whenever the term enlisted men is used, it applies to all enlisted men, regardless of component or source. In those few cases where a provision applies only to enlisted men of the Regular Army or other component, that fact, is specifically stated.

249. When paid.—Troops will be paid every month unless circumstances prevent; in which case, the disbursing officer charged with the payment will promptly report the fact of nonpayment and the reasons to the Chief of Finance. Payment will be made at the end of the month, or as soon thereafter as practicable. Arrears of pay shall at no time exceed 2 months, unless circumstances render further arrears

unavoidable. Troops at posts, camps, and stations, or in the field, will be paid in person by disbursing officers or their agent officers assigned to such duty by proper authority. At places beyond the limits of express delivery, the commanding officer will furnish the necessary transportation and escort for the disbursing officer or agent officer designated to make payment to the troops at such place. At such places where checks may be negotiated and it is impracticable for payments to be made in person, payments may be made by individual checks. (See AR 35-1320 and AR 35-2320.)

250. How paid.—Enlisted men are usually paid on War Department Forms, No. 366 (Public Voucher—Pay Roll of Enlisted Men), No. 366a (Public Voucher—Pay Roll (inside sheet)), and No. 366b (Change List). These pay rolls are employed for the regular monthly payment of a command and are referred to as the organization pay roll. The same forms are used for the supplemental pay roll, which is what its name implies, and which is used to pay groups of men who were not paid on the regular organization pay roll. The forms are also used for partial payment rolls; and in some cases they may be used for final pay rolls, as when a number of men of one organization are to be discharged at the same time. An enlisted man on duty at a place where no officer is available to prepare a pay roll will be paid on War Department Forms Nos. 366 and 366a (Public Voucher—Pay Roll of Enlisted Men) prepared by the officer having custody of the enlisted man's service record. Enlisted men may also be paid on Forms Nos. 366, 366a, and 366b when their names do not appear on the regular organization pay roll. Although no Army Regulations specifically cover the use of this form, it is generally used to pay the \$5.00 per month allowance given men who are sick in hospital on a nonpay status, for men who join the organization by transfer after the submission of the regular organization pay roll, and for men returning from furlough or going on or returning from detached service after the regular payment of the command. Individual enlisted men, upon discharge, are paid on Final Statement War Department Form No. 370 (Public Voucher—Final Statement of Account of Soldier). The preparation of all these forms is discussed in section III, this chapter.

251. Rates of pay.—*a.* The basic rates of pay are established by the Temporary Pay Readjustment Act of 1942, which is effective from June 1, 1942, until 1 year after the close of any war in which the United States was engaged on February 16, 1942. These rates, for enlisted men, are given in the following table:

PAY TABLE—ENLISTED MEN—MONTHLY RATES

Grade	Rank	Monthly pay	20 percent additional while on foreign service	Total
First-----	Master sergeant and first sergeant.	\$138. 00	\$27. 60	\$165. 60
Second-----	Technical sergeant-----	114. 00	22. 80	136. 80
Third-----	Staff sergeant and technician third grade.	96. 00	19. 20	115. 20
Fourth-----	Sergeant and technician fourth grade.	78. 00	15. 60	93. 60
Fifth-----	Corporal and technician fifth grade.	66. 00	13. 20	79. 20
Sixth-----	Private first class-----	54. 00	10. 80	64. 80
Seventh-----	Private (basic)-----	50. 00	10. 00	60. 00

b. The Temporary Pay Readjustment Act of 1942 also provides that for every 3 years of service, not exceeding 30 years service, base pay of each grade will be increased by 5 percent, and that active Federal service in any of the services mentioned in the act (Regular Army, Navy, Marine Corps, Coast Guard, or the Reserve components thereof; service in the active National Guard of the several States, Territories, and the District of Columbia; service in the Enlisted Reserve Corps of the Army, the Naval Reserve, the Marine Corps Reserve, and the Coast Guard Reserve) will be counted.

c. The act also provides that an enlisted man of the first three grades having a dependent may be paid the monthly allowance for quarters authorized by law (\$1.15 per day) if not furnished quarters in kind, or if, because of competent orders, his dependent cannot occupy with him the Government quarters assigned him. This provision is applicable to enlisted men on foreign or insular stations, such as Hawaii, Puerto Rico, Panama, and Alaska, where, during the period of the war, dependents are not allowed to accompany enlisted men or to remain with them.

d. The provisions for commutation of rations and quarters while in travel or detention status, as heretofore provided by laws and regulations, continue in force. These are explained elsewhere in this manual.

252. Additional pay and allowances.—Enlisted men may receive additional compensation over and above the base pay of their grades (including longevity pay as explained in par. 273*b*) for reasons outlined below. Unit personnel officers and company commanders in

checking the computations of pay as entered on pay rolls by disbursing officers should check each man's record against the items listed below to assure that all men of the company draw all pay to which they may be entitled

a. Additional pay for honors and awards.—AR 35-1500 quoting the pertinent statutes, provides that: "Each enlisted man of the Army to whom there has been or shall be awarded a medal of honor, a distinguished-service cross, or a distinguished-service medal shall, for each such award, be entitled to additional pay at the rate of \$2 per month from the date of the distinguished act or service on which the award is based, and each bar, or other suitable device, in lieu of a medal of honor, a distinguished-service cross, or a distinguished-service medal, as hereinafter provided for, shall entitle him to further additional pay at the rate of \$2 per month from the date of the distinguished act of service for which the bar is awarded; and said additional pay shall continue throughout his active service, whether such service shall or shall not be continuous; but when the award is in lieu of a certificate of merit, * * * the additional pay shall begin with the date of the award." An amendment to the law grants the same additional pay to holders of the distinguished flying cross or the soldier's medal. Proper remarks to make on the pay roll when an enlisted man is entitled to the additional pay under the regulation quoted above will be found in section III. Source of information is page 6 of service record.

b. Additional pay for parachute and flying duty.—Additional pay in the amount of 50 percent of the base and longevity pay, including pay for distinguished service awards, will be given enlisted men required by competent orders to participate regularly and frequently in aerial flights. (AR 35-1480.) The same increase in pay is granted enlisted men who are parachutists, or are undergoing training for rating as parachutists. (AR 35-1495.) The conditions under which such additional pay may be paid are fully set forth in AR 35-1480. Standard Form No. 1051 (Flight Certificate and Schedule) will be submitted with the individual voucher of enlisted men who are paid on individual voucher; and Standard Form No. 1051a (Flight Certificate and Schedule (Enlisted Men)) will accompany each pay roll on which a number of enlisted men are to be paid regular pay of their grade, plus the additional flying pay. Source of information is page 5 of service record—military qualifications.

c. Additional pay for foreign service.—See table in paragraph 251a.

253. Pay of aviation cadets.—The base pay of aviation cadets is \$75 per month including the extra pay for flying risks as provided by

law. Aviation cadets also receive a ration allowance not to exceed \$1 per day, and their other allowances are those of a private first class. This subject is covered in AR 35-2580.

254. Travel pay.—*a.* An enlisted man discharged from the Army, except for punishment for an offense, is entitled to travel pay at the rate of 5 cents per mile for the official distance from the place of discharge to the place of his acceptance for enlistment, enrollment, or muster into the service. The source of information is page 13 of service record. In the case of selective service trainees, the travel pay is paid to the location of the local board to which they reported for transportation to an induction station. (See AR 35-2560, AR 35-4890, and AR 170-10.)

b. Enlisted men traveling on duty may be authorized to perform such travel by privately owned conveyance under certain conditions to be determined by the officer ordering such travel and may, under conditions set forth in AR 35-4540, be reimbursed for such travel at the rate of 3 cents per mile. For travel by commercial aircraft, actual expenses not to exceed \$8 per day, or a per diem allowance of \$6 per day is authorized (AR 35-4540). Where reimbursement is made on the basis of actual expenses, the traveler must secure a receipt for every expenditure for which reimbursement is to be claimed, and must submit such receipt as a subvoucher to his expense voucher.

255. Enlistment allowance.—Section 9, Act of June 10, 1922, as promulgated to the service in AR 35-2420, provides for the payment of an enlistment allowance of \$50 multiplied by the number of years of service in the enlistment from which discharged for an enlisted man of the first three grades who reenlists within a period of 3 months after discharge. For all other grades the allowance is \$25, multiplied by years of service. The conditions under which such allowances may be paid, and how they are paid, are fully covered in the regulation cited. The source of information is page 13, service record. The payment of this allowance is suspended for the duration of the war.

256. Monetary allowance in lieu of rations and quarters.—To each enlisted man not furnished with quarters or rations in kind, there shall be granted, under such regulations as the President may prescribe, an allowance for quarters and subsistence, the value of which shall depend on the conditions under which the duty of the man is being performed, and shall not exceed \$4 per day (AR 35-4520). This applies to enlisted men in a travel status where it is impracticable for the Government to furnish cooking facilities or rations in kind, or quarters in kind. An example of when the mone-

tary allowance in lieu of rations and quarters as prescribed in AR 35-4520 may be paid is when an enlisted man is traveling on official orders from one station to another—alone or in a small group—where no Government facilities are available for furnishing rations or quarters. The conditions under which this allowance may be paid, the rates under varying conditions, authority to order payment, and other details are fully covered in AR 35-4520. Monetary allowances in lieu of quarters and rations are also payable to enlisted men who are on duty away from posts and stations at which messing facilities are available; for example, enlisted men on duty at recruiting stations. Current special orders are the source of information for this subject.

257. Commutation of quarters for enlisted men of first three grades.—Enlisted men of the first three grades who have dependents, as defined in section 3 of the Temporary Pay Readjustment Act of 1942 (lawful wife, children or stepchildren under 21 years of age, or *dependent* father or mother) are entitled to commutation of quarters at the rate of \$1.15 per day, where Government quarters are not furnished. (See par. 251c.)

258. Men authorized to mess separately.—It is the general practice to permit married noncommissioned officers and privates to mess away from their organization messes; and to allow them to draw in money at the end of the month the monetary value of the garrison ration plus 10 percent. This would also apply in the case of a noncommissioned officer to whom has been furnished quarters for his family on the post, or to a noncommissioned officer living off the post with his family.

259. Commutation of rations for men on furlough.—Men on furlough are entitled to commutation of rations for the time on furlough. The commutation value of the ration for furlough purposes is published annually by the War Department in general orders, circulars, or bulletins and is generally the value of the garrison ration for the period. Source of information: furlough itself, morning report, and service record.

260. Gratuities.—*a.* Section I of the Act of December 17, 1919 provides for the payment of a gratuity equal to 6 months' pay for officers, warrant officers, and enlisted men upon death while in the service. Regulations governing the conditions and methods of payment of this gratuity are published in AR 35-1540.

b. A gratuity is also paid any person in the military service who is sick in hospital under the provisions of AR 35-1440 and not in line of duty. Any officer, warrant officer, or enlisted man who loses more than 1 day of duty under AR 35-1440 forfeits all pay (but not allowances) for the time so lost. However, if the soldier is sick in hospital

not in line of duty for more than 1 month he will be paid a gratuity of \$5.00 for each full month for personal expenses. A month is the period from a date in 1 month to the next preceding date in the following month, both dates inclusive. Example of morning report entry: Sick in hospital, AR 35-1440, June 10-July 19, incl.

261. Allowances.—The Servicemen's Dependents Allowance Act of 1942 provides for the payment of monthly Government allowances to dependents of enlisted men, in the amounts and under the conditions listed below:

a. To enlisted men fourth to seventh grades the Government allows \$28.00 a month for a dependent wife; \$40.00 a month for wife and one child; \$20.00 a month for a child and no wife; and \$10.00 a month for each additional child; and \$20.00 a month to a former wife, now divorced, who is allowed alimony by the divorce decree. These are known as class A allowances.

b. Class B allowances: For parent (including grandparent), grandchild, brother, or sister who is dependent upon the soldier for a substantial portion of his or her support; \$15.00 for one parent, \$25.00 for two parents, \$5.00 for each grandchild, brother or sister; but not more than \$50.00 in the aggregate for class B.

c. Class A allowances require a deduction of \$22.00 a month from the soldier's pay. Class B allowances are optional with the soldier, but if the Government allowance is claimed, the soldier must allot \$22.00 a month of his pay. If both a class A and a class B allowance are claimed, the soldier must allot \$27.00 a month of his pay.

d. Allowances under this act may accrue from June 1, 1942. In order that the allowances may accrue, it is essential that the soldier's allotments for this purpose begin on June 1, 1942. Men who were in the service on June 1, or who enter the service after June 1, and who intend to apply for the allowances, must make the soldier's contribution (\$22.00 or \$27.00 a month), beginning with their June pay, or with the pay of the first month after their induction or entry into the service. In the event of subsequent disapproval of applications for payment, refunds of deduction will be made. Applications are made on W. D., A. G. O. Form No. 625 (Application for Family Allowances) (see fig. 24) when an enlisted man signifies his intention to make such a deduction, or when the application is filed by or on behalf of a person entitled to receive payments under the Servicemen's Dependents Allowance Act of 1942.

262. Voluntary allotments of pay will be discontinued or adjusted where necessary so as to insure that soldier's pay, exclusive of possible court-martial forfeitures, will be sufficient to meet his contribu-

WAR DEPARTMENT

APPLICATION FOR FAMILY ALLOWANCES

(Service-men's Dependents Allowance Act of 1942)

Date August 1, 1942Do not write in this space
APPLICATION NUMBER

X-

I. (a) Soldier Dean Roger Grovel 35203194 Private
 (Last name) (First name) (Middle name) (Army serial number) (Present Army grade (private, corporal, sergeant, etc.))
Co.A, 150th Infantry, APO 38, Camp Shelby, Miss. Married White
 (Soldier's Army mailing address) (Single, married, divorced) (Race)
154 Main Street, Barborton, Ohio
 (Soldier's home address: Number and street or R. F. D.) (City, town, or P. O.) (State)

I hereby apply for the family allowances authorized by law for the following-named relatives and/or dependents who are related to me in the manner stated in paragraphs II and III below.

I. (b) THIS SPACE MUST ALSO BE FILLED IN WHEN APPLICATION IS MADE BY A PERSON OTHER THAN THE SOLDIER.

(Applicant's name) I, _____
 (Last name) (First name) (Middle name) (Your relation to soldier or dependent)
 (Address) _____ hereby apply for the family
 (Number and street or R. F. D.) (City or town) (State)
 allowances authorized by law for the following-named relatives and/or dependents of the soldier whose name appears in paragraph I above, to whom this application pertains.

CLASS A

II. List: Wife (W), child (C), former wife divorced to whom alimony is still payable (V. Div.). (If there are none to class A, write "None" in the name column.)

Name			Address		State	Relationship	Date of birth of soldier		
(Last)	(First)	(Middle)	Number and street or R. F. D.	City, town, or post office			Mo.	Day	Year
1.	Dean	Korma	Elizabeth	154 Main Street	Barborton	Ohio	W		
2.	Dean	Norma	Jean	154 Main Street	Barborton	Ohio	C	2	22
3.									
4.									
5.									

Date and place of marriage to present wife March 10, 1940, Akron, Ohio

Date and place of marriage to divorced wife _____ Date of divorce _____

Amount of monthly alimony or support payments decreed by court order or legal agreement for former wife divorced, or wife and/or child living separate and apart, \$ _____

Date alimony or support payment ceases _____, 194____ Name and location of court _____

CLASS B DEPENDENTS

III. List below the father, mother, grandfather, grandmother, stepfather, stepmother, either of husband or wife, person in loco parentis, brother, sister, half brother, half sister, stepbrother, stepsister, adopted brother, adopted sister, grandchildren, who are dependent upon the soldier for a substantial portion of their support. (If there are none in Class B, write "None" in the name column.)

Name			Address		State	Relationship	Date of birth of minors			Degree of dependency (percent)	Is family allowance desired? (Indicate yes or no)
(Last)	(First)	(Middle)	Number and street or R. F. D.	City, town, or post office			Mo.	Day	Year		
6.	None										
7.	None										
8.	None										
9.	None										

IV. Enter on the lines below the full name and address of the person or persons to whom the check or checks is or are to be made payable.

Make checks payable to—

Name		Address	
Number and street or R. F. D.		City, town, or post office	
State			
Line 1, Sec. I	Mrs. Roger G. Dean	154 Main Street	Barborton Ohio

W. D., A. G. O. Form No. 635
June 26, 1942

15-20383-1

NOTE.—Initiated by the enlisted man, or by a dependent of the enlisted man if he fails or refuses to apply. Copy marked "Original" to Allowance and Allotment Branch, Building Y, 20th and B Streets NE., Washington, D. C.; copy marked "Official Copy" to be placed in service record; copy marked "Applicant's Copy" to be given to applicant. If dependent initiates request, unit personnel officer accomplishes paragraph I a and forwards to dependent making request who completes application and mails all three copies to the above address. If claim is allowed by Allowance and Allotment Branch, Official Copy will be forwarded to unit personnel officer who will place it in the soldier's service record. Upon discontinuance for any reason, the Official Copy is removed from the service record and placed in the soldier's 201 file.

⊙Front.

FIGURE 24.

Members of immediate family now serving in the military or naval service

V. The following-named members of (my) (the soldier's) immediate family are now serving as soldiers, sailors, marines, or coast guardsmen (not officers) in the military or naval service.

Name			Home address			Serving in— (Specify: Army, Navy, Marine Corps, or Coast Guard)	Relationship	Age
(Last)	(First)	(Middle)	Number and street or R. F. D.	City, town, or post office	State			
None								

VI. I hereby swear or affirm that all the foregoing statements are correct and that every member of Class B for whom I claim the family allowance is dependent, to the degree indicated, upon the soldier whose name appears in paragraph I above, for support

Subscribed and sworn to before me this 1st day of August, 1942, at

Camp Shelby, Mississippi

(Title) IRA J. BARBOUR, Lt. Col., Inf.
Summary Court.

(Seal is required when sworn to before civilian)

THIS SPACE TO BE USED BY ARMY ORGANIZATIONS TRANSMITTING AN APPLICATION FROM A SOLDIER TO THE WAR DEPARTMENT

1st ind. August 1, 1942
Headquarters, 150th Infantry, Camp Shelby, Miss., August 1, 1942
To: Allowance and Allotment Branch, Building Y, 20th and B Streets NE, Washington, D. C.

1. Grade of soldier as shown on the application has been verified. Date of enlistment or induction May 1, 1942
2. Any voluntary allotments now in force pertaining to the soldier have been discontinued or adjusted, by submission to the Finance Officer, U. S. Army, of the necessary forms, to insure that sufficient monthly pay is due the soldier to provide for the deduction required for the soldier's contribution for the family allowances and still leave him, exclusive of possible court-martial forfeitures, at least \$10 per month pay for his personal use.
3. Proper notations have been made in the soldier's service record and on pay rolls to insure that appropriate monthly deductions will begin with the first month after date of filing application, except that for applicants who were in the service on June 1, 1942, and who filed applications in June 1942, deduction has been made beginning with the month of June 1942.
4. The official copy of this application for family allowances has been withdrawn and filed with the soldier's service record.
5. The soldier has been advised that for Class A relationships, supporting papers consisting of certified copies of marriage certificate, court decrees of separation or divorce, birth certificates of children, written acknowledgments of parenthood of illegitimate children, legal agreements of separation, adoption papers; and for Class B dependents the affidavits of two disinterested parties attesting to relationship and dependence must be submitted to the Allowance and Allotment Branch, Building Y, 20th and B Streets NE, Washington, D. C., within 6 months from date of filing application, otherwise payment of allowance will be stopped.

Charles B. Ritter
CHARLES B. RITTER
Captain, Infantry

Personnel Officer.

THIS SPACE TO BE USED BY THE WAR DEPARTMENT TRANSMITTING COPY OF AN APPLICATION SUBMITTED BY OR FOR A DEPENDENT OR RELATIVE TO THE SOLDIER'S ORGANIZATION

Allowance and Allotment Branch, WAR DEPARTMENT, Washington, D. C., 1942

To:

1. Family allowances under the Servicemen's Dependents Act of 1942 has been authorized for the persons shown in paragraphs II and III on the reverse side of this form.
2. Monthly deductions of (\$22), (\$27), (\$.....) must be made on the pay roll starting with the month of

194.....

3. The "official copy" of the application is to be filed with the soldier's service record.

By ORDER OF THE SECRETARY OF WAR:

Adjutant General.

16-70283-1 U. S. GOVERNMENT PRINTING OFFICE

②Back.

FIGURE 24.—Continued.

tion deduction and permit him to have a credit of at least \$10 a month on pay day. In cases where a soldier in grades four to seven, inclusive, has a class E allotment for the support of a dependent and cancellation of that allotment is necessary in order to make the deduction from the soldier's pay for the dependents' allowance, the following notation will be made on the reverse side of the cancellation form. "Payment to continue through September 1942 under this allotment and the total so paid from date of cancellation through September 1942 is to be deducted from the first payment under the Servicemen's Dependents Allowance Act." This procedure will permit payment to be made of the same amount as previously allotted to dependents for the period June through September 1942 and at the same time will clear the pay roll of the class E allotment deduction and thereby protect dependents until family allowance payments start.

263. Allotments of pay.—*a.* See AR 35-5520 and current War Department circulars. The following classes of allotments and deductions are authorized for the purposes indicated:

(1) *Class D.*—By officers, Army nurses, warrant officers, and enlisted men for support of families, payment of premiums on U. S. Government Life Insurance, but *not* National Service Life Insurance.

(2) *Class E.*—By officers, Army nurses, warrant officers, and enlisted men for payment of insurance premiums to commercial life insurance companies, and for the support of families.

(3) *Class F.*—By enlisted men to pay their part of the allowance made for support of dependents under the Servicemen's Dependents Allowance Act of 1942. For details of this act see paragraph 261.

(4) *Class N.*—For payment of premiums on National Service Life Insurance.

(5) *Class A pay reservation.*—For the purchase of U. S. Government War Bonds and Stamps. (See *h* below.)

b. The sums allotted are withheld from the pay of the individual concerned and paid by the Finance Officer, U. S. Army, Washington, D. C., or other designated disbursing officer, to the person or firm to whom allotted. The person making the allotment is termed the "allotter" and the person or firm to whom the allotment is made is termed the "allottee."

c. How allotments are made.—Allotments will begin on the first of a month, and will be made for not less than 6 months or for longer than the duration of the war and 6 months thereafter. They may be terminated at any time upon the request of the allotter. Upon request of the soldier, the unit personnel officer will prepare, in

duplicate, W. D., A. G. O. Form No. 29 (Authorization for Allotment of Pay) (see fig. 25). This form is used for all allotments, the class of allotment being specified on the margin of the form. The duplicate will be retained by the unit personnel officer and the original will be forwarded to the Chief of Finance, in time to reach him before the 10th of the month in which the allotment is to be effective. Authorization for allotment will not be prepared by agencies soliciting insurance from military personnel. Officers may prepare their own authorization for allotment forms.

d. The unit personnel officer is responsible for insuring that the allotment is immediately entered upon all pertinent records—service

Send original direct to Allotment Division, Building X, 19th and B Streets, NE, Washington, D. C.

AUTHORIZATION FOR ALLOTMENT OF PAY
(See AR 35-5220)

Hartford Theodore (none) 30259831 Pvt Co. I 100th Infantry
(Last name) (First name) (Middle initial) (Army serial number) (Grade) (Company, regiment, or arm or service)

The ~~enlisted~~ ^{enlisted} man named above hereby authorizes a Class E (Type of allotment)

allotment of his pay in the amount of \$ 11.50 per month for duration months commencing July 1 19 42 and expiring ----- 19 -----

(-----) premiums deducted from pay for month of ----- 19 -----
(Applicable to Class N insurance only (Sec. IV, Cir. No. 100, W. D., 1942))

to Mrs. Harry K. Hartford (Name of allottee) 415 Ash Street Brooklyn, N. Y. (City, town, or post office) (State)
(Number and street or rural route) (City, town, or post office) (State)

or to Mr. Harry K. Hartford 415 Ash Street Brooklyn, N. Y. (City, town, or post office) (State)
(Name of alternate allottee) (Number and street or rural route) (City, town, or post office) (State)

Date of ~~enlistment~~ ^{induction} June 1, 19 42 When other than "Finance Service, Army" is affected, state allotment chargeable ----- Relationship of allottee -----
(Applicable to individual allottees only)

If allotment is in favor of a bank, the following is required to be stated: Deposit should be made to the credit of—
(Name) (Relationship)

(Statement below not applicable to Government insurance)

I hereby state that the purpose for which this allotment is granted is solely for the support of wife, child, or dependent relatives; or if made for the payment of life insurance premiums, the insurance (including endowments and/or twenty (or other) payment policies) is on the life of the allottee only; that the insurance constitutes the major and not a merely incidental or collateral element of the transaction; and that the allotment is made in favor of the insurance company issuing the policy and not in favor of a bank or other agent.

Place Ft. Dix, New Jersey Theodore Hartford
(Signature of allottee)

Entered on service record July 2, 1942 (Date) July 3 19 42
(Date)

* Strike out words not applicable.

James M. Perkins JAMES M. PERKINS, Capt., 100th Inf
(Signature of commanding officer or personnel officer, with grade and organization) ASST Adj.

WHERE APPLICABLE TO CLASS D OR CLASS N INSURANCE, THE ORIGINAL COPY OF THIS FORM WILL BE SENT TO THE ALLOTMENT DIVISION, BUILDING X, 19TH AND B STREETS, NE, WASHINGTON, D. C. NO COPIES WILL BE SENT TO THE VETERANS ADMINISTRATION, WASHINGTON, D. C., WITH THE APPLICATION FOR INSURANCE.

W. D., A. G. O. Form No. 29
July 1, 1942

FIGURE 25.

record, pay card of enlisted men, and pay voucher, pay data card, and status card of officers. He will see that the allotment is entered on the pay roll or pay voucher of the individual concerned as a deduction for the month in which the allotment begins, and on all subsequent pay rolls or vouchers during the period the allotment remains in force. This action will be taken without waiting for an acknowledgment of receipt of authorization of allotment from the Office of the Chief of Finance. Receipt of Form No. 29 will be acknowledged by the Office of the Chief of Finance, Washington, D. C., on letter of acceptance issued in duplicate. Authorizations for allotment may be submitted by radio when the allottee is serving outside the continental limits of the United States, including Alaska, but the radio notifica-

tion must be followed by the submission of Form No. 29 by mail. In case of extreme emergency, so certified by the commanding officer, radio notification of allotments may be made by persons serving in the United States. AR 310-105 lists a number of allotment forms used for the several types of allotments.

e. Allotments to individuals for the support of the allotter's family or dependent relatives may be made by an officer, Army nurse, or warrant officer while serving or about to serve outside the continental limits of the United States, or when he has reason to believe that he is about so to serve. Under authority of letter AG 243 (5-29-42) BD-SPAAE-TS-M, June 12, 1942, the phrase "or about to serve," or "has reason to believe he is about to serve in Alaska or beyond the continental limits of the United States," is construed to apply to all military personnel wherever stationed. Therefore any officer, Army nurse, warrant officer, or enlisted man serving anywhere may make such an allotment. Such allotments may also be made to banks in the United States for the support of the allotter's family or dependent relatives, or for deposit in checking or savings accounts. When allotments are made under this authority, the following statement will be made on the Form No. 29: "Authorized by paragraph 6a(6), AR 35-5520, as amended." These allotments are class E.

f. The total amount of an allotment or allotments will not, in the case of enlisted men, be in excess of the allotter's base and longevity pay. Allotments by officers, Army nurses, and warrant officers may be made in an amount not in excess of base and longevity pay and monthly subsistence allowance based on a 30-day month.

g. Prior to leaving the United States on any oversea mission, every unit commander will bring to the attention of the enlisted men of his command the desirability of making allotments to their dependents. W. D., A. G. O. Form No. 43 (Emergency Addressee and Personal Property Card) will be mailed to The Adjutant General for each enlisted man. If the soldier does not wish to make an allotment, a statement to that effect will be given on the back of the form.

h. In addition to the allotments listed above, military personnel may make allotments under the War Department Pay Reservation Plan, as published in Circular No. 215, W. D., 1942, for the purpose of purchasing United States War Bonds and Savings Stamps. For details see the circular cited. These allotments are termed "Class A pay reservations." (See also Cir. No. 77 and 147, W. D., 1942.)

i. Discontinuance of allotment.—Allotments (except in cases of allotments for rent ordered by the Secretary of War) are purely volun-

ADMINISTRATION

tary, and while made for definite periods of time, may be discontinued by the allotter at any time, effective at the end of a month. In order to have an allotment discontinued prior to the time limit set in the original authorization, the allotter will make request for such discontinuance on W. D., A. G. O. Form No. 30 (Notification of Discontinuance of Allotment) (fig. 26), in the same manner as prescribed for making the original allotment. When an enlisted man makes an allotment and before the payments thereof have been reduced to the allottee's possession, and he (the allotter) is sentenced by court martial to forfeit all pay then due (at the time of his sentence), any unpaid installments of the allotment are included and are considered

Send direct to Allotment Division, Building X, 19th and East Capitol Streets NE., Washington, D. C.

NOTIFICATION OF DISCONTINUANCE OF ALLOTMENT
(See AR 35-5520)

Hartford (Last name) Theodore (First name) (NONE) (Middle initial) 30259831 (Army serial number) Pvt (Grade) Co. I., 100th Infantry (Company, regiment, or arm or service)

The Class E (Type of allotment) allotment of the ~~enlisted~~ man named above in the amount of \$ 11.50 per month commencing July 1 1942 to Mrs Harry K. Hartford, 415 Ash Street, Brooklyn, N.Y. (Name of allottee)

entered on pay rolls of Company I., 100th Infantry (Company or detachment) is hereby discontinued, effective August 31 1942.

because of Soldier's request Date of separation Not separated 1942.

Address for future reference _____ (Number and street or rural route) _____ (City, town, or post office) _____ (State)

Place Ft. Dix, New Jersey Theodore Hartford (Signature of allotter)

The ~~enlisted~~ man was last paid to include August 31 1942 and allotment deducted to include August 31, 1942 1942.

Deductions for allotment will be continued on pay rolls until acknowledgment is received of this notification, as required by AR 35-5520.

September 1 1942 (Date) James M Perkins (Signature of company commander, with grade and organization) JAMES M. PERKINS, Capt., 100th Inf. (Signature of company commander, with grade and organization) Asst Adj

* Strike out words not applicable.
* When discontinuance is due to cause other than death or desertion, the allotter's signature will be affixed, or reason given why he did not sign.
* Strike out if discontinuance is due to discharge, retirement, death, or desertion.

WHERE APPLICABLE TO CLASS D OR CLASS N INSURANCE, THE ORIGINAL COPY OF THIS FORM WILL BE SENT TO THE ALLOTMENT DIVISION, BUILDING X, 19TH AND EAST CAPITOL STREETS NE., WASHINGTON, D. C. NO COPIES WILL BE SENT TO THE VETERANS ADMINISTRATION, WASHINGTON, D. C.

W. D., A. G. O. Form No. 30
July 1, 1942

16-30209-1 U. S. GOVERNMENT PRINTING OFFICE

FIGURE 26.

as a part of his undrawn pay, and accordingly are forfeited by the sentence of the court martial. This pertains to class E allotments only. However, in the case of class F deductions, if the application has been filed by or on behalf of dependents of the enlisted man, and has been approved by the Office of Dependency Benefits of The Adjutant General's Office and ordered to be paid, the deduction cannot be discontinued upon the request of the enlisted man unless there has been a change in the dependency status of the payee, or the enlisted man is promoted to higher than the fourth grade of enlisted men.

264. Statutory deductions.—Enlisted men of the *Regular Army only* are required by law and regulation to contribute to the United States Soldiers' Home, Washington, D. C., the sum of 25 cents per month, which is deducted from the pay of the men each month and is entered as a deduction on the pay roll or voucher on

which the individual is paid. This deduction is made automatically in the unit personnel section, by consulting the cover of the service record to determine whether the soldier is enlisted in the Regular Army (see AR 35-2440).

265. Soldiers' deposits.—An enlisted man may deposit his savings in amounts of \$5 or more with any disbursing officer. Such savings as remain on deposit for 6 months or more will draw interest at the rate of 4 percent per annum. Deposits may not be withdrawn by the soldier during his enlistment but will be paid him with accrued interest at the time of discharge. Deposits are *not* subject to forfeiture by sentence of courts martial but shall be forfeited by desertion. They *are not* subject to sequestration for the payment of any debts owed by the soldier to the Government or any of its instrumentalities. Soldiers making deposits will be furnished with W. D., F. D. Form No. 33 (Soldier's Deposit Book) by the disbursing officers who receive the deposits. All deposits made by the soldier will be entered in the deposit book. A record of deposits will be entered in the soldier's service record (page 11) in the manner prescribed in AR 345-125. Upon reenlistment immediately after discharge, a soldier may have the amount of his deposits, with interest, or any part thereof, transferred to his new deposit account by making such request in writing to the disbursing officer who pays him on final statement. A copy of such request will be filed with the final statement. For full details covering deposits see AR 35-2600.

266. Stoppages against pay.—*a.* All or any portion of the pay of an enlisted man may be stopped to satisfy indebtedness to the Government or its instrumentalities. Indebtedness for which pay may be stopped may be accrued through the loss, damage, or destruction of public property through carelessness and neglect; through unauthorized absences; as a result of approved findings and sentences of courts martial; and as a result of sickness or injury not in line of duty or as a result of the soldier's own misconduct, when such illness or injury results in absence from duty for more than 1 day. Organization commanders and unit personnel officers should bear in mind that the stoppage of pay against an enlisted man is a very serious matter for the man concerned. The officer who takes the action putting a stoppage into effect must be sure of his ground. How data on stoppages are obtained for the pay roll is explained in section III.

b. Unauthorized absences as affecting pay and allowances.—(1) This subject is fully covered in AR 35-1420. It should be carefully studied before any determination is made effecting stoppages or forfeitures of pay and allowances because of absence.

(2) In case of AWOL or desertion or overstaying furlough or pass without having been granted an extension, the company commander should make proper entry in the morning report remarks section and the proper entry in the strength section. Also, as a matter of sound administration, he should immediately take into his possession and inventory all Government property left by the soldier. If there is a shortage, it should be entered on a statement of charges. The procedure in case of desertion will be fully described in a subsequent section. The unit personnel section, of course, makes a report of change card from the morning report remarks. When the abstract of the morning report remarks gets to the service record group, a proper entry is made in pencil, on page 7, section (a). This acts as an estoppel of pay. An enlisted man is not entitled to pay or allowances for time lost while on unauthorized absence, but he again enters a pay status on the date of his return to military control. If he is to be brought to trial before a court martial, he will not be paid until his case is disposed of.

c. Forfeitures of pay as result of court-martial sentences.—(1) Court martial may sentence an enlisted man to forfeit not to exceed two-thirds of his pay (as distinguished from allowances) for a period of not to exceed 6 months. For the purposes of pay as affected by court-martial sentence, longevity is considered as pay and not as an allowance. Hence longevity is subject to forfeiture by sentence of the court. In the case of a sentence of dishonorable discharge, the sentence may also include forfeiture of *all* pay and allowances. Forfeitures ordered by approved sentences of courts martial constitute a debt due the United States. A court martial may also include in its sentence a detention of pay, in which case the amount detained will be paid the enlisted man on final statement at the time of his discharge. This subject is fully covered in AR 35-2460.

(2) Forfeiture imposed by the approved sentence of a court martial is charged against the monthly pay of an enlisted man beginning with the first of the month in which the sentence is imposed, and will become and remain a fixed indebtedness to the United States until fully satisfied. From the standpoint of pay roll procedure, the example given below shows how the necessary records are accomplished.

(3) *Example.*—(a) Private Sims goes AWOL on June 2. The proper entry is made in the remarks section of the morning report: "Pvt Sims dy to AWOL 1600." The unit personnel officer, or the proper clerk in the unit personnel section, makes a report of change card (W. D., A. G. O. Form No. 303) on Private Sims. An abstract of the morning report remarks goes to the service record

group of the unit personnel section, which makes an entry, in pencil, on page 7, section (a), of Sims' service record, showing that the AWOL began on June 2. This acts as an estoppel of the pay of Private Sims. On June 9 Private Sims returns to his company. The company commander picks him up with the following remark in the morning report: "Pvt Sims AWOL to dy 0600," providing he decides that Private Sims' case does not warrant placing him in confinement. However, if he does decide that Private Sims should be placed in confinement, he would enter as the remark in the morning report: "Pvt Sims AWOL to conf 0600." The unit personnel section would make another report of change card on Private Sims showing his return from AWOL to duty or confinement as the case may be; and the entry already made in pencil on page 7 of the service record would be completed in ink, to show date of departure, date of return to military control, and total number of days absent. In this connection, the day of departure is a day of absence, and the day of return is a day of duty. So Private Sims is absent without leave for 7 days. He automatically forfeits all pay and allowances for those 7 days, regardless of any court martial or other disciplinary action which may result from his conduct in this instance. The entry on page 7 of the service record is the basis of the remark to be entered on the pay roll. Since the soldier returned to military control on June 9, it is quite probable that a court martial will have acted in the matter before the organization pay roll is made up; in which case, the pay roll remarks would be governed by the action of the court martial, as approved by the reviewing authority.

(b) The approved findings of the court martial, either promulgated as a court-martial order in the case of a general or special court martial, or as an approval on the record of trial in the case of a summary court, would pass through the unit personnel section as a matter of administrative routine. From the court-martial order or the approved record, the unit personnel section would secure the data for entry in the service record on pages 8 and 9. From the service record entry the data would be transcribed as a remark in the pay roll, thus actually effecting the forfeiture.

(c) Private Sims may or may not have been placed in confinement immediately upon his return to the company. His pay is automatically forfeited for the 7 days he was absent. If upon his return he had been placed in confinement, he would have accrued pay during the period of such confinement, but the pay thus accrued would be held in abeyance until the action of the court martial was made known by the reviewing authority. Should the sentence of the court martial,

as approved, impose forfeiture of pay without confinement, Private Sims would be released from confinement on the day of the promulgation of the sentence; and at the end of the month, he would be entitled to receive pay for the days he was in confinement, subject of course to the amount of the forfeiture imposed—that is, a full month's pay less the 7 days' pay forfeited while absent.

d. Stoppages for lost, damaged, or destroyed property.—An enlisted man is liable for the monetary value of public property issued to him for use in the performance of his duties. This includes articles of clothing and equipment. Collection of such stoppages is effected on a statement of charges. For detailed description of procedure, see section IV.

e. Fraudulent enlistment as affecting pay.—(1) A. W. 54 provides that any person procuring himself to be enlisted in the military service by means of willful misrepresentation or concealment as to his qualifications for enlistment shall be punished as a court martial may direct. Enlistment of an individual in the Army sets up a contractual relationship between the individual and the Government. Such an enlistment, secured by fraud, is not void *per se*, but is voidable at the option of the Government only. Hence, if the Government chooses to waive the fraud, the contract of enlistment is valid, and the soldier is entitled to pay and allowances just as though no fraud were involved. But if the Government chooses to exercise its option and void the contract of enlistment, the soldier is not entitled to any pay and allowances for the period he has served. This subject is fully covered from the standpoint of administration in AR 35-1460.

(2) When the organization commander or the unit personnel officer has reason to believe that any soldier has enlisted fraudulently, he should at once make an investigation; and, if such investigation reveals that the soldier is probably guilty of fraudulent enlistment, the organization commander should then prepare a set of court-martial charges under A. W. 54. The determination as to whether or not the soldier will be brought to trial, thus determining whether or not the Government will void the contract of enlistment, rests with the officer having general court-martial jurisdiction over the command. In the event that the soldier's name has already been entered on the organization pay roll at the time of the discovery of the probable fraud, he will not be paid. In that event, his name will be "red-lined" on the pay roll at the time of payment of the other men. No entry will be made on the service record pending determination of the issue by a court martial, or the determination by the officer having general court-martial jurisdiction as to whether or not

the soldier will be brought to trial. If it is determined that the Government will accept the enlistment contract as valid, the soldier is restored to duty and is paid on the next pay roll.

f. General remarks concerning stoppages.—(1) In considering stoppages against a soldier's pay, it should be borne in mind that whenever any part of a soldier's pay for a certain month has been legally forfeited by approved sentence of a court martial or otherwise legally withheld, no other stoppage shall be applied against his pay for that month which will reduce the net amount received below a sum equal to one-third of his authorized rate of pay for that month. The words "rate of pay" include base pay and longevity pay. If a partial payment has been made to the soldier, that amount, of course, is deducted from the total amount due; and the stoppage runs against the remaining balance, with the one-third left as a free balance to be paid. In the case of a deserter or a soldier given a dishonorable discharge, stoppages may be made against the total amount due, except that travel pay is not subject to stoppage for indebtedness.

(2) The Secretary of War may authorize the remission and cancellation of any unpaid balance of indebtedness against an honorably discharged soldier, so that no indebtedness will stand against him as a civilian, or as a charge against his future pay if he reenlists (see AR 35-2440).

(3) (a) Stoppages will be collected in the following order of precedence:

1. *Overpayment.*—When a disbursing officer makes an incorrect payment to a soldier as a result of error in computation, or because of an incorrect remark on the pay roll, he will at once notify the unit personnel officer, who will cause appropriate remarks to be made on the next organization pay roll, so that the overpayment may be collected on the next roll.
2. Government insurance premiums payable by allotment of pay.
3. Allotments of pay, when the allottee has already been paid by the United States.
4. For ordnance property lost, damaged, or destroyed.
5. For signal property lost, damaged, or destroyed, or for signal services such as post telephone service.
6. For Army Air Forces property or supplies, lost, damaged, or destroyed.
7. For medical supplies lost, damaged, or destroyed.
8. For engineer property lost, damaged, or destroyed.

9. For chemical warfare property lost, damaged, or destroyed.
10. For camp and garrison equipment lost, damaged, or destroyed.
11. For regular supplies lost, damaged, or destroyed.
12. For transportation or transportation supplies lost, damaged, or destroyed.
13. For subsistence and subsistence stores lost, damaged, or destroyed.
14. For barracks and quarters damaged.
15. For Government property lost or damaged (miscellaneous receipts).
16. For indebtedness to Government-owned laundry.
17. Expenses incurred in apprehension of deserters.
18. Other expenses for apprehension, AWOL.

(b) All of the above are for reimbursements direct to the Government. Where a stoppage is for property lost, damaged, or destroyed, it must be admitted by the soldier that such property was lost, damaged, or destroyed through his own carelessness or neglect, or such fact must be established by an approved report of survey.

(4) Detailed regulations governing all of the stoppages listed above are covered in AR 35-2440.

267. Partial payment.—*a.* See AR 345-155 and AR 35-2440. Partial payments may be made to enlisted men under the following circumstances:

(1) When under orders for permanent or temporary change of station, upon decision of the commanding officer.

(2) When authorized by the commanding general of the service command on special occasions, such as Christmas or other holidays, or for special events such as carnivals.

(3) When an enlisted man's indebtedness exceeds two-thirds of his earned pay, he may be paid one-third of the accrued pay; or on the recommendation of the company commander, the next higher administrative authority may authorize a partial payment in excess of one-third of the accrued pay per month but only when the total indebtedness will be fully satisfied prior to the termination of the current enlistment.

(4) *Example.*—The case of Sergeant Evers of Company K. He is a grizzled veteran of the first World War, and John Barleycorn is his worst enemy. Sergeant Evers went AWOL after the Armistice Day parade, November 11, and stayed AWOL until November 16. He was tried by special court martial on November 20, and the sentence of the court was that he forfeit \$72.80 per month of his pay for 3

months. This is two-thirds of his base and longevity pay. While he was absent, an inventory of the public property issued to him revealed a shortage of \$58.10, including the rifle which he carried away with him. Consider this tabulation:

(a) He would normally receive—

Base pay-----	\$78. 00
Longevity pay (over 24 years, 5 percent for each 3 years service)-----	31. 20
Additional pay for DSC-----	2. 00
Total-----	111. 20

(b) He owes for November—

Automatic deduction, U. S. Soldiers' Home-----	0. 25
Forfeits all pay and allowances November 11 to 15, inclusive-----	18. 55
Due U. S. Government property lost, damaged, or destroyed-----	58. 10
Due U. S. forfeiture per sentence SCM-----	72. 80

Total-----	149. 70

(c) All pay, including longevity, is subject to stoppages; but the \$2.00 per month gratuity for the DSC is *not* subject to stoppage; nor is any allowance which Sergeant Evers might draw for quarters or rations. The law and regulations also limit the amount of stoppages which may be levied against an enlisted man to two-thirds of his pay for any one month. The court-martial forfeiture amounts to exactly two-thirds of Sergeant Evers' pay per month for 3 months.

(d) Under the provisions of AR 35-2440, the company commander may recommend, and the regimental commander (the reviewing authority of the Special Court in this case) may approve and order that the enlisted man be paid one-half of his pay, providing the entire amount of his indebtedness can be thus liquidated during the current enlistment. In the case of Sergeant Evers the company commander so recommends, and the regimental commander approves the recommendation, and orders that Sergeant Evers be paid one-half of his pay, thus extending the time in which he will be allowed to liquidate his indebtedness to the Government for the lost property and the court-martial forfeiture. Here, then, is how the total amount of his pay and allowances would be apportioned for November:

Total pay and allowances \$111.20
 (Of this amount \$109.20 is pay; \$2.00 is gratuity
 for DSC and not subject to stoppage, except for
 the 5 days he was AWOL.)

The regimental commander has ordered that
 he be paid half of his pay, which amounts
 to \$54.60, but since partial payments are
 made only in even dollars, he is paid (in-
 cluding \$2.00 DSC) \$56.00

This leaves available for payment of debts,
 \$54.60 plus \$0.60 or 55.20

Here is how the \$55.20 would be apportioned:

Forfeits all pay and allowances for 5 days	18.55
Automatic deduction U. S. Soldiers' Home	.25
U. S. on account property lost, damaged, or destroyed	36.40

Total paid on debts 55.20

The December pay account would be apportioned as
 follows:

Total pay and allowances	111.20
One-half of pay (\$54.60 less \$0.60) to soldier	54.00
For DSC	2.00

Total to soldier 56.00

Balance available for debts 55.20

This balance is apportioned as follows:

Balance due for property lost, damaged or destroyed	\$21.70
To apply on court-martial for- feiture	33.25
Automatic deduction U. S. Soldiers' Home	.25

Total paid on debts 55.20

The total of his forfeiture as per sentence of court martial amounts
 to \$218.40. This remains as a debt to the United States until it is
 paid, or until it, or any remaining portion of it, is remitted. The
 January pay account would be apportioned so as to apply \$54.95 to

his court-martial forfeiture. This amount would be applied each month until the total amount of the forfeiture had been paid to the United States.

b. Partial payments will be made on War Department Form No. 337, except where five or more men are to be paid partial payments at the same time, in which case a partial payment roll will be prepared on the regular pay roll form.

SECTION III

PAY ROLLS

268. References.—AR 345-155 and Bulletin No. 28, War Department, 1942.

269. One of the most important functions of the unit personnel section is the preparation of the pay rolls for all the units of the regiment. Prompt payment of troops is enjoined by regulations. Enlisted men are usually paid on the last day of the month. Pay rolls are submitted to the disbursing officer before the 25th of the month, or not less than 5 days before the designated pay day.

270. a. The following Army Regulations, War Department circulars, and bulletins concern the several phases of pay:

Preparation of Army Pay Rolls and Model Remarks.	AR 345-155
Payments to Enlisted Men	AR 35-2320
Pay of Enlisted Men; rates of pay	Bulletin No. 28, W. D., 1942.
Pay of Enlisted Men; Longevity Pay	AR 35-2360
Travel Pay of Enlisted Men	AR 35-2560
Pay and Allowances of Aviation Cadets	AR 35-2580
Soldiers' Deposits	AR 35-2600
Pay of Retired Enlisted Men	AR 35-2640
Aviation Pay and Additional Pay for Parachute Duty—Officers and Enlisted Men.	AR 35-1480
Additional pay for Parachute Duty—Officers, Warrant Officers, and Enlisted Men.	AR 35-1495
Pay for Distinguished-Service Awards	AR 35-1500
Monetary Allowances in Lieu of Rations and Quarters for Enlisted Men and for Quarters for Dependents of Certain Enlisted Men.	AR 35-4520
Payment of Enlisted Men upon Separation from the Service.	AR 35-2480

Deductions for maintenance of United States Soldiers' Home, Rental Deductions for Dependents, and Stoppages Against Pay of Enlisted Men.	AR 35-2440
Court-Martial Forfeitures—Enlisted Men-----	AR 35-2460
Expenses of Arrest and Return to Military Control of Enlisted Men Absent Without Leave, Deserters, and Escaped Military Prisoners.	AR 35-2620
Unauthorized Absence as Affecting Pay and Allowances.	AR 35-1420
Fraudulent Enlistment as Affecting Pay-----	AR 35-1460
Statements of Charges-----	AR 345-300
Allotments of Pay and Deductions for Support of Dependents of Enlisted Men.	AR 35-5520
National Service Life Insurance—information concerning.	Cir. No. 125, W. D., 1940 as amended.
Gratuity upon Death-----	AR 35-1540
Pay and Allowances During Authorized Absences.	AR 35-1400
Loss of Pay During Absence due to Diseases Resulting from Misconduct.	AR 35-1440

b. This is a formidable list of references. Not all of them apply to every soldier, but a unit personnel officer will find that, from time to time, he will have to consult practically every regulation cited above in the preparation of pay rolls and vouchers.

271. Enlisted men may be paid on: War Department Forms Nos. 366, 366a, and 366b, and War Department Form No. 370. War Department Form No. 337 is no longer being printed, and this form will not be furnished after the present supply is exhausted. War Department Form No. 366 is to be used for all payments whether for one individual or more. Three types of pay roll are prepared on Forms Nos. 366, 366a, and 366b, and in substantially the same manner: the regular, or monthly pay roll of the company, battery, troop, or detachment; the supplemental pay roll; and the final pay roll. Under certain conditions, partial payments may be made, in which case payment will usually be made on a partial payment pay roll. This is accomplished on Forms Nos. 366, 366a, and 366b. (See fig. 27.)

TAT ROLL
(FOR ENLISTED MEN)

(Organization)
Ft. Dix, New Jersey
(Station)

(Regiment)
Infantry
(Principal arms)

For month of August, 1942

Voucher No.

(Disbursing office)

~~Paid~~ 19

Ft. Dix, N.J. August 31, 1942
(Station) (Date)

(Station)	(Date)
I certify that this roll was made as required by Army Regulations and the entries pertaining to each name are correct; that where rations and/or subsistence allowance is due, the soldier was not furnished rations in kind nor received the equivalent thereof in money; that where quarters allowance is due, the soldier was not furnished dependents or both, public quarters were not available or assigned to such persons; and that payment to the enlisted man named as the within pay roll is not prohibited by any provisions of law limiting the availability of the appropriation (and) that the necessary vouchers stated each man's last valid	

by Capt. J. B. Brown F.D., U.S.A.

James M Perkins
JAMES M. PERKINS, Capt.
100th Infantry, Asst Adj.

I certify that I witnessed the payment of this roll and that prior to the signing of this certificate each man received the amount set opposite his name, with the exception of those men marked "Not paid."

Witnessing Officer Lt. 100th Inf

NOTE.—This certificate will be signed only on the copy of the pay roll which bears signatures of the men for payment in cash.

I CERTIFY that this roll is a true copy of the roll upon which payment, witnessed by me, was made, excepting as to the signatures in the receipt column and the certificate as to witnessing the payment thereof.

NOTE.—This certificate will be signed only on the copy of the roll not receipted, and which constitutes the disbursing officer's retained voucher.

Post Exchange; Co. Fund and Collections paid by
check on Treasurer U.S.

Date _____, 19__

PAYEE	CHECK No.	AMOUNT

APPROPRIATIONS		
(Symbol)	F.S.A., 19__	\$
	(Allotment)	
	F.S.A., 19__	
	S. & T., 19__	
	S. & T., 19__	
Total amount disbursed		\$
ALLOTMENTS-SUMMARY		
Class "N" National Service Life Insurance		\$
Class "E" Allotment		
Class "D" Government Insurance Premium		
Class "F" Family Allotment		
Total		\$
DUE UNITED STATES		
Class "A" Pay Reservation		\$
		\$
COLLECTIONS - Repayments to appropriations and Miscellaneous Receipts		
(PA)	\$	
(PA)		
(PA)		
Government laundry		
G. P. L. or D.		
Trust Funds		\$
C. M. Fines	\$	
Fort. by des		
S. H. 218930.6 (T.F.)		\$
Total Collections		\$
POST EXCH; Co. Fund, etc.		
(paid by check)	\$	
Individuals (Paid by check)		\$
Paid by cash		\$
Total amount accounted for		\$

WAR DEPARTMENT
Form No. 386-Revised
Form approved by Comp. Gen., U.S.
August 11, 1942.

① a.

FIGURE 27.

Date of Enlistment (Induction or call to Active Duty)	Number of Years service	NAMES. Present and Absent by Grade and Component (Names of dependents and, where applicable, determination of dependency to be noted as "Attached" or "Filed with Voucher No.....")	Serial Number	ALLOTMENTS				COLLECTIONS	
				Month and Year Deducted	Class N	Class E	Class D	Class F	Class A Pay Reservations
1		<u>REGULAR ARMY</u>							
2		<u>FIRST SERGEANT</u>							
3 Feb 11/39	9	Projack, Emil (name)(Sgt)	R-53197	Aug 42		4.13			6.25 1.50
4		<u>SERGEANTS</u>							
5 Oct 23/39	6	Gaines, Charles L. (Sgt) 6 yrs serv completed Sept	7026637	Aug 42	3.45				
6 24/42; due		sol difference in pay as sgt over 6 yrs serv and sgt over 3 yrs serv							
7 fr Sept 25 to		30/42, incl; not entered on prior rolls.							
8									
9 Feb 15/39	3	Henry, Giles T. (Sgt) APtd sgt fr cpl RMA Sept	7116990	Aug 42				22.00	
10 25/42; due		US Cl "M" deduction \$22.00 per mo fr Aug 1/42; Cl "M" amt \$5.17							
11 per mo for		duration and 6 mos; due sol difference in							
12 and cpl over		3 yrs serv fr Sept 25 to 30 1942, incl; not entered on prior rolls.							
13									
14		<u>CORPORALS</u>							
15 Jan 19/42	3	Shannon, Gilbert B. (Cpl) Sk AR 35-11440 Sept 25 to	35203194	Aug 42	3.67		20.00		
16 26/42 incl;		due US pay as cpl fr Sept 25 to 26/42							
17 rolls.		incl; not entered on prior							
18		<u>PRIVATES</u>							
19 Aug 15/40	2	Banning, Benjamin B. (Pvt) In hands of C Auth Sept 25	7999946	Aug 42	2.48				1.00
20 to 25/42 incl.		Convicted. Due US pay as Pvt fr Sept 25 to 30/42 incl. Not							
21 entered on		prior rolls.							
22 June 1/41	1	Dryden, John F. (Pvt) Supp P/R (des at Ft Dix,	7868584						
23 N.J. Feb 22/42)		ind on vou #3245 by Capt J.B.Brown FD for May 42 with unsatisfactory							
24 indebtedness		as follows: due US (P) Lord MR, \$3.35; surrendered at Ft Sill, Okla,							
25 June 15/42.		Tried and found guilty of des and sent to conf for 6 mos and to							
26 forfeit \$33.33		per mo for a like period per GCMO 190 5th Serv Comd June 21/42.							
27 Pay due fr date		of return to mil control.							

(Fasten along this edge)

① b.

FIGURE 27.—Continued.

Date of Enlistment (Induction or call to Active Duty)	Number of Years of Service	NAMES, Present and Absent by Grade and Component (Names of dependents and, where applicable, determination of dependency, to be noted as "Attache" or "Filed with Voucher No.")	Serial Number	ALLOTMENTS					COLLECTIONS	
				Month and Year Deducted	Class N	Class E	Class D	Class F	Class A Pay Reservations	Govern-ment Liab-ility
1		SELECTIVE SERVICE TRAINEES								
2		PRIVATE								
3 June 1/42	1	Wheeler, John B. (Pvt) Last pd to April 30/42 by 4 Capt. J.B. Brown PD; AWOL May 5 to 8/42 incl. Des at Ft Dix, May 10/42. App by 5 C Auth Sept 1/42 and daly at Ft Sill, Okla, Sept 3/42. Tried for des and 6 found guilty of AWOL and sent to be conf for 4 mos and to forf \$33.00 per 7 mo for a like period per GCMO 185.8th Serv Comd Sept 15/42. Due US GPL or D, 8 MR \$5.52; due US MR Ldry Ft Sill, Okla \$1.50. Due sol pay since date of last 9 payment in settlement of supp (des) P/R vou #8356 Capt J.B. Brown PD for Aug 1942 10 Appropriate adjustment of vou #8356 to be made by C of Fin.	35107876	Aug 42	2.87			27.00		1.50
12 June 1/42	0	Ashcroft, John R. (Pvt) Last pd June 30/42 by Capt 13 J.B. Brown PD; AWOL July 28/42 to Aug 2/42 incl (5 days); sent to forf \$10.00 per 14 SumCM approved Aug 10/42; due US GPL or D MR, \$3.07	30534455	Aug 42				22.00		
16 May 15/42	0	Attley, Billy B. (Pvt) Cl "N" amt \$0.69 per mo 17 fr Aug 1/42; Cl "A" pay reservation \$2.25 fr Aug 1/42;	30458119	Aug 42	0.69			22.00	2.25	
19 June 1/42	0	Kelsey, Michael J. (Pvt) Due US for partial pay	20766766	Aug 42	3.45					1.50
20 June 1/42	0	Keefer, Glenn L. (Pvt)	20577496	Aug 42	1.68					
21 \$20.00										
22										
23										
24										

(Written along this edge)

WAR DEPARTMENT
Form No. 366a-Revised
Form approved by Comptroller General, U.S.
August 11, 1942

⑥ b.

FIGURE 27.—Continued.

CHANGE LIST		
\$20.00 \$	-----	Computed by
10.00-\$	-----	Checked by
5.00-\$	-----	Checkwriter
1.00-\$	-----	Compared by
.50-\$	-----	Briefed by
.25-\$	-----	Checks mailed by
.10-\$	-----	Date received from C.O.
.05-\$	-----	
.01-\$	-----	
Total -\$	-----	Date sent to agent
Returned -\$	-----	Date received from agent
Net -\$	-----	

(Fasten along this edge)

WAR DEPARTMENT
Form No. 366B Revised
Form approved by Comptroller General, U.S.
August 11, 1942

② b.

FIGURE 27.—Continued.

272. *a.* The pay roll (War Department Forms Nos. 366, 366a, and 366b) is made in triplicate in the unit personnel section, and the original and one copy are submitted to the disbursing officer not later than the 25th of the month, although in most cases the disbursing officer desires that the pay rolls be submitted by the 20th of the month in order to allow ample time in which to figure and insert extensions and amounts. Form No. 366 consists of the "brief" or "title" page, and Form No. 366a constitutes the inside pages, of which as many as needed are used. Form No. 366b is the back page. Upon completion of the pay roll for any one company or detachment, the several pages are bound on the left-hand margin by means of staples or sewing, with the "brief" or "title" page on top. The originals are bound together to form one booklet, as is each set of carbons. Pay rolls are usually made on the typewriter, using carbons to make the two copies. The third copy is retained in the unit personnel section. Care should be taken in typing up the pay roll and fastening it together so that the original copy is kept original throughout; that the duplicate is always the first carbon copy; and the triplicate the second carbon copy throughout. Upon return of the roll from the disbursing office with the extensions entered, the extensions are copied into the third copy, which constitutes the personnel section's complete record of payment. Both the original and duplicate, with the certificates appearing on the "brief" page properly executed, are returned to the disbursing officer after payment. In the cases of pay rolls submitted for payment by check, the third copy should also be submitted to the disbursing officer in order that the computations and check numbers may be entered and returned to the personnel officer. If this is not done and there are any men "red-lined" by the disbursing officer on account of erroneous remarks, the personnel officer will have no notification of the nonpayment.

b. There are three certificates in the right margin of the "title" or "brief" page. The top certificate will be signed by the unit personnel officer on all three copies and will be dated as of the last day of the period for which pay is claimed thereon, or a later date if prepared later. The second certificate will be signed by the witnessing officer on the original copy only, and the third certificate is signed by the witnessing officer on the duplicate and triplicate copies only.

273. *a.* Having entered the designation of the organization (company, battery, troop, or detachment) with the station, principal arm, and month for which the roll is drawn on the "brief" or "title" page, the personnel section is ready to begin the actual preparation of the pay roll on War Department Form No. 366a. The first step is to

consult the current roster of the organization, which is furnished by the machine records unit and the service records of all the members of the organization, arranged in the same order in which the names appear on the roster. The names of all the men of the company will be entered on the pay roll as of the date of receipt of notice of their assignment, whether or not they have joined. Their names are entered by grade and alphabetically under each grade in the column headed Names, Present and Absent, by Grade and Component. The enlisted man's date of enlistment, number of years of service, name, grade, component, and Army serial number, will be written on the same horizontal line under proper column headings.

b. The designation of each grade, beginning with the highest enlisted grade in the organization, will be written on one of the horizontal lines in capital letters and underscored. Nothing else will be written on the same line. On the line immediately below will begin the list of the enlisted men of that grade, arranged alphabetically. (See fig. 27.)

274. The men of the several components of the Army will be listed separately in alphabetical order. For example, all of the men who enlisted in the Regular Army would be listed by grade, and alphabetically under each grade; then those men of the National Guard would be similarly listed, as would men enlisted in the Army of the United States. Then would come men of the Regular Army Reserve; then Selective Service trainees.

275. a. After the last of the privates at the \$50.00 rate has been entered, there are (or may be) other groups of names to be entered in the following sequence:

(1) The names of men attached to the company (except those attached for rations and/or quarters only) will be entered by grade and alphabetically within grade.

(2) Names of men who have ceased to belong to the company since the last payment of the organization will be entered under the heading Losses in the following order:

(a) Discharged; showing grade, date of discharge, kind of discharge, and in case of discharge prior to expiration of term of enlistment, the number, date, and source of the order or other authority for discharge.

(b) Transferred; showing grade, date, organization to which transferred, and the number, date, and source of the order.

(c) Died; showing the grade and date of the death.

(d) Retired; showing grade, date of retirement, number, date, and source of order.

(e) Deserted; showing grade and date. Deserters' accounts are always shown on supplemental pay rolls. Detailed instructions for preparation of statement of account of a deserter and remarks for the pay roll are in AR 345-155. (See also sec. VI.)

(f) Missing. This refers to missing in action, not AWOL or desertion.

b. The names of the men discharged during the period covered by the pay roll and who immediately reenlist will be carried at their proper places in the body of the roll, and will not be listed at the end of the roll as discharged.

c. In all cases of entries made under *a*(1) and (2) above, the remarks will contain full explanation of the reason for the entry. In the case of a soldier whose name appears in the body of the pay roll, and who deserts, is discharged, transferred, died, or is missing in action, between the date the roll is originally made up and the date of payment, a line will be drawn through his name in the body of the roll; and the reason—such as “Deserted,” “Transferred,” etc.—will be written immediately under the soldier's name and initialed by the personnel officer or the organization commander.

276. In cases of absence without leave after the pay roll has been made and submitted to the disbursing officer, and before payment is made, the unit personnel officer must take steps to amend the roll before actual payment. Usually this is done by drawing a line through the man's signature with red ink, and initialing the deletion. Or it may be accomplished by the company commander withholding the man's pay, and the witnessing officer making an entry opposite his name on the roll, “Not paid,” and initialing the entry. The unpaid money is then returned to the disbursing officer. The soldier may later be paid on individual voucher, or on a supplemental pay roll; or his account may be carried over to the next regular pay roll. All entries which are red-lined and/or initialed on the original pay roll should be correspondingly changed on all copies of the pay roll.

277. The last name of an enlisted man will be written first, followed by the first name and middle initial, if any. The Army serial number will be written on the same line in the next column.

278. Having laid out the roster of Company L, for example, and the service record of each man of the company having been placed so that each one may be easily reached, the pay roll clerk places the three sheets of War Department Form No. 366a in his typewriter, with carbon paper beneath the first and second sheets, and writes on line 1 in capital letters, the words “*REGULAR ARMY*” (capitalized and underscored). On line 2 he writes the words “*FIRST SERGEANTS*” (also capitalized and underscored). On line 3 he writes, “Projack,

Emil (none)," and in the next column copies the Army serial number, R-53197. These data are obtained from the cover page of Projack's service record to be sure that the spelling agrees with that on the service record. The word "none" in parentheses following the first name indicates that Sergeant Projack has no middle name or initial.

279. Nobody should attempt to prepare a pay roll without first making a careful, detailed study of AR 345-155. Each step in the preparation of the roll should be preceded by a careful study of the particular paragraph of the regulation concerning that step. In addition to AR 345-155, which is the regulation concerning the preparation of the pay roll, other regulations concerning any particular phases of pay should be consulted during the preparation of the pay roll, as indicated at the beginning of this section. Of course, pay rolls of the regiment will actually be prepared by the noncommissioned officers and privates detailed to duty in that subsection of the unit personnel section, but the responsibility for correct and accurate preparation rests with the unit personnel officer. He is the one who signs his name to the certificate of accuracy.

280. Pay rolls are apt to be accurate if care is taken in the unit personnel section in collecting the data for the entries and the remarks which govern the amounts to be paid. The primary source of information for pay roll data is the service record of the soldier. Consider the illustrative case of First Sergeant Emil Projack, whose name is used in starting the typing of the pay roll.

a. Enter Sergeant Projack's date of enlistment (or induction) which is taken from his service record (p. 2), then the number of years service he has. Next enter his name, grade, and component of the Army to which he belongs, in the column headed Names, Present and Absent, and then write his Army serial number in the column provided for it.

b. The number of years service that a man has is found in his service record, page 3; and on page 2 is the record of his current enlistment. Looking at page 3 it is found that Projack enlisted in the 22d Infantry on February 11, 1933 and served to February 10, 1936, and was again enlisted on February 11, 1936 and served until February 10, 1939. Page 2 shows that his current enlistment began February 11, 1939 and that he enlisted for 3 years. A little calculation with pencil and paper shows that Projack completed 9 years of service on February 10, 1942 and since service for more than 1 year is entered on the pay roll in even years, the entry to be made in the column headed No. Yrs Ser is 9.

c. The next five columns are for allotments; enter in the first column under this general heading the month and year that the deduc-

tion from the man's pay is being made. The second column under this general heading of allotments is titled Class N; this is the allotment for National Service Life Insurance. Turning to page 10 of the service record, it is found that there is no entry under the heading Government Insurance on Sergeant Projack's service record; therefore no entry will be made in this column. However, the clerk would turn back to page 9 in the service record and would find, under the heading Class E Allotments that Sergeant Projack has made an allotment of \$4.13 per month for 42 months, beginning February 11, 1939, and continuing through August 1942 in favor of the Penn Mutual Life Insurance Company, and if there is no entry of discontinuance, the allotment is considered to be in force for the duration of the war and 6 months. Therefore, in the column Class E would be written the figure \$4.13. Sergeant Projack did not avail himself of U. S. Government insurance offered through the Veterans Administration. (This is Government insurance other than class N life insurance, so therefore has no class D allotment.) Being of the first three grades of enlisted men, Sergeant Projack is not eligible for a class F deduction of his pay under the Servicemen's Dependents Allowance Act of 1942. Allotments are fully described, and regulations governing them are published in AR 35-5520. This regulation also designates the forms to be used, and the method of their accomplishment to set up an allotment.

d. In the next columns are spaces for collections, but with abolition of credit throughout the Army, the entries that will be made are under the subheadings Class A Pay Reservation in which the amount that is to be deducted for War Bonds is written. The other collection that can be made is the monthly deduction for the Soldiers' Home which is deducted from the pay of Regular Army and Regular Army Reserve personnel only. However, this is an automatic deduction and the entry is made by the Finance Department. Government Laundry is also a collection that can at present be collected, and the amount due from the soldier is determined as listed on W.D., Q.M.C. Form No. 365 (Monthly Roster and Statement) from the company commander. Sergeant Projack will have \$1.50 deducted from his pay for this column. This entry is made by the unit personnel section.

e. In the column headed Allowance for Subsistence there will be no entry for Sergeant Projack, since he is not married, and rations with his organization. The disbursing officer makes this entry from the Remarks under the soldier's name, if subsistence pay is due him.

f. In the column titled Total Amount Due is placed the amount due the enlisted man for base, and longevity pay (and quarters allowance, if due) less any allotments that he has against his pay. In the next

column is put the total indebtedness of the Collections columns, and in the last column (Balance Paid) is entered the net amount that is due the soldier, and to be paid him. The last nine columns are filled out by the Finance Department, and not by the unit personnel section.

281. Among the most important entries made on pay rolls, and those which cause the inexperienced the most trouble, are Remarks. Remarks are entered on the line just under the name of the individual concerned. All data which may affect the enlisted man's pay will be entered as remarks, although no heading or designation of Remarks will actually be made. If the remarks take up more than one line, the several lines will be single spaced. They may extend to the left to include the column headed Date of Enlistment.

282. a. Here is a check list of the items which must be shown in the remarks on the pay roll. This list is taken from AR 345-155. After each item is entered the page or pages of the service record from which necessary data may be obtained.

Check list for remarks

<i>Item</i>	<i>Service record page</i>
1. Date to which last paid and name of disbursing officer making payment <i>if different from that shown on brief page of pay roll.</i>	13, 14, or supplemental pages.
2. All changes of <i>grade and rating.</i> In case of appointment or reduction, the number, date, and source of the order will be stated. In case of reduction, the date the order is received at the soldier's station will be stated.	5.
3. All cases of absence without leave or sickness without pay for more than 1 day.	7.
4. All cases of confinement of more than 1 day by the military authorities after the normal date of expiration of enlistment.	7.
5. All cases of confinement by the civil authorities for more than 1 day, with a statement whether the enlisted man was held for trial, tried, or released without trial because of reparation made, or released on bail; or if tried, whether he was acquitted or convicted, with dates of absence.	13, 14, or supplemental pages.
6. All authorized stoppages, fines, and sentences, with numbers, dates, and sources of orders; and in cases involving remissions of forfeitures, etc., the date on which each stoppage becomes a proper pay roll entry. Stoppage for sales and lost property will be clearly stated to show appropriation or miscellaneous receipt account to be credited with the amount collected.	8, 9, and 11; also 13 and 14.
7. Anything else affecting the enlisted man's pay, so as to insure justice to him and to the United States.	13, 14, or supplemental pages.

b. Take the check list above and see just how to get the data for the remarks, what those data are, and how they are entered on the pay roll.

(1) *Item 1.*—Date to which last paid will be found on page 13 or 14 or on the supplementary page 14, which is W. D., A. G. O. Form No. 24-4 (Insert to Service Record—Remarks—Financial). The last entry regarding pay shown here in the case of Sergeant Projack would be entered in the right-hand column under the heading, Roll on Which Collected, and would be, simply, "Pd 7/31/42." Had Sergeant Projack been transferred, or had he been on detached service, or for any other reason been paid at another station, that fact would show on this page of the service record, in the column headed Description and Amount Due U. S. or Soldier. It would also show in the last indorsement made in his service record (pages 16 to 22). In the case of Sergeant Projack, none of these pages shows that he was last paid by other than the disbursing officer shown on the "brief page," therefore no entry of this kind is made in Remarks on the pay roll.

(2) *Item 2.*—Sergeant Projack has qualified as expert rifleman, and this fact is normally a proper remark for the pay roll, under Qualification in Arms. However, under the provisions of Circular No. 219, W. D., 1942, payments are suspended.

(3) *Item 3.*—Changes in grade or rating, including appointment, promotion, or reduction would be found on page 5 of the service record under the general heading Military Record, and under the subheading, Appointment, Promotion, or Reduction, with Authority Therefor. This page shows no change since the last time Sergeant Projack was paid.

(4) *Item 4.*—Page 7 of the service record would furnish the data, but since there are no entries on this page of Sergeant Projack's service record showing time lost through absence without leave or through sickness for more than 1 day, there is no entry for the pay roll.

(5) *Item 5.*—This information would be found under paragraph b of the general heading, Absence Subsequent to the Normal Date of Expiration of Term of Enlistment, on page 7. There is no entry in Sergeant Projack's service record; hence none for the pay roll.

(6) *Item 6.*—Pages 13, 14, and supplements would show whether the soldier had been absent in the hands of civil authorities more than 1 day, together with the other information called for by this item. No entry in Sergeant Projack's service record; none in pay roll.

(7) *Item 7.*—Data to be entered as remarks in the pay roll under this item are obtained from pages 7, 8, 9, 11, 13, and 14 of the service record. A soldier absent from duty without proper authority for

more than 1 day is not entitled to pay or allowances for such period of absence, and the fact of such absence would be shown at the top of page 7 of the service record under section (a). Likewise, if he is unable for more than 1 day to perform duty because of injury or illness resulting from his own misconduct, he is not entitled to pay, as distinguished from allowances, for the period of such inability. This fact would be entered under section (c) in the top part of page 7. An exemplary remark in a case of this kind would be "Sk in hosp, NLD, AR 35-1440, Sept. 3 to 17, incl." This is done because some sickness, although not in line of duty, is not under AR 35-1440 and the soldier is entitled to pay, in which case no remark should be made on the pay roll. No entry authorizing stoppage of pay is shown on page 7 of Sergeant Projack's service record. Likewise, no entry showing fines or forfeitures adjudged by a court martial are shown on pages 8 or 9. There is no entry on page 11, under the heading Pay Detained by Courts Martial Entered on Pay Roll.

(8) *Item 8.*—Two classes of entries remain to be considered: those covering awards of medals, decorations, and citations; and those covering completion of 3 years of service and multiples thereof. He has completed 9 years of service on February 10, 1942. Additional pay for awards is noted on page 6 of the service record (see sec. II). In the case of Sergeant Projack, there were no such awards.

c. Since the service record reveals no other entries which authorize either a reduction in, or an addition to, the pay of Sergeant Projack, these service record entries can now be consolidated into proper remarks for the pay roll. Gathered together and entered in proper sequence, the remarks should read: "C1 A Pay Res. \$6.25 per mo fr June 1/42."

d. In gathering data from the service record, the description above skipped from one page to another. This is sound procedure when clerks are experienced; but until experience has been acquired by actually doing the job for several months, a sound plan is to have every clerk working on an organization pay roll provided with a mimeographed check list as shown above for the pay roll remarks. Then, with that sheet before him, and the service records by his side, go through every page of the service record, noting on the check list each entry, as he comes to it, which would be the subject of a remark on the pay roll, and each entry which should be entered in the columns on the right half of the pay roll page. By following this plan, an inexperienced clerk is less apt to miss an item which should be made a remark in the pay roll.

283. The case of First Sergeant Projack is a typical example which illustrates the principles involved in the preparation of pay rolls. Different circumstances and conditions may arise which involve a wide variety of entries and remarks, but the principles will not vary. Be sure that every officer and enlisted man concerned with the preparation of pay rolls takes these precautions: Be accurate. Be sure that each entry showing a charge or deduction is supported by sufficient recorded evidence to justify its entry on the pay roll. Be sure that all charges, such as allotments, laundry, and Government insurance, are properly entered. Be sure that the remarks fully show all additions and deductions not shown under the printed headings in the columns on the right side of the page on which the soldier's name is typed. Be sure that all data required by regulations are in fact entered, and properly entered. Then, check and double check each entry until you, as personnel officer, are absolutely certain that your assistants, officers and men, know how to prepare a pay roll and do it right!

284. When the pay rolls have been prepared and carefully checked, each roll, original and first copy, is sent down to its company, where it is signed. This is usually done around the 20th of the month. Each man signs his name on the line on which his name is typewritten. The spelling and wording of that name as signed must not vary from the name as it is typed on the roll.

285. When the pay roll has been signed it is returned to the unit personnel section, where the unit personnel officer transmits the original and first carbon to the disbursing officer who is to make the payment. Names which have not been signed on the original, and which are red-lined should be red-lined out on the duplicate and triplicate copies also. The disbursing officer causes the proper extensions and totals to be entered on the page of the roll on which the men sign, the figures concerning each man on the same line on which that man's name is typed and signed. The disbursing officer enters in the column headed Balance Paid the net amount of money to be paid each man, and furnishes that amount of money in cash for the payment. Neither the company commander nor the unit personnel officer makes any entry of amounts on this page.

286. When the pay rolls have been returned by the disbursing officer to the unit personnel section, the next step is to make provision for the actual payment of the troops. Obviously, the disbursing officer of a post, camp, station, or tactical division cannot himself pay every man. Therefore, the regulations provide for the temporary detail of other officers of the line or staff as agent officers.

There are two classes of agent officers: class A agent officers, who are officers other than duly appointed disbursing officers and who are detailed by local commanding officers as agent officers for the purpose of making specified payments; class B agent officers, who are detailed as disbursing officers of posts, camps, and stations, and other commands, either by the War Department or by local commanding officers, and who are directed by the Chief of Finance to perform their duties as agent officers instead of accountable disbursing officers. It is the class A agent officers who actually pay the company. These class A agent officers must be detailed by the "local commanding officer." This is interpreted as meaning the commanding officer of the post, camp, or station, and not the commanding officer of the regiment or division. However, if the division finance officer, a member of the special staff of the division commander, is the accountable disbursing officer, the agent officers are detailed by the division commander. In the case of the 100th Infantry, the personnel officer should send a list of company and detachment commanders to division headquarters recommending that the officers named be detailed as class A agent officers for the payment of the troops of their respective organizations for the month of August 1942.

287. When the agent officers are detailed in division orders (or post orders, as the case may be), each officer so detailed presents himself to the accountable disbursing officer, bringing with him a duly certified copy of the order detailing him as agent officer and the third copy of the organization pay roll. He is then entrusted with the total amount of money needed to accomplish payment of the pay roll, and is required to receipt to the disbursing officer for the money. Usually he is given the money in bills of small denomination, with enough silver to make necessary change. He is then ready to pay his company or detachment. Actual payment must be made by the designated agent himself, and he must not entrust funds to another person to make the payments for him.

288. No check marks should be placed on the original copy of the pay roll except that any men not previously red-lined and who are not paid will be lined out and initialed by the witnessing officer on all copies of the roll with the notation "Not paid." After payment has been effected the witnessing officer, who must be an officer other than the class A agent paying the roll, will sign the certificate referred to in paragraph 272*b*. The original and duplicate copies of the paid pay roll, along with any amounts not paid, must be returned to the accountable disbursing officer within 24 hours after payment has been effected.

SECTION IV

STATEMENT OF CHARGES

289. Reference.—AR 345-300.

290. If any article of public property is lost, damaged, or destroyed by the fault or negligence of an officer or enlisted man, he will be required to pay the value thereof as shown in current price lists if indicated therein, otherwise at invoice price, or the cost of repairs; provided that, when in the judgment of the commanding officer, credit should be allowed for depreciation in value of the property at the time of loss or damage, the allowable credit will be determined by a report of survey. For guidance in determining allowable credit see AR 35-7220.

291. As a matter of good administration and management, company and detachment commanders should, at frequent periods and in no event less than once each month, require all enlisted men of the organization to display all articles of public property which have been issued to them for use in the military service. Such display should be carefully checked against the individual clothing and equipment records of each enlisted man. If an enlisted man is short any article of clothing or equipment issued to him, or if any article is damaged, the company commander will notify the unit personnel officer of the loss or damage in an itemized memorandum. Upon receipt of the memorandum the unit personnel officer will initiate W. D., A. G. O. Form No. 36. The statement of charges, made in triplicate by the unit personnel officer, will show the articles lost, damaged, or destroyed, and the value of each. Figure 28 shows a statement of charges correctly made. All three copies are sent to the company commander for the soldier's signature, if he admits liability. All copies are then returned by the company commander to the unit personnel section for entry on the pay roll; the original and one copy are returned to the company commander, and he in turn sends the duplicate to the unit supply officer as a requisition for replacement, retaining the original for file in the company property book.

292. The statement of charges as shown in figure 28 actually serves three purposes. They are—

a. An acknowledgment by the enlisted man of the justice of the charge and a voucher for the charge against him on the organization pay roll.

b. A requisition on the supply officer for a replacement of the article lost.

c. A receipt to the unit supply officer for the article issued as a replacement for the one lost.

***STATEMENT OF CHARGES** against enlisted men for QUARTERMASTER Property

On final statements of _____ of _____

on pay roll of Co. L, 100th Infantry for month of July 1942

NAMES	Carriers, Pack Model 1910	ARTICLES CHARGED										TOTAL VALUE	CAUSE OF CHARGE
Enter on this line size of articles.....													
Enter on this line price of articles.....													
Pvt Theodore Hartford 1												0.33	Lost through neglect.
ASN 30359831													
Fort Dix, N.J. July 31, 1942													
I hereby waive my right of action by a surveying officer and acknowledge the correctness of this charge.													
<i>Theodore Hartford</i> Pvt., Co. L, 100th Inf., Fort Dix, N.J., July 31, 1942													
Received the articles shown on line A of this form. I hereby certify that the articles drawn, together with such as are already on hand, do not exceed the prescribed allowance.													
<i>Martin C. Woodring</i> Capt., 100th Infantry Commanding Co. L													
A. Total charge.....													
B. Not replaced.....													
												C. _____	(Name)
													(Grade)

I certify that the statements hereon are complete and correct, and that the charges have been made for the reasons stated.

Martin C. Woodring
MARTIN C. WOODRING
Capt., 100th Inf. Commanding Co. L

The articles listed as damaged, under the heading "Cause of charge" above, have been received by me for salvage.

Voucher to Stock Record Account of <u>ROBERT T. JONES, Major, 100th Inf.</u>	100th Inf. Credit Voucher No. 34
(Name)	
the accountable officer <u>Supply Officer, 100th Infantry</u>	
(Organization or agency)	
<u>Fort Dix, N.J.</u>	
(Station)	

W.D., A. G. O. Form No. 86
September 10, 1937

* See AR 345-300, AR 35-6620, and AR 35-6640.
† Strike out word not applicable.

3-4282

NOTE.—Initiated by the unit personnel officer, in triplicate, on memorandum from company commander. Original to unit supply officer, copy to company commander, and copy to unit personnel officer.

FIGURE 28.

293. The enlisted man's commanding officer must inform him of his right to deny the correctness of the charge to be made against his pay, and of his right to ask the action of a surveying officer to determine his pecuniary liability in the case. If the soldier admits his liability and does not request a report of survey, he will sign the statement of charges. If, for example, the article listed on the statement of charges shown in figure 28 had been lost while on a night maneuver and the soldier felt that its loss was not due to his own fault or neglect, he would be within his rights in demanding a survey to determine whether or not he should be required to pay for it. If the company commander acts on such a demand, or of his own initiative places the lost article on report of survey; if the findings and recommendations of the surveying officer are that the soldier should be charged with the value of the property; and if the report of survey is approved by the commanding officer, the company commander will notify the unit personnel officer as previously described and as noted in figure 28. Copies of the approved report of survey will be attached to the statement of charges as a supporting voucher.

294. If it is found that liability for the lost or damaged property rests on the soldier, the unit personnel officer will make the proper entry in the service record under Remarks—Financial, and on the organization pay roll.

295. If, when a soldier is transferred, he is short any article of public property or if any article issued to him has been damaged or destroyed, a statement of charges is made covering the articles lost, damaged, or destroyed. If the soldier is willing to accept the charges, the receipt shown on the face of the statement of charges in figure 28 is not executed, since no replacement article is needed. The statement of charges is distributed as already described, and the unit personnel officer enters the charge against the soldier in Remarks—Financial on the service record as "Due U. S. property lost, damaged, or destroyed MR \$0.83" (or whatever the amount may be). "MR" means miscellaneous receipts. The charge is then entered against the soldier on the pay roll of the organization to which he is being transferred.

296. When a soldier is to be discharged and there is a charge against him for property lost, damaged, or destroyed, the statement of charges is processed as described, and the charge is entered on his final statement or on the final pay roll on which he is paid.

SECTION V

TRANSFER OF ENLISTED MEN

297. Reference.—Circular No. 308, War Department, 1942.

298. Transfers of enlisted men for the duration of the war and for 6 months thereafter are governed by the provisions of the circular cited below :

CIRCULAR }
No. 308 }

WAR DEPARTMENT,
WASHINGTON, September 11, 1942.

Transfer of enlisted men.—Circular No. 262, War Department, 1942, is rescinded and the following substituted therefor:

1. Rescission of previous regulations and instructions.—*a. AR 615-200.*—AR 615-200, November 24, 1939, as changed by section I, Circular No. 2; section I, Circular No. 54; and section II, Circular No. 114, War Department, 1942, is rescinded.

b. War Department Circulars.—Section IV, Circular No. 21, and section I, Circular No. 191, War Department, 1941, are rescinded.

2. Instructions governing.—For the duration of the war and for 6 months thereafter, the instructions contained in this circular will govern the transfer of enlisted men.

3. Reasons for transfer.—Enlisted men will be transferred only for the convenience of the Government, when such action will result in a substantial benefit to the military service. Transfers will not be made solely for the convenience of the enlisted man or his family.

4. How effected.—*a.* Transfers may be effected between—

- (1) Organizations of the same regiment or similar unit, by the unit commander.
- (2) Units of the same division or similar command, by the commander thereof.
- (3) Units of the same corps or similar command, by the commander thereof.
- (4) Units of the same army, defense command, frontier command, base command, task force, harbor defense command, territorial or department command, by the commander thereof, or by any subordinate commanders to whom he may delegate this authority.

(5) Units and installations under the command of the Army Ground Forces by the Commanding General, Army Ground Forces, or by any subordinate commanders to whom he may delegate this authority.

(6) Elements and installations of Army Air Forces training, technical, air transport, air service, base, and proving ground commands, and autonomous tactical elements, by the next higher common administrative commander, or by any commander exercising general court-martial jurisdiction, provided the unit commanders concerned concur.

(7) Units or installations under the command of the same service command by the commanding general of the service command, or by any subordinate commanders to whom he may delegate this authority.

(8) Different service commands or other commands under the command of the Services of Supply by the Commanding General, Services of Supply, or by any subordinate commanders to whom he may delegate this authority.

(9) Units and installations under the command of the Commanding Generals of the Army Air Forces, Army Ground Forces, Services of Supply, and the independent commands named in (4) above, by the commanders thereof, or by any subordinate commanders to whom they may delegate this authority, providing

the commanders concerned concur. In urgent cases where such action is justified and where concurrences are not secured, the higher commanders referred to herein may refer such cases to the War Department for decision and appropriate action. Such reference will be exceptional as the disapproval of one of the higher commanders referred to herein should ordinarily be considered final.

b. No commander to whom the authority to effect the transfer of enlisted men is delegated will transfer enlisted men from his command to a unit or installation not under his command without the concurrence or approval of the commander of the unit or installation concerned.

5. **By whom effected.**—*a. General.*—In all cases coming under paragraph 4 the headquarters under whose command the individual is serving will effect such transfer subject to the foregoing instructions.

b. *Special cases.*—(1) Between elements of different arms and services serving under the commander of a post, camp, or station, by the post, camp, or station commander concerned.

(2) When a detachment, organization, or unit commander requests the transfer by name of an enlisted man from another detachment, organization, or unit to his own, such request will include the following data:

(a) Name, grade, Army serial number (if known), organization, unit, and station of the enlisted man whose transfer is desired.

(b) Reason or reasons why the particular enlisted man requested is desired, and the duties which he is to perform if the transfer is effected.

(c) Any information available to the requesting officer as to the named enlisted man's qualifications, training, and experience for the particular assignment proposed, and his present duty assignment.

(d) Statement as to whether or not a vacancy exists within the authorized strength of the organization.

c. *Other cases.*—Cases which may arise for which no provision has been made will be referred to the War Department for final action.

6. **Transfers in grade.**—Except in unusual circumstances transfers will be in grade. Technicians, fourth and fifth grades, may be reduced, in appropriate cases, as prescribed in section IV, Circular No. 204, War Department, 1942.

7. **Transfer of certain enlisted men from organizations scheduled for departure from continental limits of United States.**—*a. Prior to departure from home station.*—Upon receipt by a unit of a warning order for movement, the final destination of which is outside the continental limits of the United States, the commanding officer of the next higher administrative unit, not scheduled for departure, will take the necessary action to transfer, in grade, personnel who are not expected to accompany their unit and to secure suitable replacements therefor. Excesses in grade resulting from such transfers will be absorbed by attrition.

b. *After departure from home station.*—(1) Enlisted men who will not accompany their unit from the United States, and who were not transferred under the provisions of *a* above, will be reported to the commanding officer of the appropriate port of embarkation. Such personnel will include—

(a) Absentees.

(b) Enlisted men physically disqualified for overseas service with their present units. (See sec. III, Cir. 198, W. D., 1942.)

(c) Enlisted men to be discharged. (See sec. III, Cir. 272, W. D., 1942.)

(d) Enemy aliens.

- (e) Enlisted men suspected of disloyalty or subversive activities.
- (f) Enlisted men requiring hospitalization or medical treatment which cannot be given on shipboard and at destination.

(2) The following enlisted men will not be reported to port commanders for disposition:

(a) Disciplinary cases in which discharge is not authorized under existing policy and regulations.

(b) Inefficiency or inaptitude cases in which discharge has not been authorized.

(3) The report will show the name, grade, Army serial number, organization, specification serial number, status, and reason or authority for the transfer of each individual. Service records and allied papers will accompany the report. In cases where the service record and allied papers are not available, the report will clearly indicate the officer having custody of these records. The commanding officer of the port of embarkation will transfer the reported personnel from their units to his depot as casuals in grade, branch unassigned, pending reassignment or shipment. He will provide suitable replacements for such personnel when practicable. Necessary action under the provisions of these instructions should be reduced to the minimum by appropriate action prior to departure from home stations under the provisions of *a* above.

8. Application by enlisted man.—*a.* Applications for transfer may also originate with the individual enlisted man if he feels that he possesses special qualifications which better fit him for other assignment. Such applications must clearly indicate that the Government will be materially benefited by the transfer if granted.

b. (1) The company or detachment commander or personnel officer of an enlisted man will indorse on an application for his transfer the following information pertaining to him:

- (a) If colored, a statement to that effect.
- (b) Age at enlistment or induction.
- (c) Whether married or single, and number of dependents, if any, who will accompany him.
- (d) Physical condition.
- (e) Complete statement of service, including date and period of present enlistment.
- (f) Convictions by courts martial during current enlistment.
- (g) Whether under charges, in confinement, or undergoing company punishment.

(h) Statement of accounts.

(i) Qualifications, including special qualifications, if any, in detail. In case of application for transfer to a band, the instrument played.

(j) Character.

(2) He will also include a statement showing both the authorized and the actual strength of the company or detachment, so far as practicable, will affirm or disaffirm the statements contained in the application, will give such further information as he deems pertinent, and will state his approval or disapproval, with reasons therefor.

(3) The commanding officer of the company or detachment to which the transfer is requested will include or indorse on an application for transfer of an enlisted man to his organization or detachment the following information pertaining thereto:

- (a) Authorized and actual strength.

(b) Whether a vacancy exists; if not, when the next is expected to occur.

(c) He will also state his approval or disapproval, with reasons therefor.

c. Final action on applications for transfers which originate with the individual enlisted man will be taken by the appropriate commander specified in paragraphs 5 and 7. However, in the event of disapproval by any administrative headquarters such disapproval will be final, and the application returned direct to the originating headquarters.

9. Disposition of patients in continental limits of United States.—See AR 40-600, as amended by section III, Circular No. 142, War Department, 1942.

299. Administrative action to accomplish the transfer of enlisted men should be taken as follows:

a. By company commander.—(1) Check property in hands of enlisted man against property listed on W. D., A. G. O. Form No. 32.

(2) Have enlisted man turn in to supply room any property issued to him which is not included in Tables of Basic Allowance of property. The enlisted man is authorized to take Tables of Basic Allowance property with him. A memorandum should be sent to the unit personnel officer covering any missing property.

(3) See that property turned in is properly entered in column Turned In on Form No. 32 and that this column is initialed at the bottom by enlisted man and company commander.

(4) Prepare memorandum of soldier's indebtedness to company fund activities. Prepare local clearance form. Send noncommissioned officer with soldier and clearance form to each instrumentality listed on clearance form.

(5) Send soldier accompanied by noncommissioned officer, with four copies of transfer order, to transportation officer, to procure Government transportation request (if transportation is to be by rail); and to disbursing officer to secure advance payment of commutation of rations, if advance payment is directed in order.

(6) Ascertain from transportation officer hour of departure of train on which soldier is to travel, and request transportation for soldier from company to railroad station. Send Form No. 32, together with statement of soldier's account and clearance sheet, to unit personnel section at least 12 hours before soldier is to leave company area.

(7) Make proper entry in company morning report for the day soldier departs.

b. By unit personnel officer.—(1) Issue order for soldier's transfer, if so directed by competent authority. If order is forwarded from higher headquarters, secure copies as follows:

(a) One for 201 file of soldier concerned.

(b) One for service record subsection, unit personnel section.

(c) One for reports and returns subsection, unit personnel section.

ADMINISTRATION

- (d) One for pay roll subsection.
- (e) One copy for company file (to be sent to company).
- (f) Six copies for soldier concerned.

(2) Upon receipt from company commander of clearance sheet, statement of soldier's account and Form No. 32, make following entries in service record:

(a) Under Remarks—Financial: Amount due by soldier to U. S. (statement of charges, if any). Enter date soldier was last paid.

(b) On first unused indorsement page, indorse service record to commanding officer of unit to which soldier is transferred (see sec. I).

(3) Send service record to company commander for entry of character and efficiency rating.

(4) Upon receipt of company morning report showing soldier transferred; execute W. D., A. G. O. Form No. 303, and make proper notation of soldier's transfer on locator card. Send copy of special order, or copy of extract of service record, to postal section.

(5) Make extract to service record, W. D., A. G. O. Form No. 25. This may be placed in the soldier's 201 file or in a consolidated file.

(6) Prepare letter of transmittal, listing all inclosures.

(7) Mail to commanding officer of unit to which soldier is transferred, service record, W. D., A. G. O. Forms Nos. 32 and 20, and statement of clearance if appropriate. If soldier travels in a group, give service records and allied papers to officer or enlisted man in charge of group.

(8) If pay roll for current month has been made, draw red line through soldier's name on retained copy of pay roll, enter notation of fact of transfer, and initial the entry. Advise disbursing officer.

300. If the soldier requests partial payment, such partial payment may be made, under the conditions and in the manner described in section II, chapter 5, part two.

301. If the soldier is transferred to a unit at the same post, camp, or station, the transfer will be accomplished as described above with appropriate modifications.

302. If the order directing the transfer of the enlisted man authorizes the transfer with him of property listed in the company property book (property other than that authorized to be dropped from accountability on issue, per AR 35-6520), such property will be listed by the company commander on W. D., A. G. O. Form No. 35, in duplicate. The property transferred will be shown on the appropriate lines or blank spaces used without regard to group headings. The company commander and the enlisted man will sign both copies of the form. One copy will be filed with the company property book

as a credit voucher. The other copy will be forwarded with the enlisted man's service record and will become a debit voucher to the company property book of the new company commander. When post property is authorized to be transferred with an enlisted man, transfer of accountability for such property will be effected in accordance with the provisions of AR 35-6680.

SECTION VI

AWOL AND DESERTION

303. References.—AR 35-1420, AR 615-290, and AR 615-300.

304. Absent without leave.—The action to be taken in the case of AWOL, so far as it concerns the administrative functions of the company commander and the unit personnel officer, is as follows:

a. When a soldier is known to be absent without leave, the company commander will immediately cause an officer of the company to search for, secure, list, and put away for safekeeping all Government property and clothing for which the absentee is responsible, including any clothing in the hands of a Government laundry or other agency. The soldier's personal effects are likewise gathered together, inventoried, packaged, and put away. This inventory of Government property left by the absentee will be compared with W. D., A. G. O. Form No. 32 of the soldier, and any differences noted for further action, such as entry on statement of charges or report of survey. The company commander will have an entry made in the remarks section of the morning report showing the enlisted man as absent without leave, stating the hour when the absence commenced; or, if this cannot be determined, the hour when the absence was discovered.

b. The unit personnel officer will take the following action: The reports and returns subsection will make a report of change card (W. D., A. G. O. Form No. 303), showing the soldier as absent without leave. The enlisted subsection will make, lightly in pencil, an entry on page 7, section (a) of the service record, showing the date the absence began. When the soldier returns or is returned to military control, that entry will be completed in ink, showing the inclusive dates of the absence and the total number of days absent. When a soldier goes AWOL, notification to discontinue payment of allotments is forwarded to the Chief of Finance in time to prevent such allotments being paid. This should be accomplished by radiogram if there is not sufficient time for notification by mail. When the pay roll of the organization is made up for the first pay period subsequent to the soldier's absence without leave, a remark will be made on the pay roll

showing him as absent without leave, if such is actually the case, or if he has returned to military control, the inclusive dates of AWOL.

305. Desertion.—Desertion is one of the most serious crimes in the calendar of military offenses. AR 615-300 is the principal regulation on this subject, but there are a number of others which govern various phases of the action necessary. When an enlisted man absents himself without authority, the company or detachment commander is required by AR 615-290 and 615-300 to make an investigation of the facts and circumstances surrounding the absence. The chief purpose of the investigation is to discover any facts or circumstances which may help the company commander in deciding whether the absent soldier intended to desert the service permanently, or whether his absence is probably temporary and whether he had, at the time he absented himself, an intention to return to his post and station. There is a material difference between the offense of being absent without leave and that of desertion.

306. Before proceeding with the investigation required by AR 615-290, the company commander should read carefully A. W. 61, A. W. 28, and A. W. 58. A. W. 61 defines absence without leave, A. W. 28 defines desertion, and A. W. 58 prescribes the punishment. The investigation should make every effort to find out whether the soldier was in any trouble; whether he was under any particular mental or psychological strain or pressure; whether he was harassed by debt or domestic difficulties; and whether there were any circumstances which might tend to influence him and bring about a decision and determination to desert the service. If, as a result of such investigation, the company commander is convinced, or if the preponderance of the evidence adduced by the investigation shows an intent to desert the service of the United States and to remain absent in desertion, then the charge, if any has been made, and the records will be changed from absent without leave to desertion.

307. If the company commander decides that the soldier intended to desert, he will take the following steps:

a. He will take the action described at the beginning of this section for absence without leave. That is, he will secure, inventory, and place in safekeeping all Government and personal property left by the soldier.

b. (1) If the company commander finds that the deserter is short any Government property (and he usually will, since the deserter probably wore his uniform when he left), he will prepare W. D., A. G. O. Form No. 15 in triplicate, listing all the Government property missing. On this he will execute the following certificate, and forward

it to the commanding officer of the regiment: "I hereby certify that the loss or damage of property listed hereon is attributable to the fault or neglect of (name, grade, and organization of enlisted man)."

(2) This is one case where action by a surveying officer is not required. The commanding officer of the regiment in his discretion may approve the report submitted on W. D., A. G. O. Form No. 15, and relieve all concerned if the value of the property is less than \$500. When the regimental commander approves the report from the company commander, W. D., A. G. O. Form No. 36 is then prepared by the company commander as described in *d* below. A copy of Form No. 15 is then attached as a subvoucher to the original copy of the statement of charges and sent to the accountable officer for file as a property voucher. The original and one copy of Form No. 15 are transmitted *direct* to the commanding general of the service command. (AR 35-6640.)

c. If the absent soldier has already been shown on the morning report as AWOL, the company commander will have entered on the morning report for the day on which the decision as to desertion is made: "Pvt ----- AWOL to des."

d. He will prepare W. D., A. G. O. Form No. 36 in triplicate for any shortage of Government property, as determined by comparing the inventory of property left by the soldier with W. D., A. G. O. Form No. 32. He will send the original of the statement of charges to the unit supply officer with a copy of the report of survey attached as a subvoucher, the duplicate to the unit personnel officer, and will retain the triplicate in the company. He will send to the unit personnel officer the statement of accounts in memorandum form, retaining a copy in the company. He will send to the unit personnel officer a copy of the inventory of all Government property left by the soldier, as well as all personal property belonging to the soldier. The company commander should make a true copy of Form No. 32 to be retained in the company files, and forward the original copy along with the inventory of effects to the unit personnel officer.

e. He will make a careful and complete record of his investigation of the probable causes of the soldier's absence, listing each witness and giving the substance of the testimony of each, together with his own conclusions as to the possible or probable reasons for the soldier's desertion. The report of investigation will be forwarded to the regimental commander, with a request that the reports required by AR 615-300 to made.

308. Upon receipt of the morning report or other notice that a soldier has been dropped as a deserter, or that a charge of absent

without leave has been changed to desertion, and upon receipt of the report of investigation, including the inventory of Government and personal property left, statement of charges (if any), and statement of accounts, the unit personnel officer will take the following action:

a. He will prepare W. D., A. G. O. Form No. 44 (Report of Desertion) in triplicate, authenticating it where space is provided for the signature of the company commander. To this form will be attached a duly authenticated extract of the morning report showing the entry of desertion.

b. He will prepare W. D., A. G. O. Form No. 30 if the soldier had made a deduction for allotment or insurance, such discontinuance of deductions to be effective as of the beginning of the soldier's unauthorized absence.

c. He will prepare a supplemental pay roll containing the name of the enlisted man dropped as a deserter, and showing under Remarks all authorized stoppages of accounts due the United States for property shortages, or for property lost, damaged, or destroyed, as revealed by the inventory of effects left by the enlisted man. The supplemental pay roll will show pay due soldier to date of beginning of his absence.

d. He will close the soldier's service record first by making proper entries on page 9, under Class E Allotments, if the soldier had a class E allotment, showing the allotment discontinued by reason of desertion; and on page 10, if the soldier has Government insurance. He will make proper entry under Remarks—Financial, showing all pay due soldier and all stoppages including discontinuance of class F deduction, and class A pay reservation, if any. The service record will be indorsed to The Adjutant General on the next unused indorsement (pages 16 to 22) but not the final indorsement. The words "transferred to" in the indorsement form will be stricken out, and the word "deserted" substituted. The actual date of commencement of the absence will be entered as the date of desertion, and the place of desertion will also be shown; that is, the post, camp, or station from which the soldier absented himself. Otherwise the indorsement will be prepared and authenticated in the usual manner (see AR 345-125).

e. He will prepare a letter to the Chief of Finance showing the status of the soldier's deposit account, as shown by the service record and will advise the Chief of Finance of the fact of desertion.

f. He will prepare a W. D., A. G. O. Form No. 25 (Extract from Service Record) as prescribed in AR 345-125.

g. The unit personnel officer will forward to The Adjutant General within 2 days after a man is dropped as a deserter both carbon copies

of W. D., A. G. O. Form No. 44 and will complete the following records of the deserter and send them within 5 days to the commanding officer of the post, camp, or station from which the soldier absented himself without leave, to be held for a period of 6 months, at the expiration of which the following records will be forwarded to The Adjutant General:

- (1) Service record.
 - (2) Original of W. D., A. G. O. Form No. 44.
 - (3) Original of W. D., A. G. O. Form No. 32.
 - (4) Evidence gathered at the time of desertion (report of investigation made by the company commander, with all evidence).
 - (5) List of clothing left by deserter (inventory of effects).
 - (6) W. D., A. G. O. Form No. 20.
- h.* The unit personnel officer will transmit the supplemental pay roll to the disbursing officer who regularly pays the soldier's organization.
- i.* He will forward W. D., A. G. O. Form No. 30 to the Chief of Finance.

309. For the action required in the following cases, see Army Regulations as follows:

- a.* When a deserter surrenders or is apprehended by the civil authorities—AR 615-300 and AR 35-2620.
- b.* When a deserter is returned to military control—AR 345-125, AR 615-360, and AR 35-2620.
- c.* Desertion coupled with fraudulent enlistments—AR 615-300.
- d.* Recall of supplemental pay roll—AR 345-155.
- e.* Deserter restored to duty—AR 615-300.
- f.* Enlisted man absent without leave reporting at other than proper station—AR 615-290.
- g.* Clothing and individual equipment abandoned by deserter—Circular No. 81, War Department, 1942.
- h.* Status of absence without leave changed to desertion—AR 615-300.

SECTION VII

DISCHARGES

310. References.—AR 615-360 and AR 345-125; Circular No. 270, War Department, 1941 and Circular No. 42 and Circular No. 272, War Department, 1942.

311. An enlisted man cannot be discharged from the Army during the present emergency except under special circumstances. For the duration of the war and 6 months thereafter, conservation of manpower is of vital importance, and every effort should be made to find

a suitable assignment for every man in the service. However, there are some instances in which it is desirable to discharge a soldier; mainly, these are—

- a.* For disability (physical or mental) (AR 615-360).
- b.* For inaptness, or undesirable traits or habits of character (AR 615-360).
- c.* Because of conviction by civil courts of a serious crime (AR 615-360).
- d.* For the convenience of the Government (AR 615-360).
- e.* Under a writ of habeas corpus (AR 615-360).
- f.* For erroneous induction (Cir. 270, W. D., 1941).

312. The following types of discharge certificates are given:

- a.* W. D., A. G. O. Form No. 55 (Honorable Discharge from the Army of the United States (white)).
- b.* W. D., A. G. O. Form No. 56 (Discharge from the Army of the United States (blue)).
- c.* W. D., A. G. O. Form No. 57 (Dishonorable Discharge from the Army of the United States).

313. Discharge for any of the reasons listed above requires executive action and a specific directive or order from competent authority. Great care should be exercised by all commanders who have authority to discharge, and by all officers of lower echelons who are granted authority to initiate proceedings which lead to discharge of an enlisted man.

314. Commanders who are authorized to order the discharge of enlisted men are as follows:

- a.* Commanding generals, Army Ground Forces, Army Air Forces, and Services of Supply.

- b.* Commanding generals, service commands and department commanders, for individuals under their control.

- c.* Commanding generals of—

(1) Armies.	(10) Training commands.
(2) Corps.	(11) Reception centers.
(3) Armored Force.	(12) Oversea replacement and discharge centers.
(4) Divisions.	(13) All named general hospitals.
(5) Coast artillery districts.	(14) Army Air Forces maintenance commands.
(6) Air forces.	(15) Armored Force School.
(7) Replacement training centers.	
(8) Separate brigades.	
(9) Exempted stations commanded by general officers.	

315. For Army Ground Forces, defense commands, combat or field units of the Army Air Forces, and field units of the Services of Supply: The authorities now having power to order discharge will, when discharge is determined to be warranted, direct that the enlisted man be transferred, by indorsement on service record, to the nearest appropriate service command agency of the Services of Supply, or in the case of Army Air Forces units to the station complement of the station at which his unit is then located, where the discharge will be accomplished. (Cir. No. 272, W. D., 1942.)

316. So many conditions and subordinate factors govern the decision of commanders who have authority to order discharges, that no attempt is made in this manual to analyze and discuss them all. The user of the manual should consult Army Regulations in each case, and keep abreast of current War Department directives. In this section are discussed the factors which govern the decisions to be made by the unit personnel officer, and the records and reports which are his responsibility.

317. Discharge for disability (physical or mental) (see AR 615-360; Cir. No. 270, W. D., 1941; Cir. No. 42, and Cir. No. 272, W. D., 1942.—*a.* This type of discharge is commonly known as a "CDD."

b. When a soldier has received an injury, or is suffering from a disease by which he is permanently incapacitated for military service, and has reached a point where he will not be benefited by further treatment in a military hospital, he will be discharged. When he has reached the point of maximum benefit from hospitalization and treatment, W. D., A. G. O. Form No. 40 (Certificate of Disability for Discharge) (see fig. 50) will be prepared by the enlisted man's immediate commanding officer. It will be forwarded through the regiment to the commanding officer of the general hospital or station hospital, in ample time to insure his discharge on the proper date. The commanding officer of this hospital will convene a board of three medical officers who will examine the soldier. The board will enter its findings and recommendations on Form No. 40. These findings will describe the disability in detail but will not include any statement concerning the degree of disability. The board will also include in its findings a statement as to whether the disability was incurred in line of duty or as a result of the soldier's own misconduct. If the disability existed prior to enlistment or induction, the board will state whether it was aggravated by military service. The board will recommend that the soldier be discharged, or that he be retained in the service for further treatment (see Cir. No. 66, and Cir. No. 99,

W. D., 1941; and Cir. No. 243, W. D., 1941 as amended by Cir. No. 252, W. D., 1941). If the board recommends discharge, the commanding officer of the hospital or regiment will forward the certificate (Form No. 40) including on it his recommendations, to the next highest administrative commander having authority to order the discharge of an enlisted man prior to expiration of term of service.

c. The commander having authority to order the discharge will enter, in the space provided on W. D., A. G. O. Form No. 40, his approval or disapproval of the recommendations of the board and the commanding officer of the hospital. He will return the form to the regimental commander of the soldier concerned, or to the hospital. The soldier will then be discharged. If the soldier is serving in the Army Ground Forces, a defense command, a combat or field unit of the Army Air Forces or a field unit of the Services of Supply, he will be transferred for discharge to the nearest appropriate service command agency, as stated in paragraph 315. Form No. 40 will be indorsed to the commanding officer of the service command agency to which the man is transferred. The final indorsement of the service record will be made by the commanding officer of the service command agency. Under reason and authority for discharge should be entered "disability," with the authority, date, and headquarters from which came the indorsement authorizing the discharge. The headquarters which actually discharges the soldier will forward Form No. 40 directly to The Adjutant General by indorsement, showing the fact, place, and date of discharge; showing that the enlisted man was furnished the required discharge papers; and showing the address given by the enlisted man. The regimental commander will also furnish to the surgeon a letter in duplicate giving the name, grade, Army serial number of the enlisted man, the date and place of discharge, and the cause as shown by the certificate of disability. The surgeon will retain the duplicate copy of the letter for the hospital records and will forward the original to The Surgeon General.

318. Discharge for inaptness or undesirable habits or traits of character (see AR 615-360, also Cir. No. 66, W. D., 1941, as amended by Cir. No. 47, W. D. 1942).—*a.* Discharges coming under this regulation are generally referred to as "Section VIII Discharges." Inexperienced officers—organization commanders, adjutants, and personnel officers—are cautioned against a tendency to use section VIII, AR 615-360 as a cloak behind which to conceal lack of leadership. Too often, lack of the essential qualities of leadership will fail to develop soldierly qualities in men, and organization commanders, prone to overlook such lack in their junior officers, or themselves lacking in

leadership qualities, will initiate action looking to the elimination from the service of enlisted men whose only fault is shyness and a possible slowness to adapt themselves to new and strange conditions. Again, a soldier whose efficiency is below standard in one organization may, in another organization or in another type of duty, prove to be above average in usefulness and intelligence. A soldier may lack smartness of appearance and the rhythmic coordination of movements required on the drill field, yet possess highly desirable and useful qualities as clerk, cook, or mechanic. Many a man who could not keep step in parade, who could not keep his shoes shined or his coat buttoned, has turned out to be a brave fighter, once the battle was joined. Ask any soldier who wears campaign ribbons.

b. It is a primary function of good personnel management to find the best place for every man, and to put every man in that place for which he is best suited by education, training, temperament, and adaptability. Only thus by constant and conscientious use of the Army classification system can the maximum use of available manpower be accomplished. Recourse to action under section VIII, AR 615-360 should be the last resort.

c. If, after every other expedient has been tried without favorable results, a company commander believes a man should be discharged under section VIII, or if a soldier shows that he has habits or traits of character which make him undesirable as a member of the military service, the company commander should make a full and comprehensive report of all the facts to the regimental commander. Upon receiving such a report, the regimental commander will convene a board of officers, three if practicable, to determine whether or not the enlisted man should be discharged prior to the expiration of his term of service.

d. Only experienced officers, preferably field officers, should be detailed to boards under this regulation. Every effort should be made by the board to gather and evaluate all facts having a bearing on the case, including the testimony of the man concerned. The board should hear testimony and recommendations of the classification officer and of a trained psychologist, if one is available.

e. No man will be separated from the active service because of disability, inaptness, or undesirable habits or traits of character unless the Government can obtain no useful service from him. Full use will be made of reclassification procedure including the techniques of the personnel consultant, and additional training in special training battalions.

f. Once the executive decision has been made to discharge a soldier under section VIII, action of the company commander and the unit

personnel officer varies little from the normal procedure already described. The variation is in the remarks to be entered in the final indorsement of the service record and the final statement, and in the dispositions of the proceedings of the section VIII board. In case the soldier is transferred to a service command agency (see par. 315), one copy of the section VIII board proceedings should be forwarded to the service command agency to which he is transferred.

319. Discharge of trainees inducted under Selective Training and Service Act of 1940 who fail to meet moral standards prescribed in MR 1-7 (see Cir. No. 80, W. D., 1941).—This circular defines the facts which constitute a failure to meet required moral standards and describes the executive action needed to accomplish a discharge. It provides that a man dishonorably discharged from a prior enlistment in the Army, Navy, or Marine Corps, or who has been convicted of a heinous crime (murder, rape, treason, arson, or any crime involving sex perversion, and certain other crimes) shall be discharged.

320. Discharge because of minority (see AR 615-360).—An enlisted man under 21 years of age may be discharged because of minority under the following general conditions, as outlined and modified by the regulations cited:

a. (1) If under 18 years of age, on the application of either parent or of legal guardian; the application must be supported by evidence in the form of a birth certificate, or a duly authenticated copy of a birth certificate. If no official record of the birth can be obtained, one of the following must be submitted:

(a) A baptismal certificate, or the affidavit of a physician or midwife in attendance at the birth of the soldier.

(b) Affidavit of at least two persons not related to the soldier, testifying, of their own knowledge, as to the date of his birth.

(2) If the enlisted man is over 18 years of age but under 21, the affidavits of the parents or legal guardian must show that he enlisted without the written consent of his parents or guardian.

b. An enlisted man under 18 years of age, discharged because of minority, is entitled to transportation in kind to the place of acceptance for enlistment, or to his home, whichever is nearer; or to a point not greater in distance than to the point of acceptance for enlistment.

c. An enlisted man over 18 years of age, discharged for minority, is entitled to travel pay and other allowances which his service since enlistment entitles him to receive.

d. Application for discharge because of minority, with the supporting papers required by AR 615-360, will be forwarded by the com-



Certificate of Service

This is to certify that

*honorably served in active Federal Service in the Army of the
United States from . . . to*

Military Record

Note: Initiated by the unit personnel officer, in duplicate, for signatures of Regimental Commander and soldier receiving it. (Both copies to be signed by both parties). Original to soldier; duplicate forwarded to The Adjutant General.

* * * Certificates of Service are not given to honorably discharged soldiers. They are given to soldiers transferred to the Enl. Reserves (selectees), to Reserve Officers, and to candidates of the Officer Candidate Schools under certain conditions, in lieu of an Honorable Discharge. (See WD letter, dated September 9, 1941, AG 352 MT-M-A)

Signature of Recipient

Given at

Signature of Commanding Officer

manding officer of the soldier's regiment or separate battalion to the next higher administrative commander having authority to order discharge prior to the expiration of term of service. Upon receipt of authority to discharge, the procedure to effect discharge will be substantially that already described, with appropriate remarks in the service record giving reason for discharge and authority therefor.

321. "For the convenience of the Government" is a reason for discharge. This is an omnibus phrase which applies to cases not specifically covered in Army Regulations. However, there are also specific reasons under the general heading of "For the convenience of the Government." For the duration of the war, practically the only reason to discharge a man under this category is to accept a commission. "For the convenience of the Government, to accept a commission as 2d Lt, Army of the US," is the remark made in the service record. The general rule is that, when a discharge comes under this general classification, the actual reason will be stated, if it is a favorable one; that is, a reason that does not reflect discredit upon the soldier. But "For the convenience of the Government" will not be cited if the reason is unfavorable. For example, in the case of conviction of a felony by a civil court the entry would be "Discharged because of conviction by civil court."

322. The guiding fundamental which should govern the unit personnel officer in completing discharge records is to furnish enough accurate historical data upon which a person examining the record in after years may determine the true reason for the discharge of the soldier.

323. Discharges are not authorized under sections III and V of AR 615-360 for the duration of the war and 6 months.

324. The administrative procedure to be followed in the discharge of a soldier who is leaving the service is substantially as follows:

a. The company commander will direct the soldier to bring all public property issued to him to the company supply room, where it is checked against his individual clothing and equipment record. Property turned in will be shown in proper column, and the record will be initialed by the soldier and company commander. The enlisted man is allowed to keep the following articles in his possession:

- 1 bag, barracks.
- 1 belt, web, waist.
- 1 cap, garrison; or cap, service, with cap insignia; or hat, service, with hat cord.
- 1 insignia, set—collar insignia; sleeve, sewed on.
- 1 trousers or breeches (wool or cotton), pair.

1 jacket, field; or coat, wool.

1 mackinaw or overcoat, if required for warmth.

2 shirts, one of which may be wool, if in his possession.

All gloves, handkerchiefs, neckties, boots, shoes, socks, underwear, and toilet set, including towels. All other articles issued to him must be turned in.

b. Upon checking all the property, if the company commander finds that the soldier is short any items, he will determine the value of the shortage and make a note of the fact (AR 35-6640), providing the soldier admits the shortage and his own liability.

c. The company commander then prepares the following records and documents:

(1) Statement of charges (W. D., A. G. O. Form No. 36) (see fig. 28).

(2) Statement of the soldier's accounts. This may be prepared as a memorandum to the regimental commander, or may be a duplicate of the clearance sheet.

(3) These records and documents, with a memorandum of transmittal, will be sent in a sealed envelope to the unit personnel officer.

d. The unit personnel officer will prepare the following reports and records.

(1) The service record of the man to be discharged. This of course cannot be done until he receives the necessary statement of accounts from the company commander. Before making the final indorsement in the service record, every entry should be carefully checked to see that all entries requiring initials are initialed, and that all entries are clear, understandable, and complete. The final indorsement on the service record will be discussed later.

(2) Extract from service record (W. D., A. G. O. Form No. 25) for file (see fig. 51).

(3) The discharge certificate (see fig. 52).

(4) Final statement (see fig. 30).

(5) Soldier's qualification card, to show discharge (see fig. 47).

e. How are these things to be done?

(1) *Service record*—(a) On pages 13 and 14, Remarks—Financial, enter all stoppages and amounts due the soldier. Close the remarks with "Discharged on CDD" (or whatever the reason for discharge may be): "Pd on Final Statement by (giving grade and name of finance officer), see final indorsement."

(b) For illustration, assume that the soldier to be discharged is Corporal Martin Gilfoyle, 7719945, who is to be discharged on CDD and has been transferred from Company L, 100th Infantry, Ft. Dix, N. J. to the 2333d Service Unit, Ft. Dix, N. J. He is to be discharged

on July 31, 1942. Turn to page 23, final indorsement, and enter "2333d Service Unit", then "Ft. Dix, N. J."; then "July 31, 1942." Enter Gilfoyle's last name, then first name, then write the word "none" in place of middle initial, and enter the Army serial number. Then enter "Corporal, 2333d Service Unit." After "By reason of," enter "Honorable discharge on CDD," followed by date and place. The authority called for is "paragraph 8, AR 615-360." Make no entry in the printed line "Retained in service," nor in the line "Absent from duty," nor in the line, "Retained in service for the convenience of the Government." The entires for "Character" and "Efficiency rating as soldier" may be made by the unit personnel officer on an informal memorandum from the company commander. The unit personnel officer initials the entry. The company commander may make the entries and initial them himself, however. Remember that the company commander must also enter his initials and print his full name, grade, and arm or service on page 24.

(c) Next, on page 23, delete the words "Paid on final payroll" with pen and ink or strike them out on the typewriter. Place a check mark by the side of the statement "Final statement furnished." At the end of the next line, strike out "56" and "57."

(d) Now comes that part of the final indorsement with the preparation of which the unit personnel officer and his assistants must be meticulous. Here is where the soldier's accounts are stated. Turn back and see the order of priority for the collection of a soldier's indebtedness (par. 266). Suppose the clearance sheet or memorandum from the company commander mentioned in paragraph 324c(2) shows that Corporal Gilfoyle owes for lost Government property, for which he has signed a statement of charges, thus acknowledging his indebtedness. This is quartermaster property, and payment for it is taken up in miscellaneous receipts. There are prior claims against the soldier's pay which are to be satisfied before the above-mentioned account is settled. If there has been any overpayment made to the man, or if the soldier has an allotment, that is first deducted. Again, for the sake of clarity, assume that the soldier owes: Nothing for overpayment; \$4.13 for a class E allotment for insurance, the original authorization for allotment (W. D., A. G. O. Form No. 29) showing that final payment is to be made for July 1942. These records are at regimental headquarters and are kept in the unit personnel section. The soldier owes, also, \$1.08 for lost Government property. This is how the entry on the final indorsement under "Due the United States; if nothing, so state" would read: "Class E allotment \$4.13; due U. S. GPLD (Government property lost or damaged), Ft. Dix, N. J., MR

(miscellaneous receipts), \$1.08." Do not total the amount of these deductions.

(e) Now, what is due the soldier? The account must be stated in full here, even though the full statement of accounts is also on the final statement. The service record shows that Corporal Gilfoyle was last paid to include June 30, 1942. In determining his additional pay and allowances, refer to paragraph 252. He is unmarried and messes with his company, so nothing is due for commutation of quarters and rations. Although he is an expert rifleman, he is not entitled to additional compensation under present policies. Also, his service record shows that he has made deposits totaling \$120. This, then, is the way the entry under "Due soldier at date of" should read: "Discharge: Last paid to June 30/42; due soldier current pay and allowances; for deposits, \$120.00; soldier is entitled to travel pay."

(f) The soldier himself must furnish the address where he expects to live. *Do not enter here the address given at the time the soldier enlisted.* His home address may have changed, or he may plan to go somewhere else after he is discharged. Ask him to furnish this address at the time of discharge. His travel pay, however, is to the place of his acceptance for enlistment (or induction).

(g) Since at this point Corporal Gilfoyle will have to sign the final indorsement to his service record, the service record and discharge certificate should be sent to his company, and he and the company commander should sign and initial both, as required. The unit personnel officer will then check the entries on the final indorsement and sign the indorsement himself, at the bottom of the page.

(2) Next, the extract from service record (W. D., A. G. O. Form No. 25) (see fig. 51), which is a brief résumé of the entire service record, is made and retained in the files of the unit personnel section.

(3) A discharge certificate (W. D., A. G. O. Form No. 55) is made by the unit personnel officer, signed by the regimental commander, and given to Corporal Gilfoyle. (See fig. 52.)

(4) Last, but by no means least in importance, is the final statement. Final statements will be discussed fully in section VIII.

(5) On August 1, a report of change card (W. D., A. G. O. Form No. 303) would be made, showing the discharge of Corporal Gilfoyle. (See fig. 17.)

325. a. To summarize, the following records are required:

(1) *Statement of charges.*—Made by the unit personnel officer from memorandum from the company commander. Triplicate kept in regimental file, and original and duplicate sent to company commander. If there has been property lost or damaged and the company

ADMINISTRATION

commander desires that the equipment be replaced, he prepares a certificate and attaches it to the duplicate of the statement of charges, and forwards it to the unit supply officer who will replace the property; or if the company commander does not wish the property replaced, he will keep both copies until such time as he may be required to account for property charged against him. In any case, the original is kept for the company files, for use when the company pay roll is made up.

(2) *Statement of accounts*.—Made by the company commander; sent to the unit personnel officer for entry in service record and final statement.

(3) *W. D., A. G. O. Form No. 38 (Report of Physical Examination of Enlisted Man Prior to Discharge or Retirement)*.—Made by surgeon; one copy goes to The Adjutant General.

(4) *Service record*.—Completed and closed by unit personnel officer; sent to The Adjutant General.

b. Circular No. 256, W. D., 1942, discontinues the use of W. D., A. G. O. Form No. 258 (Physical Record Required by Act of August 27, 1940, and Selective Training and Service Act of 1940), and all originals and duplicates of this form are to be destroyed unless the soldier has been separated from the service and has been furnished the duplicate, in which case the original is forwarded to The Adjutant General with the service record.

c. On discharge, a soldier will be informed that he may apply to The Adjutant General for a statement of medical record, if he so desires, stating the purpose for which he desires to use it.

SECTION VIII

FINAL STATEMENTS

326. Reference.—AR 345-475.

327. In most cases when a soldier is separated from the military service or is transferred to one of the Reserve components, his accounts are settled by payment made on a voucher called final statement (War Department Form No. 370). The exceptions to this general rule are:

a. When a number of men are to be discharged from the same organization at the same time, the entire group is usually paid on the final pay roll.

b. When the soldier has been sentenced by court martial to forfeit all pay and allowances and has no deposits due him.

c. When he is discharged by reason of fraudulent enlistment and has no deposits due him.

d. When the soldier is discharged because of desertion, trial barred by A. W. 39. In such case a final statement will not be furnished him, but a full statement in writing will be furnished him, stating the reasons for not furnishing a final statement.

328. The final statement is 8 by 10½ inches, printed on both sides, is made in duplicate, and is perforated so that the duplicate may be detached. Only the original is signed by the organization commander or the unit personnel officer. On the form itself, full and detailed instructions for its preparation are printed. AR 345-475 also gives full and detailed instructions as to what shall be entered on the final statement and the method of making entries. The preparation of final statements is not difficult, but it must be done carefully, and carefully checked after it is done.

329. Final statements should be made under the immediate supervision of the unit personnel officer until such time as the enlisted personnel has become thoroughly trained and experienced. Final statements should be checked by the unit personnel officer against the service record, and against any statement of accounts furnished by the company or detachment commander. Both copies go to the disbursing officer.

330. All data entered in the spaces provided on the final statement will be taken from the enlisted man's closed service record. That is why it is necessary for a full statement of the soldier's accounts to be shown in the Remarks—Financial and in the final indorsement of the service record. Only those items shown on the final statement will be paid by the disbursing officer.

331. Consider the case of Corporal Gilfoyle, whose discharge was discussed in section VII. The unit personnel officer must make a final statement for this soldier. In section VII the data to be entered in the service record were described. In this section will be discussed additional data needed for the final statement. It is a good idea to slip a piece of paper and an extra sheet of carbon paper in the typewriter with the final statement, so that a copy of what is entered may be kept on file. (See fig. 30.)

a. Enter first, on the page headed "Original" the soldier's name, Army serial number, grade, organization, and regiment. Next, enter the place where he was accepted for enlistment or was inducted. This will be shown on page 1 in his service record if the man was inducted, and on page 2 if he enlisted. Also enter the date of enlistment or induction, which will be shown on the front cover of the service record. Next, enter the fact that he was discharged at Fort Dix, N. J., on

June 30, 1942. After the printed word "Reason" enter "Honorable Discharge CDD" (CDD means Certificate of Disability for Discharge). After the words "Having over" write "none" and after the words "years service at date of" enter "discharge," thus making the complete sentence read "Having over none years service at date of discharge."

b. Next, after the words "Due soldier for," write: "current pay and allowances." On the second following line, after the words "For clothing," write the word "Nothing." After the words "For deposits," write the words "One hundred twenty and no," and after the word "dollars," write in parentheses the figures "120.00." After the words "For pay detained by court martial," write the word "Nothing"; and on the next line, headed by the one word "For," write "Nothing." On the line headed "Last paid to include," write the words "June 30, 1942" and after the word "by," write "Capt. J. B. Brown, FD."

c. After the heading "Due United States for," insert the remarks appearing in the final indorsement of the service record; thus: "Class E allotment \$4.13; due US lost or damaged property Fort Dix N. J. MR \$1.08."

d. After the heading "Remarks," enter the statement: "Soldier entitled to travel pay." At the bottom fill in the certificate required by AR 345-155: "I further certify that the employment of the persons named on the within pay roll is not prohibited by any provisions of law limiting the availability of the appropriation involved."

e. Turning to the back fold, under the List of Deposits, the deposits shown in the service record must be listed in detail, exactly as shown in the service record and in the soldier's deposit book. Corporal Gilfoyle will be required to take his deposit book to the disbursing officer when he goes to cash his final statement. Now turn the final statement form so that the front is in the typewriter, and fill in the name, grade, and organization of the soldier.

f. The final statement is now ready for signature by the unit personnel officer on the face of the original.

g. This is a typical final statement and illustrates the fundamentals involved. The entries under the several headings will vary in each case, but a careful study of the governing regulations and a careful reading of the instructions on the back of the final statement form should resolve any difficulty which may be presented.

SECTION IX

CLASSIFICATION AND SOLDIER'S QUALIFICATION CARD

332. References.—AR 615-25 and supplement, AR 615-26, AR 615-27, and AR 615-28.

333. The general objectives of classification are to facilitate the placement of individuals in assignments that utilize their skills, thereby reducing training requirements and hastening the organization of efficient combat units and teams. In addition, the satisfaction resulting to the individual soldier from correct assignment is a potent morale factor.

334. The basic record of classification is W. D., A. G. O. Form No. 20 (Soldier's Qualification Card) (see fig. 47). This form is used to record the historical data of a soldier at the recruit reception center by an interviewer trained in classification procedures. It contains, in addition, a summary of previous civilian and military experience (if any), hobbies, special abilities, and the results of the Army General Classification Tests. The card is punched so that it may be used with the McBee Selector System. The classified information on this card can be sorted with this machine, which is furnished to the personnel units of all echelons. This card follows the soldier throughout his Army career, and is always available to the immediate commander. By using this record the classification officer at a recruit reception center is able to evaluate and assign the soldier in a manner that will fully utilize his capabilities. Form No. 20 at a replacement training center is used as a basis for assigning men for military specialist training. The classification section corrects errors on the cards, often reclassifies, enters the military specialties, and records the qualifications in arms. Assignments to units from the replacement training center are made from an evaluation of the information on the card at the end of the training period.

335. The division classification officer, as assistant adjutant general, is responsible for the administration of classification. The information on W. D., A. G. O. Form No. 20 is used by the classification officer and his section to assign men to the various units within the division. Tables of Organization determine the assignments after considering the military and civilian occupational specialties, leadership, education, hobbies, and test scores as well as other items of information on the card. The units of the division must be well balanced, each having its proper and proportionate number of skills and mental abilities. The classification officer initiates the orders

assigning the men to units within the division, and the Form No. 20 records are sent to the personnel section in the unit to which the soldier is assigned.

336. The officer in charge of the unit personnel section is responsible for maintaining Form No. 20 and all other data essential in considering personnel for assignment, transfer, or promotion. His section should also furnish information to company commanders concerning enlisted men who may be under consideration for promotion, special detail, or transfer. An informational roster should be prepared, as the personnel of the unit fluctuates or changes, showing each man's grade, civilian occupation, military specification serial number, present assignment, and any other data which might be valuable to the commander of the soldier. This should be prepared and submitted by the unit personnel section approximately once each month, or more often if the situation warrants. Qualification cards must be kept current by making entries from reports received, noting ratings of skill, qualification in military specialties, and change in duty status as extracted from W. D., A. G. O. Form No. 303, report of change cards. A periodic check is made to see that skills of all men in the organization are being properly utilized. One important duty of the unit personnel officer is to reclassify the members of the unit when such reclassification is in the interest of the service. In reclassifying men, it is frequently necessary to call upon the personnel consultant, who is a member of the administrative group at division headquarters. By his special techniques of interviewing and investigating, the personnel consultant is usually able, after individual examination, to recommend action to be taken in the cases of "problem soldiers" and others who experience difficulty in becoming adjusted to military life or to their particular duties.

337. When an enlisted man is assigned to an organization, the unit personnel section should send his W. D., A. G. O. Form No. 20 to the company commander by informal memorandum, a copy of which is placed in the suspense file. This procedure will assist the company commander to understand the soldier and accurately evaluate his initial and potential value to the organization. After study by the company commander, the card should be returned to the unit personnel section.

338. When an enlisted man is on detached service, his W. D., A. G. O. Form No. 20 should be replaced in the files by W. D., A. G. O. Form No. 20-1 (Replacement Card for Soldier's Qualification Card) (see fig. 31). Company commanders should inspect and study the qualification cards when selecting men for schools or when considering men for promotion to noncommissioned grades or technician ratings.

THIS FOLD FOR THE FINANCE OFFICER

Voucher No. _____

(Name of finance officer)
THE UNITED STATES

To _____ (Name of soldier)
(Organization from which discharged) Dr.

Insurance, Class _____ \$ _____	
Allowment, Class _____ \$ _____	
Pay, 10 _____ \$ _____	
Pay, 10 _____ \$ _____	
Interest _____ \$ _____	
Allow. in lieu of _____ \$ _____	
Auth. _____	
Total pay of Army, 10 _____	
Allow. in lieu subsistence _____	
Auth. _____	
Clothing _____	
Auth. _____	
Travel pay _____	
Auth. _____	
Deposits, Deposit Fund _____	
Auth. _____	
Total amount due soldier _____	
DUE UNITED STATES _____	
For _____ \$ _____	
For _____ \$ _____	
Total stoppages _____	
Balance due soldier _____	
Paid by check No. _____ on Treasurer United States, dated _____ 19____ for \$ _____	
Deposit with my new account _____ \$ _____	
(Signature of soldier)	

Post Exchange paid by Check No. _____ on Treasurer United States, dated _____ 19____ for \$ _____
(To be completely filled in before signature by payee without alteration or erasure hereafter)
Received _____ 19____, of Finance Department, U. S. A. _____ dollars in cash.
(Do not sign in duplicate)

NOTE: This fold will become the first after payment by the finance officer.

ORIGINAL

FINAL STATEMENT of Martin Gilroy, 7719045, Cpl., 2335d Serv Unit
(Last Name) (First Name) (Grade) (Unit)
Accepted for enlistment at New York, N.Y. (State) (City) September 1, 1941
(Date) (Month) (Day)

Discharged at Fort Dix, N.J. on July 31, 1942
(See Instruction 9) (Location) (Date)

Reason discharged per G.O.D. per 3rd Ind. Rg. 20th Inf Div July 30/42
(See Instructions 1 and 2) (Reason for discharge) (If discharge, whether honorable or otherwise)

Having over none years service at date of discharge
(State years and dates, if any, for discharge, and if discharge, whether honorable or otherwise)

Due Soldiers for current pay and allowances
(Discharge, retirement, or death)

For additional pay nothing (See Instruction 9)

For clothing nothing and no dollars (\$ 0.00)
(See Instruction 10)

For deposits One hundred twenty and no dollars (\$ 120.00)
(See Instruction 11)

For pay detained by court-martial nothing and no dollars (\$ 0.00)
(See Instruction 12)

For nothing
(Any other items, including allow, in lieu quarters, for which W. D. Form 400 must be attached hereto, see Instruction 13)

Last paid to include June 30, 1942, by J. B. Brown, Capt., FD
(Date) (Name of finance officer)

Due United States for Class "E" allotment, \$4.13, due US Gov't property lost or destroyed, Fort Dix, N.J. MP, \$1.98.
(See Instructions 1 and 10)

REMARKS: No time lost under A.W. 107. Soldier entitled to travel pay.
(See Instruction, especially 10 and 13)

I certify that the employment of the person named on the within voucher is not prohibited by any provisions of the law limiting the availability of the appropriations involved.

I CERTIFY that the foregoing Final Statement is correct.

(Do not sign in duplicate)

William G. Powers
(Signature)

WILLIAM G. POWERS
Capt., 2335d Serv. Unit, Asst. Adj.
(Name) (Grade) (Unit)

WAS DEPARTMENT
Form Approved by the Comptroller General U. S.
Department of the Interior, N. H.
8-407

FIGURE 30.

INSTRUCTIONS—CONTINUED

facts and the periods of each statement should be also entered on the first statement under the heading "Date Quoted Statement", in addition to the facts and the periods of each statement. The following information will be required:

1. The name of the person making the statement.
2. The date of the statement.
3. The place where the statement was made.
4. The name of the person to whom the statement was made.
5. The name of the person who made the statement.
6. The name of the person who received the statement.
7. The name of the person who made the statement.
8. The name of the person who received the statement.
9. The name of the person who made the statement.
10. The name of the person who received the statement.

LIST OF DEPOSITS

(To be filled in by organization commander)

Date		Amount		Date		Amount	
Date	Chk.	Date	Chk.	Date	Chk.	Date	Chk.
10/8/41	15 00			Brought fwd:			120 00
11/7/41	15 00						
12/10/41	5 00						
1/4/42	10 00						
2/5/42	20 00						
3/2/42	10 00						
4/4/42	15 00						
5/12/42	15 00						
6/3/42	15 00						
				NOTE: Initiated by unit personnel officer, two copies to Finance Officer.			
				Total			120 00
AMOUNT		120 00		AMOUNT		120 00	

NOTE: Initiated by unit personnel officer, two copies. Both sent to finance officer.

INSTRUCTIONS--CONTINUED

4. Travel allowances—Bullied men of the British Army who are entitled to travel allowances from their employers are not entitled to the same allowances from the Government. The Government are considering the possibility of making special arrangements for these men. Will the Minister of defence be able to say whether this is being considered? Will he also say whether the Government are considering the possibility of making special arrangements for the wives of these men?

3. **Transfer of final statement.**—The transfer by an insured man of a claim for pay due on his final statement will be recognized only when made after discharge from active service, in writing, accompanied with the final statement, signed by the person to be transferred, and countersigned or by affixing the transferor's name to the finance officer's copy of the final statement, and on the final statement the last part of transfer of the final statement, and on the final statement the last part of such improvement has been made on the discharges.

9. **Discharge by purchase.**—The final statement of a soldier discharged by purchase will show the amount of purchase price and a full statement of active service rendered in each previous enlistment terminated by honorable discharge since last discharge by purchase, giving dates of each enlistment and discharge, and reasons for each discharge. A soldier discharged by purchase is not entitled to travel pay.

11. Deceased soldiers.—In the case of a deceased soldier, final statements made by him while he was in the service of the United States, and which are in conformity with the laws and regulations of the United States, shall be received as evidence of the facts stated therein, and shall be given the same weight as if made by a living soldier. The commanding officer, or the officer in charge of the company, shall be responsible for the truth and accuracy of the statements made by the soldier, and shall be held accountable for the same. The commanding officer, or the officer in charge of the company, shall be responsible for the truth and accuracy of the statements made by the soldier, and shall be held accountable for the same.

ent and duplicate inventories of assets will be processed and forwarded as soon as practicable to The Adjutant General. Nothing will be entered on the final statement regarding the cause of death or whether death occurred in line of duty or on account of the soldier's own misconduct. In the case of a soldier who dies within the first six months of enlistment, the total money value of clothing drawn and chargeable against his clothing account from enlistment will be entered on the final statement under Remarks. In addition to any remarks regarding

12. Before delivering final statement upon which deposits are credited, the officer signing it will ascertain whether the holder has the deposit book; and, if so, instruct him to present it to the finance officer. Should he claim to have lost it, the officer will cause him an affidavit to that effect to be taken and attached to the statement before he leaves the post. The affidavit will clearly state the circumstances attending loss of the book.

and show that the soldier had not sold or assigned it. Upon this evidence the finance officer may pay, and the responsibility for the correctness of the amount credited on the statement will rest with the officer certifying it. Deposit books will be taken up by the finance officers who make final payments and filled with their vouchers. Deposits forfeited by desertion will not be entered in column headed "List of Deposits," but will be entered in the space for remarks with citation of the order announcing the disposition of the charge of desertion.

2. Absence.—When a soldier is held to service on a good time lost by unauthorized absence; absence from duty on account of injury or disease resulting from his own intentional use of drugs or alcohol or other misconduct; while in confinement awaiting trial or disposition of his case if the trial results in conviction; or while in confinement under sentence a statement should be entered on the final statement under the head of "Remarks" immediately as follows: "Held to service on a good time lost by AWOI from Oct. 19, 1934, and Nov. 15, 1935; "

did not L/D, AB 35-140 and AW 107 from Jan. 4 to 20/76, in continuous swilling trial, convicted. AW 107, from Feb. 3 to 9/6; in continuous swilling trial, convicted. AW 107, from Mar. 10 to 25/6. In the event that stoppages of pay for absence without leave or absences sick, not in line of duty under AB 35-1440 and AW 107, occurring prior to the date to which last paid, have not been made, and if any such absences have occurred since date to which last paid, these

FINAL STATEMENT

FO

Wilfoyle
Martin

Corporal 2333d Service Unit
(Rank) (Company) (Regiment)

(To be filled in by the organisation commander)

Rot value received, transferred to

(Name of Assessor)

(Scribble's signature)

Transfer witnessed and noted on discharge.

.....
(See Instruction 8)

INSTRUCTIONS

1. Final statement will be given as follows:—Final statement, properly certified by his immediate commander, will be given to every soldier upon his discharge from active service (except as herein prescribed by Army Regulations) or upon retirement, and will be presented to the finance officer for the pay due him. This statement will be noted on the discharge certificate of every discharged soldier except when the final statement has been transferred.

2. **Letter of notification.** Notification of discharges will be furnished only in case of an enlisted man who is discharged from active service at a place at which there is a valuable non-provided fund to make payment on prior statements. In these cases the officer who prepares the statement will, at least one week before the discharge takes place, mail to the finance officer what is to pay the account a statement of disbursements, stating therein, in his own handwriting, the amount of the discharge, the date of discharge, the date of last payment to the soldier, and the credit balance. Such a statement will be signed by the finance officer and the commanding officer.

Blank forms for this notification will be supplied by The Adjutant General of the Army. The officer issuing the final statement will inform the soldier of the location of the finance officer to whom he shall apply for payment.

3. Responsibility of certifying officer.—Officers signing and certifying to the correctness of final statements will be held responsible for the accuracy of the statements and also for disregard of plain instructions as to the manner of preparing the same. Officers responsible for overpayment on erroneous final statements will be required to refund the amounts overpaid if it is found impracticable to make collection from the party overpaid.

no printed matter on left-hand side, and also expressed in figures.

FIGURE 30.—Continued.

339. What system should be devised by the unit personnel officer in order to make recorded information readily available to company commanders is a matter for the unit personnel officer (acting for the

REPLACEMENT CARD (FOR SOLDIERS QUALIFICATION CARD REMOVED FROM FILE)									
NAME KESSEY, MICHAEL J.		SER. No. 30766766		NAME _____		SER. No. _____		NAME _____	
TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER		TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER		TEMPORARY DETAIL	
CO. L	ARM Inf	CO. _____	ARM _____	CO. _____	ARM _____	CO. _____	ARM _____	CO. _____	ARM _____
REG. 100th Inf.		REG. _____		REG. _____		REG. _____		REG. _____	
NATURE OF DETAIL Clork (Typist)		REQUISITION No. _____		NATURE OF DETAIL _____		REQUISITION No. _____		NATURE OF DETAIL _____	
at Hq., 100th Inf.		DATE July 15, 1942		DATE _____		DATE _____		DATE _____	
NAME _____		SER. No. _____		NAME _____		SER. No. _____		NAME _____	
TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER		TEMPORARY DETAIL		UNDER CONSIDERATION FOR TRANSFER		TEMPORARY DETAIL	
CO. _____	ARM _____	CO. _____	ARM _____	CO. _____	ARM _____	CO. _____	ARM _____	CO. _____	ARM _____
REG. _____		REG. _____		REG. _____		REG. _____		REG. _____	
NATURE OF DETAIL _____		REQUISITION No. _____		NATURE OF DETAIL _____		REQUISITION No. _____		NATURE OF DETAIL _____	
DATE _____		DATE _____		DATE _____		DATE _____		DATE _____	

FIGURE 31.

regimental commander) to determine. Obviously, no officers—not even company commanders—should be permitted to browse through the classification files at random. That would disrupt the work of the unit personnel section and cause loss and misplacement of vital records. One method is to segregate the classification files, together with 201

files and other essential and confidential records, behind a wire partition. Only those who are authorized may consult these files by calling on the clerk in charge for specific records, for which a receipt is given.

340. Correct assignments can be made and men placed where they will function best only by conscientious and careful use of classification. The interests of the service must be paramount. Each organization—from squad to corps—is part of a team. The team must be well balanced, each part having its proper and proportionate number of skills. Classification, then, must serve the whole team, not merely a section of it. Assignments within the company and regiment not only must be based on proper use of the classification system but must also be considered in the interest of the entire regiment, the division, and higher echelons. Care must be taken that there is no oversupply of skills in one organization while in another organization there is a dearth. Only in this way can manpower be conserved for essential duties and for combat.

SECTION X

ENLISTED 201 FILES

341. Reference.—War Department Correspondence File, 1918, revised edition.

342. Records are important, but they are worse than useless if they are not so filed and stored as to be readily accessible and easily found when wanted. The War Department for many years has used a decimal filing system based on the system originated by Mr. Melville Dewey. Under this system there are nine general classification groups each group consisting of three digits followed by a decimal point, as follows:

000—General	500—Transportation
100—Finance and account- ing	600—Buildings and grounds
200—Personnel	700—Medicine, hygiene, and sanitation
300—Administration	800—Rivers and harbors
400—Supplies and equip- ment	

343. An excellent general summary of the system and its operation is contained in the introductory remarks to the War Department Correspondence File, 1918, revised edition. This book will be supplied by The Adjutant General upon requisition. Every adjutant, assistant adjutant, and clerk in a headquarters should be required to familiarize himself with the general scheme and method of operating the system.

344. Under this system, the file number 201 is assigned as the number under which the personal papers and records of each individual—officer and enlisted man—will be filed. To this main number, 201, is added the decimal point and a subdivision according to subject. Each number to the right of the decimal point is a subdivision according to subject. For example, 201.1 is the file number for those communications of which the main subject is personnel records, methods, and forms of keeping; 201.2 is the number for commendations, complaints, and debts; 201.21 is the file number for appeals; 201.625 is the file number for arrivals and reports of arrivals. No more than three numbers are used at the right of the decimal point. This section is concerned only with the 201 files of enlisted men.

345. An enlisted man's 201 file should contain every communication, letter, indorsement, order, informal memorandum, and other record the distribution and disposition of which is not specifically prescribed by the regulations governing the preparation of that particular record or report. While the soldier is in active service, his service record is a part of his 201 file, although the service records are kept in a separate file, grouped together and arranged alphabetically by grade and company or detachment. The 201 files proper are kept in steel filing cabinets, in manila folders, arranged alphabetically by grade and company. Each 201 file—and this also applies to any decimal file—should consist of a "backing sheet," which is a single sheet of heavy manila cardboard 8 x 10½, punched at the top (i. e., at the left when in file) to fit an Acco or similar fastener. To this are fastened, with the Acco fastener, each letter, indorsement, and document concerning the individual who is the subject of the file. The oldest document is on the bottom and the latest on top. Every letter written to or about an individual will show the file number in the upper left corner; for example: "201—Jones, John A—Enl."

346. The 201 file should tell the complete and chronological story of a man's military service. The basic document in the 201 file of a soldier or an officer is the order under which the individual was assigned or attached to the regiment or other unit. From that point on, until the extract of service record and the plain sheet copy of the final statement are placed in the 201 file when a soldier is discharged, the file is built up document by document. The 201 file remains a permanent record of the unit until it is disbanded or demobilized, when all 201 files, along with all other official files, are disposed of as the War Department may direct. Usually the 201 files and other files are sent to The Adjutant General. As pointed out in chapter 8, part two, a copy of every letter, indorsement, and order which con-

cerns an individual should be made for that individual's 201 file. If incoming communications do not have enough copies to permit of one being withdrawn for file, a file copy should be made.

SECTION XI

LOCATOR CARD FILES

347. It is essential that every headquarters has instantly available a complete list of all officers and enlisted men assigned or attached to any unit of the command. Experience has demonstrated that the best method of keeping such a list for ready reference is by use of a "locator card," which gives the essential information about the individual's name, serial number, organization, and grade. This list was formerly kept on small cards made by hand on the typewriter and filed alphabetically by company or detachment. The machine records unit, however, has developed a locator card made by automatic machine direct from the soldier's status card in the machine record unit. These locator cards, W. D., A. G. O. Form No. 304A (locator card), are furnished on request to each regiment and separate battalion in as many copies as may be needed. They are used to keep the postal service directory up to date, and are also used in the regimental personnel unit for quickly locating any man, in order to reply to inquiries. Locator cards are printed on heavy board paper, $3\frac{3}{4}$ by $7\frac{7}{8}$ inches (see fig. 32). They should be filed alphabetically by regiment, in order that any man may be quickly located, regardless of the company or detachment to which he may belong.

348. Whenever an officer or enlisted man is permanently separated from the organization by transfer, discharge, or by other ways, the locator card, corrected to show forwarding address, should be removed from the live file and placed in a dead file within the unit personnel section.

349. When an officer or enlisted man is assigned to an organization, the machine records unit forwards the necessary number of locator cards on request only, and these are immediately placed in the live file.

350. a. It is suggested that at least the following sets and files of locator cards be kept:

- (1) One set, alphabetical, all personnel; maintained in postal subsection, for use throughout the headquarters.
- (2) One set, officers only, alphabetical within grade; for officers subsection.
- (3) One set, enlisted personnel of regiment arranged alphabetically by grade and by company; for the enlisted subsection.

b. Additional sets may be requested for exchange, chaplain, and other governmental agencies.

c. Where the unit personnel section is organized on a regimental basis as described in chapter 2, part one, the locator card would be set up in one file for the regiment as a whole; that is, one regimental alphabet. Where the unit personnel section functions on a company basis, as is sometimes the practice in a separate battalion, the locator cards would be filed by organizations, and alphabetically within the

HARTFORD THEODORE		30359831PVT		INF 110L		D9010006222901061	
NAME		GRADE	TP	A. O. S.	TYPE	ORG	SUB UNIT
STATION		PARENT UNIT		STATION		DATE OF CHANGE	
504		138					
LOCATOR CARD		REMARKS					
0							
1							
2							
3							
4							
5							
6							
7							

SERIAL NUMBER	NAME	GRADE	TP	A. O. S.	TYPE	ORG	SUB UNIT	PARENT UNIT	STATION	DATE OF CHG.	ORGANIZATION	
NO.	TYPE	NO.	TYPE	NO.	TYPE	NO.	TYPE	NO.	TYPE	DAY	MO.	YR.
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80												

WAR DEPARTMENT - ADJUTANT GENERAL'S DEPARTMENT
 LICENSED FOR USE UNDER PATENT 1,772,492
 FORM 7155-4-4

NOTE.—Initiated by machine records unit from information on initial roster and subsequent rosters and report of change cards. Sent to unit personnel officer where up-to-date file is kept.

FIGURE 32.

organization. In making request of the machine records for additional sets of locator cards, the unit personnel officer should specify how he wants the set organized—by regiment, company, and so forth.

d. It may be necessary when, for example, the organization is on duty outside the continental limits of the United States, or for other reasons, to make up one or more sets of locator cards in the headquarters on the typewriter. The card is so designed that this can easily be done.

CHAPTER 6

OFFICERS SUBSECTION

	Paragraphs
SECTION I. Officer 201 files.....	351-353
II. Officer qualification and status cards.....	354-358
III. Efficiency reports.....	359-372
IV. Reserve officers, active duty.....	373-385
V. Pay and mileage vouchers.....	386-393
VI. Officer locator cards.....	394
VII. Officer rosters.....	395-396
VIII. Clearance.....	397

SECTION I

OFFICER 201 FILES

351. The 201 file of an officer is of vital importance to the officer concerned, and to the organization in which he is serving. The file should start with the order by which the officer is ordered to duty. If he is a Reserve officer and is ordered to active duty from civil life, and the order directs him to report to a regiment, for example, his active duty order should form the basis of his 201 file in the regiment. On the other hand, if his original active duty order is to report to the commanding general of the division, and the division commander assigns him to a regiment, the division order assigning him would form the basic document in his 201 file in the regiment. Then, following in chronological sequence, should come every letter, indorsement, order, or other communication which affects him and which should normally become a part of his record.

352. Officers' 201 files should be considered confidential, and should be seen and handled only by trusted clerks, who should be cautioned not to discuss any information gained by their official perusal of the officers' 201 files. An officer is not permitted to consult his 201 file. Officers' efficiency reports are kept in a separate file in the War Department.

353. After having made the backing sheet and after having inserted letters and documents in sequence from the oldest at the bottom to the latest on top, as described in the section on enlisted 201 files, the file should be inserted in a manila folder, along the top tab of which is written: "201-Woodring, Martin C. (O)," or the applicable name.

SECTION II

OFFICER QUALIFICATION AND STATUS CARDS

354. Reference.—AR 605-90.

355. Every officer and warrant officer has on file with the unit personnel section of the division a W. D., A. G. O. Form No. 66-1 (fig. 34). The purpose of classification of commissioned officers and warrant officers is to obtain the maximum use of their skills, abilities, and experience. Proper classification is the basis of proper assignment.

a. The responsibility for officer classification rests with any commander who has assignment jurisdiction over the officers of his command.

b. W. D., A. G. O. Form No. 66-1 supersedes W. D., A. G. O. Form No. 177 (Reserve Officer's Qualification Card) which is to be turned over to service command headquarters.

c. Officers are classified by trained commissioned personnel under the supervision of the adjutant general of a division or higher unit having a classification officer.

356. It is the responsibility of the commanding officer of the headquarters where the qualification cards are kept on file to see that they are maintained up to date with all pertinent data as to the officers under his command so that assignment or reassignment can be made on the basis of all possible information.

a. It is the responsibility of the officer's unit commander to transmit to division headquarters (or other headquarters) where the cards are filed any changes in the nature of duties, special military training received, or any other information pertinent to the qualifications of the officer.

b. Completed cards are forwarded with the officer on a change of station.

c. An officer may see his own card, but may not see the classification card of other officers.

357. Every regimental or separate battalion headquarters should maintain an active file of officer status cards. See figure 33 for a sample of a status card which, it is believed, will serve adequately in most organizations. This card should be kept in a visible file, or in a drawer file. One clerk in the officers' subsection should be charged with the responsibility of making current entries on the officer status cards. In this way, accurate, complete, and up-to-date information on every officer of the command is always quickly available. This file will be of great assistance in selecting officers for detail to special service schools, to boards and courts, and in selecting officers for

WOODRING MARTIN C. O-881654 Captain Infantry April 9/42
(Last name) (First name) (Middle Initial) (Serial No.) (Rank) (Branch) (Date of Rank)
Permanent address: 87 Washington Square North, New York, N.Y. Tel: Talbot 5-6659

Temporary address: Officers' Quarters, No. 318C, Fort Dix, N.J. Tel: 638

Nearest relative: Mrs. Elizabeth L. Woodring Address: 87 Washington Square North

Married: Yes Wife's name Mrs Elizabeth L. Woodring New York, N.Y.

Children: Martin C., Jr. Age 10 Sex M
Elizabeth Lee " 7 " F
David M. " 3 " M

	D/S	LV OF ABSENCE	SICK
	From To Period	From To Period	From To Period
	12/9/42 12/14/42 5 days	12/1/42 12/19/42 2 days	

Date first commissioned: June 18/22

Date present apmt expires

Date due for promotion:

Military specialty: (1) Co. Off. (2) Morale Off. (3) Mil. Intell.

Civilian specialty: Insurance broker.

Ordered to Active Duty by Par. 21 SO#102, Hq. 2nd C.A. Gov. Isl. N.Y., May 10, 1942
Date Reported for Active Duty 5/28/41 per Par. 21 SO#102, Hq 2nd C.A. Gov Isl. N.Y. May 10/42
Reverts to Inactive Status Assigned to: Co. L, 100th Infantry, Ft Dix N.J.

[illegible]

FIGURE 33.—Officer status card.

(1) NAME WOODRING MARTIN CARROLL (2) GRADE O-8B1654 INF ORC (3) DATE OF BIRTH 165 MAR 24 1907 W (4) COMPONENT 5 (5) OVERSEA IN GRADE RETIRED (6) YEARS 21 (7) MONTHS 0 (8) AUTHORITY FOR 21 GOV. 1st, 1942 (9) DATE MAR 10, 1942 (10) HQ 2nd C.A., Gov. Isl., NY									
(11) SERVICE OR LOCATION (12) RESIDENCE OUTSIDE (13) EXTENSION OF ACTIVE DUTY (14) DATE OF BIRTH 165 MAR 24 1907 W (15) GRADE O-8B1654 INF ORC (16) COMPONENT 5 (17) OVERSEA IN GRADE RETIRED (18) YEARS 21 (19) MONTHS 0 (20) AUTHORITY FOR 21 GOV. 1st, 1942 (21) DATE MAR 10, 1942 (22) HQ 2nd C.A., Gov. Isl., NY									
(23) GRADE-APPOINTMENTS AND PROMOTIONS (24) CHIEF (25) WARRANT OFFICER (26) 1ST LIEUTENANT (27) CAPTAIN (28) MAJOR (29) LT COLONEL (30) COLONEL									
(31) RECORD OF SERVICE (ONLY PRINCIPAL DUTY OF 3 MONTHS OR MORE DURATION) (32) DATE OF RANK IN GRADE (33) TYPE OF DUTY (34) UNIT, ORGANIZATION OR STATION (35) DATES (36) INITIALS (37) DATES (38) INITIALS									
(39) SPECIAL SERVICE SCHOOLS (40) SCHOOL (41) COURSE (42) DATES (43) INITIALS (44) GRADE (45) COMPONENT (46) OVERSEA IN GRADE (47) YEARS (48) MONTHS (49) AUTHORITY FOR (50) DATE (51) HQ									
(52) GENERAL SERVICE SCHOOLS (53) COMMAND AND GENERAL STAFF SCHOOL (54) ARMY WAR COLLEGE (55) NAVAL WAR COLLEGE (56) YEAR (57) MONTH (58) DAY (59) GRADE (60) COMPONENT (61) OVERSEA IN GRADE (62) YEARS (63) MONTHS (64) AUTHORITY FOR (65) DATE (66) HQ									
(67) EDUCATION (68) SCHOOL (69) COURSE (70) DATES (71) INITIALS (72) GRADE (73) COMPONENT (74) OVERSEA IN GRADE (75) YEARS (76) MONTHS (77) AUTHORITY FOR (78) DATE (79) HQ									
(80) SPECIAL SERVICE SCHOOLS (81) SCHOOL (82) COURSE (83) DATES (84) INITIALS (85) GRADE (86) COMPONENT (87) OVERSEA IN GRADE (88) YEARS (89) MONTHS (90) AUTHORITY FOR (91) DATE (92) HQ									
(93) GENERAL SERVICE SCHOOLS (94) COMMAND AND GENERAL STAFF SCHOOL (95) ARMY WAR COLLEGE (96) NAVAL WAR COLLEGE (97) YEAR (98) MONTH (99) DAY (100) GRADE (101) COMPONENT (102) OVERSEA IN GRADE (103) YEARS (104) MONTHS (105) AUTHORITY FOR (106) DATE (107) HQ									
(108) EDUCATION (109) SCHOOL (110) COURSE (111) DATES (112) INITIALS (113) GRADE (114) COMPONENT (115) OVERSEA IN GRADE (116) YEARS (117) MONTHS (118) AUTHORITY FOR (119) DATE (120) HQ									

Obverse side.
FIGURE 34.

IMPORTANT: UNDER NO CIRCUMSTANCES WILL THIS CARD BE FOLDED, BOLLED OR CREASED

② Reverse side.

special and important duties. It is also a readily accessible source of information if a new commanding officer is assigned to the unit.

358. This improvised status card should not be confused with the status punch card of officers and men (W. D., A. G. O. Form No. 301). The latter is the official and formal status record which is made in the machine records unit, based on information contained in the report of change card. The status card described here is an informal record kept by the adjutant or personnel officer in order to make current information about officers of the unit readily accessible. This card is of greatest value when the unit is in the zone of the interior or undergoing training preparatory to combat duty. However, when going into combat zones these cards should be left in the rear.

SECTION III

EFFICIENCY REPORTS

359. References.—AR 600-185, October 13, 1942.

360. a. An abbreviated efficiency report is substituted for the full report heretofore required for periodic reporting.

b. W. D., A. G. O. Form No. 67 (Efficiency Report) is used for the abbreviated report, but only paragraphs A, B, C, E, F, H10, L, M, N, P, Q, and S are filled in.

c. Efficiency reports are rendered on each officer of field grade (of all components) who has served continuously in a command for 6 months or more—

(1) When he ceases so to serve.

(2) On June 30, in case the service continues.

d. (1) No report is required where the service has been of less than 6 months' duration, but a commander may make a full (not abbreviated) efficiency report on any officer of any grade at any time, if in his opinion, the services of the officer being reported upon have been unusually meritorious or unusually poor.

(2) Reports on general officers will continue to be made in letter form and forwarded to the commanding general next subordinate to the War Department.

361. An officer's efficiency report is of vital importance to him. That fact cannot be too forcefully emphasized. Every individual who has to do with officers' efficiency reports should read and understand all provisions of the governing regulations.

362. The purpose of efficiency reports is to report the duties performed by an officer during a definite period and the manner of the performance of those duties; to furnish accurate information as to the degree of proficiency possessed and demonstrated by the individual

reported upon in specified qualifications considered essential in the military profession; and to make a record of certain qualifications which an individual may possess, and the extent to which he is proficient in those qualifications. It is a basic classification record of an officer.

363. The first essential demanded of an officer rendering an efficiency report on another officer is absolute impartiality and fairness. If an efficiency report contains any entry, either of fact or opinion, which is unfavorable to, or which reflects upon the officer reported upon, it must be referred to the officer concerned for his remarks upon the unfavorable entry.

364. Efficiency reports are prepared on W. D., A. G. O. Form No. 67 (fig. 35) for officers and on W. D., A. G. O. Form No. 68 (Efficiency Report for Warrant Officers Other Than Those of the Army Mine Planter Service) for warrant officers. The immediate commanding officer of the officer being reported on prepares and signs the efficiency report. Efficiency reports may be made whenever a commander himself is relieved or transferred, but in the event that he does not elect to do so he will prepare data on the officers who have been under his command for the use of his successor in preparing efficiency reports when due.

365. The efficiency report of every field officer on extended active duty is forwarded to The Adjutant General and is kept on file in the War Department. An officer, while in Washington, may be granted permission by The Adjutant General to examine his efficiency reports.

366. The principal concern of the unit personnel officer in connection with efficiency reports is to check them for accuracy and consistency of entries. It is not the function of the unit personnel officer or of the adjutant to rate or rerate an officer upon whom an efficiency report is rendered. It is the duty of the regimental commander to examine and indorse his concurrence or nonconcurrence with the ratings given by a commander subordinate to him. Before an efficiency report is sent to the regimental commander, it should be carefully checked by the unit personnel officer to be sure that the name of the officer reported upon is correctly spelled; that his serial number is correct; that a correct statement of the relation between the reporting officer and the officer reported upon is shown; that the period covered by the report is correctly stated. Periods of less than 1 full year are stated in months and fractions, as 4 and 15/30, rather than 4½ months. The dates from and to must agree with the total time as stated.

367. The primary duty of the officer during the time reported upon should be written on the first line under paragraph E, and the exact

(USE TYPEWRITER IF POSSIBLE.
IF NOT, PRINT PROPER NAMES)

EFFICIENCY REPORT

(SEE AR 600-185)

A. OFFICER REPORTED UPON Fissell, John T. 0746842 Lt. Col. 100th InfantryA's official status with respect to you Bn. Commander, 3rd Bn., 100th Inf. 22/30 months, from November 9, 1942 to June 30, 1943B. PERIOD COVERED BY THIS REPORT 22/30 months, from November 9, 1942 to June 30, 1943C. STATIONS AT WHICH HE SERVED Fort Dix, New Jersey

D. CONSIDER CAREFULLY THESE DEFINITIONS, KEEP THEM IN MIND WHEN RATING, TAKING INTO CONSIDERATION HIS LENGTH OF SERVICE AND THE OPPORTUNITIES AFFORDED HIM, WHICH MIGHT HAVE A BEARING UPON HIS PERFORMANCE OF DUTY, PERSONAL CHARACTERISTICS, OR PROFESSIONAL QUALIFICATIONS.

UNSATISFACTORY: Performance of the particular duty reported upon or personal characteristics or professional qualifications below minimum standard—inefficient.

SATISFACTORY: Performance of the particular duty reported upon or personal characteristics or professional qualifications up to minimum standard—passably efficient.

VERY SATISFACTORY: Performance of the particular duty reported upon in an efficient manner. Personal characteristics, professional qualifications, or efficiency above that acceptable as SATISFACTORY.

EXCELLENT: Performance of the particular duty reported upon in a very efficient manner. Personal characteristics, professional qualifications, or efficiency above VERY SATISFACTORY but below SUPERIOR.

SUPERIOR: Outstanding and exceptional performance of the particular duty reported upon. Personal characteristics, professional qualifications, or efficiency above that considered EXCELLENT.

UNKNOWN: To be used in all cases in which the reporting officer has had insufficient opportunity during the period covered by this report to observe the officer reported upon to permit a rating as to the performance of the particular duty, his personal characteristics, or professional qualifications.

E. DUTIES HE PERFORMED: (State separately. Where possible show duration of each in months. Example: Co. Comdr. ordinary garrison training, 6 mos. Summary court, 6 mos. Brig. Adj. prepared training schedules, Supply Officer.) In describing the manner of performance of duty, use one of six classifications as given under D, and consider carefully the obstacles encountered by the individual in the performance of each duty listed. THE OPINIONS EXPRESSED UNDER "MANNER OF PERFORMANCE" ARE BASED ON—

INTIMATE DAILY CONTACT.

FREQUENT OR INFREQUENT OBSERVATION OF THE RESULTS OF HIS WORK.

ACADEMIC RATINGS.

(Line out inappropriate words or amplify under par. F according to circumstances)

Duty	Months	Manner of performance
Bn. Commander, 3rd Bn., 100th Inf. (Prin duty)	7 20/30	Excellent
Sick in hospital	2/30	

F. What degree of success has he attained under the following headings: ENTRIES BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. (See par. D above.)

G. Enter on lines below any outstanding specialties of value in the military service. MAKE NO ENTRIES EXCEPT WHERE STATEMENT IS BASED ON PERSONAL OBSERVATION OR OFFICIAL REPORTS DURING PERIOD COVERED BY THIS REPORT. Show pilot and/or observer ratings of Air Corps officers here.

	Unsatisfactory	Satisfactory	Very satisfactory	Excellent	Superior	Unknown
1. Handling officers and men.....					X	
2. Performance of field duties.....				X		
3. Administrative and executive duties.....				X		
4. As an instructor.....				X		
5. Training troops.....				X		
6. Tactical handling of troops (units appropriate to officer's grade).....				X		

H. To what degree has he exhibited the following qualifications? Consider him in comparison with others of his grade and indicate your estimate by marking X in the appropriate rectangle. (See par. D above.)

	Unsatisfactory	Satisfactory	Very satisfactory	Excellent	Superior	Unknown
1. Physical activity (agility; ability to work rapidly).....						
2. Physical endurance (capacity for prolonged exertion).....						
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance).....						
4. Attention to duty (the trait of working thoroughly and conscientiously).....						
5. Cooperation (acting jointly and effectively with another or others, military or civilian, to attain a designated objective).....						
6. Initiative (the trait of beginning needed work or taking appropriate action on his own responsibility in absence of orders).....						
7. Intelligence (the ability to understand readily new ideas or instructions).....						
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty).....						
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions).....						
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement and still maintain high morale).....					X	

W. D., A. G. O. Form No. 67—July 1, 1933.

8-3209

① Front.

FIGURE 35.

Name of officer reported on Fissell, John T. Name of reporting officer Atwater, John O.

I. During the period covered by this report has he taken advantage of the opportunities afforded him to improve his professional knowledge?

J. Has he exhibited any weaknesses—temperamental, moral, physical, etc.—which adversely affect his efficiency? If yes, describe them. (FACT or OPINION. Line out one.)

K. Proper authority having decided on the methods and procedure to accomplish a certain end, did he render willing and generous support regardless of his personal views in the matter?

✓ L. Since last report has he been mentioned favorably or unfavorably in official communications? NO (See par. 1b, AR 600-185.)

✓ M. During the period covered by this report was he the subject of any disciplinary measure that should be included on his record? NO If yes, enclose separate statement of nature and attendant circumstances.

✓ N. Write a brief general estimate of this officer in your own words This officer has performed all duties in an excellent manner. He is loyal, exact and efficient, and has displayed initiative and ability in handling men. He is a well-informed officer, both in military and non-military subjects. In comparing this officer with all other officers of his grade and component known to me, I would place him among the upper third.

O. How well do you know him?

✓ P. Remarks (Nothing to report.)

✓ Q. In case any unfavorable entries have been made by you on this report, were the deficiencies indicated hereon brought to the attention of the officer concerned while under your command and prior to the rendition of this report? If yes, what improvement, if any, was noted? No unfavorable entries.

If no improvement was noted, what period of time elapsed between your notification to him of his deficiencies and the rendition of this report?

R. Based on your observation during the period covered by this report, give in your own words your estimate of his GENERAL VALUE TO THE SERVICE

✓ S. I certify that to the best of my knowledge and belief all entries made hereon are true and impartial and are in accordance with AR 600-185.

NOTE: Initiated by reporting officer or rating officer. Only paragraphs checked (✓) are to be filled out. ONE COPY ONLY.

(Signed) John O. Atwater
(Name typed) John O. Atwater
(Grade and Org.) Colonel, Infantry
(Comdg. what?) Comdg., 100th Infantry
(Place) Fort Dix, New Jersey
(Date) Jan. 22, 1942 Incls.

1st INDORSEMENT

CW/ddb

Hq. 20th Inf. Div., Fort Dix, N.J., July 5, 1943. To: TnG

The officer reported upon is unknown to me, but I have confidence in the judgment, fairness of impartiality of the reporting officer.

/s/ Gregory Winslow
/t/ GREGORY WINSLOW
Major General, U.S. Army,
Commanding.

Write nothing below this line.

2-4002

② Back.

FIGURE 35—Continued.

time he was engaged upon that duty under the command and supervision of the reporting officer should be accurately stated in months and fractions. Additional and other duties should be stated in the order of the proportionate time spent upon each. The manner of performance of each duty will be stated on the same line as the description of the duty.

368. It is important that the ratings given be consistent.

369. The personnel officer should study carefully every efficiency report which is submitted to the regimental headquarters. He should make no mark on the report itself, but should attach to it a separate sheet on which he calls attention to discrepancies or apparent inconsistencies. The report should then be passed on to the adjutant, who should likewise study the report and write on a separate sheet his own comments, to be submitted to the commanding officer when the report itself is submitted.

370. The unit personnel officer should keep a record of the dates on which efficiency reports are submitted. The officer's status card shown in figure 33 has a place for such entries. It is intended that no copies of efficiency reports or extracts therefrom will be kept in any subordinate headquarters, either the headquarters where the report originates or any headquarters through which the report passes en route to The Adjutant General.

371. In checking efficiency reports, the unit personnel officer and the adjutant should be careful to note whether any remark on the report is of an unfavorable nature. A rating of "unsatisfactory" in any paragraph of the report constitutes an unfavorable remark, and the report must then be referred to the officer reported upon for his remarks. This reference must be made by the reporting officer, by 1st indorsement; the officer to whom the report is submitted must reply by indorsement within 10 days.

372. The next higher military superior to the officer making a report will indorse on the report his concurrence, his nonconcurrence, or any modifications which he may care to make in any of the ratings. This indorsement must always be signed by the officer concurring or modifying the report. An indorsement modifying a report in part would be worded something like this: "I concur in this report, except as to paragraph F-1, in which I would rate the officer reported upon as 'satisfactory'; and except as to F-6 in which I would rate the officer as 'satisfactory,' or such other modifying remark as may be appropriate.

SECTION IV

RESERVE OFFICERS, ACTIVE DUTY

373. a. All Reserve officers who are physically fit for military duty have been called into the military service. Transfers from and to the inactive Reserve have been discontinued. Officers who are found to be physically incapacitated for limited military service are given the option of resigning.

b. All Reserve officers who are called and who are on extended active duty shall remain in the service for the duration of the war and for 6 months thereafter, unless sooner relieved by competent authority.

374. a. The following table of maximum ages is applicable to officers entering upon extended active duty with troop units and to officers entering on duty with other than troop units:

	<i>Service with troop units</i>	<i>Service other than with troop units</i>
Second lieutenant.....	30	35
First lieutenant.....	35	42
Captain.....	42	47
Major.....	47	52
Lieutenant colonel.....	52	55
Colonel.....	55	60
Brigadier general.....	60	
Major general.....	62	

b. These age limits do not apply to officers of the Medical Department and the Chaplains Corps. Nor do the age limits for officers serving with troop units apply to officers serving under "branch immaterial" quotas with installations of the Army Air Forces.

375. Reserve officers are ordered to extended active duty by the War Department, by service command and department commanders, under quotas and in the numbers, grades, arms, and services prescribed by the War Department from time to time.

376. a. Under present policies Reserve officers are required to have passed the final type physical examination, and to have been found physically qualified for extended active duty within a period of 60 days prior to the effective date of the order placing them on extended active duty. However, where it would manifestly work a hardship on the officer concerned to require him to travel a considerable distance at his own expense to a Government hospital having facilities for conducting the final type physical examination, he may be placed on extended active duty, and directed to report for temporary duty at a station having facilities for giving the final type examination. If

found physically qualified, he will then proceed to the duty station to which ordered. If found physically disqualified, he may request that his case be placed before an appeals board. The board will consider only the defect upon which the officer was disqualified, and will recommend to the commanding general of the service command that a waiver be granted or not granted. The decision of the commanding general of the service command is final.

b. In addition to the final type examination, an officer is required to undergo a check-up examination at his first duty station, to determine whether or not there has occurred any intervening illness or injury of a disqualifying character. It is the duty of the commanding officer of the unit to which he first reports for duty to see that each officer has this check-up examination.

377. A Reserve officer ordered to active duty is required to reach the station to which he is directed to report within the time normally required to complete the journey by common carrier by the shortest usually traveled route. His active duty begins on the date specified in the order as the effective date. He should begin the journey on that date. If the officer concerned desires to travel by private conveyance, and the time to make the journey from his home to his first duty station would require more than the normal travel time by common carrier, he should request a leave of absence, or specific authority for delay en route from the commanding officer to whom he is directed to report. In traveling to his first duty station, however, he may travel by private conveyance without specific authority, provided he leaves early enough to arrive at the time normally prescribed by the order. Such travel, in advance of the effective order date, is at the officer's risk and personal expense.

378. a. Reserve officers at the time of being ordered to active duty are entitled to leave credit on a pro rata basis, figured on the remaining part of the fiscal year. Leave accrues at the rate of 30 days for each fiscal year.

b. Leave is a privilege, not a right. Leave credit may be carried over from one fiscal year to the next, provided the active duty is continuous over the period for which leave credit is claimed.

379. a. Reserve officers on active duty are entitled to pay and allowances, including longevity pay, as prescribed in current Army Regulations and directives.

b. Allowances include the right to occupy Government quarters if they are available at the permanent duty station of the officer concerned; or the payment of rental allowance in lieu of quarters.

380. When a Reserve officer enters on active duty, his date of rank is determined by the amount of active duty he has previously had in

grade. This is time actually on active duty and does not include total time, as does the computation for pay. Date of rank is important in determining the right to command. The date of rank is usually stated in the orders by which a Reserve officer is placed on active duty. If not so stated, the officer should apply to the commanding general of the service command issuing the active duty order for a determination of his date of rank.

381. A Reserve officer will wear the insignia of the arm or service in which he is commissioned, or in which he is detailed, or in which he has been ordered to duty. In signing his name to official communications not directly concerned with his own active duty status, the officer will use as a part of his official signature the name of, or authorized abbreviation for, the arm or service in which he has been detailed for duty, even though this differs from the arm or service in which he is commissioned. For example, an officer commissioned in Infantry Reserve, if ordered to duty with the Cavalry, would sign his name as "Captain, Cavalry" or "1st Lt., Cavalry."

382. When a Reserve officer first reports for active duty, the adjutant of the post, camp, station, or unit is required to execute and forward directly to The Adjutant General the active duty report form illustrated in figure 36. This form will be made locally by mimeograph. An extract of the special order should be attached.

383. Promotion of Reserve officers during the present emergency will be governed by policies to be announced by the War Department from time to time. As of May 26, 1942, the requirements for promotion of a Reserve officer are as follows:

a. The sole criterion for promotion must be demonstrated fitness and capacity for the duties and responsibilities of the next higher grade for which a position vacancy exists.

b. Except in units engaged in combat in an active theater, normally no officer will be promoted more than one grade at a time and no officer once promoted will be again promoted until he will have served at least 6 months in the grade to which last promoted.

c. Normally, no officer except a second lieutenant will be recommended for promotion until he has, by actual outstanding performance of duty for a period of at least 6 months, demonstrated his fitness for promotion to the next higher grade and his capacity for its responsibilities. When, in the opinion of a general officer who has personal knowledge of the circumstances, an officer other than a second lieutenant has clearly demonstrated his fitness for promotion in a lesser period of time, the War Department will give consideration to waiving this requirement, provided the recommendation *clearly* sets forth the

REPORT OF ENTRY ON* (TERMINATION OF) ACTIVE DUTY

(Par. 119 b, AR 140-5, and pars. 13 b and 34, AR 130-10).

To: The Adjutant General,
Washington, D. C.
.....
(Place)
.....
(Date)

ATTENTION: RESERVE DIVISION

NAME:
(First) (Middle) (Last) (Serial No.)

GRADE AND BRANCH:
(Grade) (Branch) (ORC, NGUS, OR AUS)

AUTHORITY: Par., S.O.:..., HQ:.....
(Date of Order)

DATE OF ENTRY UPON ACTIVE DUTY:

*(OR) DATE ACTIVE DUTY TERMINATED:

(Date of entry is ordinarily date officer left home if such date is on or subsequent to the effective date shown in the order.)
(Date of termination of active duty is ordinarily the effective date of termination shown in the order.)

REPORTED FOR ACTIVE DUTY:
(Date reported at station)

For the Commanding officer:

Adjutant.

1 Incl.

Copy of extract of special order.

1. Report to be mailed direct to The Adjutant General by the adjutant or personnel adjutant of the post, station or unit within 24 hours after officer reports for duty.

2. A separate report will be rendered for each Reserve, National Guard of the United States or Army of the United States officer.

* Line out words not applicable.

circumstances which prompt the recommendation and justify the promotion. No recommendation which fails to set forth clearly the circumstances and the qualities inherent in the individual which warrant his promotion will be given favorable consideration by the War Department.

d. A second lieutenant may be recommended for promotion to fill an existing position vacancy at any time after he has satisfactorily demonstrated his fitness for the next higher grade and his capacity for its responsibilities.

e. Recommendations for promotion and approval of recommendations from subordinate commanders are functions of command which cannot be delegated to a staff officer. In the application of paragraph 7, appendix B, MR 1-3, position vacancies existing in divisions, regiments, and similar or smaller separate commands will be filled by unit promotion only to the extent which will promote the best interest of the service and efficiency of the Army. When, in the opinion of a higher commander, efficiency of the Army will be served best by promotion of the best fitted officer in one unit and his transfer to another to fill an existing position vacancy therein, this procedure will be followed. The primary purpose of temporary promotion is to enhance the efficiency of the Army by promotion of the best fitted to fill existing position vacancies. This end will be achieved only by a careful study by each echelon of command of each recommendation for promotion passing through its headquarters.

384. Before a Reserve officer is relieved from active duty, either at the termination of his period of active duty or for any other reason, he is given a terminal physical examination, which is similar to the final type physical examination given when beginning active duty. He is given a W. D., A. G. O. Form No. 280 (Certificate of Service).

385. For further and general information relative to Reserve officers see all Army Regulations in the 140-series; AR 605-10; section V, Circular No. 19, W. D., 1942; Circulars Nos. 95, 161, and 180, W. D., 1942; and current War Department directives.

SECTION V

PAY AND MILEAGE VOUCHERS

386. Reference.—AR 35-1360.

387. a. Commissioned officers are paid monthly by the accountable disbursing officer of the station at which they are serving; or if no accountable disbursing officer is on duty at the station, by a disbursing officer to be designated by the commanding general of the service command. Officers' pay accounts are paid on War Department Form No.

D. O. Vol. No.

WAR DEPARTMENT
Form No. 886-Revised
Form approved by Comptroller General, U. S.
September 25, 1940

WAR DEPARTMENT

PAY AND ALLOWANCE ACCOUNT

PAID BY

APPROPRIATIONS:

(Commissioned Officers, Army Nurses, Warrant Officers, Contract Surgeons)

(For use of paying office)

(1) THE UNITED STATES, Dr. To: Martin C. Woodring, Capt., Inf. Reserve O-881654
(Name of payee) (Rank and organization) (Serial No.)
(2) Station Fort Dix, New Jersey Station No.
On duty at present station per Par. 21, S. O. No. 102, Hdqrs. 2nd C.A. Coy. Ia. N.Y. 10-May-42
Departed from New York, N.Y. May 28 1942 Reported for duty at Ft. Dix, N.J. May 28 1942

DEPENDENTS: Mrs. Elizabeth Lee Woodring, 87 Washington Square North, New York, N.Y. or
(3) Lawful wife (State her Christian or given name in full and husband's surname and her address each month)
Unmarried children under 21 years of age Martin C. Woodring, son, 10 yrs; Elizabeth L. Woodring, daughter, 7 yrs; and David M. Woodring, son, 3 yrs; 87 Washington Square North, New York, N.Y.
(State names, ages and addresses each month. Evidence of dependency attached hereto or filed with voucher No.)
19..... accounts of
(4) Dependent mother
(State her Christian or given name in full and husband's surname and her address each month)

During the current period for which allowances are claimed on account of my dependent mother I have contributed to her support the sum of \$....., in cash or its equivalent, without any consideration in return, which contribution is her chief support, and each and every statement set forth in her affidavit dated 19..... (attached hereto), filed with voucher for the month of 19....., is true and correct, and so remains at this time, except

(State fully changes occurring between date of last affidavit and signing of this voucher)

(5) For over 9 years' service; 3 pay period; years completed on 19.....

DEBITS:	AMOUNT
(6) For base and longevity pay from <u>May 28</u> , 1942, to <u>June 30</u> , 1942	\$.....
(7) For additional pay for from 19....., to 19.....	\$.....
(8) For pay for month, ... from 19....., to 19..... of which I was the actual and exclusive owner, which (was or were) suitable for the military service, and maintained at	\$.....
(9) For subsistence allowance from <u>May 28</u> , 1942, to <u>June 30</u> , 1942	\$.....
(10) For rental allowance from <u>May 28</u> , 1942, to <u>June 30</u> , 1942 during which period I was not assigned adequate quarters at my permanent station; if without dependents, I was not on field or sea duty; if with dependents, I did not occupy with them any public quarters assigned to me without charge at any station, nor did any of them occupy public quarters assigned to them or to any other officer or his dependents, except for bona fide social visits	\$.....
TOTAL CREDITS.....	\$.....

DEBITS:	AMOUNT
(11) Class "D" Government Insurance Premium.....	\$.....
(12) Class "E" Allotment.....	\$.....
(13) Class "N" National Service Life Insurance.....	\$.....
(14) Due United States for	\$.....
TOTAL DEBITS.....	\$.....
NET BALANCE.....	\$.....

(15) On (ordinary or sick) leave or absence; Departed 19....., under Par., S. O. No.
Hdqs., 19.....; extended by Par., S. O. No., Hdqs., 19.....; Returned 19.....

(16) I certify that the foregoing statement and account are true and correct; that payment therefor has not been received; and that payment to me as stated on the within pay voucher is not prohibited by any provisions of law limiting the availability of the appropriation(s) involved.

Place to my credit with Mail payee check to:
Capt. Martin C. Woodring,
Fort Dix, New Jersey

(SIGN ORIGINAL ONLY) Name Martin C. Woodring
Rank Captain, 100th Inf.

Date June 30, 1942

(17) I certify that during the period for which rental allowance is claimed on this voucher the above officer was not assigned adequate quarters at his permanent station by authority of the post commander.

(SIGN ORIGINAL ONLY, ON MEMORANDUM, TYPE OR PRINT NAME AND RANK) Name Martin C. Woodring
Rank Captain, 100th Inf., Adjutant

Date June 30, 1942

(18) Paid by (Check(s) No.(s) dated 19....., for \$..... (on Treasurer of the United States in favor of payee named above)
Cash, \$....., on 19..... (SIGN ORIGINAL ONLY)
Payee

U. S. GOVERNMENT PRINTING OFFICE 16-12889

FIGURE 37.

336 (Pay and Allowance Account (original)) (see fig. 37). Vouchers are submitted to the disbursing officer, usually about the 20th of each month for that month, but payment is not made until the last day of the month. Except in special circumstances, officers are paid by check drawn on the Treasurer of the United States.

b. The essential pay data for an officer are contained in the officer's status card (fig. 33). In most commands it is the custom to have pay vouchers for all officers of company grade prepared in the officers' subsection of the unit personnel section. At most stations pay vouchers for field officers are prepared by the disbursing officer. A common practice is for the clerk charged with this duty to make an extra copy of the first pay voucher made for each officer after the officer joins and to use the copy of this first voucher as a model in making subsequent pay vouchers. This system has one fault—it does not provide a quick check of the officer's length of service for longevity pay; whereas the status card does show these data. It is therefore better not only to keep the original pay voucher to use as a model month after month, but also to check the data to be entered on each pay voucher against the status card. This card also provides a check of the officer's leave, any time he may be sick in hospital or absent sick, and any change in status which may affect his pay.

388. War Department Form No. 336, which is commonly referred to as a pay voucher, is made in duplicate.

a. The part under the heading Appropriations is not filled in at the unit personnel section, nor by the officer preparing the voucher, but is filled in by the disbursing officer making payment.

b. Beginning with the heading THE UNITED STATES, Dr., the name of the officer is entered. This should in every case have the first name written out in full, as "Martin C. Woodring," and not "M. C. Woodring." This is followed by his grade, organization, serial number, and present station. The paragraph number, special order number, and headquarters which issued the order under which the officer is on duty at his present station are entered next. On the line below are entered the name of the military station or place from which he departed en route to duty at his present station, and the date. After the words, "Reported for duty at," enter the name of the station to which he reported, and the date he reported. This is necessary on every pay voucher, regardless of how long an officer stays at one station.

c. (1) Under the heading Dependents, enter first the name of the officer's lawful wife and her address. This is written as follows: "Mrs. Elizabeth Lee Woodring." Next list the children in order of age, giving the first name and initial of each child, and whether son or daughter,

and the age of each child. For example: "Martin C. Woodring, Jr., son, age 10; Elizabeth Lee Woodring, daughter, age 7; David M. Woodring, son, age 3." Names of other dependents are entered in the same manner.

(2) The evidence of dependency consists of an affidavit made by the officer and filed with his first pay voucher. On this affidavit he simply states the names and ages of his dependents, and the fact that they are dependents. In the case of a dependent mother, a good deal more is involved. In this connection, consult AR 35-3420.

d. Paragraph (5) on the pay voucher is very important. Officers are entitled to an increase of 5 percent of base pay for each 3 years of service. But it should be borne in mind that before the increase for longevity can be paid, the disbursing officer must be furnished with a statement of service from the service command of origin or the War Department. This entry must be watched carefully from month to month, to be sure that when an officer passes another "fogy" date, the proper entry is made under paragraph (5) on his pay voucher.

e. Under Credits, paragraph (6), enter the first day of the month and the year and the last day of the month and the year; for example: "June 1, 1942 to June 30, 1942." (In the model voucher shown, Capt. Woodring is paid from May 28, 1942 to June 30, 1942, since he entered on active duty on May 28.) Under paragraph (7), Additional Pay, there is a place to enter additional pay for decorations and awards, if any have been awarded the officer while he was serving as an enlisted man; and for additional pay as an aide-de-camp, if he is an aide. For details of additional pay for decorations and awards, see paragraph 252a. For additional pay as aide-de-camp, see AR 35-1700. Under paragraph (8), Pay for Mounts, see AR 35-1720. The entry under paragraph (9) should be the same as that under (6), giving the inclusive dates. The same applies to paragraph (10), Rental Allowance, if the officer is entitled to rental allowance.

f. Officers are entitled to Government quarters for themselves and their dependents at their permanent station. The law provides, however, that if no Government quarters are available, the officer may be paid a stipulated sum in lieu of quarters. This is called a rental allowance, and is more commonly referred to as "commutation of quarters." This subject is covered in AR 35-4220. Assignment of quarters, where available, is covered in AR 210-10.

g. Under the heading Debits, paragraphs (11), (12), (13), and (14), should be entered any allotments made by the officer or any stoppages of pay for amounts due the United States for overpayment, lost property, forfeiture of pay by sentence of court martial, and so forth.

The amounts of allotments and stoppages are entered by the unit personnel section, or the disbursing officer as the case may be; and the amounts of credits, that is, the amounts of pay and allowances, are entered by the disbursing officer who pays the voucher.

h. Under paragraph (15) are entered the leaves of absence granted the officer during the period covered by the pay voucher. Follow instructions in the printed headings in making entries.

i. If the officer desires that his pay check be deposited to his credit at his bank, he indicates that fact under paragraph (16). The date entered under this paragraph is the last day of the month.

j. The officer signs the original of the voucher only. His name as signed should correspond exactly with the name as written at the top of the voucher.

389. a. The question of whether or not an officer gets rental allowance hinges on whether he was assigned and occupied *adequate quarters* at his permanent station. The determination as to what constitutes adequate quarters rests with the commanding officer of the post. Under paragraph (17) of the pay voucher, space is provided for the certificate of the commanding officer to the effect that the officer concerned was not assigned adequate quarters at his permanent station. Under section 6, Act of Congress, approved June 10, 1922, as amended by Act of Congress, approved May 31, 1924, Public Law No. 171, paragraph 1(f) states: "The term 'competent superior authority' shall be construed to mean the officer required by regulations * * * to assign public quarters." AR 210-10 provides that the post commander shall make all assignments of quarters.

b. Up to the time of the present emergency, when most Army posts and stations were comparatively small, and the number of officers on duty at the various posts, camps, and stations who did not occupy quarters on the post was normally small, the signing of this certificate by the post commander or his adjutant did not impose an excessive burden on the post commander or the adjutant. However, with the very large expansion of the Army, and due to the fact that at most of the cantonments and camps of the Army no adequate public quarters are available for assignment to officers, it is readily apparent that if the post adjutant or the post commander were required to sign the pay vouchers for all or a majority of the officers on the post, the time consumed and the labor imposed on that one officer would be excessive.

c. A practical solution of this problem is for the post commander to delegate to certain officers, by name, the authority to sign the certificate "by authority of the post commander." Thus, the post commander could delegate, by name, the division adjutant general or one

390. Pay vouchers should be made in the officers' subsection of the unit personnel section about the 15th of each month and sent to each officer for signature. When returned by the officers, they should be presented to the adjutant for the execution of the certificate under paragraph (17) if the adjutant has been delegated the authority to

RECORD OF PARTIAL PAYMENTS

Period	Disbursing officer	Voucher No.	Deductions	Amount

**This card will be filled out, kept up to date, and carried inside
W. D., A. G. O. Form No. 65-1 (Identification Card).**

16-27679-1

FIGURE 38.

391. *a.* When an officer is transferred from one station to another, no transcript statement of account is needed. All commissioned officers, Army nurses, and warrant officers, are furnished with W. D., A. G. O. Form No. 77 (Officer's Pay Data Card) (see fig. 38). This card is to be kept on the person at all times. A transcript statement of account is issued only upon receipt of notice of death of an officer and upon receipt of notice of resignation, discharge, or dismissal of an officer under the provisions of paragraph 10b(4), AR 210-10, or

when an officer is otherwise relieved from active duty. It will be executed in duplicate and forwarded direct to the Finance Officer, U. S. Army, Washington, D. C. It will be accompanied by War Department Form No. 35 (War Department Signature Card) certified by the last paying disbursing officer, or as prescribed in AR 35-1040.

b. Upon W. D., A. G. O. Form No. 77 will be entered all essential data relative to pay and allowances to which the officer is entitled, and record of partial payments received. The data as to pay, pay period, length of service, and all deductions will be furnished by the disbursing officer at the officer's station at the time of the receipt of the pay data card, upon request. This form will be kept inside W. D., A. G. O. Form No. 65-1 (Identification Card—Officers, Army of the United States).

c. Although the information on this card is not conclusive as to the pay status of the officer concerned, payment will not be withheld pending the verification of the data contained on the data card. Upon presentation of proper vouchers, commissioned officers, Army nurses, and warrant officers may obtain partial payments when under orders for permanent change of station, either at old station, new station, or at any disbursing office enroute; and while on leave of absence, detached from permanent duty station or in other cases of emergency. (AR 35-1360.)

392. In addition to the monthly pay vouchers, officers who perform official travel under orders, including those initially reporting for duty, are entitled to mileage allowance for the travel performed. Mileage is paid on Standard Form No. 1071 (Mileage Voucher, original), which is made in duplicate. (See fig. 39.) The form itself is quite simple, and its proper preparation should present no difficulty. Mileage vouchers are signed in the original only. The figures under the columns headed Computation of Amount Due are not filled in by the officer making the voucher but are filled in by the disbursing officer. Mileage vouchers for officers need be signed only by the officers concerned, and the officers sign the first certificate on the vouchers. Two copies of the order directing the travel for which mileage is being claimed are attached, both copies bearing the official stamp of the headquarters which issued the order. If impracticable to furnish two stamped copies, at least one stamped copy and one certified true copy must accompany the mileage voucher when submitted for payment. The place from which travel is shown to have been performed and the place to which travel is shown to have been performed must agree with the points shown in the order. The place at which the order was received by the traveler must also be shown

Standard Form No. 1071—Revised
Form approved by Comptroller General, U. S.
March 26, 1945
Gen. Reg. No. 98

MILEAGE VOUCHER

Act of June 10, 1922, 42 Stat. 631

D. O. Voucher No.

Bu. Voucher No.

(Statement of travel performed must be completely filled in by payee prior to signature, and there must not be any erasure or alteration unless initiated or signed by him)

General Accounting Office
PREAUDIT
Certified for payment in the
sum of \$.....
Comptroller General of
the United States.
By

U. S. WAR DEPARTMENT

(Department and service)

THE UNITED STATES, Dr.,

To Martin C. Woodring, Capt., Inf-Reserve

(Payee)

Fort Dix, New Jersey

(Official station) or (Home address, to be used by reserve and retired officers only)

Fort Dix, New Jersey

PAID BY

(For use of paying officer)

Mail check to

For mileage under attached order 02/21, 2CA, 5/10 1942, received at New York, N.Y.

STATEMENT OF TRAVEL PERFORMED—To be filled in by traveler

COMPUTATION OF AMOUNT DUE—To be filled in by administrative officer

Date 19..... (1)	From— (2)	Date 19..... (3)	To— (4)	Kind of transportation furnished (See note) (5)	Land grant included in established route and distance (6)	Transportation furnished excluding land grant in column 6 (7)	Authorized mileage (8)	NOTATIONS
5/28	New York, N.Y.	5/28	Fort Dix, N.J.	None, P	Miles	Miles	Miles	
I further certify that the payment to me as stated on this pay voucher is not prohibited by any provisions of law limiting the availability of the appropriation involved. Brought forward from statement on reverse hereof.					TOTALS... Rate per mile..... Amounts..... Deduct column 6 and/or 7..... Other deduction (plus or minus)..... NET AMOUNT TO BE PAID.....			

NOTE: Transportation furnished by U. S. Government:
 Government transportation request; rail, water, air, or highway..... T/R
 Government automobile..... G/A
 Government boat..... G/B
 Government plane or ship..... G/P
 No transportation furnished by U. S. Government..... NONE
 Indicate method of travel used by inserting after "None" one of the following letters: Highway (H); Air (A); Water (W); Rail (R); Privately owned conveyance (P).
 T/R No. Carrier(s)
 T/R No. Carrier(s)
 T/R No. Carrier(s)

I CERTIFY that the foregoing statement of travel was performed in compliance with order attached and is correct; that payment therefor has not been received; and that no transportation was furnished by the United States, either in kind or on Government transportation request, except as stated above.
Martin C. Woodring (Payee) Capt., Inf-Reserve (Rank or Title)

I CERTIFY that the above account is correct, and that the travel performed was in accordance with the order issued therefor.

*Approved for \$.....

(SIGN ORIGINAL ONLY)

(Title)

ACCOUNTING CLASSIFICATION—For completion by administrative officer

Appropriation, limitation or project symbol	Appropriation title	Limitation of project (amount)	Appropriation (amount)

Allotment symbol	Amount	Encumbrance liquidated	Cost account		Object of expenditure	
			Symbol	Amount	Symbol	Amount

Paid by (Check No., dated, 19...., for \$.....) (on Treasurer of the United States in favor of payee named above.)
 (Cash, \$....., on, 19....) (SIGN ORIGINAL ONLY) (Signature of payee)

"If the ability to certify and authority to approve are combined in one person, one signature only is necessary, otherwise the approving officer will sign in the blank space below
 "Approved for \$....." and over his official title. 16-1377a

FIGURE 39.

If the voucher is paid in cash, the payee must receipt for the payment on the bottom of the voucher.

393. a. When an officer is transferred from one station to another, he should be prepared to take the following action concerning his pay and allowance status:

(1) Furnish two officially certified copies of orders assigning him to new station.

(2) Furnish two officially certified copies of orders assigning him to active duty.

(3) Give date of departure from old station and date reported for duty at new station under item (2), War Department Form No. 336.

(4) If not assigned adequate public quarters at old station, give a certificate of nonoccupancy of adequate public quarters. This certificate will be furnished in duplicate by the post or station commander or by the officer authorized to certify on the pay voucher as to occupancy of quarters for the purpose of paying rental allowance.

(5) If assigned adequate quarters at old station, give two officially certified copies of certificate terminating such quarters.

(6) Check his officer's pay data card and see that it is correct and up to date.

b. These should also be furnished an officer being ordered to temporary duty at a station other than his permanent station, if the temporary duty is to extend beyond the current month and the officer is to be paid by a disbursing officer at his temporary duty station.

SECTION VI

OFFICER LOCATOR CARDS

394. Locator cards (W. D., A. G. O. Form No. 304A) are maintained in the officers' subsection of the unit personnel section. These cards are the same forms as used for enlisted locator cards, and the files should be maintained in the same manner. (See fig. 32.)

SECTION VII

OFFICER ROSTERS

395. Rosters of officers on W. D., A. G. O. Form No. 305A (Miscellaneous Report Form) will be furnished by the machine records unit in as many copies as desired by the regimental commander, and in any arrangement requested. The officers subsection should maintain an up-to-date roster of officers arranged alphabetically.

396. It is an excellent plan to maintain also a visible officers' duty chart, hung on the wall of the adjutant's office and the unit personnel

HEADQUARTERS, FORT DIX, N. J.

CLEARANCE SHEET

January 19 1943

The following agencies and instrumentalities will indicate below, the status of the accounts of Martin C. Woodring, Captain, 100th Infantry (Name, rank, and organization) as of January 19 1943. The responsible officer of the agency or instrumentality will insert in ink the amount due from the officer concerned, and if none, he will so state. He will initial the entry in ink.

	Initial		Initial
Post QM Property	\$ <u>None</u> : <u>JMP</u>	Officers' Club	\$ <u>None</u> : <u>SEA</u>
Post QM Utility	\$ <u>None</u> : <u>JMP</u>	Signal Officer	\$ <u>None</u> : <u>Gray</u>
Post Laundry	\$ <u>None</u> : <u>...</u>	Ordinance Officer	\$ <u>NONE</u> : <u>ERK</u>
Post Exchange	\$ <u>1.62</u> : <u>A.P.</u>	Hospital Mess	\$ <u>None</u> : <u>BIRD</u>
Post Theater	\$ <u>None</u> : <u>WV</u>	Commissary	\$ <u>None</u> : <u>JD</u>
Post Library	\$ <u>None</u> : <u>CLB</u>	Officers' Mess (Organization)	\$ <u>None</u> : <u>NER</u>
	\$:		\$:

By order of Colonel ATWATER:

Thomas A. Dubois
 THOMAS A. DUBOIS, Capt., 100th Inf.
 Adjutant.

Note: Initiated by unit personnel officer or adjutant; one copy retained by unit personnel officer, after completion.

FIGURE 40.

officer's office. Such a chart is shown in figure 21. It will show at a glance the status of every officer of the regiment, and by the use of different cardboard disks will show where every officer is at any time.

SECTION VIII

CLEARANCE

397. When an officer is relieved from active duty, is transferred, goes on leave of absence for more than 10 days, or detached service for more than 10 days, he should be required to execute clearances. The clearance sheet is nothing more than a statement in writing from the several Government agencies and instrumentalities with which the officer concerned may have accounts, including the unit supply officer from whom he may have drawn Government property on memorandum receipt. (See fig. 40.)

CHAPTER 7

REPORTS AND RETURNS SUBSECTION

	Paragraphs
SECTION I. Morning reports.....	398-403
II. Reports of change.....	404-407
III. Ration returns.....	408-415
IV. Monthly rosters.....	416-420
V. Postal subsection.....	421-423

SECTION I

MORNING REPORTS

398. Reference.—AR 345-400.

399. Each morning, at a time specified, the company morning report is brought to the unit personnel section by the company clerk of each company or detachment of the regiment. The morning report goes directly to the reports and returns subsection. There it is carefully checked for accuracy in the remarks section and the strength section.

400. Every individual working in the reports and returns subsection should be thoroughly familiar with all the provisions of AR 345-400. The clerks checking morning reports, and the unit personnel officer, before initialing company morning reports, should check to see that only authorized abbreviations are used. Improper use of abbreviations, or use of unauthorized abbreviations, will seriously impede the work of the clerks making records which are based on morning report data. Authorized abbreviations are prescribed in AR 345-400 and in AR 850-150. The forms used in making remarks are shown in AR 345-400.

401. After the morning report is carefully checked for accuracy, several abstract copies are made. These are for use of the pay roll group, the service record group, the report of change group, etc., as described in chapter 4, part two.

402. a. The morning report then goes to the clerk charged with compilation of the consolidated daily strength report. This clerk should be furnished a form, mimeographed or printed locally. This form should be a reproduction of the company morning report, with the following exceptions: Make all squares large enough to contain five digits; strike out column headed "Day of month"; change title of first column from Captains and Field Off. to read Captains; insert

at top of form the title Consolidated Daily Strength Report, 100th Infantry (day) (month) (year). Then at left add columns with the following headings, reading from top to bottom: Colonels, Lt. Colonels, Majors. Extend the horizontal lines to the right, so that a square is provided for each entry and at the extreme right on the horizontal lines, write in the designations of the several companies and detachments, beginning with Hq and Band, then Hq Co, Serv Co, etc. After all entries have been made, draw a double horizontal line below the bottom entry and write "Totals" at the extreme left. At the foot of each column enter the total of that column. Thus, when the form is completed, it shows the strength of the regiment in each grade and each category (see fig. 41).

b. These sheets should be mimeographed or printed on 8- by 14-inch paper. At least three copies should be made, one original and two carbon copies. After the report has been compiled by the clerk, it should be checked by the personnel sergeant major, and by the unit personnel officer, and should be initialed by the unit personnel officer. One copy should be placed on the regimental adjutant's desk not later than 1000, and another copy should accompany the report of change cards for the day when they are sent to division headquarters. The original should be kept on file, and the reports for each month consolidated at the end of the month for comparison with the strength report furnished by the machine records unit.

403. After the data for the consolidated daily strength report have been extracted, the company morning report goes to the clerk who is assigned the task of checking and consolidating ration figures. This process is described in detail in section III. After they are checked, the morning reports of all elements will be initialed by the unit personnel officer, under the date, and in the same column.

SECTION II

REPORTS OF CHANGE

404. Reference.—AR 345-800.

405. Every individual working in the reports and returns subsection should be thoroughly familiar with all the provisions of AR 345-800. This is essential if the reports of change are to be rendered accurately and on time. It is a basic record, and upon its accuracy and completeness depend to a large extent the usefulness and value of the entire machine record keeping system.

406. In making reports of change cards on the typewriter, clerks should be cautioned not to use punctuation marks. These typed

symbols make a deep impression in the card, often resulting in the introduction of errors in the machine operation.

407. W. D., A. G. O. Form No. 303 (see fig. 42) is normally made in three copies or an original and two carbon copies. The original is sent to the machine records unit through the division or next higher administrative headquarters: the duplicate may be sent to the chief of arm or service to which the individual reported upon belongs as required by current regulations, and the triplicate is retained in the unit personnel section for use and file. The triplicate is made available throughout the unit personnel section as the personnel officer may

TYPE	STATION	TYPE ORG	SUB UNIT	PARENT UNIT	PLCY	GRADE	DUTY	A OR S	DATE	SERIAL NUMBER	NAME
REPORT OF CHANGE (FOR INDIVIDUAL OR UNIT)											
BASIC STATUS											
☒ ASSIGNED ☐ ATTACHED UNASSIGNED ☐ ATTACHED FROM ☐ CASUAL											
DUTY OR OTHER STATUS AT TIME OF THIS CHANGE											
☒ ON DUTY ☐ OTHER (SPECIFY):											
DESCRIPTION OF CHANGE											
Pvt Sims duty to AWOL 4 PM											
30357749 Pvt Inf Sims Archie A Co I 100th Infantry Hq 100th Infantry Ft Dix N J REPORT FOR THE TWENTY-FOUR HOURS ENDING AT 11:59 P.M. DAY 2 MONTH June YEAR 2											
TYPE OF STATION TYPE ORG SUB UNIT PARENT UNIT DATE OF CHANGE NAME SERIAL NUMBER TYPE STATION TYPE ORG SUB UNIT PARENT UNIT 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 64 65 66 67 68 69 70 71 72 73 74 75 76 77 78 79 80 (LEGISLATION THIS ORDER PUBLISHED 1/17/42) (FORM 712-200-3)											

NOTE.—Initialed by unit personnel officer, in triplicate. Original to next higher echelon; white copy dispatched direct to appropriate office; buff copy retained by unit personnel officer.

FIGURE 42.

direct, so that pertinent data taken from it may be used where needed. When the card has served its purpose, it should be filed.

SECTION III

RATION RETURNS

408. References.—AR 345-400, and AR 30-2210; and Circular No. 195, W. D., 1941 as amended and Circular No. 88, W. D., 1942.

409. A ration is defined as the food necessary for one man for 1 day. A ration is divided into a number of different articles of food which are called components. All the components needed in the preparation of three meals, according to a predetermined menu constitute the complete ration. There are four kinds of ration: garrison ration, Filipino ration, field ration, and travel ration. The number of rations to which an organization operating a mess is entitled is based on the number of men who consume three meals a day in the company. In computing the number of rations to which a company or detachment is entitled, the number of men eating breakfast, dinner, or supper in

the company mess is added together and the total divided by three. The resulting figure is the number of rations to which the company or detachment is entitled for that day. If the resulting figure includes a one-third fraction, the one-third is disregarded, and the resulting whole number is used. If the fraction is two-thirds, it is counted as one, and the next whole number is used. (See also sec. II, ch. 6, part one.)

410. a. The garrison ration, when authorized by the commanding general of the service command, is based on the money value of the components deemed necessary and suitable to provide an adequate and balanced diet for the troops. The money value is arrived at by the method prescribed in AR 30-2210.

b. The garrison ration is no longer authorized, except by special authority granted by the commanding general of the service command, and the ration savings are thereby eliminated. Only the field ration is discussed here, and the method of computing rations for the regiment or similar unit. For the method of computing rations for the company, see section II, chapter 3, part one.

411. Under the directive contained in War Department Circular No. 195, 1941, a ration return form is described which differs from W. D., Q. M. C. Form No. 460 (Ration Return). The ration return is made for whatever period may be prescribed by the local commander. It is usually made on a 3-day basis. This system is adopted for the field ration, which is the kind of ration now being issued to most units of the Army. Under the system prescribed in Circular 195, the company submits a daily ration strength return, which includes an estimate of the number of rations to be required on the day of drawing rations; that is, usually 3 days after the return is submitted. Any overages or shortages are taken up at the next succeeding issue date.

412. The unit personnel section is required to consolidate the daily ration strength returns of the companies, and to submit such consolidated report, together with the returns of the individual companies to the issuing quartermaster or unit supply officer. The unit supply officer draws the required rations for the whole regiment and makes issue to the several companies on the basis of the estimate made by each, as approved or modified by the regimental commander.

413. Both the companies and the unit personnel officer are required to make a monthly ration strength return, which is based on the daily ration strength return and which carries the accumulated figures of the daily returns. No attempt is made here to discuss further the directions given in the circular. Company commanders and unit personnel

officers will be guided by its provisions in preparing and submitting ration returns.

414. Company commanders and unit personnel officers should make every effort to anticipate changes in strength of companies during the period which must elapse between the date of submission of ration returns and the date of issue. For the first month of operation this figure will be based, of necessity, upon guess work; but after some experience has been gained, the estimates of gains and losses can be based on figures for previous months, modified of course by whatever advance information is available concerning additions to strength, and concerning transfers or discharges to be made. A reasonably accurate percentage table of expected gains and losses can be set up as a basis for the estimates which are a necessary part of the advance return.

415. a. A major responsibility of the unit personnel section in connection with ration returns is a careful and accurate checking of company morning reports. Unless the known factors of the computation are correctly arrived at, estimates based upon incorrect figures are likely to cause a material difference in the accuracy of the estimates of gains and losses. An error in computation will result in the company drawing more or fewer rations than it is entitled to, thus creating an overdraft or a shortage, either of which must be compensated for in the periodic settlements.

b. In making estimates of strength as of a future date, company commanders should consider any planned transfers, any furlough applications which are likely to be acted upon favorably before the date of drawing, as well as any known accessions to strength. The unit personnel section in checking this estimate should also take into consideration available information bearing upon transfers, furloughs, and accessions to strength. After the organization becomes fairly stable, these estimates can be made with a satisfactory degree of accuracy. The imponderable factors, of course, are unauthorized absences, sickness, and emergency furloughs.

c. The successful operation of this system depends in a large measure upon close liaison and cooperation between the unit personnel officer and company commanders.

SECTION IV MONTHLY ROSTERS

416. Reference.—AR 345-900.

417. The machine records unit furnishes a monthly roster, W. D., A. G. O. Form No. 305A, for enlisted personnel and officers. These rosters are furnished to all organizations and are prepared by the

machine records unit serving the particular organization. The basis of the preparation of these rosters is W. D., A. G. O. Form No. 301 which at all times reflects the current status of the individual. This card is kept current through the medium of W. D., A. G. O. Form No. 303. Correct preparation and prompt submission of reports of change is essential to maintaining a correct status card. Since rosters and strength returns are prepared from the status cards which are kept up-to-date and accurate through the report of change, care must be exercised in the preparation of Form No. 303 to insure accurate rosters and to eliminate the necessity for changing and correcting rosters.

418. Changes which occur to an individual are posted on his W. D., A. G. O. Form No. 304A so that a man's present status is reflected by the remarks on his locator card.

419. a. When the roster for each organization is received in the unit personnel section, it is checked against the locator card remarks to insure agreement. Errors are checked and necessary additions, deletions, and corrections are made and initialed. For procedure relative to the correction of rosters, see AR 345-900.

b. Upon completion of certification and correction, each sheet will be appropriately numbered and certified for correctness and for the number of sheets included.

c. One carbon copy of the roster will be retained by the unit personnel section. The remaining copies are forwarded to the originating machine records unit, where proper distribution is made.

420. Since the machine records unit maintains current statistical information relative to an individual in the form of status cards which makes this information readily accessible, it is possible to obtain various special reports and analyses from these cards. Requests for such information should be directed to the machine records unit through the same channels used for reports of change. Special reports are available in various forms and sequences, and include any or all of the following items:

Serial number.

Name.

Grade.

Arm or service.

Type of organization.

Organization—subunit.

Organization—parent unit.

Component of the Army.

ADMINISTRATION

Main civilian occupation.
Race.
Station.
Duty (primary).
Status.
Date of last change in status.
Military occupational specialty.

SECTION V

POSTAL SUBSECTION

421. References.—FM 12-105; Circular No. 5, W. D., 1942 and Circular No. 96, W. D., 1942 as amended.

422. a. (1) The postal sergeant and his assistants work under the direct supervision of the adjutant. They handle all mail, official and personal. When the unit is in the theater of operations or combat zone, incoming mail is picked up by the mail clerks of regiments or similar organizations at the division APO. These pick-ups of mail may coincide with the picking up of class I supplies. The mail clerk of each unit goes to the division APO each day to pick up the mail. He then returns with the mail to the rear echelon of his regiment, or similar unit, where he distributes the mail to the company mail orderlies who come for it. The company mail orderlies then return with the mail to their respective organizations and there distribute it to the addressees. All mail clerks and orderlies are directed to deliver all mail to the addressees personally. Mail is not to be sorted into pigeonholes and left for the addressees to pick up; nor is it to be left on beds, or given to other individuals to deliver to the addressee. Any mail which the clerk or orderly cannot give to the addressee personally is brought back to the unit orderly room or headquarters where it is placed in a safe place, securely locked, until such time as it can be delivered properly.

(2) Outgoing mail is placed by the sender in a locked box which is, or should be, provided for this purpose. Unit and organization commanders are charged with the provision of such receptacle for outgoing mail. On their trip to the depot of the regiment or similar organization, all company mail orderlies carry with them the outgoing mail which has been placed in the organization mail boxes. Upon reaching the depot, they turn the mail over to the regimental mail clerk, and assist him in preparing the mail for dispatch. The regimental mail clerk then carries it to the division depot on his trip to pick up mail. At that point he turns it over to the personnel of the APO.

(3) The morale effect that mail has on every individual soldier makes the prompt collection and distribution of all mail of vital importance to every commander.

b. When the unit is within the continental United States the procedure is practically the same as to distribution. However, the postal messenger may collect the mail from the division APO at any convenient time that the mail is ready for distribution. He brings it to the regimental headquarters mail section where it is sorted into companies. Each company appoints a mail orderly—who should be a responsible noncommissioned officer—who collects the company's mail at the regimental postal distributing point, usually regimental headquarters, at designated hours. The company mail orderly does not receipt for registered or insured mail, but obtains a notice that such mail is there; he in turn gives this written notice to the addressee who calls for the registered or insured mail in person at the regimental APO. However, in the combat zone this procedure is not practicable, and the regimental or company mail orderly may receipt for it, and thus effect its delivery to the addressee. How mail is to be distributed within the company is an administrative matter to be determined by the company commander. One of the most important matters for company commanders and regimental adjutants is the selection of honest and reliable noncommissioned officers and men for the postal section.

423. Official mail coming in is sorted and passed to the mail and distribution clerk in regimental headquarters, where it is handled in the manner already described.

a. Company mail orderlies maintain a complete roster of the members of their organizations, showing the forwarding address of absent members and whether this absence is temporary or permanent. This roster should be kept up-to-date, and all changes within the company which might affect the postal service are entered in the roster book. This roster book should furnish the company mail orderly with the forwarding address of any person who had formerly been a member of, or was attached to, that organization.

b. It is the responsibility of company commanders to see that each new member of the company notifies his former immediate commander and his correspondents, particularly his relatives, of his new address. This shall be done even if the individual asserts that he has already done so.

c. Regimental mail clerks are responsible for the maintenance of a complete set of files of addresses of all past and present members of the organization. It is the duty of the organization mail clerk to

furnish the regimental mail clerk with a *temporary* locator card, in duplicate, for each man who joins or leaves the organization, or who transfers from one unit to another within the organization. These cards are furnished within 24 hours after the change. The duplicate goes to the division APO for maintenance of the directory service. The original stays in the regimental locator card file. The responsibility for the provision of permanent locator cards rests with the unit personnel section. A complete directory service is maintained at the APO for all Army personnel served by it, and the permanent cards for the directory service are furnished by the unit personnel section, which receives such cards from the machine records unit.

d. When the forwarding address is not known, mail is indorsed by the company mail orderly with the words "Present Address Unknown," followed by the company and regiment, the date, and the initials of the mail orderly. A line is also drawn through the original address. The mail is then returned to the regimental mail clerk. If the address cannot be determined, he places a similar indorsement beneath that of the company mail orderly, and sends the mail to the APO, where it receives directory service.

e. When the forwarding address is known, mail is readdressed and forwarded through the regimental post office in the same manner as outgoing mail. Care must be taken in indorsing mail that the name of the addressee is in no way marked or defaced.

f. Any mail addressed to a person who is listed as "dead," "prisoner of war," "missing in action," or in a similar category, is not indorsed by the mail orderly, but is turned over by him to the company commander or some officer within the company who has knowledge of the facts. This officer indorses it by placing upon it the appropriate word or phrase, followed by his name, grade, and organization. The mail is then forwarded through regular channels to the APO. The final disposition of the mail will not be made by the APO, but by The Adjutant General.

g. Mail will not be forwarded to patients in a field or in an evacuation hospital unless specific request for such service is received from the patient. Mail for a man AWOL will be retained by the company mail orderly until the records show the man to be a deserter. It will then be stamped "Moved No Address" and returned to the United States post office for disposition.

h. There are no C. O. D. deliveries of mail by Army personnel, no special delivery service, and no general delivery service in the Army postal set-up.

CHAPTER 8

CORRESPONDENCE AND ORDERS SUBSECTION

SECTION I. Personnel correspondence.....	Paragraphs 424-433
II. General orders and special orders.....	434-464

SECTION I

PERSONNEL CORRESPONDENCE

424. AR 340-15 explains in detail the forms to be used in military correspondence, including headings, paragraphing, authentication, signatures, and indorsements. Every person in the headquarters should become thoroughly familiar with all requirements of this regulation.

425. a. The composition of letters—and, indeed, all written communications—is one of the adjutant's most important responsibilities. Correctness of form, spacing, margins, and neatness in typing are all important. But these are of little moment if the body of the letter or indorsement does not clearly express the meaning which the writer wishes to convey. A knowledge of the rules of syntax and good usage is essential, together with a clear understanding in the mind of the writer of the message to be conveyed. Use good, clear, concise English. Avoid the use of stilted, ponderous, and unusual words and phrases. Make the sentences short and complete. Be sure that sentences and paragraphs are arranged in logical sequence. Do not use the personal pronoun, except in an official letter concerning yourself; and in that case, do not refer to yourself in the third person.

b. Always be courteous. Never, under any circumstances, resort to sarcasm; be considerate of the feelings of the person to whom the letter is addressed.

c. Deal with only *one* subject in each letter.

d. Answer all communications within 24 hours. If the data necessary for the reply are not at hand and cannot be obtained within 24 hours, the letter should be acknowledged, together with a statement of the reasons why an answer cannot be given and an estimate of the date when a reply may be expected. *Remember to make the reply on or before that date.*

426. Be sure that an "immediate action" letter receives immediate action. If it cannot be answered the same day as received, then an

acknowledgment, also on "immediate action" paper, should be sent to the writer, giving the reason for the anticipated delay, and a definite date upon which reply will be made. In your own headquarters use "immediate action" paper sparingly. Be quite sure that the subject matter is of such importance as to demand immediate action. This applies with special force when writing to a higher headquarters. Until you have acquired experience, it is a good plan to show all "immediate action" letters, both received and to be sent, to the executive or commanding officer. When replying to an "immediate action" letter by indorsement, be sure that the first sheet of your indorsement is also "immediate action" paper.

427. Do not reveal the contents of an official communication to any persons other than those concerned. Also, be sure that persons on duty in your headquarters understand that they must not reveal the contents of any official communication, nor discuss outside of the office any knowledge which comes to them incident to their employment in the headquarters.

428. See that indorsements and inclosures are arranged in the proper sequence prescribed in the regulations. Insist that the exact, prescribed form be followed in the preparation of every letter and indorsement. Require that every correspondence clerk keep a copy of AR 340-15 on his desk for ready reference, and make frequent use of the dictionary. Require the sergeant major or his assistant to check every letter for correctness of form, spelling, and syntax; then check it yourself—at least until correct usage has been established.

429. Write only when necessary. Within your own organization, use correspondence as little as possible. Use the telephone, or make a personal call instead. Unless the matter is disciplinary in nature and a formal record is required, the informal method of communication is best. The same fundamental may be applied in communicating with the division headquarters. The division adjutant general would usually rather answer a question over the telephone or by an informal reference sheet or note. Records may be and often should be made of telephone conversations, and such informal memoranda may be filed.

430. What is written above about letters applies also to indorsements. There are a few other precautions concerning indorsements. One is against the use of the phrase: "You will explain by indorsement hereon why . . ." Such phraseology is almost sure to engender resentment in the person to whom the communication is addressed. You would not, under any circumstances, address such a communication to anyone not under the command of your own commander. When a matter becomes so aggravated as to warrant such phraseology, you will, if you are wise, obtain the necessary explanation verbally, always

remembering to use tact, with firmness. If a reprimand is needed, remember that only the commanding officer himself may administer a reprimand. That authority may not be delegated to any member of the staff. An experienced adjutant may exert pressure—may convey to another officer that the commanding officer is displeased with an apparent failure or dereliction—but he should be very wary of putting such expressions in a letter or indorsement.

431. A word of advice is appropriate about the authentication and signature of letters and indorsements. If a letter or indorsement is going *down* in the chain of command, it is authenticated by use of the phrase: "By order of Colonel DOE," with the signature of the adjutant just below that line. If it is going *up*, that is to division, corps, service command, or the War Department, the authentication should be: "For the Commanding Officer," with the adjutant's signature following. Some commanding officers wish to sign all communications going up, but the general practice is for the adjutant to sign all communications except those concerning major policy or a highly confidential matter or those pertaining to disciplinary action or censure of an officer. In any case, when you sign a communication as adjutant, your typed name appears below your signature, your grade and arm on the line below that, and the word "Adjutant" below that. The assistant adjutant may sign for you; in which case, his name, grade, and arm are typed, with the words "Asst. Adjutant" on the bottom line.

432. Do not use the term "we" in official communications. In referring to the regimental commander's wishes or desires, use the expression "the commanding officer" or "this headquarters," if the letter is going up.

433. The following check list will be found useful. (See AR 340-15.)

a. Paper.—Use only standard letter-size paper (8 by 10½ inches). Use bond paper for first sheet and onion skin or tissue paper for carbon copies.

b. One side of sheet.—Use only one side of sheet in all communications, except for prescribed forms and mimeographs or other reproduced matter.

c. Copies.—Unless instructed otherwise, make two carbon copies of both letter and indorsements. More copies are required under special conditions.

d. Margins.—On the first page, always leave a margin of 1 inch at the top and bottom (exclusive of page number), 1¼ inches on the left of the page, and ¾ inch at the right. The second and succeeding pages should have a 1¼-inch margin at the top.

e. Heading.—If the letterhead is not printed and it is necessary to type the heading; center it on page, top line 1 inch from upper edge, arranging the words on each line so that the same amount of space appears on each side.

f. Post office address and date.—Type the post office address two spaces below the lower line of the headquarters designation and at the right side of the sheet so that it ends about $\frac{3}{4}$ inch from the right edge of the paper. Type the date on the next line.

g. File number.—Type the file number beginning $1\frac{1}{4}$ inches from the left edge of the sheet and on a line with the date. The words "In reply refer to" usually appear on printed letterheads and may be placed above the file number on typed letterhead.

h. Identifying initials.—If identifying initials are used, they should be typed to the right of the first line of the heading and so spaced that they will end on the right margin.

i. Subject.—Type the word "Subject" followed by a colon, three spaces below the file number. The subject of the letter, very briefly stated, should follow on the same line. If there are several letters on the same general subject, the same subject designation should be used on all, for convenience in filing.

j. Address.—Type the word "To," followed by a colon, three spaces below the word "Subject." Then type the name, grade, and official designation of the addressee on the same line. On the next line, type the location of the addressee.

k. Body of letter.—Begin the first paragraph below the upper one-third of the sheet, so that the body of the letter will begin near the first crease when the letter is folded for mailing.

l. References.—When referring to Army Regulations, general orders, bulletins, circulars, and so forth, include the paragraph number, section number, title and number, and date. When referring to letters and indorsements, include as much of the following as is necessary to insure easy identification: symbol, file number, subject, and date of communication. These generally appear in the first paragraph where used to explain the purpose of or authority for the letter.

m. Numbering of paragraphs.—Number the paragraphs of a letter in single series, beginning with figure 1, indented five spaces. Letter subparagraphs with underscored lower-case letters, beginning with a. The letter designating the subparagraph is placed directly beneath the numerical designation of the paragraph, except where the first such division is likewise the first part of the paragraph. If subpara-

graphs are further divided, indicate the subdivisions with figures in parentheses, beginning with (1), indented an additional five spaces.

n. Spacing.—Single space within each paragraph and each subdivision thereof. Double space between paragraphs. A letter of less than eight lines may be double spaced.

o. Typewritten signature.—Type in capital letters the name of the writer. This should be placed to the right of the center of the page and five spaces below the last paragraph or authority for the letter, such as "By command of:" in the case of a staff officer signing for his commander. Type the grade, organization, and arm or service of the signing officer, on the line below the typewritten signature. If the writer is an enlisted man, type his first name, middle initial, last name, and serial number on one line, his grade, company, and unit on the line below.

p. Written signature.—Write signature plainly and legibly with pen, or when necessary, with indelible pencil; but *never* use facsimile.

q. Noting inclosures.—Make notations concerning inclosures on the face of the letter, opposite the signature, beginning with the left writing margin. Make notations concerning inclosures added or withdrawn in same place.

r. Indorsements.—Place the first written or stamped indorsement $\frac{1}{2}$ inch below the lowest element of the preceding matter on the same page. Succeeding written indorsements follow, with a space of $\frac{1}{2}$ inch between indorsements. Stamped indorsements are placed two in line parallel to the bottom of the page.

s. Arrangement.—Except for filing, arrange the several parts of the letter in the following order:

(1) Original with pages in numerical sequence, followed by original indorsements in numerical sequence, except that the last indorsement with its copy will be on top with pages in numerical sequence.

(2) Carbon copies, if any, of the basic communication, followed by all copies of indorsements, except the last, in numerical sequence.

(3) Inclosures in numerical sequence.

(4) For filing purposes the several parts will be arranged in the same manner and fastened together, except that the last original indorsement will follow immediately the other original indorsements.

t. Numbering pages.—Number each page in the center, $\frac{1}{2}$ inch from the bottom of the sheet. A single page letter will be numbered.

u. Fastening.—Fasten securely against casual separation of parts, and to permit intentional separation without mutilation.

v. Inspection.—Inspect the finished communication, checking the following points:

- (1) Margins.
- (2) Numbering and indentation of paragraphs.
- (3) Page numbering.
- (4) Correct spelling and punctuation.
- (5) Correct names and serial numbers.
- (6) Correct references.
- (7) Inclosures noted and properly listed on letter.
- (8) Inclosures properly marked as such.
- (9) Original communications, indorsements, carbon copies, and inclosures arranged in proper sequence.

w. Folding.—Fold in three equal sections parallel with the bottom of the letter paper. The lower section is folded over the face of the letter. The top section is folded toward the back of the letter.

SECTION II

GENERAL ORDERS AND SPECIAL ORDERS

434. AR 310-50 is the basic regulation on the subject. It should be read, studied, and kept handy for constant reference.

435. The two classes of orders with which a regimental adjutant is most concerned, from the standpoint of their preparation, are general orders and special orders. One type of general orders and one type of special orders have already been shown in paragraph 178. General orders will contain matters of importance which are directive in nature, *general* in application, of permanent duration, and not readily susceptible of immediate incorporation in established forms of regulations. Note that phrase "general in application." A general order concerns the entire command. Everybody must comply with it. Special orders are those orders which concern individuals or groups of individuals constituting parts of a command. The assignment, reassignment, transfer, promotion, and separation of individuals are accomplished by special orders. Special orders are also used to place officers and enlisted men on special duty and detached service; to appoint boards of officers, and courts martial. Letter orders may be directed to, and apply to, one or more individuals constituting part of a command. Courts martial are appointed in special orders, but their approved findings and sentences are promulgated by general court-martial orders and special court-martial orders, depending upon whether a general or special court martial is concerned. Findings of summary courts are not published.

436. a. Within the regiment, regimental special orders are used to effect the promotion of enlisted men to noncommissioned grades, and

to announce the demotion of enlisted men; to appoint boards of officers; to grant leaves of absence to officers, within the time limits prescribed by higher authority; to place officers and enlisted men on special duty and detached service, where such detached service is for the officers' own convenience and does not involve travel at Government expense. A regiment, serving with and as a part of a tactical division, or as a unit of a post or station, does not issue orders involving travel at Government expense for either officers or enlisted men, unless in special cases it is specifically directed to do so by higher authority.

b. Special orders are numbered serially beginning with the number 1 for each calendar year or with the day of activation of the headquarters. General orders are numbered in the same manner, except that general orders are usually divided into sections indicated by Roman numerals. The paragraphs within each section are numbered serially beginning with 1, and Arabic numbers are used for paragraphs.

437. Military orders—including general and special orders, general court-martial orders, special court-martial orders, orders, memoranda, circulars, and bulletins—must contain four parts: the heading, the title or designation, the body, and the authentication. Each of these components may and usually does contain more than one element.

438. The heading consists of three parts: the headquarters from which the communication emanates, the location of the headquarters, and the date. In some headquarters it is the practice to include in the second line the name of the office of the commanding officer. However, as the headquarters of any organization is the office of the commanding general or the commanding officer, that subordinate designation is commonly used only for those communications which are signed by the commanding officer personally. Example:

HEADQUARTERS 100TH INFANTRY
FORT DIX, N. J.

OCTOBER 24, 1942.

439. The title or designation shows the class of order, and the number in series. Example:

GENERAL ORDERS

NO. 9

440. The body of the order is its most important part. In either a general or a special order, the body of the order may contain any number of paragraphs, numbered serially from 1 in special orders, and numbered serially within each section in general orders.

441. There is one fundamental rule, evolved by time and experience, which governs the composition of orders—all orders must be *clear*,

concise, and subject only to that interpretation desired by the commander. The problem is how to attain that ideal of clarity and conciseness. Two processes are involved, the mental and the mechanical. The first involves a clear understanding of what is desired; the second, a choice of words and phrases, arranged in logical sequence and correctly punctuated, to convey the commander's desire in the clearest and most forceful manner.

442. Pass now to the authentication, and then come back to the body. The authentication must invariably contain the name of the commander who issued the order. If it is a colonel, a lieutenant colonel, or a major commanding the regiment, the "by line" would be "By order of Colonel So-and-So" (or "By order of Lieutenant Colonel or Major So-and-So") with the name of the officer written in capital letters. Just the last name—not Colonel John J. Doe, but Colonel DOE. Do not use such phrases as "By order of the regimental commander," or the "post commander," or "by command of the division commander." If the commander is a general officer, the "by line" is "By command of Major General ROE," with the general's name in capital letters, and only the last name.

443. a. Consider now the body of the order. It is that one of the four components which tells what is to be done, who is to do it, when, where, how, and why. Remember Kipling's Six Honest Serving Men:

"I keep six honest serving men
(They taught me all I knew);
Their names are *What* and *Why* and *When*
And *How* and *Where* and *Who* . . ."

b. All those six essential elements must be expressed or implied in the body of a special order. Under peacetime practice, orders were often verbose, heavy with qualifying phrases and with clauses which left nothing implied, nothing unsaid which could possibly leave a loophole for misunderstanding. Now, however, under the pressure of actual war and the urgent necessity for "streamlining" every administrative procedure, a shorter form has been adopted, using abbreviations and symbols in the place of stock phrases and words. While the shorter form of orders is to be used wherever possible, the fundamental factors which govern all military directives must not be violated. That fundamental, as already stated, is: all orders must be clear, concise, and subject only to that interpretation desired by the commander.

444. a. The new form for special orders is prescribed in AR 310-50.

b. It also provides for a system of block paragraphing to obviate the use of identical opening phrases in orders affecting more than one person.

c. The new system does not change the other three component parts of a special order, except that the authorized abbreviations in the heading and authentication may be used.

d. Every administrative officer should familiarize himself with AR 310-50.

e. Below are given two specimen orders. The first is written in the long form; the second in the abbreviated form, under the provisions of AR 310-50. In the long form, those words or phrases which constitute one of the six elements—the six honest serving men—are separated by a diagonal line (/) and above the phrase is written the element which that word or phrase represents. In the short form the same method is followed, with the element italic type where it is expressed, and inclosed in parentheses, roman type, where it is implied.

(1) *Example No. 1, long form.*

HEADQUARTERS 65TH MOTORIZED DIVISION

Fort Jackson, S. C.

1 September 1942

SPECIAL ORDERS

NO. 209

Why

1. In Compliance with letter, The Adjutant General's Office, dated May 21, 1942, Subject: Student Officers, Adjutant General's School, file AG 320.4 AG School

Who

What

(O-MA-M) / Captain JAMES A. HARDY, O-345678 A. G. D., / will proceed from

Where

When

this station / to Fort Washington, Md., / to arrive thereat not earlier than June 5

What (2d time)

and not later than June 7, 1942, / reporting upon arrival to the Commandant, Adju-

Why (2d time)

tant General's School, / for temporary duty for a period of approximately eight (8) weeks, as student, Administrative Course, / and, unless sooner relieved, will upon

What (3d time)

completion of the course of study, return to his proper station. The travel directed

How

is necessary in the military service. / FD 34 P 434-02 A 0425-23.

By Command of Major General STOUT:

/t/ THOMAS J. HILL,

Colonel, General Staff Corps,

Chief of Staff.

OFFICIAL:

/s/ Robert B. Kelly

/t/ ROBERT B. KELLY,

Lieutenant Colonel, Adjutant General's Department,
Adjutant General.

(2) *Example No. 2, short form.*

HQ 65th MTZ DIV

Ft Jackson S C
1 September 1942

SO 209

Why *Who*

1. In compliance ltr AG 320.4 (O-MA-M) 21 May / CAPT. JAMES A

What *Where* *When* *Why (2d time)*

HARDY 0345678 AGD / WP / Ft Washington Md / to rpt 7 June / temp dy stu

When (2d time) *What (2d time)* *What (3d time)*

AG Sch approx 8 weeks / upon completion / course (Administrative) / will return

How

proper sta. TDN / FD 34 P434-02 A 0425-23.

By command of Maj Gen STOUT:

/t/ THOMAS J. HILL
Col GSC
CofS

Official

/s/ Robert B. Kelly
/t/ ROBERT B. KELLY
Lt Col AGD
Adj Gen

f. This order is reduced from nine typewritten lines in the long form, to four lines in the short form, thus saving five lines of type, the time of the writer and the time of the reader.

g. The date in this special order is written: day, month, year—to conform to style used in War Department special orders. Throughout this pamphlet, this style is used for special orders; but the conventional style (month, day, year) is used in general orders, letter orders, and correspondence. Neither style is prescribed by Army Regulations.

445. If several changes in assignments and duties are to be directed in the same special order, the block system of paragraphing is used. The example below shows how the order given above would appear in a block paragraph. (The heading, designation, and authentication are not given, since they would be the same as in example No. 2).

1. The following changes in assignments and duties are directed. WP and return to proper sta as directed. TDN. FD 34 P434-02 A 0425-23.

Name	Nature of change	Assgd or atchd to	Auth
CAPT. JAMES A. HARDY 0345678 AGD.	DS ap- prox.8 weeks.	AG Sch Ft Washington Md.; will return to proper sta upon com- pletion course.	Ltr AG 320.4 (O-MA- M) 7-21- 42.

446. Any number of officers or enlisted men, or both, might be included under the same paragraph number of this special order. The procurement authority numbers shown cover travel on temporary duty. If any of the officers or men are being ordered to make a permanent change of station, the procurement authority numbers for that change would be included with those already listed. In the example above the nature of the change is given as "DS approx 8 weeks." DS means detached service, and is a commonly used abbreviation or symbol.

447. There is still another way in which the same directive might be expressed in orders. Take example No. 2 above, and put the first part last. Start the order as follows: "CAPT. JAMES A. HARDY O345678 AGD WP * * **", and after citing the procurement authority, put in the authority for issuing the order in this manner: "Auth: Ltr AG * * * etc." Many adjutants and commanding officers prefer this method of indicating the authority under which the order is issued.

448. Present regulations require that orders issued in the field which direct travel, must cite the authority under which the order is issued, unless such authority is expressly delegated to the commander issuing the order. This authority has been extended by the War Department to commanders of service commands, departments, armies, defense commands, and certain other agencies of the War Department, but has not been extended to include commanders of tactical divisions. The regulations also specifically require that when an order is issued in compliance with a directive of The Adjutant General, The Adjutant General's directive must be cited.

449. a. When the local commander has what might be termed "original jurisdiction" to direct a thing, he may issue an order directing that thing without citing authority. For example, the Army Regulations give a regimental commander authority to grant leave of absence for not more than 1 month to those officers under his command. It is therefore not necessary for him to cite any authority when he grants leave within the limits imposed on him by Army Regulations, unless higher authority, such as a division commander, has issued instructions curtailing the privilege of the regimental commander to grant leaves. The same rule applies to post and other commanders to whom Army Regulations grant blanket authority to direct certain things.

b. Some examples of the application of these rules are:

(1) *Order granting leave of absence.*

(a) Old form: "Under the provisions of AR 605-115 leave of absence for ten days effective on or about June 10, 1942, is granted to Captain PAUL A BROWN 0-00000 Inf."

(b) New form: "Lv of absence is granted:

"CAPT PAUL A BROWN 000000 INF 10 days off on or about 10 June."

(2) *Order appointing line of duty board on enlisted man injured in automobile accident.*

(a) Old form: "Under the provisions of paragraph 1c(4)(b), AR 345-415, a board of officers is appointed at this station to meet at the call of the senior member thereof for the purpose of investigating, reporting upon and determining the line of duty status of Pvt * *, and so forth."

(b) New form: "A bd O is aptd to determine LDS of Pvt * * injured in automobile accident 1 June, and so forth."

(3) *Order assigning newly arrived officer to unit.*

(a) Old form: "Captain PAUL A. BROWN 0-00000 having reported for duty in compliance with paragraph 19, War Department Special Orders No. 147, dated May 27, 1942, is hereby assigned to the 100th Infantry and will report to the commanding officer thereof for duty."

(b) New form: "CAPT PAUL A BROWN 000000 INF is asgd to 100th INF."

450. Examples of orders given show the allotment when the order directs travel. What are allotments and why are they used in travel orders? The subject of allotments has given rise to much confusion and uncertainty in the field. Recognizing this fact, the War Department has greatly simplified the system of allotment numbers. Under the system of showing allotments adopted by section II of Circular No. 206, W. D., 1942, as amended, War Department appropriations for travel were designated as "Finance Service, Army, 1942 and 1943." The allotment symbols "FD 31, 32, 33, 34, and 35," were adopted as the basic symbols for travel of the Army. Only one symbol is used to indicate purpose and object of expenditure under the several allotment number symbols, and this one symbol is followed by the appropriation number as established by the Treasury. Here is how it is set forth in Circular No. 206, W. D., 1942, as amended:

II...Allotments.—Under the provisions of paragraph 5, AR 35-840, the following allotments for the fiscal year 1943 are announced for the information and guidance of all concerned, and in the preparation of vouchers for payment under any of the within published allotments, the statement required for supporting papers by paragraph 8b, AR 35-840, will be omitted.

1. Finance Service, Army, 1942-43 (F. S., A.).—a.

Appropriation	Allotment	Purpose
Finance Service, Army, 1942-43 (F. S., A.)	FD 71 P 411-01	Pay and allowances of officers. ¹
	A 0425-23.	
	FD 72 P 412-01	Pay and allowances of warrant officers.
	A 0425-23.	
	FD 73 P 413-01	Pay and allowances of Army nurses.
	A 0425-23.	
	FD 74 P 414-01	Pay and allowances of enlisted men, other than Philippine Scouts. ²
	A 0425-23.	
	FD 75 P 415-01	Pay and allowances of Philippine Scouts, enlisted.
	A 0425-23.	
	FD 76 P 416-01	Pay of retired officers.
	A 0425-23.	
	FD 77 P 416-01	Pay of retired warrant officers.
	A 0425-23.	
	FD 78 P 416-01	Pay of retired Army nurses.
	A 0425-23.	
	FD 79 P 416-01	Pay of retired enlisted men, other than Philippine Scouts.
	A 0425-23.	
	FD 80 P 416-01	Pay of retired Philippine Scouts, enlisted.
	A 0425-23.	
	FD 81 P 417-01	Pay and allowances of contract surgeons.
	A 0425-23.	
	FD 82 P 418-14	Interest on soldiers' deposits.
	A 0425-23.	
	FD 83 P 418-07	Payment of exchange.
	A 0425-23.	
	FD 84 P 418-01	Premiums of Government life insurance.
	A 0425-23.	
	FD 85 P 418-13	Foreign claims under Public Law 393, 77th Congress.
	A 0425-23.	
	FD 86 P 419-01	Pay and allowances of prisoners of war.
	A 0425-23.	
	FD 87 P 419-01	Allowances of internees.
	A 0425-23.	
	FD 92 P 422-01	Pay and allowances of Women's Army Auxiliary Corps.
	A 0425-23.	

¹ Limited to specific authorizations by the Commanding General, Army Air Forces, as to the number (man-years) of nonflying officers of the arms and services with the Army Air Forces on flying pay, and by the Chief of Finance as to all other nonflying officers.

² Limited to specific authorizations by the Commanding General, Army Air Forces, as to the number (man-years) of enlisted men rated as air mechanics or placed on flying duty.

Appropriation	Allotment	Purpose
Finance Service, Army, 1942-43 (F. S., A.)		<i>Permanent change of station</i>
	FD 31 P 431-99 ³ A 0425-23.	Travel of military and uniformed civilian personnel (including transportation of dependents, baggage, and private mounts, and packing and crating of baggage) <i>not</i> incident to troop movements.
	FD 32 P 432-99 ³ A 0425-23.	Travel of civilian employees (including transportation of dependents and baggage, and packing and crating of baggage) <i>not</i> incident to troop movements.
	FD 33 P 433-99 ³ A 0425-23.	Travel of military, uniformed civilian personnel, and civilian employees (including dependents, baggage, and private mounts, and packing and crating of baggage) incident to troop movements, and including other expenses such as rental of camp sites and local procurement of communication service, fuel, and light and water services, tolls and ferriages, gas and oil, baggage car conversions, and packing and crating and transportation of organizational impedimenta, including animals and messing equipment.
		<i>Other than permanent change of station</i>
	FD 34 P 434-99 ³ A 0425-23.	Travel of military and uniformed civilian personnel, including troop movement expenses on temporary duty status.
	FD 35 P 435-02 A 0425-23.	Travel of civilian employees.
	FD 89 P 441-01 A 0425-23.	Expenses of courts-martial.

³ Specific purpose numbers will be substituted for P 99 as follows:

- 01 Personal services.
- 02 Travel.
- 03 Transportation of things.
- 04 Communication services.
- 05 Rents and utility services.
- 07 Other contractual services.
- 08 Supplies and material.

Appropriation	Allotment	Purpose
		<i>Other than permanent change of station—Continued.</i>
Finance Service, Army, 1942-43 (F. S., A.)	FD 90 P 451-07 A 0425-23.	Rewards and expenses for apprehension of deserters, escaped military prisoners, and those A. W. O. L.
	FD 91 P 451-11 A 0425-23.	Donations to dishonorably discharged enlisted men on release from confinement and to those discharged for fraudulent enlistment.
Foreign Service Pay Adjustment, Ap- preciation of For- eign Currencies (War) (F. S. P. A.).	FD 800 P 424-07 A 1000-3.	Payment of losses sustained by officers, enlisted men, and employees of the War Department while in service in foreign countries, due to the appreciation of foreign currencies in relation to the American dollar. (Act March 26, 1934 (48 Stat. 466), as amended by act August 14, 1937 (50 Stat. 641).)
Pay of the Army Deposit Fund.	FD 108 P 410-13 A 8910-N.	Repayment of enlisted men's deposits on discharge.

b. Travel of personnel not specifically covered will be charged to serial number as follows:

- (1) Applicants for enlistment, rejected applicants, rejected registrants, discharged military personnel, and military personnel ordered to, or relieved or released from active duty..... FD 31
- (2) General prisoners..... FD 31
- (3) Prisoners of war and internees..... FD 32
- (4) Civilian witnesses and reporters..... FD 35
- (5) In all other cases, charge serial number most closely related.

c. No estimate of cost will be required by officers issuing travel orders or incurring obligations under allotments published in this circular and no report of obligations thereunder will be made to the War Department.

d. The procedure herein outlined is to reduce the administrative detail in the field incident to travel of the Army. However, field commanders will take proper measures to prevent abuses by subordinates of travel at Government expense. This control of travel will not be on a cost basis but will be accomplished as a command function to see that only travel necessary to the war effort is permitted.

ADMINISTRATION

2. Supplies and Transportation, 1942-43, Army (S. & T., A.).—a.

Appropriation	Allotment	Purpose
Supplies and Transportation, Army, 1942-43 (S. & T., A.).	QM 1 P 411-07 A 0502-23.	Communication of rations or meals to enlisted men when not in travel status, other than those covered below.
	QM 2 P 411-07 A 0502-23.	Commutation of rations to enlisted men on recruiting duty when not in travel status.
	QM 3 P 411-07 A 0502-23.	Meals for enlisted men on recruiting duty, recruits, and applicants for enlistment when not in travel status.
	QM 4 P 411-07 A 0502-23.	Commutation in lieu of subsistence (except for enlisted men on recruiting duty and detached duty, recruits, and applicants for enlistment), for sick in hospitals, and for enlisted men on duty at the Army and Navy General Hospital, Hot Springs, Ark.
	QM 5 P 411-07 A 0502-23.	Commutation of rations at \$1.00 per day for aviation cadets.
	QM 6 P 411-07 A 0502-23.	Commutation in lieu of subsistence for enlisted men while on furlough.
	QM 7 P 411-07 A 0502-23.	Commutation of rations or meals furnished enlisted men for which reimbursement will be made by the enlisted man.
	QM 31 P 131-08 A 0502-23.	Citizens' outer clothing to be issued to soldiers discharged otherwise than honorably.
	QM 32 P 131-08 A 0502-23.	Commutation of clothing to warrant officers of the Army Mine Planter Service.

Appropriation	Allotment	Purpose
Supplies and Transportation, Army, 1942-43 (S. & T., A.).	QM 13 P 443-03 A 0502-23.	<i>Burial expenses of officers and enlisted men and of civilian employees of the War Department who die abroad, on Army transports, or while accompanying troops in the field (act of May 17, 1938).</i> Transportation of remains and going transportation of escort. NOTE.—1. An officer or warrant officer escort must use this transportation and may also claim 5 cents per mile chargeable to QM 13 P 443-02 A 0502-23. 2. When round trip transportation of escort is involved, one-half of the transportation, exclusive of pullman, is chargeable to this allotment and one-half to QM 13P 443-02 A 0502-23. 3. An officer or warrant officer is also entitled to 5 cents per mile <i>both</i> ways, chargeable to QM 13 P 443-02 A 0502-23.
	QM 13 P 443-02 A 0502-23.	Return transportation of officers, warrant officers, enlisted men, civilian employees, or relatives when acting as escorts. Mileage of officers and warrant officers <i>both</i> ways when acting as escorts. Travel allowances <i>both</i> ways for enlisted men and civilian employees when acting as escorts. Pullman fares <i>both</i> ways for enlisted men, civilian employees, or relatives when acting as escorts. (Officers and warrant officers are not entitled to pullman accommodations.)
	QM 13 P 443-04 A 0502-23.	Cost of telegrams in connection with disposition of remains.
	QM 13 P 443-05 A 0502-23.	Temporary grave sites, rental of.
	QM 13 P 443-10 A 0502-23.	Grave sites, procurement of.
		NOTE.—These authorizations cover the rental of temporary burial sites and procurement of grave sites in sections of commercial cemeteries set aside for Army burials. There is a distinction between the above items and QM 13 P 443-07 A 0502-23, covering the cost of grave sites which are included as a part of the \$50.00 allowance for funeral expenses at destination of remains.

Appropriation	Allotment	Purpose
Supplies and Transportation, Army, 1942-43 (S. & T., A.).	QM 13 P 443-07 A 0502-23.	<i>Burial expenses of officers and enlisted men, etc.—Continued.</i>
		Contractual service for preparation of remains for shipment home or for interment in a post or national cemetery.
		¹ Interment expenses, not to exceed \$50, such expenses to be limited to the following: 1. Hearse hire for remains from railroad station at destination to first place of delivery. 2. Hearse hire for remains and transportation for immediate relatives to cemetery. 3. Services of minister. 4. Cost of grave site in private cemetery. 5. Opening and closing grave.
		¹ Recovery of bodies. Settlement of claims by the General Accounting Office for reimbursement of expenses in connection with disposition of remains.
		<i>Authorized expenses in connection with disposition of remains of deceased civilian officer or employee of War Department who dies while traveling on official business within continental limits of United States, on travel status outside continental limits of United States, or on assignment to a post outside the United States, pursuant to act of Congress, approved July 8, 1940, and regulations prescribed in Executive Order No. 8557, September 30, 1940.</i>
	QM 13 P 443-03 A 0502-23.	Transportation of remains of deceased employees, including transportation, packing and crating of personal and household effects of employees and dependents.
	QM 13 P 443-02 A 0502-23.	Transportation of dependents.

See footnote at end of table.

Appropriation	Allotment	Purpose
Supplies and Transportation, Army, 1942-43 (S. & T., A.).		<i>Authorized expenses in connection with disposition of remains, etc.—Continued.</i>
	QM 13 P 443-04 A 0502-23.	Telephone, telegraph, radio, and cable service.
	QM 13 P 443-07 A 0502-23.	¹ Preparation of remains.
		<i>Disposition of remains of prisoners of war, of interned alien enemies, and of other persons in Army custody whose status is determined by the Secretary of War to be similar to prisoners of war, who die while in Army custody.</i>
	QM 13 P 443-07 A 0502-23.	For the preparation, under contract with undertakers, of remains in the various service commands in the United States for local burial.
		¹ Necessary interment expenses, not to exceed \$50 (act May 17, 1938), such expenses to be limited to the following if and when necessary:
	QM 13 P 443-07 A 0502-23.	1. Hearse hire for remains and transportation for immediate relatives to cemetery.
		2. Services of a minister.
		3. Cost of grave site in private cemetery.
		4. Opening and closing grave.
		<i>Transportation of things</i>
	TS 500 P 481-03 A 0502-23.	Quartermaster Corps property.
	TS 501 P 481-03 A 0502-23.	Ordnance Department property.
	TS 502 P 481-03 A 0502-23.	Corps of Engineers property.
	TS 503 P 481-03 A 0502-23.	Signal Corps property.
	TS 504 P 481-03 A 0502-23.	Army Air Forces property.
	TS 505 P 481-03 A 0502-23.	Medical Department property.

See footnote at end of table.

ADMINISTRATION

Appropriation	Allotment	Purpose
Supplies and Transportation, Army, 1942-43 (S. & T., A.).	TS 506 P 481-03 A 0502-23. TS 507 P 481-03 A 0502-23. TS 508 P 481-03 A 0502-23.	<i>Transportation of things</i> —Continued. Chemical Warfare Service property. Finance Department. Mixed shipments of property not pertaining entirely to one supply service not incident to troop movements, and/or property not otherwise listed.

¹ When these services are performed other than by contract, the applicable object classification shown in Finance Circular D-4 will be used instead of 07, such as 01 Personal services, 95 Rentals, 08 Supplies and materials.

b. Costs of shipments from point of origin to the first point of storage or consumption of supplies, equipment, and material in connection with the manufacturing and purchasing activities of the various supply arms and services may continue to be charged against the appropriation from which purchased, as is now done.

c. No estimate of cost will be required by officers issuing procuring instruments for these purposes and no report of obligations will be made to the War Department.

d. Expenses incurred for tolls, ferriages, drays, lighterage, and loading of things, not incident to troop movement, will be charged to the applicable allotments listed above.

3. Medical and Hospital Department, Army, 1942-43 (M. & H. D., A.)

Appropriation	Allotment	Purpose
Medical and Hospital Department, Army, 1942-43 (M. & H. D., A.).	MD 4003 P 410-07 A 0805-23. MD 4005 P 410-07 A 0805-23.	Payment of \$10 to blood donors for each blood transfusion given patients in Army hospitals entitled thereto at public expense (F. Y. 1943). Local payment of medical care and treatment in foreign countries of military personnel attached to the American Embassies, Missions, Commissions, and other military bodies of similar nature as authorized under the provisions of paragraph 3, AR 40-505 and paragraphs 5 and 6, AR 40-510. (F. Y. 1943.)

Appropriation	Allotment	Purpose
Medical and Hospital Department, Army, 1942-43 (M. & H. D., A.).	MD 4004 P 410 A 0805-23.	Expenses incident to the induction of Selective Service trainees into the service of the United States; physical examination of college students for enrollment in Enlisted Reserve; and operation of Medical Officers' Recruiting Boards. (F. Y. 1943.)

451. The allotment numbers shown above cover the travel of persons. A break-down of the several symbols shows: FD 31 is the symbol for Finance Service, Army, and is the general symbol for Travel of the Army; P 431-02 is the purpose and object of expenditure symbol, combined into one symbol; A 0425-23 is the Treasury Department appropriation number symbol. The A stands for appropriation, the 0425 is the actual appropriation number, and the 23 following the dash indicates that the funds may be obligated in 2 fiscal years, 1942 and 1943. These symbols apply to all travel of the Army, whether such travel is initiated by War Department directive or order, or is initiated in the field. Any commander who has authority to initiate travel directives, or to issue travel orders on his own initiative, may obligate any of these allotments, or all of them, in any amount necessary. The funds represented by these allotment numbers and symbols are not suballotted, and the same allotment numbers and symbols would be used by the Commanding General, 1st Service Command, and the Commanding General, Western Defense Command, or by any other commander. When the War Department or any commander directs a subordinate commander to issue travel orders, the commander issuing the order will cite these allotments as shown in Circular No. 160, W. D., 1942. It is therefore not necessary for the commander directing the issuance of the order to cite the allotment numbers.

452. In those orders which involve both the travel of persons and the transportation of things, such as in cases of permanent change of station, where baggage and household goods are to be shipped, the "FD" number in the order covers both persons and goods.

453. Section I, Circular No. 135, W. D., 1942, establishes a Transportation Corps, in charge of a Chief of Transportation, under the Commanding General, Services of Supply. All functions previously performed by the Quartermaster Corps in connection with transportation of things, routing of troop movements, and issuing of trans-

portation requests to individuals and parties are now the functions of this service.

454. *a.* So far this discussion has dealt largely with the travel of officers. There are other types of travel orders which do not lend themselves so readily to the abbreviated form. This is particularly true of travel orders for enlisted men when commutation of rations and quarters is to be paid, both for travel and for detention on temporary duty where Government messing facilities are not available. It is true also in movements of troop units.

b. Enlisted men traveling on duty do not lose their right to Government rations and quarters. But in most cases, it is impracticable for the Government to furnish cooking facilities for rations en route and to furnish quarters, when the journey requires travel overnight. Therefore, regulations provide for this contingency. The President, by executive order, establishes the conditions and rates to be paid. These rates are published in Tables I and II, AR 35-4520. Table II is the one applicable to travel conditions, and is that most frequently referred to in travel orders. When practicable and when the journey is to require a comparatively short time, cooked meals in the form of lunches may be furnished. When the number of men traveling together and the length of the journey warrants the expense of a separate baggage car, such as when a company, battalion or larger unit is being moved—kitchens are set up in baggage cars and meals are cooked en route.

c. A case frequently encountered is that of an enlisted man being transferred from one station to another. Assume that the journey by rail requires 17 hours, and that the train leaves the old station at 4:00 PM and arrives at the railroad of the new station at 9:00 AM the following morning. The enlisted man would find it necessary to eat two meals, supper and breakfast, en route. Assuming further that the journey is continuous, he would have to get his meals in a railroad dining car. Table II referred to above provides that the monetary allowance in lieu of rations when meals are taken in a dining car, shall be paid at the rate of \$1.00 per meal (\$0.75 per meal when taken elsewhere than on a dining car).

d. The problem of the administrative officer is to state in the order what is to be paid, and to give the authority for this payment. Examine the two specimen orders shown below. The first is an order written under the old form; the second is written under the new form, using authorized abbreviations. In these examples the heading, designation, and authentication are not shown in the interest of economy of space.

(1) *Example No. 3, long form.*

1. Pursuant to authority contained in letter, The Adjutant General, subject: "Transfer of Enlisted Man," file 201-Doe, John A. 000000 (Enl), June 3, 1942, Pvt John A. Doe, 000000, Company D, 101st Inf, is transferred to the Infantry Replacement Training Center, Macon, Georgia, effective this date, and will proceed to that station without delay, reporting upon arrival thereat to the Commanding General, Infantry Replacement Training Center, for assignment to duty. The Transportation Corps will furnish the necessary transportation. It being impracticable for the Government to furnish cooking facilities for rations, the Finance Department will pay in advance the monetary travel allowances prescribed in Table II, paragraph 2a, AR 35-4520, April 30, 1942, at the rate of \$3.00 per day for rations for one man for two-thirds (2/3) of one day. The travel directed is necessary in the military service and payment when made is chargeable to FD 31 P431-02 A 0425-23.

(2) *Example No. 4, short form.*—Here is how the order would look written in the abbreviated form:

1. Pursuant auth ltr AG 201-Doe, John A 000000 (Enl) 3 June 1942 subj: Transfer of Enlisted Man, Pvt John A Doe 000000 Co D 101st Inf is trfd to IRTC Macon Ga. WP. It being impracticable Govt furn cooking facilities for rations FD will pay in advance monetary travel alws as prescribed Table II par 2a AR 35-4520 at rate of \$3.00 per man per day for one man for two-thirds (2/3) of one day. T Serv will furn T. TDN FD 31 P431-02 A 0425-23.

e. This represents a shortening of many lines of typewritten matter. Extraneous words, not necessary to establish clearly the meaning of the order, are left out. Authorized abbreviations only are used. The order might be still further shortened by adopting the plan suggested above of placing the authority at the end of the order. In that case, it would be expressed this way: "Auth: Ltr AG 201-Doe John A (Enl) 6-3-42." But this system has not yet been widely adopted, and is not a standard procedure. Other abbreviations might conceivably be used, since AR 850-150 authorizes the use of "commonly used abbreviations," but the question arises as to what are commonly used abbreviations. What might be commonly used at one station or in one command may not be commonly used or easily understood at another station. It is a safe plan to adhere to abbreviations authorized in AR 850-150, with changes.

f. It is suggested that, until all officers and enlisted men in a given headquarters become thoroughly familiar with the new form of orders, all but the simplest orders be first drafted in the long form and then reduced to the short form, in order to be certain that all essential elements are included.

455. Extracts and true copies.—a. Most special orders issued by an active headquarters contain a number of paragraphs, each of special import to some individual or to several groups of individuals.

If the order involves travel, the individual will need a number of copies. In most commands an officer or enlisted man involved in travel orders is furnished with extract copies of the particular paragraph concerning himself. An extract copy is made by simply writing the heading, the designation, followed by the word "extract," written in capital letters, and the paragraph which you desire to extract, preceded by its proper number. Then, of course, comes the authentication. In most headquarters it is customary to prepare extract copies of every travel order and of every order appointing a board of officers. In addition to the typed signature of the adjutant or adjutant general on the extract copies, the official seal is placed just over the place left for the adjutant's signature. Such extract copies, bearing the imprint of the official seal of the headquarters, are all that is needed for the individual to collect his mileage or other travel allowance.

b. In case an officer or enlisted man wishes to make extra copies of his orders, or extract copies, he may make them himself. In the absence of the official seal, he may "true copy" the order or the extract, simply by writing the words: "Certified a True Copy," or "True Copy," and signing his name, grade, and organization, if he is an officer; or in the case of an enlisted man, by getting any commissioned officer to certify that it is a true copy.

456. Confirmatory orders.—*a.* AR 35-4890, reads: "When it is impracticable by reason of the exigencies of the service to issue orders in advance * * *, confirmatory orders may be issued. Where travel for performance of a military duty is performed in compliance with oral or other orders, such orders * * * will be confirmed by means of properly issued confirmatory orders in order that the officer who has been required to travel may receive the statutory mileage allowance provided therefor. "Confirmatory orders, when authorized, must meet the statutory provisions required of all mileage orders." Those statutory requirements are that all orders requiring travel will state the necessity for such travel—that line "the travel directed is necessary in the military service"—and all orders involving mileage will state the special duty involved. "Where confirming oral orders * * * issued in advance, confirmatory orders will so recite, showing the date of such oral or other orders and source thereof. If issued for the purpose of confirming travel performed under exigencies which prevented the issuance of advanced travel orders, they must so state."

b. In order to put that regulation into effect, an introductory sentence something like the following should be added to the usual order form:

"Verbal orders of the commanding general, issued on August 15, 1942 directing CAPT. ROBERT A. BRUCE 000000 Inf ADC, to

proceed from this station to Atlanta, Georgia, for temporary duty in connection with so-and-so, and upon completion of such duty, to return to his proper station, are hereby confirmed as having been necessary in the military service, the exigencies of the service having been such as to prevent the issuance of travel orders in advance. FD-----."

c. This type of confirmatory order does not readily lend itself to shortening by use of abbreviations to a great extent. However, the following can be done with this one:

"VOCG 15 Aug directing CAPT. ROBERT A. BRUCE 000000 Inf ADC to proceed from this sta to Atlanta Ga for temp dy in connection with so-and-so, and upon completion of temp dy to return to his proper sta, are hereby confirmed as TDN, the exigencies of the serv having been such as to prevent the issuance of orders in advance."

457. Confidential or secret orders.—*a.* A confidential order or secret order may be issued as a paragraph of the day's special order, and should be designated both as an extract and as confidential or secret. Such paragraph will not be published in the consolidation of the order, but the paragraph number of the confidential paragraph should appear in the consolidation, followed by the word "confidential" or "secret."

b. Secret orders are usually issued as letter orders, and are handled as are other secret documents in the manner prescribed in AR 380-5.

458. Special orders appointing boards of officers.—Great care must be used to make certain that the order states clearly and unequivocally the subject to be investigated, and includes all necessary instructions upon which the board can base its actions.

459. Special orders appointing general or special courts martial.—These orders should be written with extreme care if abbreviations are to be used, for upon the validity of the order appointing a court may depend the validity of all the actions of the court. The same caution applies to the writing of general or special courts-martial orders promulgating the sentence of a court. Bear in mind that a court is appointed in special orders, and that the findings and sentence of the court and the action of the reviewing authority are promulgated by general courts-martial orders, or special courts-martial orders.

460. General.—While it is highly desirable to reduce to a minimum the number of words, sentences, and lines of written or typed matter

which make up an order, the urge for brevity must not be allowed to overshadow the necessity for clarity. In using abbreviations, be sure that the abbreviations do not permit the order to be interpreted two or three ways. If abbreviations cannot be used without laying the order open to two or more constructions, do not use the abbreviations.

461. Memoranda and bulletins are used to promulgate directives of a general character and of a more or less temporary nature. They are usually issued in a numbered series, authenticated just as are orders. They resemble orders except for the title, which is "MEMORANDUM NO. ----." Memoranda to the command are generally employed to convey directives, repeat instructions received from higher authority, and call for needed special reports. Informal memoranda addressed to individuals are usually signed as are letters.

462. Most commands issue a daily bulletin, which is both directive and informative in character. The directives are usually those of a temporary and transitory nature. The information section usually contains matter not directive in nature, but which it is desired to publish. For instance, the daily bulletin may direct that guard mount for tomorrow be formal, and will list the detail of officer of the day and officer of the guard; the information section may list the attractions to be shown at the post motion-picture theater, announce arrivals of officers, list rooms or apartments available for rent in the vicinity, and carry a notice of some lost article. In a word, it is an abbreviated daily news sheet for the command. It bears the same heading as orders, and is authenticated in the same manner.

463. Orders, memoranda, and bulletins may be authenticated without the actual autographed signature of the adjutant by the use of a metal die seal on extract copies which are written on bond or tissue, and by a rubber stamp facsimile of the seal on mimeographed copies. A rubber stamp facsimile of an officer's signature is never authorized on official documents of any kind. The original must always bear the actual signature of the officer signing the order. This may be accomplished by use of a stylus on the mimeograph stencil.

464. Many commands have local customs regarding authentications and signatures on communications of various types. Here is a good rule to use as a guide in deciding when to use the complete authentication (that is, the typed signature of the adjutant in the lower right-hand section of the page under the order or command line; the word "Official," followed by the adjutant's signature over his typed name, grade, arm or service, and title): On a letter, the

adjutant's name and signature should appear only once, in the lower right-hand section under the order line. On informal memoranda addressed to individuals, the same as on letters. On more formal communications—orders, numbered memoranda, and training memoranda—the same type of authentication as is used on orders. On daily bulletins, the general practice is to authenticate in the same manner as on orders. On informal buck slips the adjutant usually initials the buck slip.

CHAPTER 9

STORY OF MICHAEL J. KELSEY

(As told by the records)

465. The fictitious Michael J. Kelsey—a 26-year-old clerk, white, unmarried—was living with his parents at 1050 South Broadway, New York City, when he received an order from his local board to report for induction into the Army. How this soldier (who does not actually exist) was inducted, where he was sent, and what happened to him until he was honorably discharged, is indicated by the records described in this chapter. A primary purpose of records is just that—to show at any time, now or years hence, what has happened to a man while in military service, and what his relations with the War Department have been after leaving active duty. If the record is accurate, the soldier and the Government are protected. If the records are incorrect, both suffer.

466. Michael J. Kelsey passes from the induction station to the reception center, then directly to the division to which he is to be assigned. The division headquarters assigns him to the 100th Infantry, and Headquarters 100th Infantry assigns him to Company L. If Kelsey were in a draft increment destined to become loss replacements, he would go from the induction station to the recruit reception center, thence to a replacement training center, where he would receive a minimum of 13 weeks basic training, and then would be assigned to some unit as a loss replacement. In this case Kelsey goes to a newly activated division as a filler replacement, hence he “bypasses” the replacement training center.

467. Although Kelsey’s military history does not begin, strictly speaking, until he is inducted into the military service, the sequence of events that brings him to the induction station is of interest. It may be outlined as follows:

a. Having registered with his local board, he receives D. S. S. Form No. 40 (Questionnaire). This form must be returned to the local board within 10 days.

b. Upon return of the questionnaire the local board classifies him, giving him a tentative classification.

c. If he is not in a deferred classification, Kelsey is then sent a D. S. S. Form No. 201 (Notice to Appear for Physical Examination).

Prepare in Triplicate

Local Board No. 1
New York, New York

(STAMP OF LOCAL BOARD)



May 15, 1942

(Date of mailing)

ORDER TO REPORT FOR INDUCTION

The President of the United States,

To Michael James Kelsey
(First name) (Middle name) (Last name)

Order No. 2800

GREETING:

Having submitted yourself to a Local Board composed of your neighbors for the purpose of determining your availability for training and service in the armed forces of the United States, you are hereby

notified that you have now been selected for training and service in the Army of the United States
(Army, Navy, Marine Corps)

You will, therefore, report to the Local Board named above at 300 P. O. Building, New York N.Y.
(Place of reporting)

at 8:30 A. m., on the First day of June, 1942
(Hour of reporting)

This Local Board will furnish transportation to an induction station of the service for which you have been selected. You will there be examined and if accepted for training and service, you will then be inducted into the stated branch of the service.

Persons reporting to the induction station in some instances may be rejected for physical or other reasons. It is well to keep this in mind in arranging your affairs, to prevent any undue hardship if you are rejected at the induction station. If you are employed, you should advise your employer of this notice and of the possibility that you may not be accepted at the induction station. Your employer can then be prepared to replace you if you are accepted, or to continue your employment if you are rejected.

If you are not accepted, you will be furnished transportation to the place where you were living when ordered to report for induction by this Local Board.

Willful failure to report promptly to this Local Board at the hour and on the day named in this notice is a violation of the Selective Training and Service Act of 1940 and subjects the violator to fine and imprisonment. Bring with you sufficient clothing for 3 days.

You must keep this form and bring it with you when you report to the Local Board.

If you are so far removed from your own Local Board that reporting in compliance with this Order will be a serious hardship and you desire to report to a Local Board in the area of which you are now located, go immediately to that Local Board and make written request for transfer of your delivery for induction, taking this Order with you.

J. A. DUGAN
Member of Local Board.

D. S. S. Form 150
(Revised 5/24/41)

① Front.

FIGURE 43.

The following will be completed by the officer in charge of the induction station examining the selected man, and one copy returned by mail to the Local Board named:

June 1, 1942

(Date)

STRIKE INAPPLICABLE SECTION:

1. Accepted for service in ARMY OF THE UNITED STATES

(Army, Navy, Marine Corps)

2. Rejected for training and service and instructed to return to Local Board named in this order for

the following cause: _____

NOTE.—If rejected for physical disqualification, the duplicate of physical examination made at induction station must be attached.

William Jones

Officer in Charge of Induction Station.

WILLIAM JONES

1st Lt., Infantry.

The original of this form to be mailed to the selected man, and the other two copies to be attached to Form 151 and forwarded to the induction station with the men ordered to report.

U. S. GOVERNMENT PRINTING OFFICE 16-18271

③ Back.

FIGURE 43—Continued.

He has 5 days within which to appear for this physical examination, which is given him by the civilian physician employed by the local board. This is called a "screening examination," and includes a serological examination. Kelsey is found to have no obvious physical defects, and is again classified, this time as Class 1-A, available for immediate call for active service. The local board mails Kelsey a notice of his classification, D. S. S. Form No. 57. If Kelsey so desires, he may request a personal hearing by the board relative to his classification. This appeal must be made within 10 days after having received his notice of classification, or after his personal appearance before his local board. If he does not appeal, or if the appeal is denied, the board then lists him as ready for call at any time.

d. Upon receiving a call for men, the board sends Kelsey a D. S. S. Form No. 150 (Order to Report for Induction), (fig. 43). This form is made in duplicate; one copy is sent to Kelsey and one is retained in the local board's files.

e. On the date, and at the hour specified in the order to report for induction, Kelsey, together with such other registrants as are ordered to report at the same time, appears at the office of the local board.

f. A D. S. S. Form No. 151 (Delivery List), listing Kelsey and the other men, is prepared. One of the men is designated as group leader by the local board, which furnishes transportation to the Army induction station to which these men are to be sent. Upon arrival at the induction station, Kelsey's military history begins, as revealed by his military records.

468. Kelsey at induction station.—Kelsey arrives at the induction station accompanied by his D. S. S. Form No. 221 (Report of Physical Examination and Induction), made in quadruplicate. Sections I and II of this form are filled in by the local board before Kelsey is sent to the induction station; sections III and IV are filled in at the induction station (see fig. 44). Kelsey passes the Army physical examination and is accepted. His fingerprints are made on F. B. I. Military Fingerprint Card (fig. 45), and the fingerprints of his right hand are made on the original copy of his Form No. 221. The original of Form No. 221 is sent to The Adjutant General, Washington, D. C.; the first copy is sent to National Headquarters, Selective Service System, Washington, D. C., through the local board and state director of selective service; the second copy is sent to the reception center, then to the machine records unit serving the service command, thence to The Surgeon General of the Army; and the third copy is returned to the local board from which Kelsey was sent to the induction station.

469. After Kelsey has been examined and accepted, the commanding officer of the induction station initiates his service record, W. D., A. G. O. Form No. 24. This important record follows him throughout his military service, and is the permanent record of his career in the Army. (See sec. I, ch. 5, part two, and Kelsey's service record in this chapter.)

470. Kelsey was inducted on June 1, 1942. The same day he was sent to the recruit reception center at Fort Dix, N. J., then directly to the 20th Infantry Division at Fort Dix. Had his induction taken place *after* June 15, 1942, he would have been permitted, had he requested it, to return to his home for a maximum of 14 days for the purpose of arranging his personal affairs. This would have been done under authority contained in letter, War Department, Services of Supply, dated May 15, 1942, subject "Release of enlisted men, procured through Selective Service, from active service immediately after induction and transfer to the Enlisted Reserve Corps, with subsequent recall to active service," AG 324.71 (4-25-42) ES. The administrative process by which this would be accomplished is as follows:

a. Immediately after being accepted and inducted the commanding officer of the induction station, or his representative, explains to the men the provisions of the above letter and asks that any man wishing to take advantage of this provision so indicate. Assuming that Kelsey had indicated his desire to return to his home for this 14-day period, the induction station commander does the following:

(1) Places Kelsey's name on a special order for which the form below is a model (heading and authentication omitted):

Special Orders

No.-----

----- Each of the following enlisted men, inducted into the Army of the United States this date, is released from active duty this date, transferred to the Enlisted Reserve Corps, and will proceed to-----

----- (location of the local board):

Pvt Michael J. Kelsey 0000000 (Army serial number)

Effective ----- (14 days later) each of the above-named enlisted men of the Enlisted Reserve Corps is called to active duty and will proceed from ----- (location of the local board) to ----- (recruit reception center), reporting to the commanding officer thereat for duty.

The transportation officer will furnish the necessary transportation and the quartermaster will furnish the meal tickets. Travel directed is necessary in the military service. FD -----

Armed Forces' Original
D. S. S. Form 221
January 24, 1945

REPORT OF PHYSICAL EXAMINATION AND INDUCTION

First examination ☒ Second examination ☐ Third examination ☐ Fourth examination ☐
(To be filled in by local board clerk. Check number of examination made by local board)

Section I.—GENERAL (To be filled in by the local board clerk from the Selective Service Questionnaire, D. S. S. Form 40. Write "none" opposite the questions where no information is given. Do not leave any question blank.)

(LOCAL BOARD DATE STAMP WITH CODE)		Do Not Enter Anything in This Column RESIDENCE State County Place Inducted DATE INDUCTED Day Month Year Source Nativity Year of birth Race/citizenship Education Occupation Marital
(To be filled in by Armed Forces) (Armed Forces Serial No.)		
1. Name (page 1) <u>Michael James Kelsey</u>		
2. Address (page 1) <u>1050 S. Broadway, New York City, New York</u>		
3. Social Security No. (Series I, line 5) <u>5194-07-7939</u>		
4. Registrant's order number (page 1) <u>58801</u>		
5. Physical or mental defects or diseases (Series II, line 1) <u>None</u>		
6. Treatment at an institution, sanitarium, or asylum (Series II, line 2) <u>No</u>		
7. Education completed (Series III): school <u>8</u> school <u>4</u> college, or university <u>None</u>		
8. Occupation: (a) Title of present job (Series IV, line 2 (a), or Series V, line 1) <u>Clerk-Typist</u>		
(b) Duties (Series IV, line 2 (b)) <u>General clerical and typing of letters and reports</u>		
(c) Title of last job, if unemployed (Series IV, line 3) <u>Clerk</u>		
9. Years experience in this work (Series IV, line 2 (c), or Series V, line 2) <u>Seven</u>		
10. Income (Series IV, line 2 (d)): Average <u>Weekly</u> earnings \$ <u>\$25</u>		
11. Employment class (Series IV, line 2 (e)): employee ☒ ; employer ☐ ; student (Series IV, line 4 (a)) ☐ ; apprentice ☐ ; independent worker ☐ ; unpaid family worker ☐ ; employee ☐		
12. Business of present employer (Series IV, line 2 (g)) <u>General insurance agency</u>		
13. Marital status (Series VII, line 1): Single ☒ ; Widower ☐ ; Divorced ☐ ; separated ☐ ; married, not separated ☐ ; married, separated ☐		
14. Number of dependents (Series VII, line 3 (a) fifth column except N. C.'s plus line 4 (a) fifth column) <u>None</u>		
15. Birthplace (Series IX, line 1) <u>New York City, New York, New York</u>		
16. Birth date (Series IX, line 2) <u>June 3, 1914</u>		
17. Race (Series IX, line 3): White ☒ ; Negro ☐ ; Other (specify) _____		
18. Citizenship: United States citizen (Series IX, line 4) <u>Yes</u> ; Declarant alien (Series IX, line 7) _____		
19. Previous U. S. military service (Series XII): None ☒ ; Army ☐ ; National Guard ☐ ; Navy ☐ ; Marine Corps ☐ ; Coast Guard ☐		
20. Type of discharge (Series XII): Specify _____		
21. Date of registrant's affidavit (top of page 8) <u>April 4, 1942</u>		

INSTRUCTIONS

1. An original and three copies of this form will be prepared for each registrant called up for physical examination. The original is designated as the "Armed Forces' Original"; the first carbon copy, the "National Headquarters' Copy"; the second carbon copy, the Surgeon General's (Army)—Bureau of Medicine and Surgery (Navy)—Commandant Marine Corps (M. C.) Copy; and the third carbon copy, the Local Board's Copy. Instructions are contained on each copy.
2. Forms of men rejected by the armed forces will be marked "Rejected by the Armed Forces" in large letters at the top of page 1.
3. If the registrant is not sent to the induction station of the armed forces, or is rejected by the induction station of the armed forces, this original will be filed, along with "Local Board's Copy" (3d copy), in the registrant's Cover Sheet (Form 53).
4. For registrants accepted by the induction station of the armed forces: If inducted by the Army, this original accompanied by F. B. I. Military Fingerprint Card will be forwarded from induction station to The Adjutant General, Washington, D. C.; if inducted by the Navy or Coast Guard, this original will be forwarded through the Main Recruiting Station to the Bureau of Navigation, Washington, D. C.; if inducted by the Marine Corps, this original will be sent to the Commandant, Headquarters, U. S. Marine Corps, Washington, D. C.
5. Fingerprints are required only on this original and only for registrants who are inducted. If inducted by Army, prepare F. B. I. Military Fingerprint Card.

ORIGINAL COPY

(PAGE 1)

FIGURE 44.

SECTION II.—REPORT OF LOCAL BOARD EXAMINING PHYSICIAN AND LOCAL BOARD CLASSIFICATION.

22. If registrant's answer to Item 6 above is "yes," when and for what ailment(s)

23. Is registrant now or previously an enrollee in the Civilian Conservation Corps: No ☒; Yes ☐24. Serological test (syphilis): Date May 2, 1942 Result Negative

Second serological test (syphilis): Date Result

25. Examining physician's remarks None26. (a) Do you find that the above-named registrant has any of the defects set forth in Part I of the List of Defects (Form 220)?
(If in doubt, answer "no," and give details.) No If answer is "yes," describe the defects, in order of significance
(Answer yes or no)(b) Do you find that the above-named registrant has any of the defects set forth in Part II of the List of Defects (Form 220)?
(If in doubt, answer "no," and give details.) No If answer is "yes," describe the defects, in order of significance
(Answer yes or no)

(c) I have examined the above-named registrant in accordance with Selective Service Regulations.

(d) Signature of examining physician

(e) Place New York City New York New York (f) Date May 2, 1942
(Town or city) (County) (State)

27. (a) This Local Board has classified the above-named registrant in Class

(b) Signature of Member of Local Board

(c) Place New York City New York New York (d) Date May 7, 1942
(Town or city) (County) (State)

SECTION III.—NEAREST RELATIVE PERSON TO BE NOTIFIED IN CASE OF EMERGENCY, AND DESIGNATION OF BENEFICIARY (To be filled out at the induction station of the armed forces for only those registrants accepted for military service.)

A. Nearest relative and person to be notified in case of emergency:

28. Nearest relative Mrs. Estelle Kelsey
(Other than wife or minor child. Name in full)29. Relationship Mother 30. Address 1050 South Broadway New York City New York
(Number and street or rural route; if none, so state) (City, town, or post office) (State or country)31. Person to be notified in case of emergency Mrs. Estelle Kelsey
(Name in full)32. Relationship Mother 33. Address Same as above
(If friend, so state) (Number and street or rural route; if none, so state) (City, town, or post office) (State or country)

B. Designation of beneficiary:

34. The persons eligible to be my beneficiary are designated below:

(1) None
(Full name of wife; if no wife, or if she is deceased or divorced, so state) (Wife's full address)(2) None
(Full name and address of each minor child and each dependent child over 21 years of age. If there are no children, so state. If the address is the same as the

wife's, so state. Do not repeat address)

35. In the event of my leaving no widow or child, or their decease before payment is made, I then designate as my beneficiary the dependent relative whose name, relationship, and address are shown below:

(3) Mrs. Estelle Kelsey
(If designation of beneficiary is declined, man must state in own handwriting: "I decline to designate any person as my beneficiary")

36. In the event of the death or disqualification of the last-named dependent relative before payment is made, I then designate as my beneficiary the dependent relative whose name, relationship, and address are shown below:

(4) (If beneficiary is named in line 36 but naming of alternate is declined, man must state in own handwriting: "I decline to designate an alternate beneficiary")37. Signature of registrant Michael J. Kelsey
(First name) (Middle name) (Last name)38. Witnessed at NEW YORK N.Y. on JUNE 1, 1942William Jones William Jones 1st Lt. Inf.
(Signature of witness attesting) (Name of witness typed) (Grade and organization)

ORIGINAL COPY

(Page 2)

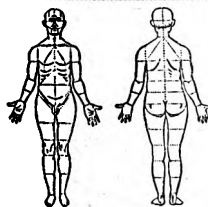
a10-20041-2

FIGURE 44—Continued.

Section IV.—PHYSICAL EXAMINATION RESULTS: (All Items Must Be Filled In. Indicate Normal or None Where Applicable. To Be Filled Out by the Medical Board at the Induction Station of the Armed Forces.)

39. Eye abnormalities <u>None</u> 40. Ear, nose, throat abnormalities <u>None</u> 41. Mouth and gum abnormalities <u>None</u> 42. Teeth: (a) Indicate restorable carious teeth by circling; nonrestorable carious teeth by /; missing natural teeth by X. <table border="0" style="margin-left: 40px;"> <tr> <td style="text-align: center;">Right</td> <td style="text-align: center;">EXAMINEE'S</td> <td style="text-align: center;">Left</td> </tr> <tr> <td style="text-align: center;">8 7 (6) 4 3 2 1</td> <td style="text-align: center;">1 2 3 4 5 6 7 8</td> <td></td> </tr> <tr> <td style="text-align: center;">16 15 14 13 12 11 10 9</td> <td style="text-align: center;">9 10 11 12 13 14 15 16</td> <td></td> </tr> </table> (b) Remarks, including other defects <u>CLASS IV</u> (c) Prosthetic dental appliances (d) Remediable dental defects <u>Extract number 5 right</u> 43. Skin <u>Normal</u> 44. Varicose veins <u>None</u> 45. Hernia <u>None</u> 46. Hemorrhoids <u>None</u> 47. Genito-urinary (non-venereal) <u>Normal</u> 48. Venereal diseases <u>None</u> 49. Feet <u>Normal</u> 50. Musculoskeletal defects <u>None</u> 51. Abdominal viscera <u>Normal</u> 52. Cardiovascular system <u>Normal</u> 53. Lungs <u>Normal</u> 54. Chest X-ray <u>Normal</u> 55. Mental <u>Normal</u> 56. Nervous system <u>Normal</u> 57. Endocrine system 58. Other defects and/or diseases or other remarks <u>None</u> 59. Summary of defects in order of significance <u>None</u>	Right	EXAMINEE'S	Left	8 7 (6) 4 3 2 1	1 2 3 4 5 6 7 8		16 15 14 13 12 11 10 9	9 10 11 12 13 14 15 16		60. Vision, without correction: (a) Right eye <u>20/20</u> (b) Left eye <u>20/20</u> 61. Vision, with correction: (a) Right eye (b) Left eye 62. Color perception* <u>Normal</u> 63. Hearing: (a) Right ear <u>20/20</u> (b) Left ear <u>20/20</u> 64. Height <u>68</u> inches. 65. Weight <u>152</u> pounds. 66. (a) Girth, at nipples; inspiration <u>38</u> inches. (b) Girth, at nipples; expiration <u>35½</u> inches. (c) Girth, at umbilicus <u>30½</u> inches. 67. Posture: Good ☒ Fair ☐ Poor ☐ 68. Frame: Heavy ☐ Med. ☒ Light ☐ 69. Color of hair <u>Black</u> 70. Color of eyes <u>Blue</u> 71. Complexion <u>Ruddy</u> 72. Pulse, sitting <u>72</u> 73. Pulse, after exercise* <u>95</u> 74. Pulse, 2 minutes after exercise* <u>72</u> 75. Blood pressure: (a) Systolic <u>120</u> (b) Diastolic <u>80</u> 76. Urinalysis: (a) Specific gravity <u>1.018</u> (b) Albumin <u>Negative</u> (c) Sugar <u>Negative</u> (d) Microscopic* <u>None</u> 77. Other data:
Right	EXAMINEE'S	Left								
8 7 (6) 4 3 2 1	1 2 3 4 5 6 7 8									
16 15 14 13 12 11 10 9	9 10 11 12 13 14 15 16									

Do Not Write
in This
Column



* When indicated.

416-20541-2

ORIGINAL COPY

(PAGE 2)

FIGURE 44—Continued.

SECTION IV.—PHYSICAL EXAMINATION RESULTS—Continued.

78. I certify that the above-named registrant was carefully examined, that the results of the examination have been correctly recorded on this form and that to the best of my knowledge and belief—

(a) Michael James Kelsey is physically and mentally qualified for general military service.
(Enter name of registrant if this subsection is applicable)

(b) _____ is physically and mentally qualified for general military service after the satisfactory correction of the following remediable defects: _____

This registrant would have been accepted for general military service had the remediable defects herein specified been remedied at the time of this examination.

(c) _____ is physically qualified for limited military service only by reason of _____
(Enter name of registrant if this subsection is applicable)

(d) _____ is physically qualified for limited military service after the satisfactory correction of the following remediable defects: _____
(Enter name of registrant if this subsection is applicable)

This registrant would have been acceptable for limited military service had the remediable defects herein specified been remedied at the time of this examination.

(e) _____ is physically and/or mentally disqualified for military service by reason of _____
(Enter name of registrant if this subsection is applicable)

(f) _____ is disqualified for military service because of _____
(Enter name of registrant if this subsection is applicable)

(g) Signature John Jones (h) Title Major, Medical Corps
Medical Examiner.

(i) Name typed or stamped John Jones

79. (a) Michael James Kelsey was this date inducted for (general; ~~limited~~ (strike out inapplicable word) military service into the (fill in appropriate Service, such as Army, Navy, Marine Corps, or Coast Guard) Army of the United States and sent to Fort Dix N.J.
(Enter name of registrant if this subsection is applicable)

(b) _____ was this date rejected for service in the (fill in appropriate service, such as Army, Navy, Marine Corps, or Coast Guard) _____ of the United States.
(Enter name of registrant if this subsection is applicable)

(c) Place New York City New York (d) Signature William Jones

(e) Date June 1, 1942 (f) Name typed or stamped William Jones 1st Lt. Infantry
(Grade and organization)

SECTION V—LOCAL BOARD CHANGE IN CLASSIFICATION AFTER EXAMINATION BY THE INDUCTION STATION OF THE ARMED FORCES.

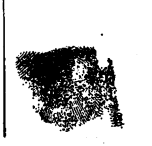
80. (a) Based on the entries in (a), (c), (d), (e), or (f) of Item 78, above, the Local Board has changed the above-named registrant's classification to Class _____

(b) Based on the entries in (b) of Item 78, above, the Local Board has retained the above-named registrant in Class _____

(c) Place _____ (d) Date _____

(e) Signature of member of local board _____

FINGERPRINTS—RIGHT HAND

1. THUMB	2. INDEX	3. MIDDLE	4. RING	5. LITTLE
				

ORIGINAL COPY

(PAGE 4)

16-50941-1

U. S. GOVERNMENT PRINTING OFFICE : 1942

FIGURE 44—Continued.

FEDERAL BUREAU OF INVESTIGATION, UNITED STATES DEPARTMENT OF JUSTICE

MILITARY FINGERPRINT CARD

~~NAME~~ ~~GRADE~~ ~~STATUS~~ ~~REMARKS~~
 Enlisted Man*

Kelsey **Michael** **James**
 (Last name) (First name) (Middle name)
 Serial number **30,766,766**
~~REGULAR ARMY~~ ~~ARMY OF THE UNITED STATES~~
~~ARMY OF THE UNITED STATES~~ ~~ARMY OF THE UNITED STATES~~
~~ARMY OF THE UNITED STATES~~ ~~ARMY OF THE UNITED STATES~~
Private **Army of the United States**
 (Grade) (Arm or service, or, if O. R. C., section)
Inducted **June 1**, 19**42**
~~ARMY OF THE UNITED STATES~~
 at **New York, N.Y.**
 Original entry into service **June 1**, 19**42**
 Last prior service **None**, 19____
 Color or race **White** Height **68** inches.
 Weight **152** Build **Medium**
 Eyes **Blue** Hair **Black** Complexion **Ruddy**
 Scars and marks **None**
 Date of birth **June 3, 1914**
 Place of birth **New York, N.Y.**
 Fingerprints taken **June 1**, 19**42**
 at **New York, N.Y.**

* Strike out words not applicable.

Effective July 1, 1939, this form will be forwarded to The Adjutant General of the Army in the following instances except as otherwise indicated:

REGULAR ARMY:

Officers, nurses, warrant officers, cadets, and enlisted men at the time of original appointment or enlistment, respectively.

REGULAR ARMY RESERVE:

Enlisted men, same as Regular Army.

NATIONAL GUARD OF UNITED STATES:

Officers at the time of original appointment in National Guard, United States, and enlisted men when inducted into active Federal service unless previously made on this form and already forwarded or available for forwarding.

RESERVE CORPS:

Officers at the time of acceptance of original appointment and enlisted men when called to Federal service in time of national emergency expressly declared by Congress.

PHILIPPINE SCOUTS:

Enlisted men, upon original enlistment, form to be retained in Philippine Islands.

16-46886

① Front.

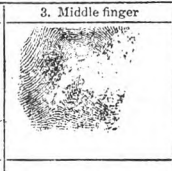
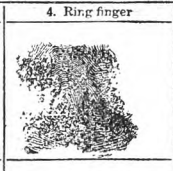
FIGURE 45.

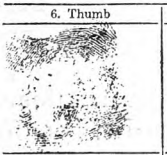
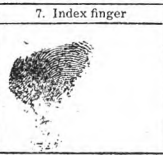
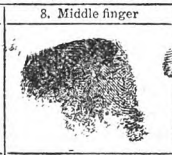
UNITED STATES ARMY
PERSONAL IDENTIFICATION

Name Kelsey Michael James
(Surname) (Given name) (Middle name)
(Please type or print plainly)

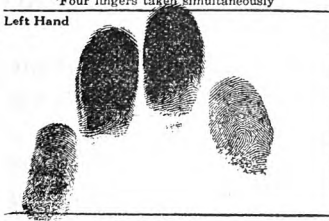
Classification _____

Color White Sex Male Reference _____

RIGHT HAND				
1. Thumb	2. Index finger	3. Middle finger	4. Ring finger	5. Little finger
				

LEFT HAND				
6. Thumb	7. Index finger	8. Middle finger	9. Ring finger	10. Little finger
				

Impressions taken by: Induction Station No. 6 Note amputations
New York, N.Y.
Robert O'Mul Signature: Michael J. Kelsey
(Signature of individual taking prints)

Four fingers taken simultaneously		Four fingers taken simultaneously	
Left Hand	Right Hand	Left thumb	Right thumb
			

U. S. GOVERNMENT PRINTING OFFICE 10-30588

⑥ Back.

FIGURE 45—Continued.

(2) Causes the following entry to be made under Remarks—Administrative in the service record:

Transferred to the Enlisted Reserve Corps -----
(date) pursuant to WD letter AG 324.7 (4-25-42) ES,
May 15, 1942, and furnished transportation to local
board. This reservist was ordered to active duty to
report to the recruit reception center at ----- on
----- (date) and was furnished transportation and
subsistence for the journey.

(Use of rubber
stamp is
authorized.)

(Signature of recruiting and
induction officer)

(3) Appoints one of the group from Kelsey's local board as acting corporal, places him in charge of the group, and delivers to him a Government transportation request and meal tickets covering travel of the entire group from the induction station to the place where the local board is located. (In this case, both points being in New York City, the transportation would probably be by chartered bus, and no meal tickets would be involved.)

(4) Mails to the local board a copy of the special order mentioned above, with Government transportation request and meal tickets for the return journey at the end of the 14-day period.

(5) Carefully instructs the group to contact the local board before the date they are ordered to active duty, in order to secure from the local board instructions as to the time and place at which the group is to assemble for dispatch to the reception center.

(6) Mails to the commanding officer of the recruit reception center the service records of the men in Kelsey's group, together with copy of the special order mentioned.

b. When the group arrives at the recruit reception center 14 days later, the commanding officer of the reception center takes the following action:

(1) Causes the following entry to be made in the service record of Kelsey, under Remarks—Administrative:

Reported for active duty at ----- on -----
(date). (Use of rubber stamp authorized.)

(Name, grade, and organization)

(2) Has the medical officer make a physical inspection of Kelsey, with Kelsey's clothing removed. If he is found physically qualified

for service and does not claim any physical disability between the time of induction and the time of reporting for active duty, the following statements will be placed in the service record under Remarks—Administrative:

I certify that to the best of my knowledge I am in as good physical condition as at the time of induction.

(Signature of soldier)

A physical inspection indicates that this man is in the same physical condition as at the time of induction.
----- (date of inspection). (Use of rubber stamp authorized.)

(Signature of medical officer)

c. Had Kelsey been allowed to return to his home for 14 days, he would have been entitled to pay for the 1 day he spent at the induction station, while he was on an active duty status. In order that the record might be complete, the commanding officer of the induction station would have entered in the service record, under Remarks—Financial, the following statement: "Soldier entitled to pay for date of induction."

471. The procedures described in paragraph 470 do not apply to Kelsey in the illustrative case used here, because Kelsey was inducted before this procedure was put into effect.

a. Kelsey's service record is opened by the commanding officer at the induction station.

b. The service record is the basic document in which the essential facts of Kelsey's military career are recorded. Every entry in the service record has to be correct, because the record may be used at any time during a soldier's service, or in after years, to establish his legal rights to any benefits provided by law. The service record, or authenticated extracts from it, are accepted as evidence in courts, military and civil. Millions of dollars of Government funds have been paid on claims which are based on the service record, and other millions of dollars claimed have been disallowed. The service record stays with Kelsey's organization throughout his active duty, and is then deposited with The Adjutant General. If Kelsey reenlists, a new service record is opened for him. The service record is made in only one copy. Extracts are made from it when necessary, on certain designated and numbered forms, but the service record itself never leaves the organization with which Kelsey is serving.

472. The following entries are made in opening Kelsey's service record:

a. On the cover page are entered his last name and the Army serial number assigned him at the induction station; his first name and middle initial; the arm or service for which inducted (in this case, Infantry); and his color or race. On the cover page, also, are several lines in front of which are blocks in which to enter the letter "X." Under the heading "Army of the United States" in the block in front of the line "Selective Service and Training," an X is placed on Kelsey's service record.

NOTE.—Had Kelsey been inducted and released by transfer to the Enlisted Reserve Corps, as described in paragraph 470, an X would also be placed in the block preceding the line "Enlisted Reserve Corps—Active Duty" after Kelsey reported to the reception center.

b. On page 1, headed Induction Record, the several lines down to the double dividing line just above the heading Record of Immunization would be completed. (See fig. 46.)

473. Kelsey moves on.—Before he left the induction station, one other entry was made in his service record: The initials of the inducting officer were entered and identified on page 24. Whenever an officer initials the service record, he identifies his initials in this manner.

474. Kelsey is processed.—The following incidents occurred during Kelsey's processing (normally at the reception center; but in Kelsey's case, at the 100th Infantry) and each step was recorded:

a. Two identical metal tags were stamped with his name, serial number, and next of kin. These identification tags he wore on a tape hung around his neck. Later, code numbers were punched on the tags, telling whether he had been inoculated for tetanus, and what was the nature of his blood type. This step is normally taken at the recruit reception center. (See AR 600-40.)

b. He was interviewed, and the data obtained from that interview were entered on page 2, Enlistment Record, of the service record. This step is normally taken at the reception center. (See AR 345-125.)

c. His base pay of \$50.00 was noted under Remarks—Financial on page 13 of the service record. The right-hand column of this entry was left open, and was filled in after he received his first pay. This entry is normally made at the reception center. (See AR 35 series.)

d. His religion was noted as the first "Remark—Administrative," on page 15 of his service record.

e. He and his group listened to a talk on insurance and allotment of pay. The benefits of National Service Life Insurance were explained to him, and in order that there should be no high-pressure salesmanship, he was told that he might have 120 days in which to decide. He wisely decided at once to take out a \$5,000 policy. This called for a deduction of \$3.45 from his monthly pay. These facts were recorded under Government Insurance on page 10 of the service record. (Bull. No. 27, W. D., 1940; Cir. No. 125, W. D., 1940, as amended; Cir. No. 149, W. D., 1940; Cir. No. 14, W. D., 1941.) He also filled out an authorization for deduction of pay, authorizing the finance officer to deduct \$3.45 a month from his pay, as a class N deduction. This is made in duplicate, the original going to the finance officer, and the duplicate being held by the personnel officer of Kelsey's regiment. (See W. D., 'A. G. O. Form No. 29, fig. 25.) Considering the fact that his father was working and providing support for his mother, he decided not to make an allotment of part of his pay at that time. He was told he could make such an allotment at any later date, and could increase it or decrease it from time to time. Had he made an allotment, the data would have been entered under class E allotments, page 9. (See AR 35-5520 and AR 345-125.) At this time, Kelsey also listened to a talk on the provisions of the Soldiers' and Sailors' Civil Relief Act, and learned how the Government protects his civil rights while he is in military service. The fact of this lecture was not recorded in the service record. All this normally takes place at the recruit reception center, but in this case was done at his organization, Co. L, 100th Infantry.

f. Kelsey and his companions heard a talk on sex morality, and each was given a little pamphlet on the subject. This fact was entered on page 4 of his service record. This is normally a recruit reception center procedure. (See AR 345-125.)

g. At this time a prepaid post card was filled out giving Kelsey's full name, serial number, and his first permanent APO address. This card was addressed by Kelsey to his father or mother or to whomever he wished it sent, thus obviating any delay in receiving mail.

h. During his processing he received his first typhoid inoculation and was also vaccinated against smallpox. His second and third typhoid vaccinations came at intervals of 1 week, and appropriate entries were made on those dates in page 1 of the service record. When receiving his second typhoid vaccination, the surgeon examined his smallpox vaccination, found it positive, and caused the entry "Vaccinoid" to be made on page 1 of his service record. The smallpox and at least the first of the typhoid series are normally given at the recruit reception center. (See AR 345-125 and AR 40-235.)

ADJUTANT GENERAL'S DEPARTMENT

KELSEY 30766766
(Last name) (Army serial No.)

Michael J.
(First name) (Middle initial)

Infantry
(Arm or service for which enlisted or inducted)

Color or race White
(PLACE X IN BOX INDICATING COMPONENT)

☐ Regular Army. ☐ National Guard of the
United States.

Army of United States:

- ☐ For Regular Army units.
☐ For National Guard units.
☒ Selective Service and Training.
☐ Regular Army Reserve—Active duty.
☐ Enlisted Reserve Corps—Active duty.

SERVICE RECORD

covering period

From June 1, 1942, to Dec 15, 1942.

Note: Initiated at induction station; one
copy. Accompanies individual
throughout service, then forwarded
to The Adjutant General. Maintained
at unit personnel section.

For instructions see AR 345-125

W, D., A. G. O. Form No. 24
(March 1, 1941)

9-6886

FIGURE 46.

1

INDUCTION RECORD

(This induction record will be filled out only in case the man enters the service through induction by military service.)

Local board of origin No 1, New York, N. Y.
 Date of arrival at induction station June 1, 1942
 Date and place of induction June 1, 1942, New York, N.Y.
 By whom inducted William Jones
1st Lieut., Infantry
 (Grade and arm or service)
 Recruit Reception Center
 Fort Dix, N. J.
 Place to which sent _____
 (Post, camp, or reception center)

Date sent June 1, 1942

RECORDS OF IMMUNIZATION

(See par. 6, AR 40-215, for details relative to immunization records.)

SMALLPOX VACCINATION

Date	Result
June 2/42	Vaccinoid

TYPHOID VACCINATIONS

June 16/42	

OTHER VACCINATIONS

Kind	Date
Tetanus Toxoid	Aug 5/42
Blood Type "O"	June 25/42

DIPHTHERIA SUSCEPTIBILITY TEST—GONICK

Date	Result

CARRIE EXAMINATIONS
(See AR 40-110)

Date	Parasite examined for	Kind of specimen	Positive or negative

1 Record as vaccine, vaccinoid, or immune reaction.
 2 Record as positive, positive combined, negative-pseudo or negative.
 3 Record as feces, urine, sputum, blood, etc.

B-2855

2

ENLISTMENT RECORD

Kelsey, Michael J. 30766766
 (Last name, first name, middle initial) (Applicant's name) (Applicant's No.)
 Born at June 3, 1918 New York, N.Y. Male
 (City, town, or post office) (State or territory) (Race or color)
 Height 5 ft. 8 in. Weight 152 lb. Eyes Blue Hair Black
 Complexion Ruddy Size of gas tank 2 Size of shoes 7D
 Married or single Single Occupation Clerk (Typist)
 EDUCATIONAL QUALIFICATIONS
 Years in Grammar school 8 High school 4 College or university _____
 Graduate work Business Methods Specialized in Clerical
 Speaks English, French, Spanish

OCCUPATIONAL QUALIFICATIONS

Clerk (Typist) : 25.00
 (Main occupation) (Weekly wages)
 Years 7 as General clerical and typing
 Just what did he do? Chauffeur : 20.00
 (Main occupation) (Weekly wages)
 Years 2 as Chauffeur
 Just what did he do? Drove a taxi
 HOME ADDRESS AND NEAREST RELATIVE'S

Home address 1050 South Broadway
 (Number and street or rural route; if none, give stage)
New York (City, town, or post office)
 Name and address of nearest relative Mrs Estelle Kelsey
Mother 1050 South Broadway
New York (Number and street or rural route; if none, give stage)
New York (City, town, or post office)
 Person to be notified in case of emergency Mrs Estelle Kelsey
Mother 1050 South Broadway
New York (Relationship, address, or state) (Number and street or rural route; if none, give stage)
New York (City, town, or post office) (State or country)

DESIGNATION OF BENEFICIARY

(To be entered only from appropriate enlistment or induction record or W. D., A. O. O. Form No. 41)
Mrs. Estelle Kelsey (Mother)
1050 South Broadway, New York, N. Y.
 (Address)

(Name and degree of relationship of alternate beneficiary)

(Address)

(Name and degree of relationship of alternate beneficiary)

CURRENT ENLISTMENT

(See "Remarks—Financial" (par. 3a, AR 245-126))

Age at enlistment 26 years 11 months.
 Accepted for service at _____
 Rejected at _____ on the _____ day of _____, 19____
 In grade of _____ by _____
 for _____ (Company, regiment, arm, or service)
 In service _____ years _____ months _____ days for longevity pay.
 Completed 0 years 0 months 0 days for longevity pay.
 at enlistment. Has over 0 years' service. 2D (Initials of officer)
 Physical defects at enlistment None

* Strike out words not applicable.

† No entry required for men secured through Selective Service.

B-2855

FIGURE 46—Continued.

3

PRIOR SERVICE

First show prior service in the Regular Army, then insert headings to show service in the United States Army, Volunteers, Navy, Marine Corps, and National Guard or Organized Militia, in the order named.

from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			
from	19	to	19
(Co., regt., arm, or service)			
Discharged as	(Grade)	By reason of	(Character)
(Data required by par. 8, AR 545-125)			

4

MILITARY QUALIFICATIONS

Served as _____ in the United States Army in the World War
(Highest grade held)
Holds commission as _____ in the Officers' Reserve Corps
(Grade) (Section)
Graduate of _____
(Noncommissioned officers' or special service school)

ARMY SPECIALTY

Specialty	*Rating, with date	*Rating, with date

* Ex=Excellent; VO=Very good; G=Good; F=Fair.

SPECIAL DUTY

As	At	From	To	Authority
Clerk	Hq 100th Inf	7/15/42	8/15/42	30#39 Hq 100th Inf

ARTICLES OF WAR
(Read to soldier as required by the 110th Article of War)

Date	Initials	Date	Initials
June 2/42	<i>SmP</i>		
Nov. 28/42	<i>SmP</i>		

SEX MORALITY

Course completed (see AR 40-235) June 2, 1942

QUALIFICATION IN ARMS

(Special qualifications attained in the use of the various arms and additional compensation therefor)

Qualified as _____ (Grade designation) _____ 19____

Compensation \$ _____ per month. Aggregate or final score _____

Order publishing fact of qualification _____ (Number) (Source) (Date) _____

Qualified as _____ (Grade designation) _____ 19____

Compensation \$ _____ per month. Aggregate or final score _____

Order publishing fact of qualification _____ (Number) (Source) (Date) _____

Qualified as _____ (Grade designation) _____ 19____

Compensation \$ _____ per month. Aggregate or final score _____

Order publishing fact of qualification _____ (Number) (Source) (Date) _____

Qualified as _____ (Grade designation) _____ 19____

Compensation \$ _____ per month. Aggregate or final score _____

Order publishing fact of qualification _____ (Number) (Source) (Date) _____

10-25350-1

FIGURE 46—Continued.

5

MILITARY RECORD
APPOINTMENT, PROMOTION, OR REDUCTION, WITH
AUTHORITY THEREFOR

Grade	Date	Authority	Initials
Tech 5	11/1/42	RO 96.Hq 100 Inf	JMP

SPECIALIST RATINGS

Class	Qualification	From	To	Authority	Initials

ORGANIZATIONS TO WHICH ATTACHED

Organization	From	To

ORIGINAL ASSIGNMENT AND ORGANIZATIONS TO WHICH SUBSEQUENTLY ASSIGNED DURING THIS ENLISTMENT PERIOD

Assigned to company, regiment, arm, or service	Station	Date
Co L, 100th Inf	Ft. Dix, N.J.	6/2/42

6

FURLOUGHS

From Aug 15/42 to Aug 29/42
 Authority AR 615-275
 Extended _____ per _____
 Rejoined _____ (Number of days) Aug 30/42
 From _____ to _____
 Authority _____
 Extended _____ per _____
 Rejoined _____ (Number of days) _____
 From _____ to _____
 Authority _____
 Extended _____ per _____
 Rejoined _____ (Number of days) _____
 From _____ to _____
 Authority _____
 Extended _____ per _____
 Rejoined _____ (Number of days) _____
 From _____ to _____
 Authority _____
 Extended _____ per _____
 Rejoined _____ (Number of days) _____
 From _____ to _____
 Authority _____
 Extended _____ per _____
 Rejoined _____ (Number of days) _____

FOREIGN SERVICE

Left United States for duty in _____
 From _____ on _____ 19____
 Arrived at _____ on _____ 19____
 Left _____ for the United States on _____ 19____
 Arrived at _____ on _____ 19____
 Left United States for duty in _____
 From _____ on _____ 19____
 Arrived at _____ on _____ 19____
 Left _____ for the United States on _____ 19____
 Arrived at _____ on _____ 19____

MEDALS, DECORATIONS, AND CITATIONS

Name of decoration	Authority and date

FIGURE 46—Continued.

7

TIME LOST PRIOR TO THE NORMAL DATE OF EXPIRATION OF TERM OF ENLISTMENT TO BE MADE GOOD UNDER 107th ARTICLE OF WAR:

(a) Absence without proper authority or in desertion.

From	To	Days
July 1/42	July 1/42	1

(b) Time actually in confinement under sentence or while awaiting trial and disposition of case, if trial resulted in conviction.

From	To	Days

(c) Unable to perform duty through the intemperate use of drugs or alcoholic liquor or through disease or injury the result of his own misconduct.

From	To	Days

ABSENCE SUBSEQUENT TO THE NORMAL DATE OF EXPIRATION OF TERM OF ENLISTMENT

(a) Absence without proper authority or in desertion.

From	To	Days

(b) Time actually in confinement under sentence or while awaiting trial and disposition of case, if trial resulted in conviction.

From	To	Days

(c) Unable to perform duty through the intemperate use of drugs or alcoholic liquor or through disease or injury the result of his own misconduct.

From	To	Days

8

RECORD OF TRIALS BY COURTS MARTIAL

Summary C. M. 61st A. W. July 3 19. 42 AWOL
from 7/1/42 to 7/2/42 (No.) (Date of offense) (Synopsis)
of specifications)

Sentence announced and adjudged July 5 19. 42
Sentence as approved To forfeit \$6.67 of his pay

Approved July 5 19. 42

I certify the above is correct. James M. Perkins, Capt. 100th Inf. A.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per

Released from confinement 19. 42

(Name, grade, and organization)

C. M. A. W. 19. 42
(No.) (Date of offense) (Synopsis)

Sentence announced and adjudged 19. 42

Sentence as approved 19. 42

Approved 19. 42

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per

Released from confinement 19. 42

(Name, grade, and organization)

C. M. A. W. 19. 42

(No.) (Date of offense) (Synopsis)

Sentence announced and adjudged 19. 42

Sentence as approved 19. 42

Approved 19. 42

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per

Released from confinement 19. 42

(Name, grade, and organization)

C. M. A. W. 19. 42

(No.) (Date of offense) (Synopsis)

Sentence announced and adjudged 19. 42

Sentence as approved 19. 42

Approved 19. 42

I certify the above is correct.

(Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per

Released from confinement 19. 42

(Name, grade, and organization)

FIGURE 46—Continued.

9

C. M. _____ A. W. _____ 19____
(No.) (Date of offense) (Synopsis)

_____ of specifications) _____

Sentence announced and adjudged _____ 19____

Sentence as approved _____ Approved _____ 19____

I certify the above is correct.

_____ (Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per _____ 12____

Released from confinement _____ (Name, grade, and organization)

C. M. _____ A. W. _____ 19____
(No.) (Date of offense) (Synopsis)

_____ of specifications) _____

Sentence announced and adjudged _____ 19____

Sentence as approved _____ Approved _____ 19____

I certify the above is correct.

_____ (Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per _____ 19____

Released from confinement _____ (Name, grade, and organization)

C. M. _____ A. W. _____ 19____
(No.) (Date of offense) (Synopsis)

_____ of specifications) _____

Sentence announced and adjudged _____ 19____

Sentence as approved _____ Approved _____ 19____

I certify the above is correct.

_____ (Name, grade, and organization)

Unexecuted portion of confinement and forfeiture remitted per _____ 19____

Released from confinement _____ (Name, grade, and organization)

CLASS E ALLOTMENTS

Class E allotments of pay authorized as follows:

\$ _____ per month for _____ months, commencing _____ 19____

and expiring _____ 19____, in favor of _____

for the purpose of _____

Discontinued _____ 19____, reason _____

W. D., A. G. O. Form No. 30, mailed to Finance Officer, U. S. Army, Washington,

D. C., _____ 19____, by _____ (Name and grade of forwarding officer)

Acknowledgment of discontinuance received _____ 19____

10

\$ _____ per month for _____ months, commencing _____ 19____

and expiring _____ 19____, in favor of _____

for the purpose of _____

Discontinued _____ 19____, reason _____

W. D., A. G. O. Form No. 30, mailed to Finance Officer, U. S. Army, Washington,

D. C., _____ 19____, by _____ (Name and grade of forwarding officer)

Acknowledgment of discontinuance received _____ 19____

\$ _____ per month for _____ months, commencing _____ 19____

and expiring _____ 19____, in favor of _____

for the purpose of _____

Discontinued _____ 19____, reason _____

W. D., A. G. O. Form No. 30, mailed to Finance Officer, U. S. Army, Washington,

D. C., _____ 19____, by _____ (Name and grade of forwarding officer)

Acknowledgment of discontinuance received _____ 19____

NATIONAL SERVICE LIFE INSURANCE

Deduction of pay for Government insurance authorized as follows:

Class B Insurance deduction of \$ 3.45 per month (duration _____ months,

commencing June 1, 1942 and expiring _____ 19____

for payment of monthly premium on \$ 5000. Discontinued Nov 20, 1942

reason Soldier's request, A. G. O. Form No. 30, mailed to

Veterans' Administration, Washington, D. C., on Nov 21, 1942

by J. M. Perkins, Capt. 100th Inf (Name and grade of forwarding officer)

Deduction of pay for Government insurance authorized as follows:

Class D Insurance deduction of \$ _____ per month for _____ months,

commencing _____ 19____, and expiring _____ 19____

for payment of monthly premium on \$ _____. Discontinued _____ 19____

reason _____ W. D., A. G. O. Form No. 30, mailed to

Veterans' Administration, Washington D. C., on _____ 19____

by _____ (Name and grade of forwarding officer)

Deduction of pay for Government insurance authorized as follows:

Class D Insurance deduction of \$ _____ per month for _____ months,

commencing _____ 19____, and expiring _____ 19____

for payment of monthly premium on \$ _____. Discontinued _____ 19____

reason _____ W. D., A. G. O. Form No. 30, mailed to

Veterans' Administration, Washington, D. C., on _____ 19____

by _____ (Name and grade of forwarding officer) a-2025

FIGURE 46—Continued.

11
DEPOSITS

[illegible]

**PAY DETAINED BY COURTS MARTIAL ENTERED ON
PAY ROLL**

Month	Amount		Vou. No.	Name and grade of finance officer	Account for
	Del.	Ct.			
19.....					
19.....					
19.....					
19.....					

12
CLOTHING ACCOUNT
CLOTHING DRAWN

[illegible]

GRATUITOUS ISSUE OF CLOTHING

CLOTHING SETTLEMENTS

[illegible]

* Initials of organization commander.

10-25269-1

FIGURE 46—Continued.

15

REMARKS—ADMINISTRATIVE

Under this heading will be shown all administrative matter not shown elsewhere and not of a character authorizing pay. These wounds, battles, engagements, etc., and such other entries not set forth elsewhere as may be required to make soldier's record complete.

Religious preference Catholic *gmp*
 FM 21-100 issued June 2/42 *gmp*
 Bayonet Expert, July 10, 1942 *gmp*
 ER July 25/42, RO#49, Hq 100th Inf
 7/30/42 *gmp*

16

ENDORSEMENTS

These endorsements are filled out in all cases when a soldier deserts or is transferred from one company or detachment to another company or detachment and in all changes of status except with an organization.
 These endorsements will not be used when a soldier is only attached to another organization for either release or quarters or both.

1st Ind.
 Recruit Reception Center
 Ft Dix, N J June 2 1942
 To CG, 20th Inf Div, Ft Dix, N J
 This soldier was transferred to your command
 per SO #12, Hq Ft Dix, N J June 2/42
 and left this organization June 2 1942
 He was last paid to include pay due for induction 1942
 by _____
 (Name and grade of finance officer or agent officer, if any)
 Due United States; if nothing, so state nothing

*Due soldier at date of transfer, current pay and allowances (see remarks financial)

This soldier ~~has~~ ^{has not} a Class E allotment running which has been deducted from his pay to include _____
 This soldier has authorized a Class ~~E~~ ^N deduction for ~~FORFEITURE~~ ^{Nat'l Sv Life} _____
 NOV/ _____
 has been deducted from his pay _____

His character is _____
 Efficiency rating as soldier _____

I have personally verified all entries in this endorsement.
William Jones WILLIAM JONES
 1st Lieut, Inf, Asst Adj.
 (Grade and organization)

This soldier reported June 2 1942

*Here enter any amounts due soldier and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.
 (Strike out words not applicable.)

FIGURE 46—Continued.

17

2d Ind.

Hq 20th Inf Div
Ft Dix, N J June 2 1942
CO, 100th Inf Ft Dix, N J
This soldier was assigned to your command
per SO #2, Hq 20th Inf Div June 2/42
and left this organization June 2 1942
He was last paid to include pay due fr induction 19
by
(Name and grade of finance officer or agent officer, if any)
Due United States; if nothing, so state nothing

* Due soldier at date of assignment: current pay
and allowances (see remarks financial)

This soldier ~~has not~~ a Class E allotment running which has been deducted from his
pay to include Nat'l Sv Life 19

This soldier has authorized a Class E deduction for ~~GROUP~~ insurance which has
NOT been deducted from his pay to include 19

His character is

Efficiency rating as soldier

I have personally verified all entries in this endorsement.

James A. Gordon (Name)
Capt, AGD, Asst Adj Gen
(Grade and organization)

This soldier reported June 2 1942

* Here enter any amounts due soldier and not paid to date, such as monetary
allowance in lieu of quarters and subsistence; if nothing, so state.
(Strike out words not applicable.)

18

3d Ind.

Hq 100th Infantry
Ft Dix, N.J. June 2 1942
CO, Co L, 100th Inf, Ft Dix, NJ
This soldier was assigned to your command
per RO #2, Hq 100th Inf, June 2/42
and left this organization June 2 1942
He was last paid to include pay due fr induction 19
by
(Name and grade of finance officer or agent officer, if any)
Due United States; if nothing, so state nothing

* Due soldier at date of assignment: current pay
and allowances (see remarks financial)

This soldier ~~has not~~ a Class E allotment running which has been deducted from his
pay to include Nat'l Sv Life 19

This soldier has authorized a Class E deduction for ~~GROUP~~ insurance which has
NOT been deducted from his pay to include 19

His character is

Efficiency rating as soldier

I have personally verified all entries in this endorsement.

James M. Perkins (Name)
Capt, 100th Inf, Asst Adj.
(Grade and organization)

This soldier reported June 2 1942

* Here enter any amounts due soldier and not paid to date, such as monetary
allowance in lieu of quarters and subsistence; if nothing, so state.
(Strike out words not applicable.)

FIGURE 46—Continued.

*Here enter any amounts due soldier and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.
 (Strike out words not applicable.)

*Here enter any amounts due soldier and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.
 (Strike out words not applicable.)

FIGURE 46—Continued.

i. During the next few hours, Kelsey was interviewed by classification experts. They tested him in order to find out for what duty he was best suited and where he would be of greatest value to the Army and to himself. For 7 years, Kelsey had been doing general clerical work. He had become proficient in typing and knew the technique of filing correspondence. For 2 years, he had been a taxi driver in New York City. This work appealed to him and he requested that he be assigned as chauffeur in the Armored Force. He was given the General Classification Test and passed it with a score of 126. This showed that he was a man of high intelligence and natural ability. Presumably, he would be well qualified in the kind of work he had been doing in civilian life. However, to make sure, he was given a clerical test, and on the basis of the results was classified for duty as "Clerk, general; specification serial number 055, skilled." All these facts, together with other information gathered from interviews with Kelsey, were entered on his soldier's qualification card. Around the perimeter of this card, the classification officer indicated, by marking certain code figures in pencil, the various capacities and abilities of Kelsey. These code markings were then punched out, so that at any later date a device known as the McBee selector could automatically select his card from among all the W. D., A. G. O. Form No. 20's of the regiment for assignment to a duty for which he was especially qualified. This card is made in the original only, and follows the soldier through his military career. When he is discharged, the data on it are transcribed in full onto D. S. S. Form No. 128, and is used to help reinstate him in civilian employment. (See W. D., A. G. O. Form No. 20, fig. 47.) The classification process is normally a function of the recruit reception center, though reclassification is the responsibility of the soldier's organization, and is a continuous process throughout his career. (See AR 615-26 and AR 615-27.)

j. Kelsey was assigned to Company L, 100th Infantry. This assignment was made by the regimental personnel officer, acting for the regimental commander. A regimental special order was published, announcing his assignment, together with other assignments made at the same time. The fact of his assignment was recorded on page 5 of the service record under Original Assignment, and Organizations to Which Subsequently Assigned During the Enlistment Period. (See AR 345-125.)

k. Kelsey arrived from the induction station in civilian clothes. One of the first steps in his processing, after receiving his physical check-up and his meal, was to get him into uniform. No soldier feels that he is a member of the armed forces until he is wearing a

[illegible]

① Front.

② Back.

uniform. An individual clothing and equipment record (W. D., A. G. O. Form No. 32) was made out for Kelsey, which specified his various sizes and called for the issue of specified quantities of each item. This is a combination of the old Form No. 32 and W. D., A. G. O. Form No. 33 (Individual Equipment Record), and was initialed by Kelsey at the foot of each column which lists clothing and equipment issued to him. If Kelsey had received his clothing at a recruit reception center, this form would have been made out by his temporary company commander, and he would have received only one complete set of uniform and clothing, pending his shipment to the replacement training center. In this hypothetical situation, however, the commander of Company L made out the individual clothing and equipment record, and Kelsey received at one time the full issue of clothing called for. The original of this record is retained by the company commander, and the duplicate is delivered to the quartermaster. If Kelsey were processed at a recruit reception center, a third copy of Form No. 32 would be made and forwarded with his service record. (See fig. 2.)

1. On the day when Kelsey was assigned to Company L, or the following day, certain of the Articles of War were read to him and other trainees, and this fact was noted on page 4 of his service record. These Articles of War, which must be read to every soldier within 6 days of his enlistment, and thereafter every 6 months, are numbers 1, 2, 29, 54 to 96, inclusive, and 104 to 109, inclusive. (See AR 345-125.)

475. That completed Kelsey's processing. The sequence of the steps of processing varies according to circumstances. While one group of men is being clothed, a second group may be interviewed, and a third group may be listening to the talk about insurance. The sequence is controlled by the officer in charge of processing, whether that be the recruit reception center commander, as is normal, or the regimental commander in the abnormal situation where a soldier comes direct to the regiment from an induction station. The processing may be accomplished in 1 day, or several. In the case of Kelsey, it was completed on June 2.

476. Kelsey might have proceeded from the recruit reception center to a replacement training center. There, for 13 weeks, he would have received basic training in the arm or service to which he had been assigned. However, this hypothetical situation takes him from the induction station to his organization—Company L, 100th Infantry.

477. **Kelsey with his company.**—From this point, the story of Michael J. Kelsey is told by a variety of records such as morning

report, pay roll, company collection sheet, and medical and property records. Of these, the company morning report supplies most of the information, inasmuch as it is the basic record of everything of importance which transpires within the company.

478. Kelsey, along with 176 other selectees, was assigned to and actually joined Company L on June 2. Had there been less than 20 men assigned to the company on that day, the name, grade, and serial number of each man would have been written in the remarks section of the morning report; but in order to reduce the labor involved in listing more than 20 men, a roster was made in duplicate, on plain white paper for the original and on tissue for the duplicate. The duplicate was folded and pasted in the morning report, remarks section, and the original was sent up with the morning report to the unit personnel section. The unit personnel section made *one* report of change card for all of the 177 men (W. D., A. G. O. Form No. 303), attaching a certified true copy of the regimental special order assigning the men to Company L. This report of change, with the order attached, was sent to the machine records unit through channels. If the men assigned to Company L on June 2 had numbered less than 20, the unit personnel section would have made a report of change card for each man.

479. Upon receipt of the report of change and order, the machine records unit (1 or more service each service command and certain elements of the field forces) made out a status card for Michael J. Kelsey. Thus Kelsey was incorporated in the personnel accounting system of the Army. From that day, each change which affected Kelsey was recorded by means of a report of change card.

480. The morning report provides data for the report of change cards, and for service records and other records of the individual. How these various records are maintained is explained in chapter 4, part two.

481. Company L has now been officially activated; its initial records have been started and it has settled down to its normal training program. During the months, here are the incidents which affected Michael J. Kelsey, or which might have happened to any soldier.

482. June 4.—Kelsey received his first fatigue detail. The figure 4 was entered against his name in the fatigue column of the duty roster to indicate that he had fatigue duty on June 4. No entry was made on the morning report or service record. The duty roster is a record of the interior affairs of the company. (See fig. 12.)

483. June 5.—Kelsey was issued a rifle, a flashlight, and a compass, which was recorded on his W. D., A. G. O. Form No. 32. (See sec. II, ch. 4 and fig. 6.)

484. June 9.—Kelsey took his second vaccination for typhoid. The fact was recorded in page 1 of the service record. At that time, his smallpox vaccination was found by the surgeon to be positive, and "Vaccinoid" was therefore entered on page 1 of his service record.

485. June 16.—He took his third and final typhoid vaccination, which was noted on page 1 of the service record.

486. June 21.—Kelsey, with others in the company, signed the pay roll. That was for payment which would be made on June 30. Kelsey's amount was \$50.00 less \$3.45 for insurance deduction, or net \$46.55. (See fig. 27.)

487. June 25.—Kelsey received his first vaccination against tetanus. There was a series of three such vaccinations. The date of the last vaccination was entered on page 1 of the service record, under Other Vaccinations. At the same time, his blood was typed, and a notation also made under Other Vaccinations on page 1 of the service record. Also, the blood type and the fact that vaccination for tetanus had been accomplished was stamped in on his identification tags. All these vaccinations—smallpox, typhoid, tetanus, and the taking of blood type are customarily done by groups, the company commander sending a roster of the men to be processed and the surgeon furnishing a record of the accomplishment of the vaccination on W. D., M. D. Form No. 81 (Immunization Register). From the Form No. 81, entries are made in the service records by the unit personnel section.

488. June 30.—The regimental personnel section entered on page 13 of Kelsey's service record the fact that he was paid on that date.

489. June 30 to July 5.—Kelsey and other men in the company were paid. It is customary to pay men in the morning, then to permit them, except for those required for guard and details, to go on pass for the rest of the day. Kelsey went to town—and promptly got into trouble. When he came to his senses, he discovered that it was well along in the afternoon of July 2. He hurried back to the post, but no talking or planning on his part could turn the clock back. He had been absent without leave—for 2 days, July 1 and July 2. Even though he was present with the company during part of July 2, the fact that he was absent at all after the preceding midnight meant that he was officially absent for the day. The morning report, it was true, showed that he actually returned at 1800 on July 2. Nevertheless, as he was absent during even 1 minute of that day, he was, in the eyes of the court, absent for the entire day and charged as such. (Par. 104c, Manual for Courts Martial, 1928.) However, he did not forfeit pay and allowances for that day. When

he was missed on July 1, his platoon commander had a search made of his property in an attempt to find a clue. It was discovered here that Kelsey was short one canteen and canteen cup. When he returned and could not produce this property it was charged against him on a statement of charges, which he signed (see fig. 28). This same served as a receipt for replacements, which were issued to him at once. The morning report recorded him as AWOL on July 1, and on July 2 showed him as "AWOL to dy 1800." Charges were preferred against him and he was tried by summary court on July 3; the court adjudged him guilty and ordered that \$6.67 of his pay be forfeited (see app. II). The verdict of the court was approved on July 5, and on that date entries were made in the following places in Kelsey's service record: Record of trial by courts martial, page 8; remarks—financial, page 13. That second entry not only showed his pay forfeiture, with authority for it, but also showed that Kelsey owed \$1.00 for lost property. It was an expensive vacation for Kelsey; he lost a total of \$9.34 computed as follows: 1 day's pay at \$1.67 per day; court-martial forfeiture, \$6.67; GPLD \$1.00. Had he been ordered into confinement by the summary court, that fact would have appeared on the morning report, which would explain his absence from the company during the period of confinement.

490. July 10.—Kelsey qualified as an expert on the bayonet course. Entry as bayonet expert was made on page 15 of his service record. This entry was made on information given by the company commander, and was initialed by the regimental personnel officer.

491. July 15.—Kelsey was placed on duty as clerk in the regimental personnel section. This called for two entries in the records: an entry in the company morning report—"Pvt. Kelsey dy to SD Hq. 100th Inf."—and an entry under Special Duty, page 4 of the service record—"Clerk Hq. 100th Inf (From 7/15/42 RO 39, 7/15/42)." The date when he was relieved from this special duty could not be entered until later. During his special duty at regimental headquarters, he was still carried on Company L morning report inasmuch as he was still a member of that company and lived and messed with the company.

492. July 21.—Kelsey signed the pay roll. He saw that deductions had been made for insurance, court-martial sentence of forfeiture of pay, 1 day's pay for AWOL, and lost property.

493. July 25.—Kelsey fired the rifle for record and qualified as expert rifleman. Regimental Order No. 49 published the list of those who qualified in the rifle. This special order was based on the scores in the individual score books which the company commander sent to

the unit personnel officer for this purpose. No entry was made on the morning report, because Kelsey's duty status was not affected. Because of his qualifying as expert rifleman, Kelsey would normally receive \$5.00 a month additional pay; however, additional pay for qualification in arms is suspended for the duration of the war. These facts are normally noted in the service record under Qualification in Arms, page 4, but due to the facts explained above, the entry as to qualification in arms is now made on page 15 of the service record under Remarks—Administrative. The entry of his qualification in his service record would normally be made at the time the August pay roll is made up, on or about August 15.

494. July 31.—Kelsey was paid. This time he received only \$37.21. His AWOL cost him \$8.34, lost equipment was \$1.00, and insurance the regular \$3.45. Ever since his AWOL he has been worried about finances. He has decided to turn over a new leaf and start saving \$10.00 a month. He so informed his company commander, who included him in a list of depositors which was presented to the disbursing officer. Kelsey was given a soldier's deposit book by the disbursing officer with his \$10.00 deposit entered in it. This deposit he cannot withdraw until he leaves the service; but he knows it is out of temptation's way. A record of his deposit was made in the service record, page 11 Deposits and was initialed by the regimental personnel officer.

495. August 15.—The regimental personnel section started making up the pay roll for August.

a. August 15.—Kelsey was relieved of special duty as clerk in regimental headquarters and returned to his company. The entry of July 15 under special duty in his service record was therefore completed by the unit personnel section.

b. August 15.—Except for his AWOL in early July, for which he paid the price, Kelsey's record has been unblemished. So he was granted a 15-day furlough, from August 15 to August 29. The furlough was made out, on the recommendation of his company commander, by the unit personnel section and was signed by the regimental commander. It was in duplicate; Kelsey received the original, and the unit personnel officer retained the duplicate. (See fig. 48.) On page 6 of Kelsey's service record—Furloughs—the unit personnel section entered the dates 8/15 to 8/29 and gives AR 615-275 as the authority. The entry also showed that Kelsey returned on August 30. Two entries had been made on the company morning report: under August 15 "Pvt Kelsey dy to fur 15 days," and under August 30 "Pvt Kelsey fur 15 days to dy." Entries were made by the unit

personnel section on the locator cards. Kelsey was entitled to commutation of rations for the period of his absence on furlough, under authority of AR 35-4520, and at the rate prescribed in Circular No. 236, W. D., 1942. He drew this on September 5. It was paid separate from the pay roll.

496. August 31.—Kelsey was paid. He received his base pay, less \$3.45 for insurance. Kelsey deposited \$15.00 this month, and another entry was made by the disbursing officer in his soldier's deposit book.

497. September 21.—Kelsey signed August pay roll. Deductions: \$3.45 for insurance.

498. September 30.—Kelsey was paid. His furlough had reduced his personal finances considerably, so he decided not to make a deposit this time. One entry was made in the service record, under Remarks—Financial, to the effect that he received his pay on September 30.

499. October 2.—Kelsey, with the rest of his company, was issued woolen uniforms. Two more blankets were issued per man. The proper entries were made in the individual clothing record and equipment record, which were initialed by both Kelsey and the officer issuing the new clothing and equipment. No entries were made in the morning report, or in the service record. (See fig. 46.)

500. October 20.—Kelsey signed the pay roll.

501. October 30.—Kelsey was reclassified. He had been doing good work as clerk, and Captain Woodring believed that he was entitled to a technician rating. Before making such a recommendation, he conferred with the unit personnel officer and arranged for the classification officer to give Kelsey another clerical test, to prove his increased aptitude. Kelsey passed this test with a mark of "excellent."

502. October 31.—He was paid, but made no deposits.

503. November 1.—Kelsey profited by his good score in the reclassification test. His company commander recommended him for appointment as technician fifth grade and a regimental order effected his promotion. As such, his base pay was increased to \$66.00 per month. The regimental personnel section entered the facts under Military Record on page 5 of the service record and the unit personnel officer initialed that entry. This entry should also be made under Remarks—Financial. The morning report of November 1 included the remark "Pvt Kelsey aptd Techn 5th gr per RO 96, 11/1." A report of change card of this date would show the same change in Kelsey's status.

**CERTIFICATE AS TO DATE OF ARRIVAL WITHIN CONTINENTAL LIMITS OF U. S.
AND SUBSISTENCE FURNISHED EN ROUTE.**

The quartermaster or agent of an Army transport or other military transportation, the paymaster of a naval vessel, or purser of a commercial vessel, upon which a soldier is en route to the United States for furlough, will certify below as to date of arrival within the continental limits of the United States, and as to subsistence furnished en route.

I certify that subsistence was furnished the soldier named in this certificate of furlough from _____, 19____, to _____, 19____, both dates inclusive, on _____, (Date of arrival in U. S.) _____, which arrived at _____ on _____, 19____.

(Signature)

(Grade and other official designation.)

CERTIFICATE AS TO DATE OF ARRIVAL AT AND DEPARTURE FROM MILITARY STATIONS, EN ROUTE FROM FURLOUGH.

In returning from furlough to a station beyond the continental limits of the United States the soldier will report to the military station nearest the point of departure from the United States. The date of his arrival at and departure from such station will be noted below, with a statement of subsistence furnished. When transportation or commutation of rations is furnished the soldier returning from furlough, notation will be made below.

I certify that the soldier named herein reported for duty at this station on _____, 19____.

*was subsisted from _____, 19____, to _____, 19____; *was furnished *commutation of rations *transportation to _____ He left this station pursuant to _____ on _____, 19____.

(Signature)

Station _____
(Grade, etc.)

**CERTIFICATE OF SOLDIER'S IMMEDIATE COMMANDING OFFICER
AS TO HIS RETURN FROM FURLOUGH.**

Commutation of rations will be paid the soldier for the inclusive dates of the beginning and end of his furlough. The soldier's organization is not entitled to draw rations for him within such inclusive dates.

This soldier reported for duty *as required by this furlough certificate, on AUG 30, 1942, and will be included in the ration account of his organization beginning with the day following the end of the period for which he has received rations in kind or commutation therefor.

Martin C. Woodring
(Signature)
MARTIN C. WOODRING
Captain, 100th Infantry
(Grade, etc.)

Station Ft. Dix, N.J.

Commanding Co. L

9-750

*Strike out words not applicable.

② Back.

FIGURE 48—Continued.

Subvoucher No. _____ to Voucher No. _____
Accounts of _____ at _____
dated _____ 19____ for \$ _____
Signature _____
Grade _____
Disbursing Officer _____
Signature of soldier _____
*Commutation of rations herein paid by check No. _____
received by me in cash on _____, 19____

504. November 15.—Kelsey was ill and went on sick report. His name was entered by the first sergeant on the daily sick report "in line of duty" and the entry was signed by his company commander. The medical officer at the infirmary confirmed the line of duty, sent Kelsey to the hospital for a few days, and signed the sick report accordingly.

505. November 22.—Kelsey signed the pay roll for November. He was earning good pay now. His only deduction was \$3.45 for insurance.

506. November 30.—He was paid, and that fact was noted under Remarks—Financial on page 13 of the service record. Kelsey decided

NOTIFICATION OF DISCONTINUANCE OF ALLOTMENT.
(See AR 35-5520)

Kelsey Michael J. 30766766 Techn 5th Gr Co. L. 100th Inf.
(Last name) (First name) (Middle initial) (Army serial number) (Grade) (Company, regiment, or unit or service)

The Class "N" Nat'l Service allotment of the ~~basic~~ [enlisted man] named above in the amount of \$ 2.45 per month commencing June 1 1942 to Veterans Administration, Washington D. C.
(Type of allotment) (Status of allotment)

entered on pay rolls of Company L, 100th Infantry is hereby discontinued, effective November 30 1942
(Company or detachment)

because of Soldier's request Date of separation Not separated 19__

Address for future reference 1050 South Broadway New York N.Y.
(Number and street or rural route) (City, town, post office) (State)

Place Ft. Dix, N.J. Michael J. Kelsey
(Signature of allottee)

The ~~basic~~ [enlisted man] was last paid to include November 30 1942 and allotment deducted to include November 30 1942

Deductions for allotment will be continued on pay ~~basic~~ [roll] until acknowledgment is received of this notification, as required by AR 35-5520.

November 30 1942 James M. Perkins JAMES M. PERKINS, Capt., 100th Inf.
(Date) (Signature of company commander, with grade and organization) Asst Adj

1 Strike out words not applicable.
2 When discontinuance is due to cause other than death or desertion, the allottee's signature will be affixed, or reason given why he did not sign.
3 Strike out if discontinuance is due to discharge, retirement, death, or desertion.

WHERE APPLICABLE TO CLASS D OR CLASS M INSURANCE, THE ORIGINAL COPY OF THIS FORM WILL BE SENT TO THE ALLOTMENT DIVISION, BUILDING X, 19TH AND EAST CAPITOL STREETS NE, WASHINGTON, D. C. NO COPIES WILL BE SENT TO THE VETERANS ADMINISTRATION, WASHINGTON, D. C.
W. D., A. G. O. Form No. 30
July 1, 1942

16-50209-1 U. S. GOVERNMENT PRINTING OFFICE

FIGURE 49.

to discontinue his insurance and the deduction for premium. He gave no reason; merely decided to exercise his prerogative. He therefore signed a W. D., A. G. O. Form No. 30 (see fig. 49); and this was also signed by the regimental personnel officer. The unit personnel section entered in the Government insurance section of the service record, page 10, the fact that deduction was discontinued on November 30 at soldier's request.

507. November 30.—Kelsey's illness—chronic arthritis of the left knee—prompted the company commander to confer with the medical officer about his condition. On the advice of the medical officer the company commander initiated steps for Kelsey's discharge for disability. He made out and signed a W. D., A. G. O. Form No. 40 (see fig. 50). This he gave to the surgeon, who referred it to a "CDD Board." This was a board of officers appointed under AR 615-360.

The board of three medical officers made its report and recommendation on page 2 of Form No. 40. The recommendation was that Kelsey be discharged. This report was indorsed to the regimental commander, who indorsed it to the division commander with his concurrence in the findings. The adjutant general, acting for the division commander, and in compliance with section III, Circular No. 272, W. D., 1942, transferred Kelsey to the service command at Fort Dix, by indorsing his service record to the commanding officer of the 2333d Service Unit at that station. The medical board proceedings recommending Kelsey's discharge were forwarded to the commanding officer of the service unit by 3d indorsement "For discharge" from division headquarters. The commanding officer of the service unit to which Kelsey was transferred actually accomplished the discharge.

508. When Kelsey was actually discharged, that fact was recorded on page 23 of the service record—Final Indorsement. It was signed by Kelsey and by the personnel officer. Kelsey's company commander initialed Kelsey's character and efficiency as "Excellent." Entry was made on page 13 of the service record, Remarks—Financial, stating when he was discharged, by what authority, the fact that he was paid in full by the disbursing officer, and that his deposits of \$25.00 were returned to him. Before the service record was closed, the personnel officer made sure that the name of each officer who had initialed any entry in it, together with a specimen of his initials, was inserted on the final page. This was done so that any reference to initials in the service record may be readily identified. This closed the service record, which was then forwarded to The Adjutant General where it became a permanent record. There are many pages in the service record of Kelsey which were not used in recording his history. Mostly, they are self-explanatory. The detailed regulations covering service records are found in AR 345-125.

509. The detailed process by which Kelsey was discharged is described in section VII, chapter 11, part two. It is told in detail because the unit personnel officer, in order to handle the affairs of the men of the regiment efficiently, should know intimately every step in their induction, active duty, and separation. Most of the records concerning the individual soldier are maintained at the unit personnel section. Only those records are maintained in the company which cannot efficiently be handled by the unit personnel section. For a list of the records maintained in company and in unit personnel section, see AR 345-5.

510. So ends the story of Michael J. Kelsey.

~~RECORDED~~ ~~INDEXED~~ ~~RECORDED~~ ~~INDEXED~~
 Army of U.S.
~~RECORDED~~ ~~INDEXED~~ ~~RECORDED~~ ~~INDEXED~~

CERTIFICATE OF DISABILITY FOR DISCHARGE

(See AR 600-500 and Sec. II, AR 615-300)

OF

Kelsey, Michael J. 30766766
 (Last name) (First name) (Middle initial) (Army serial number)
 Tech., 5th Grade 2333d Service Unit
 (Rank) (Assignment or arm or service)
 Inducted June 1, 1942 at New York, N.Y.
 by William Jones, 1st Lt., Infantry
 Age at enlistment 26 yrs. and 11 mos.; occupation Clerk (Typist)
 Prior service (total) yrs. and mos. Last discharged 19....
 Recommended for discharge on account of Arthritis, traumatic
 chronic, non-suppurative, severe, left
 (State nature of disability)
 knee.
 Became unfit for duty from present disease or injury (date) 11/15/42
 Disease contracted or injury received (date and place) Unknown
 Existed prior to induction.
 When disability arose soldier was (state duty and service. If absent from
 company, cause and date) Sol. was performing company
 duty as clerk when admitted to hospital
 Cause of disease, or circumstances under which it appeared:
 Unknown
 Disability ~~was~~ incurred in line of duty.
 MARTIN C. WOODRING
 Capt., 190th Inf.
 Company I
 Commanding.
 Fort. Dix, N.J.
 Nov. 30, 1942
 *Strike out words not applicable.

W. D., A. G. O. Form No. 40
 November 24, 1941

(1)

REPORT OF BOARD OF MEDICAL OFFICERS

From a careful consideration of all the evidence obtainable in the case and a critical examination of the soldier (see sec. I, Cir. No. 146, W. D., 1941), (for Line of Duty see par. 12, AR 60-1025 and Cir. 398, W. D., 1941).

WE FIND: That he is unfit for service as a soldier because of Arthritis, traumatic, chronic, non-suppurative, severe, left knee, non-venereal. Attributed to injury received to the knee in a baseball game at New York, N.Y., in May 1938. Condition incapacitates because of pain and swelling of knee which prevents soldier from drilling and otherwise performing the duties of a soldier. Further hospitalization is not considered necessary as maximum degree of improvement has been attained. Disability is considered permanent and has not been aggravated by military service. That the disqualifying disability did exist prior to induction, and did not originate in line of duty and was not due to his own misconduct. WE THEREFORE RECOMMEND: That the soldier be discharged for disability which was not incurred in line of duty, and was not due to his own misconduct. Length of time case has been under observation of one or more members of the board: Thirty (30) days. The soldier did not decline treatment for the relief of disability.

John H. Fair
 JOHN H. FAIR, Major, M.C.
 Joseph B. Good
 JOSEPH B. GOOD, Capt., M.C.
 Mark H. Gordon
 MARK H. GORDON, 1st Lt., M.C.

(2)

16-16180-1

FIGURE 50.

That the disqualifying disability ~~was~~ ^{was not} incurred in active service.
That the injury or disease ~~was~~ ^{was not} incurred prior to ~~discharge~~ ^{induction}.
That the injury or disease ~~was~~ ^{was not} aggravated by active service.
That the disability ~~was~~ ^{was not} due to his own misconduct.
That the disability ~~was~~ ^{was not} in line of duty.
That the medical officer who ~~examined~~ ^{examined} the soldier ~~is~~ ^{is not} blameable.
WE THEREFORE RECOMMEND THAT THE SOLDIER BE DISCHARGED
for disability ~~not~~ ^{not} in line of duty and ~~not~~ ^{not} due to his own misconduct.
Length of time case has been under observation of one or more members of the board Thirty (30) days
The soldier ~~did not~~ ^{did not} decline treatment for the relief of disability.
John H. Fair
JOHN H. FAIR, Major, M.C. (Arm or service)
Joseph B. Good
JOSEPH B. GOOD, Capt., M.C. (Arm or service)
Mark H. Gordon
MARK H. GORDON, Lt. Col., M.C. (Arm or service)

1st Indorsement
Station Hospital, Ft. Dix, N.J.
(Medical unit-hospital) (Place)
To the Commanding Officer 100th Infantry, Ft. Dix, N.J.
(Unit or station)

3d Indorsement
Headquarters 100th Infantry Dec. 3, 1942
To the Commanding General 20th Inf. Div., Ft. Dix, N.J.

I concur in the findings of the above board of officers.

John O. Atwater
JOHN O. ATWATER
Colonel, 100th Inf.
Commanding.

Indorsement
NOTE: This Ind. is normally used by Div. Hq. to forward to Service Command Headquarters, but under existing regulations Division now authorizes discharges. This should be left blank.

3d Indorsement December 12, 1942
Headquarters 20th Inf. Div., Ft. Dix, N.J., 1942
To the Commanding Officer
100th Infantry, Ft. Dix, N.J.
(Arm or service)

The discharge of this soldier as recommended is authorized. He will be transferred in grade to the 2333d Service Unit, for discharge Major General STREET
By command of *Lewis D. Goodwin*
LEWIS D. GOODWIN
Capt., AGC Asst. Adjutant Gen.

Indorsement

Final Indorsement
Headquarters 2333d Service Unit 12/15/42
To The Adjutant General:
The soldier was discharged at Ft. Dix, N.J. on the 15 day of December 1942 and was furnished with a discharge certificate and duplicate final statement. He desires to be addressed at 1050 So. Broadway, New York N.Y.
county of *William G. Powers* State of
WILLIAM G. POWERS
Capt., Infantry, Asst Adj

FIGURE 50-Continued.

Honorable Discharge

from

The Army of the United States

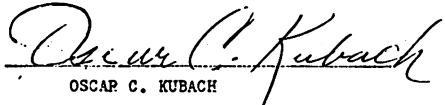


TO ALL WHOM IT MAY CONCERN:

This is to Certify, That* Michael J. Kelsey
 † 30766766 Technician, 5th Grade, 2333e Service Unit
 THE ARMY OF THE UNITED STATES, as a TESTIMONIAL OF HONEST
 AND FAITHFUL SERVICE, is hereby HONORABLY DISCHARGED from the
 military service of the UNITED STATES by reason of † C. D. D.
3rd Ind., Hq., 20th Inf. Div., July 30, 1942

Said Michael J. Kelsey was born
 in New York, in the State of New York
 When enlisted he was 26 11/12 years of age and by occupation a clerk
 He had Blue eyes, Black hair, Ruddy complexion, and
 was Five feet Eight inches in height.

Given under my hand at Fort Dix, New Jersey this
31st day of July, one thousand nine hundred and forty two


 OSCAR C. KUBACH
Colonel, Infantry
Commanding.

See AR 245-470.

*Insert name; as, "John J. Doe."

†Insert Army serial number, grade, company, regiment, or arm or service; as "1620302"; "Corporal, Company A, 1st Infantry"; "Sergeant, Quartermaster Corps."

‡If discharged prior to expiration of service, give number, date, and source of order or full description of authority therefor.

16-50886

W. D., A. G. O. Form No. 55
 April 30, 1941

① Front.

FIGURE 52.

ENLISTED RECORD

OF

Kelsey Michael J. 30766766 Tech., 5th Grade
(Last name) (First name) (Middle initial) (Army Serial No.) (Grade)
 Enlisted or inducted, June 1, 1942, at New York, New York
 Completed 0 years, 0 months, 0 days service for longevity pay.
 Prior service: * None

Noncommissioned officer: November 1, 1942

Qualification in arms: † ER, July 25, 1942, RO #56, 100th Infantry, July 25/42

Horsemanship: Not mounted Army specialty: Clerk

Attendance at: None

(Name of noncommissioned officers' or special service school)

Battles, engagements, skirmishes, expeditions: None

Decorations, service medals, citations: None

Wounds received in service: None

Date and result of smallpox vaccination: † June 2, 1942

Date of completion of all typhoid-paratyphoid vaccinations: † June 16, 1942

Date and result of diphtheria immunity test (Schick): † None

Date of other vaccinations (specify vaccine used): † None

Physical condition when discharged: Poor Married or single: Single

Character:

Remarks: Time lost under 107th A. W.: July 1/42 to July 2/42 Incl., 2 days

Soldier entitled to travel pay.

Print of Right Thumb



Signature of soldier: Michael J. Kelsey

William G. Powers

WILLIAM G. POWERS

Capt., Infantry, Asst. Adjutant

Continued

*For each enlistment give company, regiment, or arm or service, with inclusive dates of service, grade, cause of discharge, number of days lost under AW 107 (if none, so state), and number of days retained and cause of retention in service for convenience of the Government, if any.
 †Give date of qualification, and number, date, and source of order announcing same.
 See par. 6, A.G. 20-34.

16-10045

③ Back.

FIGURE 52—Continued.

CHAPTER 10

REGIMENTAL ADMINISTRATION IN THE FIELD

	Paragraphs
SECTION I. Forward echelon.....	511-526
II. Rear echelon.....	527-539

SECTION I

FORWARD ECHELON

511. When a regiment engages in maneuvers or enters a combat zone, there is a wide physical separation of the two parts of the adjutant's office. The functions of the adjutant are streamlined, and much of his garrison routine is suspended or is carried on by the unit personnel officer. The adjutant, with the regimental sergeant major and one or more clerks, accompanies the forward echelon. The unit personnel officer, with all administrative personnel except the sergeant major and the one or two clerks mentioned above, is in the rear echelon. Distances between the two echelons vary according to the tactical situation. While the forward echelon may be continually on the move, accommodating itself to the exigencies of combat, the rear echelon may remain relatively stable. It is here, in the rear echelon, that the detailed administration of the regiment is carried on. As assistant adjutant, the personnel officer assumes many of the normal functions of the adjutant, such as signing reports and making assignment of officers joining the regiment.

512. In the forward echelon, the adjutant is a member of a small, closely knit, hard-hitting staff team. Here, more than ever, he is an executive, having to make quick decisions; keeping himself posted on the up-to-the-minute tactical situation; ready to act at a moment's notice.

513. The major responsibility of the adjutant is for personnel; for maintaining the effective strength of the regiment at its peak at all times, making provision for immediate replacement of battle casualties. He is also vitally concerned with measures dealing with morale of the troops, both officers and men. While others are concerned with intelligence, operations, and supply, it is the function of the adjutant to make sure that the one indispensable ingredient of successful combat is always present—manpower, effective manpower

with a will to fight and so distributed according to capabilities that it will count for most when the test comes.

514. Except when he visits battalions and companies to check on personnel matters, such as casualties, the adjutant is in the forward CP at all hours. When the regiment moves forward and a new CP is established, the adjutant is usually designated to remain in the abandoned CP until the new one is established and contact is assured. When he is informed by telephone, radio, or in some other way that the new CP is in operation, he then reports both to the new CP and to the rear echelon that he is closing station, cutting his communications, and moving to the new CP, the location of which he gives to the rear echelon. Before leaving a CP, the adjutant should inspect the premises to make sure that policing has been done and that no equipment or records have been left behind.

515. In combat, the primary function of the adjutant is to keep an accurate strength report of the regiment, and to take immediate steps to furnish replacements. The strength report is maintained by the regimental sergeant major and is based on abstracts of morning reports sent to the forward CP by the several companies. These abstracts, together with an abstract of the headquarters morning report, are then sent to the rear echelon. They may be sent to the rear by any means of communication available. One dependable means is the ration trucks of headquarters company.

516. When casualties are reported by the companies, they should be reported by grade; so many sergeants, corporals, mechanics, machine gunners, and so forth. The adjutant notifies the personnel officer, who makes immediate requisition through division headquarters for replacements. This requisition is made on W. D., A. G. O. Form No. 211 (Unit Personnel Replacement Requisition). It should state the number of replacements needed by grade and job classification. It should be sent by the quickest means to the adjutant general of the division, with a copy to the regimental adjutant. The adjutant and the personnel officer should maintain a running record of replacements requested and replacements received. This is in informal form. The personnel officer should plan for the receipt and assignment of replacements. He insures that they are checked and sorted according to organization and according to classification. Temporary quarters and mess are usually available in the rear echelon; and guides lead the company groups forward from there to join the respective organizations under cover of darkness. Or they may be sorted and checked at the railhead, if this is advisable. In any case, the personnel officer is responsible for their proper receipt, assignment, processing (if

necessary), and forwarding to appropriate organizations. Normally replacements are not forwarded to units and organizations which are actually engaged in combat.

517. The handling of replacements requires the fullest cooperation by the regimental adjutant, the division adjutant general, and the unit personnel officer. No means must be spared to make casualty reports rapid and accurate, to place battle replacement requisitions immediately, and to plan for the reception of replacements.

518. Replacements other than battle replacements should be made through the unit personnel officer, who should forward these men to the companies to which they are assigned; or assign them to companies. Such replacements include men returning from hospital, from AWOL, detached service, and so forth.

519. The adjutant must be prepared to take action regarding prisoners of war. When prisoners are captured, they are turned over to the military police at the regimental collecting point. Thence, after being examined by G-2, they are sent by the provost marshal to the division prisoner of war enclosure. The adjutant's responsibility is to insure that a report is made immediately to higher headquarters, giving the number of prisoners and all pertinent facts obtainable. He should also report in as much detail as possible capture of matériel and enemy civilians. Whether these reports, and other reports for higher headquarters, are sent direct, or through the unit personnel officer, depends upon the geographic location of higher headquarters and the communication net available. In any case, the unit personnel officer should be kept closely advised of all personnel matters handled by the adjutant.

520. While morale is the primary responsibility of the special service officer, the adjutant is concerned with planning recreation in the absence of a regimental special service officer. On maneuvers, frequent opportunities arise for rest and recreation. Careful plans must be made to insure that all men have an equal opportunity to relax and to go on pass, when such policy is feasible. The adjutant should maintain close liaison with the chaplain and with the regimental representative of the Red Cross. In combat, where recreation and leave are out of the question, the adjutant should advise the regimental commander on the needs and methods of providing rest for the men, giving them opportunity for bathing, providing them, when feasible, with athletics or entertainment, and with fresh clothing, especially socks.

521. The adjutant must see that appropriate recommendations are made for citations and awards. This is not a responsibility that

can be left for return to garrison. Morale is highest when citations and awards are made as soon as possible after the acts on which they are based.

522. Maintenance of the unit journal is a responsibility of the adjutant.

523. Just as the adjutant recommends assignment of quarters in garrison, so he is charged in the field with the interior assignment of space within the headquarters. He must see to it that the regimental commander and executive have tables and chairs and that S-2 and S-3 are allotted space close to each other; and that there is no unnecessary movement around the headquarters. His own table and chair should be near the entrance, where he can readily control movement in and out of headquarters and make sure that the commander and the various staff officers are not needlessly disturbed.

524. When the regiment proceeds into a maneuver or camp area, the adjutant is responsible for billeting the headquarters personnel, and for assigning billeting or camp areas to the companies and detachments of the regiment. The headquarters commandant is responsible for the actual movement of personnel and impedimenta of the headquarters.

525. A problem which frequently confronts an adjutant is how to care for officers and enlisted men attached temporarily to regimental headquarters, such as liaison groups and special messengers. He should see that space is provided for them under cover and adjacent to headquarters, and should make arrangements for their mess, and for transportation when necessary. Care must be taken to insure that such individuals and groups do not clutter the swift-moving staff functions, and at the same time insure that these special groups have an opportunity to perform their missions unhampered.

526. The greatest care must be exercised to make sure that all elements in the headquarters are fully concealed from observation, and that movement into and out of the headquarters is by concealed or devious routes. It is good practice to change the approach to the headquarters bivouac frequently, so that paths will not be worn which will disclose the location to enemy air forces.

SECTION II

REAR ECHELON

527. While the work of the adjutant becomes more closely integrated with that of other officers of the staff, the work of the personnel officer becomes more detached. To a considerable degree, he is on his own.

He must not only carry on his normal personnel procedures, considerably streamlined, but must also make many decisions which are made by the adjutant while in garrison or training camp.

528. The miscellaneous section of the headquarters is transferred to the unit personnel section, and the personnel officer maintains its activities. Many of the details which, in garrison, consumed the time of his clerks, are either suspended during operations in the field, or are greatly curtailed. Transfers of men are usually suspended, except for isolated cases. Discharges are normally held in abeyance, except where convenience of the Government is concerned, or where higher authority prescribes discharges for specific reasons. Reports of survey, inventory and inspection reports, investigations, and boards are kept to a minimum. Special orders are few. Courts martial are less frequent, partly because opportunity for infractions of regulations is not so readily available. There will be, however, many occasions when courts martial are held in the field, especially summary courts, so that discipline can be maintained through the swift administration of justice. In the case of an expeditionary force, both courts and boards will normally function in rear areas. Correspondence is streamlined, and only cases of urgency justify the requests for information from the companies and detachments which are scattered over wide areas of terrain.

529. In short, all emphasis is placed upon the tactical situation and engaging the enemy successfully. Those personnel procedures are emphasized which are concerned with effective strength of the regiment, its casualties and combat replacements, its equipment, supply, and morale. Strength reports, service records, soldiers' qualification cards, locator files, pay rolls, pay vouchers, and reports of change are of primary importance. No matter how swift becomes the movement of troops, the growth of a casualty list or the requisition for replacements, the personnel officer must insure that the contract between the individual and the Government remains unblemished. If data for entry in the morning report, service record, and soldier's qualification card are not immediately available, they must be collected as soon as combat conditions permit. This requires tact and perseverance on the part of the personnel officer. He must always keep in mind the difficulties under which the forward echelon operates, yet never forsake his search for missing data with which to complete the essential records of the individual.

530. The personnel section is in the rear echelon, usually near the service company, which provides messing facilities. It may be part of an administration center; that is, in a close grouping of all personnel

sections at the division rear echelon. (See AR 345-5.) Usually a division administration center is not maintained, and the unit personnel sections are located within contact range of the divisional rear echelon. It is a fairly stable installation, moving only infrequently, and only when advances against the enemy are so great as to make contact with the forward echelon impractical without a forward movement.

531. A major responsibility of the unit personnel officer is to be prepared at all times to give necessary information regarding classification of men in the regiment, so that replacements can be filled quickly and with the best possible assignment of jobs. He will normally be responsible for receiving and assorting replacements, and forwarding them to their organizations, whether that operation is conducted at the rear echelon, at the railhead, or elsewhere in the rear area.

532. Another responsibility of the unit personnel officer is to report each day the daily ration strength return, as explained in section II, chapter 3, part one, and in section III, chapter 7, part two. This information is gained from the company morning reports, or from the abstracts which are submitted in lieu of the morning report itself. If morning report abstracts are not received promptly, due to the tactical situation, the daily ration strength return should be estimated on the basis of the latest available figures, and so designated.

533. The delivery and collection of mail must be worked out, so that there is a normal flow each way. Mail is usually delivered to companies on the company ration trucks, and therefore frequently from divisional railhead.

534. The unit personnel officer is responsible for the proper organization of the administrative rear echelon and for the concealment of all vehicles and tentage from air observation. He should take the same precautions as are advised for the adjutant, and exercise the same control over movement into and out of his headquarters.

535. The unit personnel section should be so organized that it can break camp and move on a few minutes notice. The exigencies of modern combat make that imperative. No matter how seemingly immune from attack the echelon may be, there is no assurance that it may not be attacked at any moment. Frequent "dry runs" should be held, so that *each* enlisted man knows what equipment and records he is responsible for and where and how they will be packed. Organic transportation for the unit personnel section is not authorized, and transportation is normally furnished by the service company.

536. The unit personnel officer is faced with the problem of what records, blank forms, and office supplies to take into the field, and

what kind of containers to use. This is a problem which can be successfully solved only by the exercise of careful thought and common sense. To begin with, the service records of the command must be taken. The issue regimental field desk is not a suitable container, even if these field desks could be obtained. The answer is to make wooden boxes in which the various records will fit, and which, when opened, will also serve as file cases for the records.

537. What permanent or current files to take into the field is a matter to be decided by each adjutant, in accordance with the known factors as to time away from permanent station, extent of territory to be covered during the operation or maneuver, and arrangements for communication with the permanent station. To take all of the 201 files and the decimal files would be to violate the fundamentals of streamlining during field operations. However, files may be made up of essential correspondence, which will probably be needed for reference during the time away from garrison or training camp. Correspondence which accumulates for the 201 files and the decimal files can be filed therein upon return from the field.

538. While it is highly desirable that all but the most necessary and urgent correspondence, and routine administration be suspended during a field operation, experience indicates that a considerable amount of mail will nevertheless come through and will require answer and action. Hence it is a mistake to assume that because the command is on maneuver, the amount of work to be done by the unit personnel section is negligible.

539. In addition to containers for service records, qualification cards, and files, there should be a chest reserved for blank forms, stationery, and office supplies. How many blank forms to take, how much stationery, and what office supplies, is a matter to be determined by each adjutant and personnel officer, in the light of known factors as to length of absence, character of the field operation planned, distance from home station, and communication facilities. All of the commonly used blank forms should be carried, including report of survey forms, inventory and inspection forms, pay rolls, officers' pay vouchers, and other commonly used forms; also all forms needed to effect the discharge of enlisted men, sick report books, morning reports for companies and headquarters, reports of change forms, rosters, requisitions, receipts, ration forms, and so forth. While many of these forms will not be used, a limited supply of each should be available.

PART THREE

SPECIAL COMPONENT—WOMEN'S ARMY AUXILIARY
CORPS (WAAC)

	Paragraphs
SECTION I. Organization.....	540-546
II. Appointment and enrollment.....	547-558
III. Promotion, demotion, rating, and disrating.....	559-563
IV. Discharge.....	564-566
V. Discipline.....	567-575
VI. Uniforms and equipment.....	576-578
VII. Benefits.....	579-581
VIII. Pay and allowances.....	582-584
IX. Miscellaneous.....	585-588

SECTION I

ORGANIZATION

540. The WAAC is organized for noncombatant service with the Army of the United States for the purpose of securing the needed knowledge, skill, and special training of the women of the nation in time of war, and for the purpose of freeing Army personnel capable of active military service from certain noncombatant functions that can be filled by WAAC personnel. The total number of women authorized for the WAAC under present laws is 150,000.

541. The WAAC is not a part of the Army but is the only women's organization authorized to serve with the Army except the Army Nurse Corps, and is subject to military law, when practicable, under A. W. 2.

542. The WAAC is headed by a director and such assistant directors as are deemed necessary, appointed by the Secretary of War, and under the direction of the Chief of Staff of the Army. The director establishes, operates, and administers the WAAC according to normal military procedure of command and administration, and with regulations prescribed by the Secretary of War. The establishment of plans and policies, employment, training, supply, welfare, and discipline of the WAAC is administered by the Commanding General, Services of Supply, upon the recommendations of the director.

543. *a.* Officers of the WAAC are in the grades of first officer, second officer, and third officer, and are charged with the responsibility

of administration and command of the units to which they are assigned and have the requisite authority for the proper government of their units, and the execution of the duties assigned to those units. Members in the grades of leaders and auxiliaries are responsible for disciplinary and other functions assigned them by their superior officers.

b. First leaders, leaders, and junior leaders are the noncommissioned officers of the WAAC who hold corresponding grade within the Corps to noncommissioned officers of the Army. "Auxiliary" and "private" are comparable grades.

544. Officers and noncommissioned officers of the Army under whom individuals or groups or units of the WAAC are assigned to work have supervisory authority as they would with civilian employees generally, but have no disciplinary authority. Derelictions of duty are to be reported to the WAAC officer commanding.

545. Unless specified to the contrary, WAAC personnel is administered in accordance with Army Regulations, substituting the term "enrolled members" for "enlisted men" and "enrollment" for "enlistment." "Officers" includes the director, assistant directors, and first, second, and third officers of the WAAC.

546. All assignments, transfers, or changes in status of WAAC units or personnel are issued by The Adjutant General, and no change in duty, transfer, or change in status can be effected until the orders have been published.

SECTION II

APPOINTMENT AND ENROLLMENT

547. Directors and assistant directors and first, second and third officers are appointed by the Secretary of War from women citizens of the United States. Officers up to, and including, assistant directors are appointed from enrolled members who graduate from a WAAC officer candidate school. Appointments from the officer candidate school are made in the grade of third officer. Enrollment in the WAAC is voluntary, and in the grade of auxiliary (corresponding to the grade of private in the Army) for women citizens of the United States between the ages of 21 and 45 years, of good health, and excellent character.

548. The term of service is for 1 year subject to extension by the Secretary of War for the duration of the war and 6 months, unless sooner discharged for cause by proper authority. Members are immediately placed on an active duty status unless the present quota allotted to the WAAC is filled, in which case members are placed on an inactive duty status until such time as there may be vacancies. Members may be relieved or recalled to active duty at any time during their period of service.

549. While on an inactive duty status, members are not entitled to pay or allowances in lieu of quarters or subsistence, or to any other benefit or allowance by reason of being a member of the WAAC.

550. Enrollments are conducted at Army recruiting stations, and WAAC officers may be assigned to recruiting stations to advise and assist recruiting officers in WAAC enrollment.

551. Enrollment procedure is similar to enlistment in the Army. The enrollee—

a. Is physically examined in a manner corresponding to the examination given to the personnel of the Army.

b. Must submit satisfactory proof as to date of birth and citizenship.

c. Must qualify in the aptitude test prescribed by the director.

d. Must qualify in such manner as will from time to time be prescribed.

e. Must execute the enrollment record of the WAAC.

f. Is fingerprinted.

g. Is assigned a serial number by the recruiting officer upon enrollment. (Auxiliaries' serial numbers are prefixed by "A." Upon appointment to a commission the number remains the same but the prefix letter is changed to "L.")

h. Must swear or affirm to the following oath prescribed by the Secretary of War:

"I, _____, a citizen of the
 (First name) (Middle name) (Last name)

United States, on this ____ day of _____, 19____, do hereby voluntarily enroll as a member of the Women's Army Auxiliary Corps under the following conditions: That I will serve in said Corps for the period of (word and figure) _____ year prescribed by law which in time of war, or of national emergency declared by the Congress or the President, the Secretary of War may, by order, extend to include the period of the war or national emergency plus not to exceed 6 months, unless I am sooner discharged by proper authority; and I do also agree to accept from the United States such bounty, pay, rations, and clothing as are, or may be, established by law. And I do solemnly swear (or affirm) that I will bear true faith and allegiance to the United States of America; that I will serve them honestly and faithfully against all their enemies whomsoever; and that I will obey the orders of the President of the United States, and the orders of the officers appointed over me, according to the regulations of the Women's Army Auxiliary Corps and the Rules and Articles of War, when applicable.

"I further solemnly swear (or affirm) that I have read and understand the provisions of the law¹ printed in Instruction "B"; that I am not a member of any political party or organization that advocates the overthrow of the Government of the United States by force or violence; and that, during such time as I am a member of the Women's Army Auxiliary Corps, I will not advocate nor become a member of any political party or organization that advocates the overthrow of the Government of the United States by force or violence."

¹ The Hatch Act (Bull. No. 26, W. D. 1940).

552. Members are vaccinated and inoculated against smallpox, typhoid, and tetanus upon enrollment. Other vaccinations and inoculations are given upon direction by The Surgeon General.

553. Members of the WAAC are subject to orders to duty at any place where their services are required, and they may be assigned to any noncombatant duty for which qualified. To this end the physical examination which an enrollee must pass is rigid. The physical fitness of an applicant is decided by one or more medical officers. Applicants are questioned extensively on their medical histories and present health. Special inquiry is made and recorded in each case in connection with diseases peculiar to women, and only those who are physically and mentally able to perform the duties required are recommended for acceptance.

554. X-ray of the chest and serological test for syphilis are routine procedure as a part of the examination. If examinations are made by civilian physicians, charges as authorized by Army Regulations for enlistment of Army personnel are authorized.

555. The physical standards prescribed in MR 1-9 for general military service in all noncombatant services are applicable to WAAC personnel, due consideration being given to differences in sex.

556. The following table is the average weight for age and height for applicants for the WAAC:

Height (inches)	Weight according to age period				
	21 to 25	26 to 30	31 to 35	36 to 40	41 to 45
60.....	114	117	120	123	126
61.....	117	120	123	126	129
62.....	120	123	126	129	132
63.....	123	126	129	132	135
64.....	127	130	133	136	139
65.....	131	134	137	140	143
66.....	135	138	141	144	147
67.....	139	142	145	148	151
68.....	143	146	149	152	155
69.....	147	150	153	156	159
70.....	151	154	157	160	163
71.....	155	158	161	164	167
72.....	159	162	165	168	171

557. A variation of 15 pounds below the normal weight is allowed, but applicants are not disqualified on underweight alone. Overweight to the maximum of 16½ percent above the average (above table) is

allowed. However, no applicant is acceptable who weighs less than 100 pounds or is less than 60 inches in height. In addition to conditions common to both men and women which are disqualifying for general military service, there are additional causes (pregnancy and others) for rejection of WAAC applicants.

558. a. Members honorably discharged are eligible for reenrollment provided they meet all requirements previously stated for initial enrollment. If a member reenrolls within 60 days after honorable discharge, she may enroll in the same grade she held when discharged.

b. Reenrollment of a married member discharged without prejudice because of pregnancy is authorized provided she can meet all enrollment requirements, and may be reappointed in the same grade or rank held on discharge provided a vacancy exists.

SECTION III

PROMOTION, DEMOTION, RATING, AND DISRATING

559. Prospective officers are required to be of good moral character with definite qualifications for leadership, and promotions are based on general education, personality, appearance and bearing, experience in handling personnel, reliability, and general adaptability for the service. Candidates for promotion to officer grades must appear before a board of officers who determine their eligibility, upon the recommendation of the enrolled member's superior officer. The board is composed of three WAAC officers appointed by the director. Appeal from the decision of the board of officers may be filed with the director, and her decision is final. If the candidate for officer passes the board she is given a course of training prescribed for officers, and upon completion of the training is appointed in the rank of third officer. If the candidate fails the course of instruction she is not eligible for reconsideration for officers' training for at least 6 months.

560. First leaders, leaders, and junior leaders are appointed, promoted, and reduced by company commanders until regional commanders are appointed from WAAC personnel. At that time all appointments, promotions, and reductions will be made by the regional commanders upon the recommendation of the company commander and in accordance with WAAC Tables of Organization, and Allotment. Enrolled auxiliaries may be given specialist ratings within authorized allotments, provided that at a station where definite allotment for specialists has not been made, ratings be given only on the authority of the officer who has control of the allotments and upon recommendations of the commanding officer.

561. Ratings become effective upon the date on which the specialist enters upon the corresponding duty for which the rating was given, or the date upon which notice was received at the station that the rating was made. A rating may be terminated by—

a. Discharge or relief from active duty, except when member reenrolls on the day following discharge in the unit with which she was serving before discharge.

b. Court martial. A court martial may terminate a rating in accordance with the Articles of War within the maximum limits of punishments prescribed.

c. Commanding officers who have the authority to rate and those superior to them may disrate because of—

(1) Reduction in allotment of ratings (mandatory in this case).

(2) Misconduct.

(3) In the interest of efficiency. It is an established policy to disrate any specialist who can be replaced to the advantage of the Government.

(4) Absence with authority, or sickness. Specialists absent with authority or sick in line of duty will nevertheless be disrated when such action is necessary in the interest of the Government.

(5) Transfer. A specialist is disrated by her immediate commanding officer upon transfer out of the unit to which the rating is allotted, except when the authority for transfer specifically provides otherwise.

562. Ratings are terminated: upon sentence by courts martial; on day of discharge, except as mentioned in paragraph 561*a*; on day of transfer except as stated in paragraph 561*c*(5), and in other cases on day on which the notice of disrating is received at the station of the auxiliary.

563. Efficiency reports are rendered on WAAC officers in the same manner that they are rendered on Army personnel. Since AR 605-155 has been largely suspended in its present form for the duration of the war, it would be well to check section III, chapter 6, part two on efficiency reports. Officers of the Army who have WAAC personnel serving under their command are given an opportunity to comment.

SECTION IV

DISCHARGE

564. Members are not permitted to withdraw from the WAAC prior to the expiration of their term of enrollment. A member of the WAAC may be discharged for the convenience of the Government at any time for the following reasons:

- a. Upon her request, in case of utmost emergency.
- b. When awaiting trial or result of trial.
- c. When awaiting discharge on CDD.
- d. For inaptness. The facts are reported through channels to the director for necessary action.

565. A member of the WAAC *must* be discharged for the following reasons:

a. **Pregnancy.** When a married member is certified by the medical authorities to be pregnant she will be immediately given a discharge without prejudice. An unmarried member who is certified by the medical authorities to be pregnant will be given a summary discharge without delay.

b. **Disability.** CDD proceedings are instituted for discharge in the same manner as for Army personnel.

c. **Fraudulent enrollment.**

d. **Violation of the code of conduct, when found guilty, and discharge ordered by appropriate authority.**

566. Prior to discharge (except on disability discharge) WAAC members are given a complete physical examination as prescribed for Army personnel.

SECTION V

DISCIPLINE

567. a. Since the WAAC is an organization serving with the armed forces of the United States, its personnel is subject to the same discipline as prescribed for Army personnel and defined in AR 600-10. Every company commander is responsible for the discipline and conduct of her command, and it is recommended that the above-cited Army Regulation be read to every member of her command, and its importance stressed. If a breach or a suspected violation of the code of conduct of the WAAC comes to her attention, she is to conduct hearings as provided for in paragraph 46, WAAC Regulations (Tent.) 1942, and if the member is found guilty of violating the code of conduct as set forth in paragraph 45 of these regulations, she may impose punishment as set forth in paragraph 47 of the same regulations.

b. If the offense occurs in a detached platoon serving separate from the company of which it is a part, the platoon commander has all the authority conferred on the company commander to hear and investigate violations and suspected violations of the code of conduct. However, if a case remains undisposed of at the termination of the detached service, the authority of the platoon commander to dispose of the case terminates, and reverts to the company commander.

c. Regional commanders are responsible for the conduct and discipline of commanders of units, officers, leaders (of all grades), and auxiliaries who are quartered or are on duty within their regional districts. Regional commanders conduct investigations and hearings for alleged violations as provided in paragraphs 47 and 48c, WAAC Regulations (Tent.) 1942.

d. At WAAC training centers officers of the Corps and Army who are detailed for duty there are responsible for the conduct and discipline of the trainees. Instructors and commanders of provisional training companies have the same authority over trainees under their supervision as company commanders have over members of their command.

568. a. A company or detached platoon commander may hold a hearing on any breach of the code of conduct (par. 45, WAAC Reg. (Tent.) 1942) except in cases of desertion and final conviction by civil court of a felony or other serious offense, in which instances she *may* refer the case to higher authority for disposition. The same discretionary privilege applies to regional commanders. Punishments which may be imposed are enumerated in paragraph 47, WAAC Regulations (Tent.) 1942.

b. It is mandatory, in cases of refusal to perform duties, to gain discharge from the WAAC and in cases arising out of the final conviction by civil court of a felony, that punishment shall include discharge (other than honorable) or dismissal. Punishment of an officer must not tend to demean or degrade the office which she holds.

569. a. When it is determined that a hearing should be held, the commanding officer may appoint a board. The accused has the right to counsel of her choice from available WAAC personnel. The board will determine all relevant and pertinent facts of the case in an impartial and just manner. The accused must be informed of the allegations against her, and afforded the opportunity of—

- (1) Questioning any witness.
- (2) Testifying in her own behalf, personally or through counsel.
- (3) Presenting any reasonably available witness.
- (4) Presenting any available documentary or physical evidence which is deemed material.

b. All reasonable doubt is resolved in favor of the accused, and, if she remains silent, her silence is not to be taken as evidence of guilt.

c. Appeal from decisions of company or detachment commanders may be made and punishment imposed. The notice of appeal must be in writing, contain complete data of the grounds relied upon, and must be submitted to the officer or recorder of the board before which

the accused was tried within 30 days from the date of receipt by the accused of notification of the decision of the officer or board. The notice of appeal, accompanied by the record of the case, is forwarded through command channels to the proper authority. This authority will have the case investigated thoroughly by a disinterested officer not belonging to the same company as the accused. Pending decision on appeal, the decision of the original officer or board remains in full force and effect. The appellant may be required to undergo the punishment adjudged while awaiting the appeal decision.

570. The reviewer on appeal has the authority to—

- a. Approve the decision reached and punishment adjudged.
- b. Disapprove the decision and exonerate the accused.
- c. Approve the decision but mitigate such part of the adjudged punishment as is not mandatory.
- d. Qualify the decision in such manner as will from time to time be prescribed.

571. The officer or board keeps a record of the date of the proceedings, the date, place, and nature of the alleged offense, and a resume of the evidence considered, the decision adjudged, and the punishment imposed. Where punishment imposes dismissal or discharge, the record will be made in duplicate and include a summary of the testimony of each witness.

572. The record is kept on file at the headquarters of the unit of the senior officer of the board. In cases where a duplicate is required, the original is retained. On appeal, the record is transmitted to the reviewing authority within 24 hours of the filing of the notice of appeal and is accompanied by such notice.

573. When a member of the WAAC not subject to the Articles of War is charged with a civil offense, such member is delivered to the proper civil authorities upon request. When subject to the Articles of War, offenders are delivered to civil authorities pursuant to A. W. 7 and War Department policy as prescribed in AR 600-355.

574. All personnel of the WAAC are subject to the Articles of War when serving with the Armies of the United States outside the territorial limits of the United States, and in time of war are subject to them when serving with or accompanying armed forces of the United States in the field both within and without the territorial jurisdiction of the United States. A member of the WAAC subject to the Articles of War who commits a violation of the code of conduct or of the Articles of War is subject to punishment under WAAC Regulations unless appropriate military authorities indicate that trial by court martial is desired, in which event the accused is delivered to the proper authorities.

575. A court martial may impose similar punishment upon WAAC personnel subject to its jurisdiction as it imposes upon officers and personnel of the Army of substantially equivalent grade upon conviction of a like offense.

SECTION VI

UNIFORMS AND EQUIPMENT

576. The Secretary of War prescribes uniforms, insignia, accessories, and equipment for the WAAC. Any type of uniform different from that issued is prohibited. At present, WAAC personnel may wear civilian apparel when off duty and off the post, station, camp, or school.

577. All members of the WAAC are furnished with all articles of clothing and equipment upon enrollment. This applies to officers as well as auxiliaries. At present, all articles of clothing and equipment are furnished WAAC personnel at Fort Des Moines before they are sent out into the field to units. It is contemplated that in the future, quartermaster depots will be established throughout the country which will directly supply WAAC detachments serving with Army units.

578. Upon separation from the Corps, disposition of uniforms and clothing is governed by AR 615-40 with necessary changes caused by the differences in issued items. Identification tags are to be worn at all times and contain the same information as tags of Army personnel.

SECTION VII

BENEFITS

579. WAAC personnel on active duty receive medical and dental services free through the Medical Department of the Army, except medical care resulting from pregnancy. Necessary care prior to discharge for pregnancy is furnished. Medical reports and records are those prescribed in Army Regulations.

580. Leave and furlough privileges accrue to officers and enrolled members of the WAAC in the same manner as they do Army personnel under AR 605-115 and AR 615-275. WAAC officers who hold positions in the chain of command substantially similar to the positions of officers in the chain of command of the Army may grant passes, delays, furloughs, and leaves in appropriate cases.

581. During periods of war or national emergency, leave and furlough privileges may be curtailed, suspended, or canceled at the discretion of the director or the Secretary of War.

SECTION VIII

PAY AND ALLOWANCES

582. The following tables give the pay and allowances for personnel of the WAAC while on active duty:

Rank	Salary	In lieu of quarters	In lieu of subsistence	Travel allowance
Director.....	\$3,000 per yr.....	\$100.00 per mo.....	\$0.60 per day.....	Same as Reserve officer on active duty.
Assistant director.....	\$2,400 per yr.....	\$80.00 per mo.....	\$0.60 per day.....	
First officer.....	\$2,000 per yr.....	\$40.00 per mo.....	\$0.60 per day.....	
Second officer.....	\$1,575 per yr.....	\$40.00 per mo.....	\$0.60 per day.....	
Third officer.....	\$1,500 per yr.....	\$40.00 per mo.....	\$0.60 per day.....	
First leader.....	\$864.00 per yr.....	\$1.15 per day.....	Provisions of AR 35-4520 apply.	Same as for members of Enlisted Reserve Corps on active duty.
Leader.....	\$720.00 per yr.....	\$1.15 per day.....		
Junior leader.....	\$648.00 per yr.....	\$1.15 per day.....		
Auxiliary.....	\$21.00 for 4 mo.; \$30.00 thereafter.	\$1.15 per day, when authorized.		

583. a. In addition to their base pay, enrolled members of the WAAC may draw pay for specialist ratings in the following amounts:

- (1) Specialist, first class, \$15.00 per month.
- (2) Specialist, second class, \$10.00 per month.
- (3) Specialist, third class, \$5.00 per month.

b. So far as practicable and when not otherwise prohibited, the allowances of an officer of the WAAC on active duty, including travel allowances, are the same as those of a Reserve officer on active duty. The same fundamental applies to enrolled members of the WAAC and members of the Enlisted Reserve Corps on active duty.

584. The provisions of AR 35-4520 with respect to monetary allowances in lieu of subsistence apply to enrolled members of the WAAC where not in conflict with public law (Bull. No. 25, W. D., 1942.) Pay accounts of officers are submitted, certified, and paid on War Department Form No. 336, as provided in AR 35-1360 for commissioned officers of the Army. Payments to enrolled members are prepared on War Department Form No. 366, as provided in AR 35-2320. Vouchers will be certified by an officer of the WAAC or by a commissioned officer or a warrant officer of the Army who may properly make such certificate. All payments are made by the Finance Department of the Army.

SECTION IX

MISCELLANEOUS

585. Salutes between officers and enrolled members and between officers are as prescribed in Army Regulations and War Department

circulars. All members of the WAAC will salute officers of the Army. The use of motor and air transportation for official business by WAAC personnel is authorized.

586. Companies and separate units of WAAC are authorized to set up and administer unit funds in the manner prescribed for the Army by AR 210-50 and AR 210-65.

587. Official correspondence is to be in the form prescribed for military correspondence. Communications are addressed to an office and not to an individual.

588. All forms used in WAAC administration which are peculiar to the Corps because of differences of sex correspond with Army forms except that WAAC forms are prefixed by the digit "7"; for example, W. D., A. G. O. Form No. 32 becomes W. D., A. G. O. Form No. 732 for the WAAC; and W. D., A. G. O. Form No. 24 becomes W. D., A. G. O. Form No. 724 for the WAAC.

TABLE OF ORGANIZATION }
No. 35-12 }

WAR DEPARTMENT,
WASHINGTON, August 26, 1942.

WOMEN'S ARMY AUXILIARY CORPS

POST HEADQUARTERS COMPANY

Designation: †----- WAAC Post Headquarters Company

	1	2	3	4	5	6	7	8	9	10	11
	Unit	Specialist class	Company headquar- ters platoon	Clerical platoon	Communication platoon	Service platoon	Theater sec- tion	Service club section	Library sec- tion	Total	Remarks
1											
2	First officer.....		a 1							1	†Insert number of com- pany.
3	Second officer.....		b 1							1	a Company commander.
4	Third officer.....		c 1							1	b Executive and police officer.
5	Total commissioned.....		3							3	c Supply and mess offi- cer.
6	First leader (585).....		1							1	
7	Leader, including.....		3	1	1	1	1	2	2	11	This table is flexible so
8	Cashier, theater (269).....						(1)			(1)	that any unit or combina-
9	Chief clerk (052).....			(1)						(1)	tion of units may be
10	Chief dispatcher (410).....					(1)				(1)	activated as needed by
11	Chief switchboard operator (540).....				(1)					(1)	reference to this T/O.
12	Dietitian, cafeteria (450).....							(1)		(1)	The serial number sym-
13	Duty (566).....		(1)							(1)	bol shown in parentheses is
14	Hostess aide (055).....							(1)		(1)	an inseparable part of the specialist designation. A

	1	2	3	4	5	6	7	8	9	10	11
	Unit	Specialist class	Company headquarters platoon	Clerical platoon	Communication platoon	Service platoon	Miscellaneous platoon			Total	Remarks
							Theater section	Service club section	Library section		
15	Librarian aide (391)								(2)	(2)	number below 500 refers to an occupational specialist whose qualification analysis is found in AR 615-26. A number above 500 refers to a military occupational specialist listed in Circular No. 14, War Department 1942.
16	Mess (824)		(1)							(1)	
17	Supply (821)		(1)							(1)	
18	Junior leader, including		3	5	3	2	2	5	1	21	
19	Assistant cashier, theater (269)						(2)			(2)	
20	Assistant chief clerk (052)			(1)						(1)	
21	Cashier, cafeteria (269)							(2)		(2)	
22	Chaplain's clerk (534)								(1)	(1)	
23	Clerk, company (501)		(1)							(1)	
24	Clerk, personnel (368)			(1)						(1)	
25	Clerk, postal (056)			(2)						(2)	
26	Clerk, record (055)			(1)						(1)	
27	Clerk, recreation and amusement (055)		(1)							(1)	
28	Dispatcher (410)					(2)				(2)	
29	Duty (566)		(1)							(1)	
30	Housekeeper, supervisor (566)							(1)		(1)	
31	Receptionist (309)							(2)		(2)	
32	Switchboard supervisor (309)				(3)					(3)	
33	Auxiliary, specialist class 1									11	
34	Auxiliary, specialist class 2	including								30	
35	Auxiliary, specialist class 3									46	
36	Auxiliary, unrated									69	
37	Assistant clerk, company (501)		(1)							(1)	
38	Baker (017)	2	(1)							(1)	
39	Bookkeeper (350)	2					(1)	(1)		(2)	
40	Bookkeeper (350)	3					(1)			(1)	
41	Chauffeur (344)	1				(2)				(2)	
42	Chauffeur (344)	2				(2)				(2)	
43	Chauffeur (344)	3				(6)				(6)	
44	Chauffeur (344)					(8)				(8)	
45	Clerk, general (055)	2		(3)		(1)				(4)	
46	Clerk, general (055)	3		(6)		(1)				(7)	
47	Clerk, general (055)			(6)		(2)				(8)	
48	Clerk, postal (056)	2		(2)						(2)	
49	Clerk, postal (056)	3		(4)						(4)	
50	Clerk, postal (056)			(4)						(4)	
51	Clerk, sales (373)	3	(1)							(1)	
52	Clerk and usher (055)	3					(2)			(2)	
53	Clerk and usher (055)						(2)			(2)	
54	Cook (060)	1	(2)							(2)	
55	Cook (060)	2	(1)							(1)	

1		2	3	4	5	6	7	8	9	10	11
Unit		Specialist class	Company headquarters platoon	Clerical platoon	Communication platoon	Service platoon	Miscellaneous platoon			Total	Remarks
							Theater section	Service club section	Library section		
56	Cook (060)	3	(1)							(1)	
57	Cook's helper (060)		(2)							(2)	
58	Housekeeper (695)	3						(3)		(3)	
59	Housekeeper (695)							(3)		(3)	
60	Library clerk (391)	2							(2)	(2)	
61	Library clerk (391)	3							(2)	(2)	
62	Orderly (695)		(1)							(1)	
63	Stenographer (213)	1		(4)	(1)					(5)	
64	Stenographer (213)	2		(6)	(1)					(7)	
65	Telephone switchboard operator (309)	1			(2)					(2)	
66	Telephone switchboard operator (309)	2			(2)					(2)	
67	Telephone switchboard operator (309)	3			(4)					(4)	
68	Telephone switchboard operator (309)				(8)					(8)	
69	Typist (247)	2		(6)	(1)					(7)	
70	Typist (247)	3		(12)	(1)			(1)	(1)	(15)	
71	Typist (247)			(12)	(2)				(1)	(15)	
72	Basic (521)		(4)	(2)	(2)	(2)	(2)	(3)	(2)	(17)	
73	Total enlisted		21	73	28	27	11	18	11	189	
74	Aggregate		24	73	28	27	11	18	11	192	

 (Last name) (Serial No.)

 (First name) (Middle initial)

Color or race -----

WOMEN'S ARMY AUXILIARY CORPS

SERVICE RECORD

Covering period

From ----- 19-----, to -----, 19-----

Instructions.—AR 345-125 applies to members of the WAAC, as noted herein, to the same extent as to enlisted men of the Army. The following terms are interchangeable for this purpose:

Enlistment—Enrollment or appointment.

Soldier or enlisted man—Member.

FIGURE 53.

RECORDS OF IMMUNIZATION

(See par. 6, AR 40-215, for details relative to immunization records)

SMALLPOX VACCINATION

Date	Result ¹

TYPHOID VACCINATIONS

OTHER VACCINATIONS

Kind	Date

DIPHTHERIA SUSCEPTIBILITY TEST—SCHICK

Date	Result ¹

CARRIER EXAMINATIONS

Date	Parasite Examined for—	Kind of Specimen ²	Positive or Negative ³

DESIGNATION OF BENEFICIARY

(To be entered only from appropriate enrollment or induction record or W. D., A. G. O. Form No. 41)

(Name and degree of relationship of beneficiary)

(Address)

(Name and degree of relationship of alternate beneficiary)

(Address)

(Name and degree of relationship of alternate beneficiary)

(Address)

¹ Record as vaccinia, vaccinoïd, or immune reaction.
² Record as positive, positive combined, negative-pseudo or negative.
³ Record as feces, urine, sputum, blood, etc.

ENROLLMENT RECORD

(Last name) (First name) (Middle initial) (Serial No.)

Born (Month, day, and year) (City or town) (State or country)

Height ft. in. Weight lb. Eyes

Hair Complexion

Size of gas mask Size of shoe

Married or single Occupation

EDUCATIONAL QUALIFICATIONS

Years in: Grammar school High school

College or university Graduate work

Specialized in

Speaks: ☐ English ☐ French ☐ Spanish ☐ German.

OCCUPATIONAL QUALIFICATIONS

(Main occupation) \$ (Weekly wages)

Years as

Just what did she do?

(Next best occupation) \$ (Weekly wages)

Years as

Just what did she do?

HOME ADDRESS AND NEAREST RELATIVE

Home address (Number and street or rural route; if none so state)

(City, town, or post office) (State or country)

Legal address

Name and address of nearest relative (Name)

(Relationship) (Number and street or rural route; if none so state)

(City, town, or post office) (State or country)

Person to be notified in case of emergency (Name)

(Relationship; if friend, so state)

(Number and street or rural route; if none so state)

(City, town, or post office) (State or country)

CURRENT ENROLLMENT

Age at enrollment years months.

Accepted for service at

Enrolled at on the day of 19, for Women's Army Auxiliary Corps to serve (Words and figures)

Physical defects at enrollment

PRIOR SERVICE

from 19 to 19

(Co., regt., arm, or service)

Discharged as (Grade); (Character)

By reason of

(Data required by par. 5, AR 345-125)

from 19 to 19

Discharged as (Grade); (Character)

By reason of

(Data required by par. 5, AR 345-125)

Left United States for duty in 19.....
 From on 19.....
 Arrived at on 19.....
 Left for the United States on 19.....
 Arrived at on 19.....
 Left United States for duty in 19.....
 From on 19.....
 Arrived at on 19.....
 Left for the United States on 19.....
 Arrived at on 19.....

INDORSEMENTS

These endorsements are filled out in all cases when a member deserts or is transferred from one company or detachment to another company or detachment and in all changes of station except with an organization.

These endorsements will not be used when a member is only attached to another organization for either rations or quarters or both.

1st INDORSEMENT

....., 19.....

To

This member was transferred to

per

and left this organization, 19.....

She was last paid to include, 19.....

by

(Name and grade of disbursing officer or agent officer, if any)

Due United States; if nothing, so state

*Due member at date of

This member (has—has not) a Class E allotment running which has been deducted from her pay to include, 19.....

This member has authorized a Class D deduction for Government insurance which has been deducted from her pay to include, 19.....

Her character is

Efficiency rating as member

I have personally verified all entries in this indorsement.

(Name)

(Grade and organization)

This member reported, 19.....

*Here enter any amounts due member and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.

†Strike out words not applicable.

2d INDORSEMENT

....., 19.....

To

This member was transferred to

per

and left this organization, 19.....

She was last paid to include, 19.....

by

(Name and grade of disbursing officer or agent officer, if any)

Due United States; if nothing, so state

*Due member at date of

This member (has—has not) a Class E allotment running which has been deducted from her pay to include, 19.....

This member has authorized a Class D deduction for Government insurance which has been deducted from her pay to include, 19.....

Her character is

Efficiency rating as member

I have personally verified all entries in this indorsement.

(Name)

(Grade and organization)

This member reported, 19.....

*Here enter any amounts due member and not paid to date, such as monetary allowance in lieu of quarters and subsistence; if nothing, so state.

†Strike out words not applicable.

3d INDORSEMENT

....., 19.....
 To
 This member was transferred to
 per
 and left this organization 19.....
 She was last paid to include 19.....
 by
 (Name and grade of disbursing officer or agent officer, if any)

Due United States; if nothing, so state

*Due member at date of

This member (has—has not ¹) a Class E allotment running
 which has been deducted from her pay to include
, 19.....

This member has authorized a Class D deduction for Govern-
 ment insurance which has been deducted from her pay to
 include 19.....

Her character is

Efficiency rating as member

I have personally verified all entries in this indorsement.

.....
 (Name)

.....
 (Grade and organization)

This member reported 19.....

*Here enter any amounts due member and not paid to date, such as mon-
 etary allowance in lieu of quarters and subsistence; if nothing, so state.
¹ Strike out words not applicable.

4th INDORSEMENT

....., 19.....
 To
 This member was transferred to
 per
 and left this organization 19.....
 She was last paid to include 19.....
 by
 (Name and grade of disbursing officer or agent officer, if any)

Due United States; if nothing, so state

*Due member at date of

This member (has—has not ¹) a Class E allotment running
 which has been deducted from her pay to include
, 19.....

This member has authorized a Class D deduction for Govern-
 ment insurance which has been deducted from her pay to
 include 19.....

Her character is

Efficiency rating as member

I have personally verified all entries in this indorsement.

.....
 (Name)

.....
 (Grade and organization)

This member reported 19.....

*Here enter any amounts due member and not paid to date, such as mon-
 etary allowance in lieu of quarters and subsistence; if nothing, so state.
¹ Strike out words not applicable.

ADMINISTRATION

APPENDIX I

ARMY REGULATIONS BASE NUMBERS

A list showing the base number of Army Regulations for use as a guide in finding the proper regulations when a detail index is not available.

Base No.

1	Army Regulations.
6	Assistant Secretary of War for Air.
10	General Staff.
15	Adjutant General's Department.
20	Inspector General's Department.
25	Judge Advocate General's Department.
30	Quartermaster Corps.
35	Finance Department.
40	Medical Department.
45	Ordnance Department.
50	Chemical Warfare Service.
55	Transportation Corps.
60	Chaplains.
75	Infantry.
80	Calvary.
85	Field Artillery.
90	Coast Artillery Corps.
95	Army Air Forces.
100	Corps of Engineers.
105	Signal Corps.
130	National Guard.
140	Officers' Reserve Corps.
145	Reserve Officers' Training Corps.
150	Enlisted Reserve Corps.
155	Regular Army Reserve.
160	Armies.
170	Service Commands, Departments, etc.
190	Military Police Board.
210	Posts, Camps, and Stations.
220	Organizations.
235	Regiments.
240	Battalions.
245	Companies.
250	Bands.
260	Flags.
265	Tactical and Training Inspections.
270	Ports of Embarkation and Debarkation; Control, Administration, Operation.
300	Maps and Mapping.

ADJUTANT GENERAL'S DEPARTMENT

Base No.

310	-----	Military Publications.
330	-----	Machine Records Codes.
340	-----	Correspondence.
345	-----	Military Records.
350	-----	Military Education.
380	-----	Safeguarding Military Information.
410	-----	Litigation.
420	-----	Boards of Officers for Conducting Investigations.
490	-----	Petty Offenses Committed by Civilians on Federal Reservations.
500	-----	Employment of Troops.
600	-----	Personnel.
605	-----	Commissioned Officers.
610	-----	Warrant Officers.
615	-----	Enlisted Men.
620	-----	Civilian Employees.
700	-----	Supplies.
750	-----	Range Regulations for Firing Ammunition for Training and Target Practice.
760	-----	Targets and Target Equipment.
775	-----	Qualification in Arms and Ammunition Training Allowances.
850	-----	Miscellaneous.

ADMINISTRATION

APPENDIX II

MILITARY PUBLICATIONS

1. Reference—AR 310-200.

2. Distribution of military publications is normally made through The Adjutant General.

a. Except as provided in FM 21-6 personal files of publications are not authorized.

(1) Units or offices failing to receive copies of publications to which they are entitled, or desiring replacement copies, must place requests with the proper distributing agency, stating reasons for such requests.

(2) Commanding officers should have all official files inspected semiannually and see that they are complete and properly posted.

b. Under normal procedure, supply and distribution of all publications, binders, and blank forms issued by The Adjutant General will be made direct to the distributing agency as shown in the table in AR 310-200.

c. Requisitions should be submitted quarterly on the first day of each quarter except those for blank forms. In case of emergency a special requisition may be submitted, giving reasons for such special requisition.

(1) Requisitions are submitted in duplicate on W. D., A. G. O. Form No. 17 (Requisition for Blank Forms and Publications) for publications or binders covered by AR 310-200.

(2) On or about October 1, and at such other times as changes occur, each distributing agency must forward to The Adjutant General an accomplished copy of W. D., A. G. O. Form No. 18 (Report of Distributing Agency for Publications). The entries will refer only to personnel, organizations, and offices as indicated on the form.

3. The Superintendent of Documents, Government Printing Office, is not an official of the War Department. His office is not connected therewith, and he is not authorized to furnish publications free to personnel or organizations of the military service.

4. For procedure to be followed in obtaining blank forms and for list of blank forms, see AR 310-100 and AR 310-105.

REQUISITION FOR BLANK FORMS AND PUBLICATIONS

September 1 1942

To The Supply Officer, Adjutant General Section, Utah QM Depot, Ogden, Utah.

th Infantry Division, Fort _____, California.

For the Commanding General:

JOHN DOE,
Lt. Col., A.G.D., Adjutant General.

AR, FM, TR, TM, or Form No.	Title of blank form or publication	Number used during last six months	Number on hand	Number desired	Number issued
WD, AGO Form					
1	Company Morning Report	750	300	500	
2	Headquarters Morning Report	120	30	100	
	* * * *				
FM 21-6	List of Publications for Training	54	16	50	
26-5	Interior Guard Duty	210	140	80	
101-5	The Staff and Combat Orders	24	4	25	
	* * * *				
TM 6-220	Field Artillery Fire Control Instruments	240	50	200	
9-710	Half-Track Vehicles	50	0	50	
10-510	The Motor Vehicle	300	120	75	
	* * * *				
AR 345-900	Personnel Rosters	310	200	150	
615-25	Classification	60	25	35	
	* * * *				

ADMINISTRATION

W. D., A. G. O. Form No. 18
April 1, 1941

REPORT OF DISTRIBUTING AGENCY FOR PUBLICATIONS

(AR 310-200 and FM 21-6)

September 1, 1942

(Date)

C. G. 4th Infantry Division, Fort California, California

(Name and address of distributing agency)

For the Commanding General:

(Sgd.) JOHN DOE

Lt. Col. A. G. D., Adj. Gen.

1	2		3	4	5	6	7	8	9	10	11	12	13	14	15
	Officers		Enlisted men	Office (not organization head, quarters)	Headquarters, corps and army	Headquarters of divisions or similar organizations	Headquarters of brigades or similar organizations	Headquarters of regiments or similar organizations	Headquarters of battalions or similar organizations	Headquarters of companies, battalions or similar organizations	Headquarters of companies or similar organizations	Posts	Presence of Military Schools and other educational institutions maintaining ROTC	National Guard	Organized Reserve
	Above the grade of Captain	Captains and Lieutenants													
1 Air Corps.....			7	194								1			
2 Cavalry.....															
3 Chemical Warfare Service.....	1	1	4	1											
4 Coast Artillery Corps.....															
5 Corps of Engineers.....	2	23	745	1						1		4			
6 Field Artillery.....	20	127	2348	1						4		20			
7 Infantry.....	75	366	9945	1		1		3	12			60			
8 Medical Department.....	2	32	470	1								12			
9 Ordnance Department.....	1	2	22	1											
10 Quartermaster Corps.....	3	15	325	1						1		2			
11 Signal Corps.....	1	9	311	1								1			
12 Finance Department.....	1	1	17	1											
13 Adjutant General's Department.....	2	3		1											
14 Inspector General's Department.....	1	1		1											
15 Judge Advocate General's Department.....	1			1											
16 Chaplains.....	5	6		1											
17 Military Police.....	1	2	77									1			
18 General Depots.....															
19 Arm or Service Depots.....															
20 General Hospitals.....															
21 Arsenal and Armories.....															
22 Recruiting Stations.....															
23 Coast Artillery Districts.....															
24 Harbor Defense Commands.....															
25 Offices (par. 18a, AR 310-200).....				15											
TOTAL.....	115	587	14,585	28		1		3	12	6	103				

NOTE.—Philippine Scouts will be classed as of the arm or service to which accredited; noncommissioned officers of the D. E. M. I. as of the arm or service to which they are assigned.

U. S. GOVERNMENT PRINTING OFFICE 16-31016

5. The allowance of binders is the number necessary to accommodate the authorized official files, each binder to be utilized to its maximum capacity. Requisitions should state the publications for which the binders are to be used (that is, for Army Regulations, War Department circulars, Form No. ----, etc.). The allowance for changes in publications is the same as the allowance of the publication to which they pertain.

APPENDIX III

ORGANIZATION OF OFFICERS' MESS

1. One of the first duties which falls to the lot of the regimental adjutant is the organization of an officers' mess. Nothing in Army Regulations will tell him how to do this important job. AR 210-60, however, covers requirements as to membership, accounting, inspections, audits, and so forth. The adjutant of a new unit, faced with the task of organizing an officers' mess, should take the following steps:

a. Prepare an official memorandum, addressed to "all concerned," directing the organization of an officers' mess, and detailing at least five officers as a mess council, preferably, at least two of whom are field officers.

b. The council thus appointed should hold an organization meeting, at which a secretary, or recorder, should be elected from among the members. The senior officer will be mess president.

c. The council should appoint a mess officer.

d. The mess officer should be instructed by the council to organize the mess and start operations upon a given date. He should be authorized to incur indebtedness in the name of the mess up to a specified amount. If the council is unable to determine a limiting amount at its first meeting, it should direct the mess officer to make an estimate and submit to the president, or to the full council, at some future date not more than 1 week in the future, an estimate of the cost of organizing, equipping, and operating the mess for 1 month. This figure should constitute the outside limit of indebtedness to be incurred during the first month.

2. If a building has not already been assigned for the officers' mess, one should be selected without delay, and its definite assignment secured. The regimental commander, or the post commander, will control such assignment.

3. Having secured a suitable building, the next consideration is equipment. Assuming that a mess is being organized for all officers of the regiment, it will be necessary to have tables and chairs, or benches, to seat not less than 125 people.

a. Initial equipment needed will probably be as follows:

- (1) Tables and chairs, or benches.
- (2) Dishes and silverware.
- (3) Kitchen utensils.

- (4) Stoves (two number 5 ranges, or equivalent).
- (5) Refrigerator.
- (6) Serving tables.
- (7) White uniforms for cooks and waiters.
- (8) Fuel.

b. In most cases, all these items can be drawn from the post or camp quartermaster. Later, when the mess has become self-supporting and has a surplus, it may be desirable to purchase other items of equipment which cannot be obtained from the quartermaster, such as coffee urns and electric mixers.

4. The next problem is that of labor. Civilians will be employed, except in those cases where the post or station commander determines that the employment of civilians in officers' messes is impracticable, and in certain other cases as authorized in Circular No. 214, W. D., 1942. Soldier cooks, kitchen police, and waiters may be used, to the number permitted by the commanding officer. It must be borne in mind, however, that any soldier employed in the officers' mess should be paid a reasonable wage by the mess in addition to his Army pay. This is a matter to be determined by the mess council, with the approval of the commanding officer. If it is decided to start with soldier personnel, the unit personnel officer should be asked to help in the selection of suitable personnel by examining the qualification cards of the enlisted men. To start with, one mess sergeant, at least two cooks, two cooks' helpers, and at least one waiter to each two tables will be needed. This figure for waiters is based on the assumption that each table seats not more than eight persons.

5. Up to this point the mess has not incurred any obligations. But from now on the mess must go into debt for at least 1 month. The regulations permit, and the council may, by proper resolution, require that officers joining the mess pay an initiation fee. If such a fee is decided upon, the amount should be kept to the minimum needed to provide the mess with a small operating capital. For example, a mess starting with 125 members could do nicely with a capital of \$375; which would require an initiation fee of only \$3 per member.

6. Before the mess actually starts operations, the council should decide upon and adopt a set of mess rules and regulations. These should be submitted in draft form to the regimental commander for approval before adoption and publication. A few questions to be decided upon and adopted as rules of the mess are:

a. What shall be the meal hours?

b. Will members be charged for all meals, or only for those actually eaten in the mess?

ADMINISTRATION

c. Will credit be allowed for week-end absence?

d. Will members be allowed credit for fractions of a day? That is, will the rules provide that a member may take two meals a day in the mess and be charged for only two meals a day, or will credits be allowed only for full day's absences?

e. Will visiting officers be charged for a single meal, or will the mess absorb the cost of single meals furnished visiting officers, who are not guests of an individual but who are present on official business?

f. What formalities will be observed at meals with regard to uniform, and so forth?

7. Subsistence supplies may be purchased by the officers' mess from the quartermaster sales officers, from exchanges, and from commercial dealers. It will be found advantageous in most cases to purchase meats and staples from the quartermaster. Monthly credit accounts may be carried with the quartermaster sales office and the exchange, as well as with commercial firms.

8. Members should be required to settle their mess bills not later than the tenth of the following month. Charges should be based on a pro rata cost of mess operation, plus a predetermined percentage to provide a small balance for operating capital.

APPENDIX IV

TYPES OF BOARDS

Type of board	Who appoints	Applicable Army Regulations AR	Number of copies	Distribution
Classification and reclassification of officers.	War Department commanders of— Army Ground Forces. Army Air Forces. Services of Supply. Army. Combat Command. Armored Force. Service commands. Department.	605-230	As prescribed in order appointing board.	As prescribed in order appointing board.
Motor vehicle accidents.	Regimental post, camp, or station. Division commander or commanding general of service command.	850-15 35-7020 35-7030 35-7220	-----	As prescribed in pertinent regulations.
Retiring board.....	War Department.....	605-250	1	To A. G. O.
Aircraft accidents.....	Local commander.....	95-120	-----	As required for report of survey.
Buildings damaged or destroyed.	Post commander.....	210-10	3	1—Chief of Engineers. 1—Service command. 1—File.
Death (including suicide).	Post or division commander.	600-550	3	2—A. G. O. 1—File. (Thru channels.)
Discharge of enlisted men for disability.	Post, division, or regimental commander.	615-360	3	1—Goes forward with service record.
Discharge of enlisted men (board of review).	Post, division, or regimental commander.	40-100	1	1—A. G. O.
Line of duty status in case of injury.	Post, division, or regimental commander.	345-415	3	1—A. G. O. 1—File. 1—Surgeon. (Thru channels.)
Claims against the United States.	Post or division commander.	35-7020 35-7030 35-7040 35-7050	5	3—Chief of Finance. 1—Service command. 1—File. (Thru channels.)

ADMINISTRATION

APPENDIX V

CHECK LIST FOR BOARDS

The following check list applies to the majority of boards and should be used as a final check of the report of proceedings:

1. Is copy of orders which appointed the board attached as an exhibit?
2. Are dates, hours, and places of all meetings shown?
3. Are members of board accounted for as present or absent?
4. Were the members of the board sworn? (Regulations do not require that members of all boards be sworn but do not enjoin against swearing in any case; and accordingly, it appears good practice to have members of all boards sworn.)
5. Was at least one member of the board a medical officer? (Necessary in cases of injury, illness, or death.)
6. Was the individual concerned present at open meeting, and at the hearing of the evidence? If he was not present, does the record clearly state the reasons for his absence?
7. Did he have counsel; and if so, was counsel present?
8. Was the order appointing the board and the substance of the regulations under which the board convened read to him?
9. Did the individual concerned object to any member of the board? (If he did object, the record should indicate both the fact of objection and the final action taken in reference to the objection. If he made no objection, that fact, too, should be in the record.)
10. Was he permitted to examine and cross-examine witnesses, submit evidence, testify, make a statement, or submit a brief? Does the record so indicate?
11. Were all witnesses who gave evidence before the board properly sworn?
12. Are all copies of each document, etc., properly authenticated?
13. Does the record indicate whether or not premises, places, or property were visited and inspected by the board?
14. Does it appear from records that all witnesses concerned as having knowledge of the matter under investigation have been called?
15. Does the record contain full statement from the commanding officer of the individual concerned as to duty status at time of injury or death, including time, dates, etc., in full as bearing on same, or a properly authenticated extract of the morning report appended as an exhibit?
16. Does the record, in the case of death or injury boards, clearly indicate dates and times of all examinations by civilian physicians, and medical officers, statements as to sobriety, and as to diagnosis of injuries as made by each medical man, including statement concerning time and dates of all admissions to hospitals, if any, both civilian and military?
17. If the evidence indicates a condition of intoxication, do proceedings find such condition to have been approximate or remote cause of injury or death?
18. Do the findings cover each essential fact required by the order appointing the board or the regulation under which the board was appointed?
19. Does the evidence support each finding; and are the findings in proper form and specific as to places, dates, persons, and events?

20. Are the recommendations consistent with the findings, and do the recommendations cover each requirement of the order on regulations?

21. If there is a dissenting minority opinion, are the reasons for the same set forth?

22. Are proceedings signed by all members present; and if there were adjournments, is each such signed by the recorder?

23. If the board was appointed by a subordinate commander, is the action of such appointing authority shown?

APPENDIX VI

ACCIDENT INVESTIGATIONS

1. The investigations of motor vehicle accidents involving both Government owned and privately owned motor vehicles, the determination of pecuniary responsibility for damages, and action upon claims resulting from damages caused by such actions, are important administrative duties with which every officer should be familiar. The adjutant particularly should know the procedure to be followed in such cases, for to him will fall the duty of collecting reports and checking them to see that all pertinent regulations have been complied with, and of making recommendations to the commander relative to the action to be taken on such reports of investigation.

2. Here is a hypothetical case, followed through to its conclusion. Sergeant John L. Martin, Company L, 100th Infantry, was directed by the company commander to take a truck assigned to the company, proceed from Fort Dix, New Jersey to Camden, New Jersey, pick up some supplies purchased by the company fund for the company day room, and deliver these supplies to the company. Sergeant Martin left the company in the truck at 3:15 PM en route to Camden. He was accompanied by Private Killen of his company, the authorized driver of the truck. When about 5 miles north of Camden, on U. S. Highway No. 130, a civilian car suddenly swerved over on their side of the road and collided with the Government truck. Sergeant Martin suffered painful but not serious injuries, as a result of being thrown against the windshield when the truck went into the ditch in an effort to avoid being struck by the civilian car. A few minutes after the accident, a passing civilian car picked up Sergeant Martin and carried him to the station hospital at Fort Dix, New Jersey. Here follows a "play-by-play" account of the administrative action taken after the accident, recounted in chronological sequence.

a. Private Killen, the driver of the truck, made out one copy of Standard Form No. 26 (Drivers Report—Accident, Motor Transportation) which all drivers of Government motor vehicles are required to carry with them at all times while operating such vehicles. (See Exhibit "A" to Report of Investigation.) He then went to the nearest telephone, called up his company commander, and reported the accident. The company commander in turn called the regimental adjutant, who in his turn called the division automotive officer,

requesting that a towing truck be sent to the scene of the accident to bring the Government truck back to the post. Upon his return to Fort Dix, Private Killen delivered the completed Form No. 26 to his company commander.

b. The company commander immediately carried the report to the regimental adjutant, who, under the provisions of AR 850-15, referred the Standard Form No. 26 by first indorsement (see Exhibit "A" to Report of Investigation) to a permanent investigating board which had already been appointed for the regiment. The board, which consisted of Major Edward J. Day and Captain John A. Phillips, upon receiving the Form No. 26 with the first indorsement, took the following steps, in the order listed:

- (1) Went to the scene of the accident, taking Private Killen; there drew a sketch of the accident, as described by Private Killen, and as shown by the marks on the tires of the truck and the civilian car; then returned to the post and secured an affidavit from Private Killen. (See Exhibit "B" to the Report of Investigation.)

- (2) Interviewed Mr. Willis R. Macy, the owner and driver of the civilian car, and secured an affidavit from him. (See Exhibit "C.")

- (3) Went to the station hospital, interviewed Sergeant Martin, and secured an affidavit from him. (See Exhibit "D.")

- (4) While at the station hospital, interviewed and secured a sworn statement from Lieutenant Kilpatrick, the medical officer who examined Sergeant Martin upon the sergeant's admission to the hospital. (See Exhibit "E.")

- (5) Visited Company L and interviewed and secured a sworn statement from the company commander regarding the nature of the mission upon which the soldiers were engaged at the time of the accident. (See Exhibit "F.") Secured, also, three W. D., A. G. O. Forms No: 15 (Report of Survey) signed in blank by the company commander.

- (6) Visited the motor pool of the division, and ascertained from the division automotive officer the cost of repairing the damage to the Government truck. This was made in the form of an estimate, sworn to by the division automotive officer, and attached to the report as Exhibit "G." The figures obtained were entered on the report of survey at that time.

- (7) The board, which was then ready, compiled and submitted to the adjutant the report, in triplicate, with one original signed copy and two certified true copies of all exhibits. (See the 4 pages of the completed report, War Department Form No. 39.)

c. (1) When the report was submitted to the adjutant, he took it to the commanding officer, who told him to approve both the report

ADMINISTRATION

and the report of survey. The report of survey, being for an amount less than \$25, could be approved by the commanding officer without the appointment of a surveying officer; but in this case, while the damage to Government property was not in excess of \$25, and the owner of the civilian car stated that he would make no claim against the Government for damage to his own car, the factor of personal injury made it necessary for the board to submit its report on War Department Form No. 39 (Investigating Officer's Report—Accident, Motor Transportation) or Standard Form No. 27 (Investigating Officer's Report—Accident, Motor Transportation). (See AR 850-15.) When the adjutant indicated the commanding officer's action on the board's report, and on the report of survey, he divided the report and the supporting documents (exhibits) into three sets, as follows:

(a) *Set A.*—Copy of Standard Form No. 26, copy of War Department Form No. 39, and the original signed copies of all affidavits and exhibits.

(b) *Set B.*—Original of Standard Form No. 26, original of War Department Form No. 39, and certified true copies of all affidavits and exhibits.

(c) *Set C.*—Same as set A.

(2) The following distribution was made of these sets:

(a) *Set A.*—Retained by post, camp, or station, in case a delayed claim is filed.

(b) *Set B.*—Forwarded through post, camp, or station commander to the commanding general of the service command, thence to Quartermaster General for notation and forwarding to Chief of Finance.

(c) *Set C.*—Forwarded (through post, camp, or station commander) to the commanding general of the service command and retained by him.

(3) The report of survey, although submitted by the board with the report of investigation, was thereafter handled by the regimental headquarters and disposed of as required by AR 35-6640 or AR 35-7220 or by both.

d. With the action described above, the accident investigating board had completed its function. All action regarding the damaged Government property had been properly accomplished.

e. Had the owner of the private car chosen to make a claim against the Government for damages to his vehicle, the proceedings of the board on the claim would have been rendered on War Department Form No. 30 (Proceedings, Board of Officers—Damage Claims). For details of the handling of such cases, see AR 35-7020, AR 35-7030, AR 35-7220, and AR 850-15.

f. Now for a step-by-step analysis of the investigation. The board must determine the answer to certain vital questions:

- (1) Was the truck on an official mission? If so, by what authority?
- (2) Was the truck operated by a regularly assigned driver who held a permit as an operator of Government motor vehicles?
- (3) Was the truck proceeding at a legal and reasonable rate of speed?
- (4) Was it proceeding on the proper side of the road?
- (5) What were the conditions as to weather and road which might have had a bearing on the accident?
- (6) Was the driver of the Government vehicle under the influence of alcohol or narcotics at the time of the accident?
- (7) Was the accident due directly or indirectly to the fault or negligence of the driver of the Government motor vehicle?
- (8) Was the car which collided with the Government truck proceeding at a legal and reasonable speed?
- (9) Was the civilian car on the proper side of the road?
- (10) Was the driver of the civilian car under the influence of alcohol or narcotics at the time of the accident?
- (11) Was the accident the result, in whole or in part, of the fault or negligence of the driver of the civilian motorcar, or of the mechanical failure of the civilian car?
- (12) Were the brakes and lights of both vehicles in good condition and operating properly at the time of the accident?

g. The investigation must be formal in character, and must follow a certain established mode of procedure, as laid down in AR 850-15. Every person concerned should be called upon to testify. The testimony of each should be in the form of a written statement, and this written statement must be sworn to before a person competent legally to administer oaths in such cases. (See A. W. 114.) Every such statement must show that the person making the statement understands his constitutional right to decline to testify if such testimony will tend to incriminate or degrade him. This can best be made clear by reading A. W. 24 to each witness, before he offers his testimony.

h. The board should in all cases secure from a competent person an estimate of the cost of repairs to the Government motor vehicle. In this case, the most logical person to make this estimate is the automotive officer who operates the division motor repair shop.

i. Having examined the testimony of all pertinent witnesses, the board must independently reach its findings of fact. These must be set forth clearly and concisely, and must be supported by the preponderance of the evidence. It must then make its recommendations.

ADMINISTRATION

Such recommendations should, in all cases, be consistent with the findings of fact, which in turn are based on the evidence. In any case in which the recommendations are not consistent with the facts, such discrepancy should be fully explained in the report of the board.

j. The recommendations should be definite as to whether the driver of the Government vehicle should be charged with the cost of repairs; also as to whether the driver of the civilian motorcar should be called upon to pay for repairs to the Government vehicle. The board should also recommend what action, if any, should be taken by the responsible officer on whose accounts the Government motor vehicle is charged; also, whether the Government vehicle should be repaired and returned to service.

ADJUTANT GENERAL'S DEPARTMENT

Form No. 89
WAR DEPARTMENT
Approved May 20, 1941

INVESTIGATING OFFICER'S REPORT—ACCIDENT MOTOR TRANSPORTATION

This report, together with the driver's report (Form No. 26), must be submitted promptly in accordance with department regulations.

ACCIDENT	Date	August 9, 1942	19.....	Hour	1610	M.
	Place: City or town	5 mi. N. of Camden	State	New Jersey		
	Street	U.S. Highway No. 130				
	Weather	Clear, warm, and bright	Condition of roadway	smooth and dry		
GOVERNMENT VEHICLE AND DRIVER	Make and type of vehicle	Chevrolet 1½-ton truck	U. S. No.	94487		
	Name of driver	Pvt. Willie D. Killen	His serial No.	8442724		
	His title, organization, and post	Pvt. Co. L, 100th Infantry, Ft. Dix, N.J.				
PRIVATE VEHICLE OWNER AND DRIVER	Make and type of vehicle	Oldsmobile sedan, 1940	License No. N.J. Y 17445			
	Owner: Name	Mr. Willis R. Macy				
	Address	462 Elwin St., Camden, N.J.				
	Driver: Name	Mr. Willis R. Macy				
PERSONS INJURED	Names and addresses and extent of injuries	St. John L. Martin (7790114) Co. L, 100th Infantry, Ft. Dix, N.J., sprained right wrist, cut on temporal region of head, severe pains in back.				
	If medical aid was rendered, state by whom	1st Lt. James A. Kilpatrick, M.C., Ft. Dix, N.J.				
	DAMAGE TO GOVERNMENT VEHICLE	Smashed right headlight, broken radiator grill, dented left rear fender.				
DAMAGE TO PRIVATELY OWNED VEHICLE OR OTHER PROPERTY	Bent front bumper, dented left front fender.					
WITNESSES (Important)	ALWAYS SECURE NAMES AND ADDRESSES OF WITNESSES					
		Names	Addresses			
		Sgt. John L. Martin, 7790114	Co. L, 100th Inf. Ft. Dix, N.J.			
		Pvt. Willie D. Killen, 8442724	Co. L, 100th Inf. Ft. Dix, N.J.			
POLICE REPORT	Did city or State police report the accident?	No				
	If report was made, attach copy.					
OFFICIAL DUTY	Government car was proceeding from	Ft. Dix, N.J.	to	Camden, N.J.		
	Was driver performing official duty?	Yes				
	Indicate the duty:	Was proceeding to Camden to secure supplies and equipment for company day room, and return such supplies and equipment to post.				

ADMINISTRATION

FINDINGS

- A. Accident, details of: The Government truck was proceeding at about 30 miles per hour toward Camden, N.J., on U.S. Highway 130, when, at a point about 5 miles north of Camden, a civilian car, later determined to be owned by Mr. Willis R. Macy, approached the Government truck proceeding in the direction of Ft. Dix. Suddenly the civilian car swerved across the road directly in the path of the Government vehicle, and despite efforts of the driver of the Government vehicle, the civilian car struck the Government vehicle on the left rear fender. The Government vehicle had been turned sharply to the right, and the front wheels of the Government vehicle were in fact in the roadside ditch at the time of the impact. The Government vehicle received damage to the right headlight and the radiator grill as a result of being run into the roadside ditch and bank in an effort to avoid a head-on collision. The civilian car received a bent front bumper and dented left front fender as a result of striking the Government vehicle. Both vehicles were being driven at moderate speed.
- B. Visibility: Excellent.
- C. Traffic conditions and right of way: The Government vehicle had the right-of-way on the side of the road on which it was being driven. There was no other traffic in the immediate vicinity at the time of the accident.
- D. Mechanical condition of both vehicles: The Government vehicle was in excellent mechanical condition; brakes, headlights, windshield wipers, and steering gear functioned perfectly. The privately owned vehicle became unmanageable because of a broken steering gear, thus causing the accident.
- E. Responsibility: The responsibility for the collision rests with Mr. Willis R. Macy as owner and driver of the civilian car.
- F. Property damage:
- Government vehicle Total damage: parts \$11.79; labor \$6.60
- \$ 18.39
- Private vehicle or property Straighten bumper and fender, estimated:
- \$ 10.00
- G. Remarks: The accident was caused by a mechanical failure of the steering gear of the private car. Examination revealed that the left tie-rod ball joint broke while the car was in motion, thus allowing the tie-rod to drop to the ground, and thereby causing a failure of the steering apparatus. Mr. Macy is a well-known citizen of Camden, bears an excellent character, and there was no evidence indicating that he was under the influence of alcohol or narcotics at the time of the accident. The driver of the Government vehicle was not under the influence of alcohol or narcotics at the time of the accident.

NOTE.—Under (A) the investigating officer will give a word picture of the accident; (B) the weather conditions, whether raining, foggy, snowing, etc.; (C) traffic is light, heavy, congested, etc., and vehicle having right of way under traffic regulations; (D) condition of lights, brakes, windshield wipers, etc., on both vehicles; (E) responsibility for accident, taking into consideration the traffic regulations and traffic conditions at time of accident, which vehicle was nearest intersection, etc.; (F) list the damages to each vehicle and the estimated cost of repairs to same; and (G) any explanation for the accident not given under the above.

16-22501

ADJUTANT GENERAL'S DEPARTMENT

RECOMMENDATIONS

I HEREBY CERTIFY that the foregoing is a true and correct report of the accident, according to the best of my knowledge and belief, based upon the testimony received by me personally and attached hereto. The following papers, which are a part hereof, are attached hereto and listed below:

Exhibit A---Driver's Report of Accident, Standard Form No. 26 w/1st Ind.
 Exhibit B---Statement of Pvt. Willie D. Killen, 8842724, Co. L, 100th Inf.
 Exhibit C---Statement of Mr. Willis R. Maoy, 472 Elwin St., Camden, N.J.
 Exhibit D---Statement of Sgt. John L. Martin, 7790114, Co. L, 100th Inf.
 Exhibit E---Statement of 1st Lt. James A. Kilpatrick, M.C., Ft. Dix, N.J.
 Exhibit F---Statement of Martin C. Woodring, Capt., 100th Inf., Ft. Dix, N.J.
 Exhibit G---Statement of Major Nicholas F. Carter, QMC

/s/ Edward J. Day
 /t/ EDWARD J. DAY, Major, 100th Inf.
 Pres. Permanent Board of Investigation.

/s/ John A. Phillips
 /t/ JOHN A. PHILLIPS, ~~100th Inf.~~
 Captain, 100th Inf.,
 Recorder.

HEADQUARTERS:

100th Infantry, Ft. Dix, N.J., August 12, 1942

1. Approved.

Date August 12, 1942..... By order of Colonel ATWATER

/s/ Thomas A. Du Bois
 /t/ THOMAS A. DU BOIS, Capt., 100th Inf.
 Adjutant.

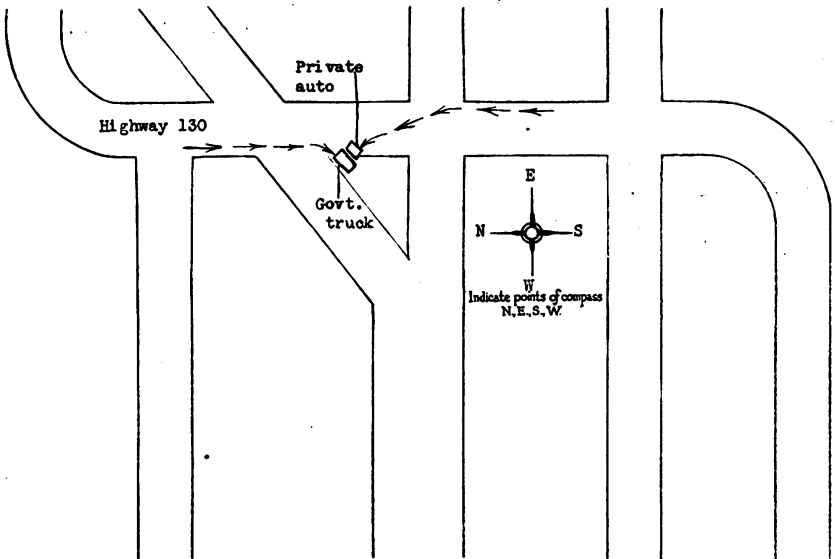
ADMINISTRATION

INVESTIGATING OFFICER'S SKETCH

Show in black the relative positions of the colliding vehicles, or of the vehicle and pedestrian, *just before* the collision, and *at the time* of the collision.

Show in red their relative positions *just after* the collision.

Label the streets and every object depicted, and indicate measurements; show by dotted lines the course followed by each vehicle, and add any explanatory statement that would aid in an understanding of the occurrence.



If the above diagram is not applicable, attach substitute diagram.

CAMDEN
N. J.

INSTRUCTIONS TO INVESTIGATING OFFICER

1. Attach driver's accident report, with supplemental signed statement from driver. Among other things, the driver's statement should describe the course of the Government car, and the course of the vehicle or person collided with, just before and at the time of the collision; the rates of speed and how estimated; the signals of warning; condition of brakes, of lights, of streets as to being slippery; efforts made by driver to avoid collision; facts showing whether or not other driver, or person was in fault, etc.

2. Attach signed statement from each witness.

3. Attach copy of traffic regulation violated, if any.

4. Attach photographs of scene of accident and of damaged cars, if any taken.

ADJUTANT GENERAL'S DEPARTMENT

537.5—Accident

1st Ind.

TAD/omk

Hq. 100th Inf., Ft. Dix, N. J., Aug. 10, 1942. To: Major Edward J. Day, O-204585, 100th Inf., Pres. Permanent Board of Investigation.

1. For investigation and report under the provisions of AR 850-15.
2. The board will obtain from Mr. Willis R. Macy, 462 Elwin St., Camden, N. J., a statement as to whether or not he intends to make a claim against the Government. In the event that Mr. Macy indicates his intention to make a claim against the Government, the investigating board will request him to execute five copies of Standard Form No. 28 (Claim for Damages—Accident, Motor Transportation) and will submit the five copies of Form No. 28, together with five true copies of all exhibits to the report of investigation, in addition to those copies attached to the report of investigation.

By order of Colonel ATWATER:

/s/ Thomas A. Du Bois

/t/ THOMAS A. DU BOIS,

Captain, 100th Infantry,

Adjutant.

ADMINISTRATION

17. Was an investigation made by a policeman (civil or military)? No...... If so, state

Name No.

Precinct or station

18. Names and addresses of persons other than driver in Government car: Sgt. John L. Martin, Co. L,
1, 100th Inf., Ft. Dix, N.J.

19. Names and addresses of other witnesses:

Willie D. Killen
(Signature of driver)

I certify that the above report was delivered to me on the day of, 19..... at o'clock

Martin C. Woodring
(Signature of officer in charge)
MARTIN C. WOODRING
Capt., 100th Inf., Comdg. Co. L.
(Official title)

Fort Dix, N.J.
(Government department or establishment)

NOTE.—This report should be attached to report of Investigating Officer.

10-1810

U. S. GOVERNMENT PRINTING OFFICE

9. Date of accident August 9, 1942 Hour 1610 M.

10. Names and addresses of persons injured: nature of injuries:
Sgt. John L. Martin, Co. L, 100th
Inf., Ft. Dix, N.J.

11. Describe damage to Government vehicle Smashed right
headlight; broken radiator grill;
dented left rear fender.

12. Describe damage to privately owned vehicle, or other, property:

Standard Form No. 26 Exhibit "A"
Approved by the President
June 10, 1927

DRIVER'S REPORT—ACCIDENT MOTOR TRANSPORTATION

INSTRUCTIONS TO DRIVERS

In case of injury to person or damage to property:

- A. Stop car and render such assistance as may be needed.
B. Fill out this form, ON THE SPOT, so far as possible.
C. Deliver this report promptly to your immediate superior.

Failure to observe these instructions will result in disciplinary action.

1. Name of Government driver:

Pvt. Willie D. Killen

2. Stationed at Ft. Dix, N.J.

3. Make and type of Government vehicle Chevrolet 1 1/2
ton truck

4. Service number 94487

5. Name and address of owner of other vehicle (or owner of property damaged) Mr. Willis R. Macy,
462 Elwin St., Camden, N.J.

6. Name and address of driver of other vehicle Mr. Willie
R. Macy, 462 Elwin St., Camden, N.J.

7. License of other vehicle: State New Jersey
No. X 17445

8. Place of accident: City Five miles north of
Street Camden

10-1810

13. What signal was given by each driver prior to accident?
Both blew horns

14. State condition of light, weather, and roadway: bright
clear day; roadway dry and smooth.

15. Explain how accident happened: the private
vehicle swerved over to the left
side of the road and struck the
Gov't vehicle.

16. Label streets and indicate measurements; show the position of each vehicle at the time of the accident and show by dotted lines the course of each vehicle just before and just after the collision.

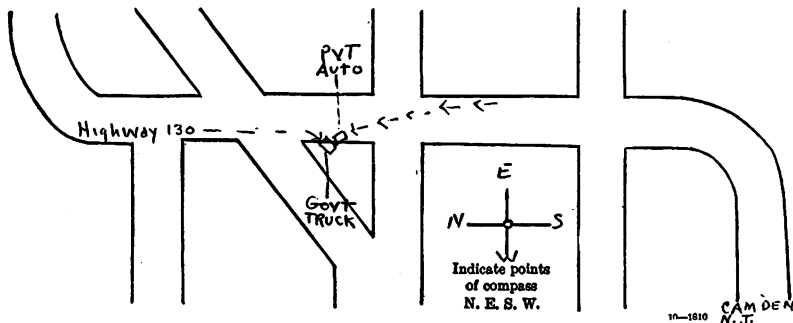


EXHIBIT "A"

NOTE.—The Standard Form No. 26 constitutes the basic document to which this indorsement is made. The Form No. 26 is carried by all drivers, and they are required to fill it in and submit it to their immediate commanding officers immediately after an accident. The organization commander then delivers it to the regimental adjutant informally, but immediately. This indorsement is the authority of the investigating board to make the investigation required by AR 850-15.

ADJUTANT GENERAL'S DEPARTMENT

Testimony of Private Willie D. Killen, 8442724, Company L, 100th Infantry.

Having been read A. W. 24 and had his rights thereunder explained to him, Private Willie D. Killen, 8442724, Company L, 100th Infantry, deposed as follows:

My name is Private Willie D. Killen, 8442724, Company L, 100th Infantry, and I am assigned duty as regular driver of truck No. 94487. On the afternoon of Aug. 9, 1942, Sergeant John L. Martin came to me and told me that the captain had directed him to take the truck, that is truck No. 94487, with me as driver, go to Camden, pick up some supplies, and bring them back to the company here at Ft. Dix. We left here, the company, at about 3:15 PM and started for Camden. We drove on southeast on Highway No. 130 until we were at a point about 5 miles north of Camden, N. J., without anything unusual happening; but then I noticed a car coming north and when it was nearly to us, it looked like it was coming over on our side of the road; and it did come over. I hollered to Sergeant Martin to look out and pulled over toward the ditch, and the other car just managed to hit my back fender. The other car was not going fast and neither was I. I had just looked at my speedometer and was making around 30 miles an hour, and I suppose the other car was making about the same; that is what I estimated his speed to have been. He hit my left rear fender with a part of his bumper and my right headlight was smashed and the radiator grill broken. I was over on my side of the road all the time, and the other car was over on his side until he was a little way from me, and then the other car started over toward me and kept on coming. I pulled over on the shoulder of the road and put on my brakes and was about stopped when the other car hit my back fender and pushed me against the bank; the other car had about stopped too. I had blown my horn when I saw he was coming over toward me, and I guess he blew his too. My brakes were in good order; my lights were all right but were not burning; the sun was shining; the road was dry and smooth. The driver of the other car, Mr. Macy, told us after we had stopped that his steering gear must have locked on his car, and that it was all his fault and he was surely glad no more damage was done. I had not been drinking, and to the best of my knowledge neither had Sergeant Martin.*

Further deponent sayeth not:

/s/ Willie D. Killen

/t/ Willie D. Killen, 8442724,

Pvt. Co. L,
100th Infantry.

Sworn to and subscribed before me this 10th day of August, 1942.

/s/ John A. Phillips

/t/ JOHN A. PHILLIPS,

Captain, 100th Infantry,

Recorder.

*NOTE.—The italicized portions of testimony pertain to matters which should be brought out, and are italicized here for the purpose of illustration only.

EXHIBIT "B"

ADMINISTRATION

Testimony of Mr. Willis R. Macy, 462 Elwin Street, Camden, N. J.

Having been read A. W. 24 and had his rights thereunder explained to him, Mr. Willis R. Macy deposed as follows:

My name is Willis R. Macy. I am a contractor, and I live at 462 Elwin St., Camden, N. J. On the afternoon of Aug. 9, 1942, at about 4:10 PM while I was driving my Oldsmobile automobile north on Highway No. 130 and proceeding at a moderate rate of speed—I was making about 30 miles an hour at the time—all of a sudden my steering gear seemed to lock and I found myself turning left over into the path of the truck. The driver of the truck pulled over and went into the ditch just as my bumper touched his left rear fender. I had about stopped my car when I hit the truck and could not have been running faster than 10 miles per hour. I got out of my car and went back to the truck and helped remove from the cab of the truck a soldier who was knocked out, and whose name I learned was Sergeant John L. Martin. I did not see any evidence of intoxication or smell any odor of liquor on either of the soldiers. The Army truck was in no way responsible for this accident and I believe the quick thinking of Private Killen, the driver, prevented a serious accident. I was not under the influence of any intoxicants or narcotics. The brakes and lights on my car were in good order. I am thankful Sergeant Martin's injuries are no more serious than they are; and further, I do not intend to make a claim against the Government.

Further deponent sayeth not:

/s/ Willis R. Macy

/t/ Willis R. Macy,

462 Elwin Street, Camden, N. J.

Sworn to and subscribed before me this 10th day of August, 1942.

/s/ John A. Phillips

/t/ JOHN A. PHILLIPS,

Captain, 100th Infantry,

Recorder.

EXHIBIT "C"

ADJUTANT GENERAL'S DEPARTMENT

Testimony of John L. Martin, 7790114, Sergeant, 100th Infantry.

Having been read A. W. 24 and had his rights thereunder explained to him, Sergeant John L. Martin, 7790114, 100th Infantry, deposed as follows:

My name is Sergeant John L. Martin, Co. L, 100th Infantry, and I am now in Station Hospital, Ft. Dix, N. J., where I am being treated for injuries which I received when truck No. 94487 and an automobile owned and operated by Mr. Willis R. Macy, a civilian, collided on Highway No. 130, about 5 miles north of Camden, N. J., on Aug. 9, 1942, at about 4:00 PM.

I had been directed by my captain, Captain Martin C. Woodring, to take truck No. 94487 and go to Camden, pick up some supplies, and bring them back to the company. I got the driver, Private Willie D. Killen, and we left about 3:15 PM. We got up the road to about 5 miles north of Camden, when Private Killen hollered to look out, and he started to pull over toward the ditch. I saw a car which was going north on the road coming over toward us. About that time we stopped, and I hit my head and hurt my back and wrist, although I did not realize it at that time, for I was knocked out.

After I came to, I heard the party who was driving the other car, Mr. Macy, say it was not our fault but that his steering gear seemed to have locked and that Private Killen had done some good driving. I wasn't under the influence of liquor, and I know Private Killen wasn't.

Further deponent sayeth not:

/s/ John L. Martin
/t/ John L. Martin, 7790114,
Sgt., Co. L, 100th Infantry.

Sworn to and subscribed before me this 10th day of August, 1942.

/s/ John A. Phillips
/t/ JOHN A. PHILLIPS,
Captain, 100th Infantry,
Recorder.

EXHIBIT "D"

Testimony of James A. Kilpatrick O-4768522, 1st Lieutenant, MC.

Having been read A. W. 24 and had his right thereunder explained to him, 1st Lieutenant James A. Kilpatrick O-4768522, MC, deposed as follows:

My name is James A. Kilpatrick, 1st Lieutenant, Medical Corps, stationed at the Post Hospital, Ft. Dix, N. J. On the 9th day of August, 1942, at about 5:00 PM I was called upon in my official capacity to examine and treat a soldier who was admitted for treatment of injuries said to have been occasioned by a motor vehicle accident. The soldier's name, I learned, was Sergeant John L. Martin, 7790114, Co. L, 100th Infantry. During my examination and treatment I saw no evidence of intoxication or use of narcotics.

Further deponent sayeth not:

/s/ James A. Kilpatrick
/t/ JAMES A. KILPATRICK,
1st Lieutenant, MC.

Sworn to and subscribed before me this 10th day of August, 1942.

/s/ John A. Phillips
/t/ JOHN A. PHILLIPS,
Captain, 100th Infantry,
Recorder.

EXHIBIT "E"

ADMINISTRATION

Testimony of Martin C. Woodring, O-4672423, Captain, 100th Infantry.

Having been read A. W. 24 and had his rights thereunder explained to him, Captain Martin C. Woodring, O-4672423, 100th Infantry, deposed as follows:

My name is Martin C. Woodring, Captain, 100th Infantry, commanding Company L, stationed at Ft. Dix, N. J. On the afternoon of Aug. 9, 1942 I directed Sergeant John L. Martin, 7790114, to take truck No. 94487, with driver, proceed to Camden, N. J., pick up certain supplies, and return to the company. Later on that same afternoon I was informed that the truck in which Sergeant Martin was riding had been involved in an accident and that Sergeant Martin had been injured. Sergeant Martin was engaged in carrying out an official order at the time of his injury.

Further deponent sayeth not:

/s/ Martin C. Woodring

/t/ MARTIN C. WOODRING,

Captain, 100th Infantry,

Commanding Company L.

Sworn to and subscribed before me this 10th day of August, 1942.

/s/ John A. Phillips

/t/ JOHN A. PHILLIPS,

Captain, 100th Infantry,

Recorder.

EXHIBIT "F"

ADJUTANT GENERAL'S DEPARTMENT

Testimony of Nicholas F. Carter O-425712, Major QMC, Division Automotive Officer, 20th Infantry Division, Ft. Dix, N. J.

Having been read A. W. 24 and had his rights thereunder explained to him, Major Nicholas F. Carter O-425712, QMC, Division Automotive Officer, 20th Infantry Division, deposed as follows:

My name is Nicholas F. Carter, Major, QMC, Division Automotive Officer, 20th Infantry Division, stationed at Ft. Dix, N. J. I have examined Chevrolet 1½-ton truck No. 94487 and find the cost of repairing the damages suffered as a result of a collision said to have occurred on Aug. 9, 1942, to be as follows:

	Materials	Labor
1 headlight assembly, right	\$6. 84	\$1. 10
1 radiator grill (repairs)	3. 80	2. 60
1 left rear fender (repairs to same)	1. 15	2. 90
	11. 79	6. 60
 Total material		\$11. 79
Total labor		6. 60
Total		18. 39

The above figures arrived at by listing all parts and materials at cost of same and labor charges at rate of \$1.00 per hour, the commercial rate for same.

Further deponent sayeth not:

/s/ Nicholas F. Carter
/t/ NICHOLAS F. CARTER,
Major, QMC,
Division Automotive Officer.

Sworn to and subscribed before me this 10th day of August 1942.

/s/ John A. Phillips
/t/ JOHN A. PHILLIPS,
Captain, 100th Infantry,
Recorder.

EXHIBIT "G"

APPENDIX VII

REPORT OF INVESTIGATION AND BOARD PROCEEDINGS

1. The purely hypothetical accident which is the subject of the investigation illustrated herewith, and of the board proceedings, is typical of many incidents which will confront administrative officers of almost every echelon. In the illustrative case, the decision to investigate rests with the regimental commander; the action is actually taken by the adjutant.

2. The question might naturally arise: Why are both an investigation by a single investigating officer and an investigation by a board of officers necessary in this case? The answer is that two distinct factors are involved; namely, damage to property and injury to personnel.

3. In the case of Sergeant Martin, it is necessary that his status with regard to line of duty be clearly and judicially established as soon after the accident as is possible. The injury is not serious; but if it were, or if it terminated fatally, then the rights of the soldier, or his surviving heirs, might be seriously affected unless his line of duty status had been clearly established by a quasi-judicial investigation. AR 345-415 sets forth the circumstances under which the surgeon's recommendation be made formally. As a matter of usual practice, a line of duty board almost invariably follows an accident in which a person in the military service is injured.

4. The damage to Government property concerns the officer who is accountable for this property, and the officer who is responsible. Three separate military agencies or activities are concerned: the Transportation Corps, which procures and is accountable for the property; the Finance Department, which paid for it, and who may have to pay the repair bills; and the company commander, both as the officer responsible for the property and as the immediate commanding officer of the soldier in whose custody the vehicle had been placed at the time of the accident.

5. Consider the sequence of events which transpire after the accident has occurred and has been reported to the commanding officer of Company L, 100th Infantry.

a. The driver of the truck filled out and delivered to the company commander Standard Form No. 26.

b. The commanding officer of Company L, Captain Woodring, immediately took the report of accident to the regimental adjutant.

c. The adjutant dictated the first indorsement, shown in the illustrative case, directing 1st Lt. Edward J. Day to investigate the case "under the provisions of AR 850-15."

d. The adjutant then telephoned the station hospital and talked with the surgeon about Sergeant Martin. The surgeon agreed that there should be a line of duty board to determine Sergeant Martin's line of duty status.

e. The adjutant then called the adjutant general of the division and told him the story, requesting that the division commander appoint a line of duty board in the case. (It is assumed here that the division commander has issued a general order in which he reserves to himself the authority to appoint such boards.)

6. a. Having done the things described in paragraph 5b above, the company commander is through with the accident for the time being. Later he will have something else to do about it.

b. The regimental adjutant, having requested the appointment of a line of duty board, now awaits the receipt of the report of investigation from Lieutenant Day.

c. The division adjutant general has nothing else to do in the case until he receives the proceedings of the line of duty board.

7. Now for a step-by-step analysis of the investigation. The investigating officer must determine the answers to certain vital questions:

a. Was the truck on an official mission? If so, by what authority?

b. Was the truck operated by a regularly assigned driver who held a permit as an operator of Government motor vehicles?

c. Was the truck proceeding at a legal and reasonable rate of speed?

d. Was it proceeding on the proper side of the road?

e. What were the conditions as to weather and road which might have had a bearing on the accident?

f. Was the driver of the Government vehicle under the influence of alcohol or narcotics at the time of the accident?

g. Was the accident due directly or indirectly to the fault or negligence of the driver of the Government motor vehicle?

h. Was the car which collided with the Government truck proceeding at a legal and reasonable speed?

i. Was the civilian car on the proper side of the road?

j. Was the driver of the civilian car under the influence of alcohol or narcotics at the time of the accident?

k. Was the accident the result, in whole or in part, of the fault or negligence of the driver of the civilian motorcar, or of the mechanical failure of the civilian car?

ADMINISTRATION

7. Were the brakes and lights of both vehicles in good condition and operating properly at the time of the accident?

8. The investigation must be formal in character, and must follow a certain established mode of procedure, as laid down in AR 850-15. Every person concerned should be called upon to testify. Such testimony should be in the form of a written statement, and this written statement must be sworn to before a person competent legally to administer oaths in such cases (see A. W. 114). Every such statement must show that the person making the statement understands his constitutional right to decline to testify if such testimony will tend to incriminate or degrade him. This can best be made clear by reading A. W. 24 to each witness, before he offers his testimony.

9. The investigating officer should in all cases secure from a competent person an estimate of the cost of repairs to the Government motor vehicle. In this case, the most logical person to make this estimate is the motor transport officer, who operates the division motor repair shop.

10. Having examined the testimony of all pertinent witnesses, the investigating officer must then reach, independently, his findings of fact. These must be set forth clearly and concisely, and must be supported by the preponderance of the evidence. He must then make his recommendations, and such recommendations should, in all cases, be consistent with the findings of fact, which in turn are based on the evidence. In any case in which the recommendations are not consistent with the facts, such discrepancy should be fully explained in the report of the investigating officer.

11. The recommendations should be definite as to whether the driver of the Government vehicle should be charged with the cost of repairs; also, as to whether the driver of the civilian motorcar should be called upon to pay for repairs to the Government vehicle. The investigating officer should also recommend what action if any should be taken by the responsible officer on whose accounts the Government motor vehicle is charged; also, as to whether the Government vehicle should be repaired and returned to service.

12. The line of duty board has to determine only one vital point; namely, was or was not Sergeant Martin in line of duty at the time of the accident. What questions must govern such determination? First, was the sergeant on duty assigned military duty? (In this connection, it is not necessary that he be on a regularly assigned military mission at the time of the accident. A soldier on duly authorized leave of absence is in line of duty if he is not at the time of an accident engaged in willful misconduct which is a prime or contributing factor to such accident or to the resultant injury.) Was he or was he not

under the influence of alcohol or narcotics at the time of the accident? If he were drunk, or had he been drinking, the board would be called upon to determine whether or not such drinking was or was not a contributing cause of the injury, or the accident which brought about the injury. In this case, since Sergeant Martin was not driving the vehicle, this question is not of immediate concern to the board. Next, did Sergeant Martin, through carelessness or neglect, either willful or accidental, contribute to or cause the accident which brought about the injury? An examination of the board proceedings herewith will answer all of these questions.

13. The example which is given here, concerning the determination of the line of duty status of an injured soldier, has been given in exaggerated detail for the purpose of illustration only. Ordinarily, where there is no question of the status of the individual at the time of injury or death, the question of line of duty status is determined by the organization commander and the surgeon.

FORT DIX, NEW JERSEY

July 12, 1942.

Proceedings of a board of officers which convened at Fort Dix, New Jersey, pursuant to paragraph 1, Special Orders No. 38, Hq. 20th Infantry Division, a copy of which is attached as Exhibit "A."

The board met pursuant to the foregoing order at Fort Dix, N. J., at 1300 on July 11, 1942.

Members present at meeting:

Major John H. Ranger, O-445642, 100th Infantry.

Captain Ralph C. Chester, O-4653421, MC.

1st Lt. Robert A. Jackson, O-4765432, 100th Infantry.

Members absent at each meeting:

NONE.

Each member of the board was sworn.

PURPOSE: To investigate the facts and circumstances leading up to and surrounding the injury received by *Sergeant John L. Martin*, 7790114, Company L, 100th Infantry, on or about July 9, 1942, and to determine the line of duty status of the soldier at the time of the accident.

Sergeant John L. Martin appeared before the board without counsel.

The order appointing the board and the substance of the regulations under which it was convened were read aloud by the recorder. Sergeant John L. Martin was asked if he desired to challenge any member of the board for cause and replied that he did not.

(In this case it was not considered either desirable or necessary to give advance written notification to Sergeant John L. Martin of the fact of the convening of the board.)

Sergeant John L. Martin was questioned in the Station Hospital, Fort Dix, where he was receiving medical treatment for his injuries and in his presence, Captain Martin C. Woodring, 100th Infantry, Sergeant John L. Martin's organiza-

ADMINISTRATION

tion commander, was questioned relative to the purpose of the duty Sergeant John L. Martin was engaged in at the time he received his injuries. Sergeant John L. Martin was not present at the taking of the testimony of Mr. Willis R. Macy, the owner and operator of the automobile involved in the accident, such testimony of necessity being secured at Mr. Macy's place of business. This testimony was read to Sergeant John L. Martin and no exception was taken to the same. Otherwise, Sergeant John L. Martin was afforded full opportunity to cross-examine adverse witnesses, to present evidence in his own behalf, to testify in person or submit a written statement, and to submit a brief.

The board met at the call of the president, Major John H. Ranger, 100th Infantry, went to the Station Hospital, and took the testimony of Sergeant John L. Martin, 7790114; and in the presence of Sergeant John L. Martin, Captain Martin C. Woodring, 1st Lieutenant James A. Kilpatrick, and Private Willie D. Killen who had been called as witnesses, were sworn and testified. Sergeant Martin stated that he did not desire to cross-examine either Captain Martin C. Woodring, Lieutenant Kilpatrick, or Private Killen on their testimony. The board then proceeded to 462 Elwin Street, Camden, New Jersey, where the testimony of Mr. Willis R. Macy was taken. Although there was nothing in Mr. Macy's testimony adversely affecting Sergeant Martin, such testimony was subsequently read to Sergeant Martin who stated that he did not desire to reply to same.

The circumstances of this matter not requiring the inspection of premises, place, or property, the board dispensed with such.

FINDINGS:

The board having carefully considered the evidence before it finds—

1. That Sergeant John L. Martin, 7790114, was injured in an accident involving car owned and operated by Mr. Willis R. Macy and Government vehicle, truck No. 94487, at about 1600 on the afternoon of 9 July, 1942, at a point on Highway No. 130, about 5 miles north of Camden, New Jersey.
2. That Sergeant John L. Martin, 7790114, was absent from his company area and in the cab of Government vehicle, truck No. 94487, as the result of a direct order given him by his organization commander at about 1510 on the afternoon of 9 July, 1942 and was engaged in carrying out such order at the time he received injuries; that Sergeant Martin would not have been away from his company area longer than 3 hours except for the occurrence of this accident.
3. That at the time of the accident Sergeant John L. Martin, 7790114, was not under the influence of alcohol or narcotic drugs.
4. That it is the opinion of the board that the injury suffered by Sergeant John L. Martin, 7790114, was incurred in line of duty, and not as a result of his own misconduct.

RECOMMENDATIONS:

In view of the above findings the board recommends—

1. That the determination of the status of Sergeant John L. Martin, 7790114, as concerns his injury, be that same was incurred in line of duty and not as a result of his own misconduct.

ADJUTANT GENERAL'S DEPARTMENT

The board adjourned at 1715 on July 11, 1942.

/s/ John H. Ranger
John H. Ranger,
Major, 100th Infantry,
(President).

/s/ Ralph C. Chester
Ralph C. Chester,
Capt., MC,
(Member).

/s/ Robert A. Jackson
Robert A. Jackson,
1st Lt., 100th Infantry,
(Recorder).

Exhibit A—Order appointing Board.

Exhibit B—Testimony of Sergeant John L. Martin, 100th Infantry.

Exhibit C—Testimony of Captain Martin C. Woodring, 100th Infantry.

Exhibit D—Testimony of 1st Lt. James A. Kilpatrick, MC.

Exhibit E—Testimony of Mr. Willis R. Macy.

Exhibit F—Testimony of Private Willie D. Killen, 100th Infantry.

ACTION BY CONVENING AUTHORITY:

HEADQUARTERS 100th INFANTRY DIVISION

Fort Dix, New Jersey

July 10, 1942.

EXTRACT

SPECIAL ORDERS

No. 38

1. Under the provisions of AR 345-415, a board of officers is appointed to meet at this station at the call of the senior member thereof, for the purpose of investigating the facts and circumstances leading up to and surrounding the injury received by *Sergeant John L. Martin*, 7790114, 100th Infantry, on or about July 9, 1942, and to determine the line of duty status of the soldier at the time of the accident. The proceedings of the board, and its report, together with all exhibits, will be in accordance with the provisions of AR 420-5.

Detail for the board

Major JOHN H. RANGER, O-445652, 100th Infantry.

Captain RALPH C. CHESTER, O-4653421, MC.

1st Lieut. ROBERT A. JACKSON, O-4765432, 100th Infantry.

The junior member of the board, other than the medical officer, will act as recorder.

* * * *

By command of Major General DOE:

RICHARD ROE,
Colonel, General Staff Corps,
Chief of Staff.

Official:

HENRY A. ADAMS,
Lieutenant Colonel, Adjutant General's Department,
Adjutant General.

EXHIBIT "A"

ADMINISTRATION

Testimony of Sergeant John L. Martin, 7790114, 100th Infantry.

Having read A. W. 24 and had his rights thereunder explained to him, Sergeant John L. Martin, 7790114, 100th Infantry, deposed as follows:

My name is Sergeant John L. Martin, 7790114, Company L, 100th Infantry, and I am now in the Station Hospital, Fort Dix, where I am receiving medical treatment for injuries which I received as the result of a collision between Government vehicle, truck No. 94487, and an automobile owned and operated by a civilian named Mr. Willis R. Macy, which occurred at about 1600, July 9, 1942, on Highway No. 130, at a point about 5 miles north of Camden, New Jersey.

I had left my company area about 1515, July 9, 1942, as directed by my commanding officer, Captain Martin C. Woodring, in truck No. 94487, driven by Pvt. Willie Killen, the regular driver of the truck, who is a qualified driver. I had been directed to proceed to Camden and secure some supplies there and return them to the company. While proceeding south on Highway No. 130 at a speed of about 30 miles per hour, I first noticed a car coming north on the highway, as it approached our truck. The car appeared to be moving at a moderate rate of speed. As it came closer, it seemed suddenly to swerve over on our side of the road. I heard Pvt. Killen say "Look out" and he turned the truck toward the ditch in order to keep us from getting hit. We were over on our side of the road, and the truck went into the ditch, and the car hit our rear left fender. I got my head cut on the side where I hit the side of the cab and strained my back.

It wasn't our fault; and after I had come to, I heard the driver of the civilian car, whose name I learned was Mr. Macy, tell me and the driver, Pvt. Killen, that his steering gear had locked on him and that if Pvt. Killen hadn't been a good driver, both vehicles might have been torn up. As it was, nobody was hurt but me and the left fender of the truck dented and the grill and headlight smashed. Mr. Macy's car didn't seem to be hurt. I was not under the influence of any intoxicant, nor had I had a drink.

Further deponent sayeth not:

/s/ John L. Martin
John L. Martin, 7790114.
Sgt., Co. L, 100th Infantry.

Sworn to and subscribed before me this 11th day of July, 1942.

/s/ Robert A. Jackson
Robert A. Jackson,
1st Lieutenant, 100th Infantry,
Recorder.

EXHIBIT "B"

ADJUTANT GENERAL'S DEPARTMENT

Testimony of Captain Martin C. Woodring, O-4672423, 100th Infantry.

Having been read A. W. 24 and had his rights thereunder explained to him, Captain Martin C. Woodring, O-4672423, 100th Infantry, deposed as follows:

My name is Martin C. Woodring, Captain 100th Infantry, commanding Company L, stationed at Fort Dix, N. J. On the afternoon of July 9, 1942, I directed Sergeant John L. Martin, 7790114, to take truck No. 94487, with driver, proceed to Camden, pick up certain supplies, and return the supplies to the company. Later on that same afternoon I was informed that the truck in which Sergeant Martin was riding had been involved in an accident and that Sergeant Martin had been injured. Sergeant Martin was engaged in carrying out an official order at the time of his injury.

Further deponent sayeth not:

/s/ Martin C. Woodring
Martin C. Woodring,
Captain, 100th Infantry,
Commanding Company L.

Sworn to and subscribed before me this 11th day of July, 1942.

/s/ Robert A. Jackson
Robert A. Jackson,
1st Lieutenant, 100th Infantry,
Recorder.

EXHIBIT "C"

Testimony of 1st Lieutenant James A. Kilpatrick, O-4768522, MC.

Having been read A. W. 24 and had his rights thereunder explained to him, 1st Lieutenant James A. Kilpatrick, O-4768522, MC, deposed as follows:

My name is James A. Kilpatrick, 1st Lieutenant, Medical Corps, stationed at Post Hospital, Fort Dix, N. J. On the 9th day of July, 1942, I was on duty in the Post Hospital. At about 1700 on that day I was called to see a soldier who had been admitted for treatment of injuries said to have been occasioned by a motor vehicle accident. The soldier's name, I learned, was Sergeant John L. Martin, 7790114, Company L, 100th Infantry. I examined him and found him to be suffering from shock and to have a sprained right wrist and a lacerated cut on temple region of head about 20 mm in length, and he complained of severe pains in his back. There was no evidence of any intoxication.

Further deponent sayeth not:

/s/ James A. Kilpatrick
James A. Kilpatrick,
1st Lieutenant, MC.

Sworn to and subscribed before me this 11th day of July, 1942.

/s/ Robert A. Jackson
Robert A. Jackson,
1st Lieutenant, 100th Infantry,
Recorder.

EXHIBIT "D"

ADMINISTRATION

Testimony of Mr. Willis R. Macy.

Having been read A. W. 24 and had his rights thereunder explained to him, Mr. Willis R. Macy deposed as follows:

My name is Willis R. Macy, a contractor, and I reside at 462 Elwin Street, Camden, New Jersey. On the afternoon of July 9, 1942, at about 1610 while driving north on Highway No. 130, and at a point about 5 miles north of Camden, the steering gear on the automobile I was driving apparently locked and caused my car to swerve over toward an approaching Army truck. The driver of this truck, by quick thinking, averted what could have been a serious accident. I am sorry Sergeant Martin, who was riding in the truck, got hurt. The accident was not the fault of the driver of the Army truck. I was not hurt nor was my car damaged by the accident. I was not under the influence of intoxicants nor did either one of the soldiers appear to be. I helped take Sergeant Martin out of the truck and had he been drinking I could have detected the odor. I do not hold the Army to have been responsible for the accident and am thankful that Sergeant Martin is not seriously injured. I do not intend to make a claim against the Government.

Further deponent sayeth not:

/s/ Willis R. Macy
Willis R. Macy,
462 Elwin Street, Camden, N. J.

Sworn to and subscribed before me this 11th day of July, 1942.

/s/ Robert A. Jackson
Robert A. Jackson,
1st Lieutenant, 100th Infantry,
Recorder.

EXHIBIT "E"

ADJUTANT GENERAL'S DEPARTMENT

Testimony of Private Willie D. Killen, 8442724, 100th Infantry.

Having been read A. W. 24 and had his rights thereunder explained to him, Private Willie D. Killen, 8442724, 100th Infantry, deposed as follows:

My name is Private Willie D. Killen, 8442724, Company L, 100th Infantry, and I am the regular driver of Government vehicle, truck No. 94487. On the afternoon of July 9, 1942, at about 1515, Sergeant John L. Martin told me that the captain had directed him and me to go to Camden and pick up some supplies. We left the company area and started out. When we got up the road on Highway No. 130, about 5 miles north of Camden, I saw a car approaching us from the south. We were making about 30 miles an hour, and the civilian car didn't seem to be going very fast. When the car got close to us, it looked like it pulled over and tried to hit us. I hollered to Sergeant Martin to look out and pulled over toward the ditch. We got out of the way, and the car just scraped our left rear fender. Sergeant Martin got his head cut and back hurt. The driver of the civilian car, Mr. Macy, he said his name was, told us it wasn't our fault, and that his steering gear must have locked. He said I did some good driving. We got a smashed headlight and cracked radiator grill and bent-out back rear fender. Sergeant Martin told me to go on to Camden and get the supplies before I took him to the hospital, and I did.

I hadn't been drinking; and so far as I know, neither had Sergeant Martin. The accident happened about 1600, July 9, 1942.

Further deponent sayeth not:

/s/ Willie D. Killen

Willie D. Killen, 8442724,

Pvt., Co. L, 100th Infantry.

Sworn to and subscribed before me this 11th day of July, 1942.

/s/ Robert A. Jackson

Robert A. Jackson,

1st Lieutenant, 100th Infantry,

Recorder.

EXHIBIT "F"

APPENDIX VIII

COURTS MARTIAL

1. The regimental adjutant and organization commander usually will be concerned with only two of the three kinds of courts martial provided under the United States system of military jurisdiction, that is, summary courts martial and special courts martial.

2. *a.* One of the first appointments to be made in a newly activated or organized regiment or separate battalion is that of a summary court martial. A summary court martial is one officer, preferably of field grade. The appointment is made under authority of A. W. 10 and is usually made by special order or by a paragraph in a day's special order. The jurisdiction of a summary court is prescribed in A. W. 14. This Article of War covers the purely judicial functions of the court. In addition to purely judicial duties, he has also certain notarial duties, such as administering oaths in connection with military administration, and as temporary custodian and inventory officer of the effects of deceased persons in the military service. In his judicial capacity, a summary court martial may not adjudge confinement in excess of 1 month, restriction to limits for more than 3 months, or forfeiture or detention of pay of more than two-thirds of 1 month's pay.

b. In the execution of his office as summary court martial, the officer so detailed is empowered to summon witnesses and to cause accused persons to be brought before him, when the charges in such cases have been properly referred to him. A regimental summary court should designate a definite time each day when he will hear cases referred to him; he should conduct such hearings in a judicial and dignified manner, without bias or prejudice. Every case referred to him should receive prompt attention, and the accused should be brought to trial at the earliest possible date after the charges have been referred to the summary court. The record should be completed as soon as possible after the trial and submitted to the appointing authority for review and approval or disapproval. The approved findings and sentences of summary courts martial are *not* announced in orders, but are placed on the charge sheet itself.

3. Special courts may be appointed by the regimental commander under the provisions of A. W. 9. A special court martial may consist of any number of officers, not less than three. The usual practice is to appoint five officers on a special court martial. In addition to

the five members of the court, a trial judge advocate and a defense counsel will be appointed for each special court martial. An assistant trial judge advocate and an assistant defense counsel may also be appointed, in the discretion of the appointing authority. Special courts martial are appointed in special orders. Their approved findings and sentences are announced in special courts martial orders, which are numbered serially in each calendar year. Special courts martial shall have power to try any person subject to military law for any offense or crime not capital, and which is made punishable under the Articles of War. The President, by regulation, may exempt from trial by special courts martial any class or classes of persons subject to military law. Under this provision, commissioned officers may not be tried by special court martial. Special courts martial will not have power to adjudge punishment for more than 6 months nor to adjudge forfeiture of more than two-thirds pay per month for a period exceeding 6 months.

4. Before preparing an order appointing either a summary court martial or a special court martial, the adjutant should carefully study the Articles of War governing such appointments, and the jurisdiction and procedures of the several courts, as set forth in the Manual for Courts Martial, U. S. Army, 1928. Every summary court martial and the trial judge advocate and defense counsel of each special courts martial should be furnished with a copy of the Manual for Courts Martial, U. S. Army, 1928, and the latest edition of the Digest of Opinions of the Judge Advocate General.

5. In a regiment which does not have a staff judge advocate, the adjutant should act in that capacity for his commanding officer. He should examine all charges preferred against any member of the command, first for the accuracy of the administrative detail as evidenced by the manner in which the form is executed; second, for the technical correctness of the charges; that is, whether or not the prescribed forms are followed in stating the charges and specifications; whether or not the offense alleged does or does not constitute an offense under the Article of War the violation of which is alleged. Before submitting any set of charges to his commanding officer with a recommendation as to the action to be taken, the adjutant should make a careful study of the Article, or Articles, of War alleged to have been violated. He should study the specification to assure himself that every essential element constituting the offense charged has been set forth in the allegations. He should study the Table of Maximum Punishments as shown in paragraph 104 of the Manual for Courts Martial, U. S. Army, 1928, and should be prepared to recommend

what kind of court martial should try the case, whether a summary court martial or a special court martial. Before charges are referred to a special court martial for trial they should be investigated by a disinterested officer, as provided in paragraph 35, Manual for Courts Martial, U. S. Army, 1928.

6. *a.* When the record of a trial by summary court martial or special court martial is received for submission to the regimental commander as the convening authority, the adjutant should study the record carefully, with a copy of the Manual for Courts Martial, U. S. Army, 1928, at hand, checking each point against the pertinent paragraphs of the manual, in order that he may be able to inform his commander with accuracy as to whether or not the record is in order, whether all requirements of the manual covering procedure, records, and actions by the court have been complied with. He should also be prepared to recommend to the convening authority approval, disapproval, or modification of the findings and sentence. Such recommendations should be supported by the proper references to the Manual for Courts Martial, U. S. Army, 1928, or other War Department directives.

b. The Manual for Courts Martial, U. S. Army, 1928, is both a text and a reference book; it should be carefully studied by all officers as a matter of course, but particularly by an adjutant who must act as a staff judge advocate for his commander. Not only is knowledge of the Manual for Courts Martial, U. S. Army, 1928, essential in handling the administrative phases of courts-martial procedure and records; it is also of great value in handling the many general administrative problems which come before any adjutant.

ADJUTANT GENERAL'S DEPARTMENT

(WRITE NOTHING ABOVE THIS LINE)

CHARGE SHEET

Fort Dix, New Jersey, July 3, 1942
(Place) (Date)

Name, etc., of accused Kelsey, Michael J., 30766766, Private, Company L, 100th
(Give last name, first name, and middle initial in that order followed by serial number, grade, company, regiment, branch or by other appropriate description of accused. Alias names, etc., to follow in same manner)
Infantry, Fort Dix, New Jersey.

Age 27 Pay, \$ 50.00 per month. Allotments to dependents, \$ None per month.
(Base pay plus pay for length of service)

Government Insurance deduction, \$ 3.45 per month.

Data as to service: No prior service. Current service: Inducted June 1, 1942 in the
(As to each terminated enlistment, give including dates of service and organization in which serving at termination. As to current enlistment, give the initial date and the term thereof. Give similar data as to service not under an enlistment)
Army of United States for duration plus six (6) months; assigned to Company L,
100th Infantry June 2, 1942.

Data as to witnesses, etc.:
(Give names, addresses, and note if for accused. List documentary evidence and note where each item thereof may be found)

For Prosecution:

First Sergeant Emil Projack, Co. L, 100th Infantry, Fort Dix, N.J.

Corporal Thomas H. Harrison, Co L, 100th Infantry, Fort Dix, N. J.

Documents:

Morning Report, Co L, 100th Infantry, Fort Dix, N. J.

Data as to restraint of accused: Arrest within confines of regimental area, July 3, 1942,
(Give date, place, and initial date of any restraint of accused)

100th Infantry area, Fort Dix, N. J.

ADMINISTRATION

CHARGE : Violation of the 61st Article of War.

cs-7982

Specification : In that Private Michael J. Kelsey, Company L, 100th Infantry, did, without proper leave, absent himself from his post and duties at Company L, 100th Infantry, Fort Dix, N. J., from about 5:45 A. M., July 1, 1942, to about 6:00 P. M., July 2, 1942.

(Additional sheets, if necessary, for charges and specifications will be attached here. Ordinary 8 by 12¼ inch paper will be used for additional sheets.)

(2)

cs-7982

WRITE NOTHING BELOW THIS LINE

ADJUTANT GENERAL'S DEPARTMENT

(WRITE NOTHING ABOVE THIS LINE)

(Signature of accuser)

Martin C. Woodring
 MARTIN C. WOODRING,
 Capt., 100th Infantry, Cond Co I.
 (Grade, organization, or branch)

AFFIDAVIT

Before me, the undersigned, authorized by law to administer oaths in cases of this character, personally appeared the above-named accuser this 3rd day of July, 1942, and made oath that he is a person subject to military law and that he personally signed the foregoing charges and specifications, and further that he ~~has personal knowledge of the charges set forth in specifications~~

.....; ~~and~~ * has investigated the matters set forth in specification of the charge, and that the same are true in fact, to the best of his knowledge and belief

(Signature)

John A. Hammond
 JOHN A. HAMMOND, Major, 100th Infantry.
 (Grade and organization)

Summary Court.

(Official character, as summary court, notary public, etc.)

NOTES.—At (*) strike out words not applicable.

If the accuser has personal knowledge of the facts stated in one or more specifications or parts thereof, and his knowledge as to other specifications or parts thereof is derived from investigation of the facts, the form of the oath will be varied accordingly. In no case will he be permitted to state alternatively, as to any particular charge or specification, that he either has personal knowledge or has investigated.

If the oath is administered by a civil officer having a seal, his official seal should be affixed.

1st IND.

Headquarters 100th Infantry, Fort Dix, New Jersey, July 3, 1942
 (Place) (Date)

Referred for trial to Major John A. Hammond, 100th Infantry
 (Grade, name, and organization of summary court, or trial judge advocate)

Summary court-martial appointed by paragraph 1, Special Orders No. 4,
 (Summary) (Trial judge advocate of special or general)

Headquarters 100th Infantry, June 5, 1942

By order of Colonel ATWATER
 (Command or order) (Grade and name of commanding officer)

Thomas A. Dubois
 THOMAS A. DUBOIS,
 Captain, 100th Infantry.

ADMINISTRATION

I have served a copy hereof on (each of) the above-named accused, this _____ day
of _____, 19____

(Signature) _____, Trial Judge Advocate.

(Grade and organization)

(SPACE FOR USE WHERE TRIAL IS BY SUMMARY COURT)

CASE No. ...11.....

SPECIFICATIONS AND CHARGES	PLEAS	FINDINGS	SENTENCE OR ACQUITTAL AND REMARKS
All sp. and ch.....	Guilty	Guilty	To forfeit six dollars and sixty seven cents (\$6.67) of his pay.

Place Fort Dix, New Jersey, Date July 5, 1942

Place Fort Dix, New Jersey, Date July 5, 1942
John A. Hammond Major, 100th Infantry Summary Court.
 (Signature, grade, and organization)

Headquarters 100th Infantry, Fort Dix, N. J. July 5, 1942
(Place and date)

In the foregoing case of Private Kelsey the sentence is approved and will be duly executed.

(Action of reviewing authority)

John O. Atwater, Commanding.
(Signature, grade, and organization)
JOHN O. ATWATER, Colonel; 100th Infantry.

Entered on service record in cases of conviction _____
(Initials of personnel adjutant)

(4)

(WRITE NOTHING BELOW THIS LINE)

U. S. GOVERNMENT PRINTING OFFICE

c3-7852

APPENDIX IX

LIST OF FORMS

Figure No.

1. Memorandum Receipt (debit and credit)...	Q. M. C. Form No. 487.
2. Individual Clothing and Equipment Record...	W. D., A. G. O. Form No. 32.
3. Report of Survey.....	W. D., A. G. O. Form No. 15.
4. Inventory and Inspection Report.....	W. D., I. G. D. Form No. 1.
5. Daily Ration Strength Return.....	(Not a standardized form.)
6. Voucher No. 3 to Company Fund (paid)...	(Not a standardized form.)
7. Voucher to Company Fund (received)....	(Not a standardized form.)
8. T/O 7-17 Infantry Rifle Co.	
9. Noncommissioned Officer's Warrant.....	W. D., A. G. O. Form No. 58.
10. Company Morning Report.....	W. D., A. G. O. Form No. 1.
11. Daily Sick Report.....	W. D., A. G. O. Form No. 5.
12. Duty Roster.....	W. D., A. G. O. Form No. 6.
13. Organization of an Adjutant's Office.....	(Not a standardized form.)
14. T/O 7-11 Infantry Regiment	
15. T/O 7-13 Infantry Company, Service, Regiment, Rifle	
16. Floor plan of regimental headquarters in "type" building	
17. Report of Change.....	W. D., A. G. O. Form No. 303.
18. Initial Roster.....	W. D., A. G. O. Form No. 309.
19. Receiving Record Sheet	
20. Informal Action Sheet	
21. Officer's Assignment Chart	
22. Abstract of Morning Report	
23. Monthly Personnel Roster.....	W. D., A. G. O. Form No. 305A.
24. Application for Family Allowances.....	W. D., A. G. O. Form No. 625.
25. Authorization for Allotment of Pay.....	W. D., A. G. O. Form No. 29.
26. Notification of Discontinuance of Allot- ment.....	W. D., A. G. O. Form No. 30.
27. Pay Roll.....	War Department Forms Nos. 366, 366a, and 366b.
28. Statement of Charges.....	W. D., A. G. O. Form No. 36.
29. Certificate of Service.....	W. D., A. G. O. Form No. 280.
30. Final Statement.....	War Department Form No. 370.
31. Replacement Card.....	W. D., A. G. O. Form No. 20-1.
32. Locator Card.....	W. D., A. G. O. Form No. 304A.
33. Officer Status Card.....	
34. Officer's and Warrant Officer's Qualification Card.....	W. D., A. G. O. Form No. 66-1.
35. Efficiency Report.....	W. D., A. G. O. Form No. 67.
36. Report of entry on active duty.....	
37. Pay and Allowance Account.....	War Department Form No. 336.
38. Officer's Pay Data Card.....	W. D., A. G. O. Form No. 77.
39. Mileage Voucher.....	Standard Form No. 1071.
40. Clearance sheet.....	

ADMINISTRATION

Figure No.

41. Consolidated morning report.....	
42. Report of Change.....	W. D., A. G. O. Form No. 303.
43. Order to Report for Induction.....	D. S. S. Form No. 150.
44. Report of Physical Examination and Induction.....	D. S. S. Form No. 221.
45. F. B. I. fingerprint card.....	
46. Service Record.....	W. D., A. G. O. Form No. 24.
47. Soldier's Qualification Card.....	W. D., A. G. O. Form No. 20.
48. Furlough.....	W. D., A. G. O. Form No. 31.
49. Notification of Discontinuance of Allot- ment.....	W. D., A. G. O. Form No. 30.
50. Certificate of Disability for Discharge.....	W. D., A. G. O. Form No. 40.
51. Extract from Service Record.....	W. D., A. G. O. Form No. 25.
52. Honorable Discharge.....	W. D., A. G. O. Form No. 55.
53. WAAC Service Record.....	W. D., A. G. O. Form No. 724.

INDEX

Abbreviations:	Paragraph	Page
Duty roster.....	106	79
General and special orders.....	435-465	297
Absence without leave:		
Definition.....	306	231
In service record.....	234	171
Pay roll entry.....	276, 304	214, 230
Property of enlisted man.....	304	230
Accident investigations.....	App. VI	407
Accountability, Table of Basic Allowances clothing or equip- ment, after issue.....	12	9
Action sheet, informal.....	190	125
Activation:		
Initial roster.....	180	119
Of regiment.....	178	117
Order announcing.....	178	117
Report of change.....	180	119
Typical days during.....	182	122
Active duty, Reserve officers:		
Date of rank, when ordered to.....	380	268
Leave.....	378	268
Orders to, travel.....	377	268
Pay.....	379	268
Physical defects affecting.....	376	267
Promotion.....	383	269
Report of entry on.....	384	271
Requirements.....	376	267
Adjutant:		
Attitudes.....	118-130	83
Assistant.....	130	87
Duties.....	139, 196	92
Organization.....	143	93
Responsibilities.....	132-138	88
Administration:		
Functions of adjutant.....	511, 512, 515	365, 366
In field.....	511-539	365
Small unit.....	207	156
Administrative operation:		
Activation.....	178	117
Communications.....	185-192	122
Initial roster.....	180	119
Office equipment.....	177	113
Orders.....	178	117
Phases.....	185	122
Policies.....	186	123
Preactivation.....	186	123
Report of change.....	180	119
Typical days.....	192, 193	127, 129

INDEX

	Paragraph	Page
Administrative, remarks, in service record.....	243	179
Allowances:		
Application for dependents' allowance.....	261	189
Servicemen's Dependents' Allowance Act of 1942.....	261	189
Allotment:		
Authorization for, of pay.....	263	192
Discontinuance.....	263, 506	192, 358
General.....	474	332
How made.....	263	192
In service record.....	237	173
On pay roll.....	280	215
Appointment, in service record.....	227	167
Arms, qualification in, records.....	114, 226	81, 166
Army Regulations. (See Regulations.)		
Articles of War, notations in service record.....	224	166
Assignment:		
Chart.....	194	141
In relation to—		
Classification.....	340	253
Machine records unit.....	349, 350	255
Officers and enlisted men.....	181, 194	120, 141
On morning report.....	478	351
Original, of enlisted men.....	230, 478	168, 351
Awards. (See Citations and awards.)		
Billeting.....	524, 525	368
Boards:		
Appointment.....	196	143
Check list.....	App. V	405
Proceedings.....	App. VII	423
Types.....	App. IV	404
Bulletins:		
Daily.....	190	125
General.....	461, 462	317
Casualties.....	516	366
Citations and awards.....	521	367
Classification:		
Basic record.....	334	248
Objectives.....	333	248
Officer.....	335, 355, 356	248, 258
Report of change.....	336	249
Clearance, officer's.....	397	281
Clothing:		
Expedition issue.....	17, 18	13, 14
Individual clothing and equipment record.....	10	8
Individual clothing slip.....	20	14
Table of Basic Allowances, accountability for, after issue....	12	9
Company (rifle):		
Business management.....	8-59	7
Classification.....	68	47
Clothing record.....	62	44
Daily sick report.....	62	44

INDEX

Company (rifle)—Continued.	Paragraph	Page
Equipment	59	42
Forms required upon activation	57	39
Individual equipment	65	45
Morning report	62, 78	44, 57
Noncommissioned officers	69	49
Organization	8, 51, 55	7, 36, 39
Personnel management	53	37
Personnel records	66	46
Promotion and reduction within	54	38
Property—		
Classifications	9	7
Management, function of company commander	9	7
Punishment, record	108	80
Records	61	44
Structure	52	37
Supplies	58	42
Tables of Organization	51	36
T/O 7-17	57	39
Confinement. (<i>See</i> Service record.)		
Convenience of the Government, discharge	321	241
Correspondence file, company (<i>see also</i> Files and Mail)	117	82
Correspondence, personnel:		
Authentication	431	294
Check list	433	294
General	424	292
Immediate action	426	292
Inspection	433	294
Courts martial	App. VIII	433
Custodial officer	9	7
Customs of the service	195	141
Deduction, notification of discontinuance	506	358
Deposits, soldier's	498	355
Desertion:		
Action by—		
Company commander	307	231
Unit personnel officer	308	232
Allotments	308	232
Definition	306	231
Entry in service record	234	171
Investigation	305	231
Morning report entry	307	231
Statement of charges	307	231
Supplemental pay roll	308	232
Disability discharge	317, 507	230, 238
Discharge:		
Administrative procedure	324, 325	241, 244
Disability	317, 507	236, 358
Equipment retained by enlisted man	324	241
For convenience of the Government	321	241
Honorable	324	241

Discharge—Continued.	Paragraph	Page
Inaptness.....	318	237
Initiation of CDD.....	507	358
Minority.....	320	239
Moral turpitude.....	319	239
Reasons.....	311	234
Entry in service record.....	324	241
Transfer.....	315	236
Transfer for.....	507	358
Types.....	312	235
WAAC.....	564-566	377
Who authorized to order.....	314	235
Discipline (<i>see also</i> WAAC).....	119-124	83
Discontinuance of allotment of pay.....	263	192
Discontinuance of deduction, notification of.....	506	358
Drugs or alcoholic liquor, intemperate use.....	234	171
Duty roster.....	98	72
Efficiency reports:		
Abbreviated.....	360	262
General, officers'.....	360	262
Purpose.....	362	262
When rendered.....	360-364	262
Enlisted 201 files.....	341-346	253
Enlistment:		
Allowance.....	255	187
Record.....	220	163
Equipment:		
Acknowledgment of receipt of issue.....	10	8
Additional issue.....	10	8
Expeditious issue.....	17, 18	13, 14
Individual enlisted men on transfer.....	11	8
Initial issue.....	10	8
Listing of, on transfer of enlisted men.....	11	8
Procurement of, post, camp, or station.....	10	8
Responsibility of company commander.....	10	8
Tables of Basic Allowances, accountability of, after issue.....	11	8
Executive officer.....	122	84
Expendable property.....	14	10
FBI card.....	468	322
Field administration.....	511-539	365
Files:		
Enlisted 201.....	341-346	253
Locator card.....	347-350	255
Officers' 201.....	351-353	257
Final statements.....	326-331	245
Financial remarks, pay reservation.....	242	177
Fingerprint, FBI card.....	468	322
Foreign service.....	231	169
Fraudulent enlistment, affecting pay and allowances.....	266	196

INDEX

Funds (company):	Paragraph	Page
Accounting procedures.....	49	33
Agent officer.....	39	26
Classes.....	39	26
Composition.....	44	29
Control.....	45	29
Custodian.....	40	26
Designation.....	43	29
Disbursements.....	42	28
Inspection.....	50	33
Other.....	42	28
Pay rolls.....	41	26
Ration savings.....	42	28
Responsibility.....	46	30
Vouchers.....	49	33
Furlough:		
Application.....	231	169
Computing time of absence.....	231	169
Granted.....	495	354
General orders. (See Orders, general and special.)		
Government insurance.....	238, 243	175, 179
Gratuities.....	260	188
Headquarters, regimental:		
Classification subsection.....	144	93
Clerks.....	154	96
Correspondence subsection.....	144	93
Miscellaneous subsection.....	144	93
Officers subsection.....	144	93
Organization.....	139-142	92
Postal subsection.....	144	93
Reports and returns subsection.....	144	93
Tables of Organization.....	143	93
Unit personnel section.....	144	93
Honors and awards, additional pay (see also Service record)...	252	185
Illness. (See Injury, away from post; Sick report, daily.)		
Immunization, records.....	219	162
Inaptness, discharge.....	318	237
Individual clothing and equipment record.....	10	8
Indorsements:		
In service record.....	244	179
Final.....	508	359
Induction:		
Address, mail, at.....	474	332
Articles of War.....	474	332
Assignment.....	474	332
Classification.....	474	332
FBI cards.....	468	322
Inoculation.....	474	332
Insurance.....	474	332
Order to report.....	467	319

	Paragraph	Page
Induction—Continued.		
Pay for date of.....	470	323
Physical examination.....	467-470	319
Processing.....	474	332
Questionnaire before.....	467	319
Record.....	218	161
Registering for.....	467	319
Release from active duty after.....	470	323
Report for.....	467	319
Service record.....	469	322
Sex morality lecture.....	474	332
Vaccination.....	474	332
Informal action sheet.....	189	125
Initials.....	246	182
Injury, away from post.....	96	71
Inoculation.....	484, 485	352
Insurance, at time of induction.....	474	332
Inventory and inspection report.....	16, 26	11, 20
Inventory, physical property.....	22	14
Investigations:		
Accident.....	App. VI	407
Report of, and board proceedings.....	App. VII	423
Letters, personnel. (See Correspondence, personnel.)		
Liability, relief from pecuniary.....	22	14
List of forms.....	App. IX	440
Locator cards.....	347, 205, 418	255, 153, 288
Files.....	347-350	255
Officers'.....	394	279
Machine records unit:		
General.....	419, 420	288
Special reports from.....	420	288
Mail (regimental):		
Action sheet.....	190	125
Absentees without leave and deserters.....	423	290
Classified.....	187, 198	125, 146
Clerks.....	423	290
Confidential.....	198	146
Distribution, method.....	422	289
Forwarding.....	423	290
Locator cards.....	423	290
Method of handling classified.....	190	125
Method of obtaining.....	422	289
Receiving record sheet.....	187	125
Roster.....	423	290
Secret.....	198	146
Sending.....	422	289
Maneuvers, administration on.....	511-539	365
Memorandum receipt:		
General.....	9, 10	7, 8
Signatures.....	10	8

INDEX

	Paragraph	Page
Memoranda.....	461	317
Mess—		
Management:		
Equipment.....	30	21
Objectives.....	28	21
Personnel.....	29	21
Men authorized to, separately.....	258	188
Organization of officers. (<i>See</i> Officers: Mess, organiza- tion.)		
Military publications. (<i>See</i> Publications, military.)		
Military records—service record.....	210-245	158
Minority, discharge because of.....	320	239
Monthly rosters. (<i>See</i> Rosters: Monthly.)		
Moral turpitude, discharge because of.....	319	239
Morale:		
Administrative group.....	209	157
General.....	520	367
Morality, sex.....	225	166
Morning report:		
Abstract.....	203	151
Consolidated.....	402	282
General.....	77-82, 203, 398-403	57, 151, 282
Remarks.....	83-87	58
Strength section.....	82-87	58
Noncitizens.....	243	179
Noncommissioned officers:		
Appointment.....	227	167
Duties.....	69-73	49
Promotion.....	227	167
Reduction.....	227	167
Nonexpendable property, definition.....	14	10
Office equipment.....	177	113
Officers:		
Clearance.....	397	281
Locator cards.....	394	279
Mess, organization.....	App. III	401
Milage voucher.....	386-392	271
Pay data card.....	391	276
Pay voucher.....	386-391	271
Qualification card.....	355, 356	258
Roster.....	395	262
Signature card.....	391	276
Statement of account, transcript.....	391	276
Status card.....	357, 358	258, 262
Supply. (<i>See</i> Supply officer.)		
201 files.....	351-353	257
Officers, staff:		
Attitudes.....	118-122	83
Responsibilities.....	118-122	83

Orders, general and special:	Paragraph	Page
Assignment.....	449	302
Authentication.....	442, 464	299, 317
Boards of officers.....	436	297
Confidential or secret.....	457	316
Confirmatory.....	456	315
Courts martial.....	459	316
Definition.....	435	297
Enlisted men.....	454	313
Examples.....	444, 445	299, 301
Extracts, true copies.....	455	314
Original jurisdiction.....	449	302
Parts of.....	437	298
Procurement authorities.....	450	303
Special, new form.....	444	299
Transportation of household goods.....	452	312
Travel.....	448	302
Organizations to which attached.....	229	168
Parachute and flying duty, additional pay.....	252	185
Partial payment, when made.....	267	201
Pay:		
Data card, officers.....	391	276
Pay and allowance account.....	387	271
Reservation.....	242	177
Record, individual.....	41	26
Stoppages.....	266, 494	196, 354
WAAC.....	582-584	382
Pay and allowances (enlisted men):		
Additional pay and allowance.....	252	185
Allotments.....	263	192
Allowances.....	261	189
Authorization for allotment of pay.....	263	192
Authorized to mess separately.....	258	188
Commutation of quarters.....	257	188
Commutation of rations.....	259	188
Deposits.....	265	196
Enlistment allowance.....	255	187
Forfeitures.....	266	196
Fraudulent enlistment, affecting.....	266	196
Gratuities.....	260	188
How paid.....	250	184
Individual payment.....	250	184
In lieu of rations and quarters.....	256	187
Partial payment.....	250, 267	184, 201
Pay Readjustment Act of 1942.....	251	184
Rates of pay.....	251	184
Statutory deductions.....	264	195
Stoppages.....	266	196
Travel.....	254	187
Unauthorized absences affecting.....	266	196
When paid.....	249	183

INDEX

	Paragraph	Page
Pay Readjustment Act of 1942.....	251	184
Pay rolls.....	271	205
Agent officers.....	286	220
Allotments.....	280	215
• Army Regulations concerning.....	270	204
Absent without leave.....	276	214
Changes.....	41	26
Check list.....	282	217
Components.....	274	213
Description.....	272	212
Deserters'.....	275	213
How accomplished.....	41, 272, 273-287	26, 212
Payment.....	41, 287, 288	26, 221
Remarks.....	281	217
Signatures.....	284	220
Witnessing officer.....	41	26
Vouchers. (See Vouchers.)		
Personnel officer, unit:		
Efficiency reports.....	366, 369-371	263, 266
General.....	200	150
Service record responsibility.....	213	159
Personnel section:		
General.....	200-209	150
In combat.....	528-539	369
Purpose.....	201	150
Rations.....	532	370
Responsibility.....	531	370
Physical examination and induction.....	468	322
Policy file.....	197	145
Postal subsection.....	421-423	289
Preactivation, administrative operation.....	186	123
Prisoners of war.....	519	367
Processing procedure:		
Activation, company.....	64, 65	45
Induction.....	466, 468	319, 322
Promotion:		
Service record entry.....	227	167
Reserve officers.....	373-384	267
Property:		
Acknowledgment of receipt of issue.....	10	8
Classes of, general.....	13	9
Disposition of W. D., A. G. O. Form No. 35 for.....	12	9
Expendable.....	14	10
Form required for issuance to organization.....	15	10
Inventory of physical.....	22	14
Issue of Table of Basic Allowances.....	10	8
Listing of, on transfer of enlisted man.....	11	8
Nonexpendable, definition.....	13	9
On transfer of enlisted man.....	302	229
Preparation of report of survey.....	23	15

Property—Continued.	Paragraph	Page
Preparation of W. D., A. G. O. Form No. 35.....	12	9
Procedure in assuming responsibility for.....	22	14
Procurement of, post, camp, or station.....	10	8
Responsibility of company commander for.....	10	8
Safekeeping of, not issued.....	21	14
Signatures of W. D., A. G. O. Form No. 35.....	12	9
Table of Basic Allowances, classifications.....	9	7
When officer or enlisted man not pecuniarily liable for....	13	9
Property book, company, contents.....	11	8
Publications, military.....	App. II	397
Punishment, company, record.....	108	80
Qualification in arms, record.....	114, 226	81, 166
Qualification card (<i>see also</i> Classification):		
Custody.....	203	151
General.....	332-340	248
Officers'.....	204	153
On transfer.....	337	249
On detached service.....	338	249
Soldier's.....	203, 334	151, 248
Quarters:		
Billeting.....	524, 525	368
Commutation of.....	257	188
Ration(s):		
Commutation of.....	259	188
Computation of.....	85-87	64
Daily ration strength return.....	38	23
Daily stock record report.....	38	23
Definition.....	31	21
Duplicate sales slip.....	38	23
Estimates.....	415	287
Figuring.....	83-87	58
General.....	532	370
Kinds.....	32	22
Method of issue.....	35	23
Monthly statement of mess accounts.....	38	23
Pay in lieu of.....	256	187
Returns.....	408-415	285
Receiving record sheet.....	187	125
Reclassification.....	501	355
Reduction of enlisted men.....	227	167
Regimental headquarters, floor plan.....	177	113
Regulations, directives, Army:		
Use.....	161-172	105
Base numbers.....	App. I	395
Replacements:		
Card.....	338	249
Requisition for.....	516	366
Report of change.....	203, 404-407	151, 283
Reports and returns.....	398-423	282

INDEX

Reports of survey:	Paragraph	Page
Check list in preparation	23	15
Distribution	24	17
General	199	148
Preparation	23	15
When appropriate	13	9
Reserve officer, active duty. (<i>See</i> Active duty, Reserve officers.)		
Responsibility:		
Of enlisted man—		
For property issued to him	11	8
Method of enforcing	13	9
Report of survey to determine	13	9
Statement of charges to determine	13	9
Returns. (<i>See</i> Reports and returns.).		
Roster, duty:		
Abbreviations used	106	79
Description	98-102	72
Procedure	103, 104	73
Rules, general	105	79
Rosters:		
Initial	180	119
Monthly	206, 416-420	154, 287
Officers	395, 396	279
Savings, enlisted men	265	196
Service record:		
Additional data	213	159
Allotments	237	173
Appointment, promotion, and reduction	227	167
Articles of War	224	166
AWOL entry	203	151
Blood type	219	162
Deposits	239	175
Enlistment record	220	163
Entries, how made	213	159
Erroneous entry	213	159
Extract from	324	241
Foreign service	232	170
Furloughs	231	169
General	469, 471	322, 331
Government insurance	238	175
Indorsements	244, 245	179, 182
Induction record	218	161
Initials	246	182
Medals, citations, and decorations	233	170
Miscellaneous	247	182
Military qualifications	222	165
Original assignment	230	168
Pay detained by courts martial	240	177
Prior service entry	221	165
Qualification in arms	226	166

INDEX

Service record—Continued.

Record of—	Paragraph	Page
Immunization.....	219	162
Trial by court martial.....	236	173
Remarks—		
Administrative.....	243	179
Financial.....	242	177
Service record.....	469	322
Sex morality entry.....	225	166
Special duty entry.....	223	165
Specialist rating.....	228	168
Temporary.....	213	159
Time lost.....	234, 235	171, 172
When opened.....	214, 216	160, 161
Servicemen's Dependents' Allowance Act of 1942.....	261	189
Sick report, daily:		
General.....	504, 507	358
Misconduct, sickness result of.....	91	70
Procedure in making.....	90, 91	68, 70
Venereal disease.....	90, 91	68, 70
Soldiers' Home deduction.....	264	195
Special duty:		
General.....	223	165
Relief from.....	491, 495	353, 354
Special reports.....	420	288
Specialist ratings.....	228	168
Statement of charges:		
Desertion.....	307	231
Discharge.....	325	244
Disposition.....	291	222
General.....	289-295, 489	222, 352
Liability of enlisted man.....	11	8
Loss, damage, or destruction of nonexpendable property.....	13	9
Preparation.....	25	17
Requisition for replacement of property.....	25	17
When used.....	25	17
Status card, officers'.....	204, 357, 358	153, 258, 262
Status punch cards.....	417	287
Stoppages, precedence.....	266	196
Supply officer (regimental):		
Functions.....	155-159	102
Responsibilities.....	155	102
Tables of Allowance.....	158	103
Transportation platoon.....	159	103
Survey, report of.....	22	14
Tables of Basic Allowances, classification.....	9	7
Tables of Organization (regiment and service company).....	142, 143	93
Time lost.....	234	171
Transfer (of enlisted men):		
Action by—		
Company commander.....	299	228
Unit personnel officer.....	299	228

INDEX

Transfer (of enlisted men) —Continued.	Paragraph	Page
Equipment of enlisted man	11	8
Pay roll entry.....	299	228
Property on.....	302	229
Travel:		
Enlisted men.....	454	313
Officers.....	386-392	271
Orders.....	448	302
Pay.....	254	187
Trial by courts martial.....	236	173
201 files:		
Enlisted.....	341-346	253
Officers.....	351-353	257
Unauthorized absences, affecting pay and allowances.....	266	196
Undesirable habits or traits of character, discharge for.....	318	237
Unit journal.....	522	368
Vaccination.....	487	352
Vouchers:		
Accomplishment of pay.....	388	273
Company funds.....	49	33
Data for pay.....	387	271
Mileage, for officers on transfer.....	392, 393	277, 279
Pay data card.....	391	273
Quarters allowance.....	389	275
WAAC:		
Appointment.....	547-558	373
Benefits.....	579-581	381
Change of status.....	559-563	376
Discharge.....	564-566	377
Discipline.....	567-575	378
Organization.....	540-646	372
Pay and allowances.....	562-584	382
Uniforms and equipment.....	576-578	381
Warrant, noncommissioned officers.....	68	47

[A.G. 062.11 (9-21-42).]

BY ORDER OF THE SECRETARY OF WAR:

G. C. MARSHALL,
Chief of Staff.

OFFICIAL:

J. A. ULIO,
Major General,
The Adjutant General.

DISTRIBUTION:

B (2); R (5); Bn and L (2).

(For explanation of symbols see FM 21-6.)

ALF Collections Vault



3 0000 090 271 424