

# NONCOMMISSIONED OFFICERS' HANDBOOK

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TANK DESTROYER  
REPLACEMENT TRAINING CENTER



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TEXAS

**T**HE main task in the making of a soldier is to inculcate ideals of military conduct which engender a high standard of discipline and efficiency.

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## CHAPTER 1—GENERAL STATEMENT

### Section I—Introduction

**1. Purpose.** This handbook has been written specifically for you, the noncommissioned officer. It is designed to outline and discuss briefly the qualifications which the efficient, disciplined noncommissioned officer must possess; the qualifications which you, therefore, must possess. It is yours. Read it; study it; keep it; refer to it; put its principles into practice. You will be helping yourself, helping your men, helping your organization, and helping the United States Army. This is true. There are millions of men in the armed forces today, but each one counts distinctly. So do your job well. Apply the principles set forth in this handbook.

**2. Scope.** Knowledge of and experience in the management of men are essential for the effective training and administration of a military unit. This knowledge and experience must be made use of in obtaining complete, cheerful, sincere cooperation from the men in the unit; and such cooperation spells success in the job all of us are doing. In writing this handbook, this knowledge and experience have been utilized. The handbook is based on established facts, proven results. Its ideas are those of experienced officers and noncommissioned officers; leaders who have won the right to be called such, who have put their leadership into practice with effect. Their conclusions form the framework for this booklet, and are compiled for your convenience and benefit.

**b.** In the latter part of this handbook, you will find a check-list of duties (other than training duties

which you can find in the training manuals) of company noncommissioned officers. This check-list is an aid to help you in doing your own job well and to enable you to understand what your fellow noncommissioned officers have to do.

**3. Importance.** In a rapidly-expanding, fast-moving army, methods of learning necessarily change. Gone are the days when it took a man a whole hitch to make Private First Class, and another hitch to make Corporal. Maybe those were the "good old days," to hear some hard-war-scarred veteran reminisce. But those days are gone. And with them have gone the processes of learning a noncommissioned officer's work by actual experience, or by long periods of observation. We do not have time for that today. You become noncommissioned officers after having had but little preparatory military experience. That is nothing to feel inferior about. It does mean, though, that you have to work much harder to justify the confidence your commanding officer has shown in raising you to your present grade. You need guidance. This handbook is designed as one of the aids to supply it.

## **Section II—The Noncommissioned Officer**

**4. Status. a.** You have heard it said more than once that the noncommissioned officer is the backbone of the Army. It is true. Noncommissioned officers have played a large part in making the United States Army the fighting force it has been in the past; and noncommissioned officers are playing a large part in making our Army an even better fight-

ing force today. Good noncommissioned officers are doing just that; and that is what is expected of you.

**b.** The efficiency of any military group is dependent to a great degree upon the ability of its leaders. Napoleon once said, speaking figuratively, that an army of sheep led by a lion could defeat an army of lions led by a sheep. Leadership is all-important. If a squad, platoon, company, or other unit has a good leader, it is already far on its way to becoming a good combat team. If, however, its leader is inefficient and lacking in military qualities, no amount of effort will ever succeed in molding it into a first-class fighting group.

**c.** Remember, you are a leader of men. Because of your position you are privileged to wield an immense influence over the thoughts and actions of your men. You get to know them intimately. That places a great responsibility squarely on your shoulders.

**d.** Besides this responsibility to your men, you have also another weighty responsibility, that to your commander. He depends on you to help him in exercising his command efficiently. The ablest commander in the world cannot take care of everything himself. He must leave detailed work to subordinates, to you noncommissioned officers. Your position is unique and important. You are a link between officers and men; you are invaluable, if you do your job well.

**5. Appointment.** **a.** Advancement in the Army is by demonstrated ability. The most capable and best disciplined soldiers are made noncommissioned officers, and if you are a good noncommissioned officer, you can hope to rise steadily in your profession.



**b.** When vacancies exist, recommendations for promotion are made by the company commander through the battalion commander to the regimental commander, who actually makes the appointment.

**c.** Ability rather than seniority is what counts. Do not think that because you are an old-timer you can just slide along and rise automatically. And do not think, either, that because you have not been in service long you are handicapped in the race for advancement. Extra effort will set you right up in front.

**d.** So much depends upon a noncommissioned officer that it is unfair to your men to be incompetent. You owe it to them to do your job well. If you are incompetent you must be relieved and replaced.

**6. Responsibility.** **a.** You as a noncommissioned officer are responsible for the actions of all soldiers junior to you, whether they are members of your organization or not. Your principal duty, of course, is to build up the discipline, efficiency, and morale of your particular unit.

**b.** There is no position in civil life that is similar to the position of the noncommissioned officer in the Army. The foreman of a crew of workers in a plant ceases to function as such when his day's work is over. The noncommissioned officer, however, during the time he holds his warrant, never ceases to fill the position. Yours is a full-time job. Your hours are not eight to six, or Reveille to Retreat. A noncommissioned officer works twenty-four hours a day. That means you. There is no such thing as overtime in the Army for anybody.

c. Your responsibility to see to the welfare of all men junior to you operates everywhere—on or off post, in the field, in cantonment, in public conveyances, and in town. It is your duty to check promptly all disorderly conduct which might bring discredit upon the service, and you have the authority to do this. In the absence of an officer, a noncommissioned officer may place a soldier under arrest until the latter can be seen by his organization commander or other proper authority.

### **Section III—The American Soldier**

**7. Background.** a. The American civilian has been reared in an atmosphere distinctly non-military. He is accustomed to making up his own mind and to asserting himself vigorously. When he enters the military life and comes face-to-face with Army discipline, he often finds it difficult to orient himself and to adjust himself quickly to his new way of existence. It is your job to aid him in making that adjustment, to hasten the day when he discards his civilian ideas and becomes a disciplined soldier.

b. Many of your men have held responsible positions in civilian life. They will understand the reason for discipline and take to it if you treat them firmly but fairly. Remember, the American soldier does not respond to driving but he does to leadership. You are the leader.

**8. Character.** a. Every soldier is an individual, with a separate and distinct personality and point of view. He has his likes and dislikes, his opinions, his aims, and his own peculiar temperament.

**b.** These highly-personal qualities must be observed, studied, and utilized in obtaining cheerful, whole-hearted response from the new soldier. If you, as a noncommissioned officer in intimate contact with him, break a man in well, he will soon understand what the Army is all about and what is expected of him. He will fit into his military niche; and you can take the credit for a job well done. But if you do not succeed in getting a trainee adjusted well, he may be a liability, a source of trouble, an influence which may undo some of the good work you have done with other men.

**9. Capacity.** **a.** The American virtues of initiative and independence are not handicaps to the establishment of discipline. If the energy expressed in them is harnessed and directed, they result in giving the American soldier qualities, fighting qualities, possessed by few other fighting men. Because of these virtues, not in spite of them, our Army has won a name for itself. So do not try to break a man's spirit. If you do so, you are defeating the reason for your existence. You are falling down on your job. Make the most of what is in the men given you to train; and there is plenty in them, plenty to make you proud of them, and them proud of you, too—when they make the grade as disciplined soldiers.

**b.** It is not only in his possession of fighting spirit that the American soldier has proved his mettle. War means hardship and privation and the men you lead endure it as well as anyone. Act to buck up their spirits; make them capable of enduring even more. You can be a morale-builder.

## CHAPTER 2—MANAGEMENT OF MEN

### Section I—Leadership

**10. Definitions.** a. Leadership is the art of obtaining discipline in men. It consists in knowing how to deal with men, how to get the most out of them.

b. As a noncommissioned officer, you must make use of your qualities of leadership. You are a link, the first link, in the chain of command whose operation they can see, whose results they can experience. Yours is a down-to-earth, practical job. There is a lot about it that is important.

c. In the final analysis, leadership ability is measured by results produced. So do not look to yourself to try to discover how much of a leader you are. Look to your men. They can tell you. Their discipline, their efficiency, their morale speak for you or against you.

d. The definition of leadership set down above is deliberately general, because the specific qualities of a leader, the definite ways in which you will go about getting the most out of your men necessarily vary with your personality, the personality of your men, and other factors. There can be no inflexible rule of thumb for a leader. The most that can be done to indicate his composition is a listing and brief discussion of the generally accepted qualities which he must possess, and which you, therefore, must possess. These follow.

**11. Devotion to Duty.** a. Duty is the most important word in the soldier's vocabulary. Devotion to duty almost automatically includes all the other

qualities. You have a job to do. Do it. Do it sincerely. Be proud of your work.

**b.** In doing your job, you should set an example for the men who serve under you, who look up to you, who are influenced by what you do. Perform your duty cheerfully and enthusiastically. It will pay off in cheerfulness and enthusiasm on the part of your men. It is all a matter of common sense. You cannot expect others to put out their best unless you set the example. It is true that your job as a non-commissioned officer is no "bed-of-roses"; but who would want it to be one. This is the Army. Your job is not easy; and there is more genuine satisfaction in doing a tough job well than there is in sliding through an easy job. Your work is a challenge to your ability as a leader. Meet that challenge.

**c.** Remember, too, that devotion to duty must naturally be accompanied by ability to perform that duty well. Devotion, sincerity, good intentions are not enough. They cannot stand by themselves. Devotion plus capacity to translate that devotion into results means efficiency. In a sense, there can be no true devotion to duty unless it is practical devotion, devotion which is proved by action.

**12. Initiative. a.** One of the distinguishing marks of a leader is his ability to know what to do when there is no one around to tell him. You should never let an opportunity go by default. If action is required and you have no orders, make your own; do what you think your commander would do if he were present.

**b.** Do not be content with carrying out your assigned duties only. Go out of your way to contribute to the training of your men and the efficiency of your organization. Remember that you are on duty all the time.

**13. Sense of Honor. a.** Your relationship with your men must be one of mutual trust and confidence. You can help each other. If you expect cooperation from your men, you have to be willing to hold up your end of the bargain, and to work for and with them.

**b.** Your men are entitled to respect. Be patient and fair. If they make mistakes, remember that we all make mistakes; and remember, also, that the fault may be yours.

**c.** One thing which will lose you the respect and confidence of your men more quickly than almost anything else is the habit of making careless promises. Do not promise to do something you cannot do or do not expect to do. Loose talk will cause loss of morale.

**14. Justice. a.** Be fair and impartial in dealing with your men. Show no favoritism and have no prejudices. If you do not like a man, bear with him for the sake of group harmony. A man who has been punished does not deserve to be "blacklisted" for the future. When he is finished with his punishment, let him start anew.

**b.** Being just includes being fair. You should not go out of your way to beat a man down; but, by the same token you should not let any of your men get away with anything or think they are getting away

with anything. Be exacting in insisting and seeing that your orders are carried out. Try to straighten out the "wise-guy," the "guard-house lawyer," the "know-it-all," and the "gold-brick" as soon as you spot these types of men. Talk to them. Give them a chance to change and to work with you, not against you. If you cannot handle these individuals by appealing to them and lecturing to them, report them to your commanding officer.

**c.** You may come in contact with "misfits" among the men assigned to your group for training. These individuals may or may not be "Section VIII" cases. Before you report them as such, try to get to the bottom of their difficulty. A little help on your part may work wonders. Be understanding, but avoid coddling. You are out to help your men and give them advice, but you are not a nursemaid.

**15. Tact. a.** Your men are human and so are you. Build up a feeling of understanding and satisfaction by giving credit where credit is due. Men work harder if they know their efforts will be appreciated. However, do not stoop to flattery. Flattery is easily seen through, and destroys the value of any well-earned commendation you may make.

**b.** You should take special care to prevent racial, religious, or national feelings and dislikes from breaking forth among your men. Report any instance of trouble along these lines to your commanding officer immediately. Take care, too, that you are not an unconscious offender. Keep your opinions on controversial subjects like these to yourself. Nobody wants to hear them. Save your voice for more useful purposes.

**16. Courage. a.** You must have the courage to assume responsibility for your own acts as well as for the acts of your men. Do not try to shift the blame for mistakes. If you are wrong, admit it. The admission is a point in your favor. Do not resort to giving ambiguous orders, and then blame your men for not doing the correct thing. Give your men definite and understandable orders. Let them know exactly what you want done, and that you are assuming the responsibility for what is being done.

**b.** Always do what you expect your men to do. You are their leader. Do not tell them how to scale the obstacle course wall; show them. Do not hesitate to demonstrate creeping and crawling if the ground is wet; that is your job. Do not shirk while your men are working. Remember, set an example and your men will follow their leader. On the battlefield you must be willing to die for them, if necessary.

## **Section II—Discipline**

**17. Definition. a.** Discipline is that mental attitude and state of training which render obedience and proper conduct instinctive under all circumstances. It is the trade-mark of the soldier, the quality which sets him apart from non-military men.

**b.** Discipline involves unquestioning compliance with all orders given; and, in the absence of orders, involves conduct in conformity with what you believe the order would have been, had your commanding officer been present.

**c.** Discipline also involves the practical application of the "spirit of the military team." The disciplined



soldier subordinates his own welfare to that of his organization and comrades. All his efforts are directed toward securing the goal for which his team, not himself, is striving.

**d.** Discipline must be demonstrated and exhibited in order to be taught to others. Your group will learn the true meaning of the term and put it into practice to the extent that you, as their leader, show the way. Constant contact with your men gives you an excellent opportunity to do so. Take advantage of it.

**18. Obedience. a.** Remember the proverb that "he who would command must first obey." Set the pace for your men by carrying out all orders given you promptly and cheerfully.

**b.** Discipline requires that the soldier act first and question afterwards. Be sure to explain to your men that in case an improper order is given, the procedure to follow is to obey the order first and report the facts to proper authority later. The Army cannot function efficiently on a discussion-of-orders basis. Make "Do it now" your own personal motto, and impress your men with the importance of the idea underlying this slogan.

**19. Confidence. a.** The disciplined soldier has confidence in his organization, confidence in his leaders, and confidence in himself. Work to develop these qualities. What the trainee learns here today will meet the test of combat tomorrow.

**b.** The recruit is an imitator. Set an example of discipline for him. If he develops confidence in you,

the basis for confidence in military leadership in general has been well laid.

**c.** You, yourself, must have confidence, confidence in your own ability to make something of the untrained, undisciplined men who are placed in your hands. If you do not possess a firm belief in your capacity to do a good job, you will not be able to do one, and your lack of faith in yourself will exert a bad influence upon your men, who look up to you as their leader. Do not pose as a superman, because you are not one. You are not infallible, either; you do make mistakes. However, act with confidence and display competence in carrying out your duties, and your self-assurance will buck up your group.

**20. Loyalty. a.** When proper authority has decided on an objective, and has set a course of action designed to gain that objective, it is the duty of every soldier to do his utmost to aid in the accomplishment of the desired result. The common purpose comes first. The individual must not allow his own desires to interfere. He must display loyalty to his organization and leaders.

**b.** Another word for loyalty is teamwork. It is working together that gets things done. Work with your men. Insist that they work with you. Insure that they work with each other. Loyalty in matter-of-fact things at a training center will develop into all-important loyalty in a combat organization under fire. Stress the fact that individuals do not win battles, that fighting teams do.

**21. Neatness. a.** In the absence of more specialized tests, external appearance is an important cri-

terion of a man's soldiering ability. It is a criterion that particularly impresses a recruit. Make yourself a model for your men. Look like a soldier. Carry yourself well, and be neat and clean at all times.

**b.** Make your unit, its members and its area, a model of neatness. A snappy-looking outfit works better, transfers its pride in its appearance into all-around efficiency. Keep your men on their toes about their appearance and watch their morale rise.

**22. Courtesy.** **a.** Insist that your men apply the rules of military courtesy from the very beginning. Check up on men who are reported for violations. Lead the way in saluting, and emphasize the salute as the soldier's greeting, as the outward expression of military comradeship. Make your men proud to give and receive one.

**b.** Training in military courtesy should not be confined to specific training periods. Probably no other subject lends itself so readily to informal after-hours instruction and discussion and provides so much opportunity for genuine practice. Take advantage of this. Correct infractions and deficiencies as noted.

### **Section III—Morale**

**23. Definition.** **a.** Morale is a state of mind expressing determination to succeed in a purpose. It makes the soldier capable of eager and determined response, even in the face of danger and hardship. The importance of morale can scarcely be overestimated. Napoleon considered proper mental attitude

three times as important as physical ability in achieving military success.

**b.** Morale is the result of just treatment, efficient leadership, thorough training, pride in self, in organization, and in country. You, as a noncommissioned officer, are in a position to treat your men justly, to lead them efficiently, to train them thoroughly, and to encourage them to develop pride in themselves, their organization, and our country. You can be a powerful force in building up your men's spirits, in insuring that they possess unshakeable morale. It takes work and vigilance. Keep on the job.

**c.** The morale of a unit is that of its leader. The obvious truth of that statement places squarely upon you the responsibility for showing the way. You must exhibit morale if you expect your men to do so. Throw yourself into your work. Do not lose interest or determination because of petty obstacles which confront you. Rise above them.

**24. Cheerfulness.** **a.** Keep yourself and your men in good spirits. A sense of humor is a priceless asset. Do your best to encourage and cheer them up if they meet discomfort and misfortune. Do not let grouching and sullenness gain a foothold. They are contagious.

**b.** Do not overlook the specific importance of singing in the upkeep of morale. Lead the way, strike up a song when the going gets tough on a march. A singing soldier is a cheerful soldier.

**25. Pride.** **a.** Pride does not mean conceit. Your men have a right to be proud of themselves and their

group. They cannot do their best work unless they feel sure they can, unless they think they have the ability to do a good job, and unless they feel satisfied with the job after it is done well.

**b.** Competition is a great spur. Give personality to the work your group is doing by comparing it with the work done by other groups. You noncommissioned officers should get together to figure out specific ways and means of using the competitive motive to encourage your respective units to greater training efforts. In that sense, make a game of training. Strive for the highest number of qualified riflemen, for the best hutments in the area, for the lead.

**c.** You, too, should take pride in your group. You are part of it; you share in its achievements. Let your men know how you feel.

**26. Language. a.** Do not use vulgar, profane, or obscene language; and do not tolerate its use by your men. It is not "fashionable"; it is not an indication of virility; it is not "G I". Use of improper language for emphasis is merely an indication of lack of command of more appropriate expressions. It is a fault, so do not exhibit it.

**b.** Remember, too, that a "big mouth" is not a substitute for ability. You must and can get results by less annoying methods. A resentful trainee does not want to learn. You cannot ram knowledge down a man's throat by the mere force of a pair of powerful vocal cords. Do not "sound off" to humiliate a man as a matter of habit. Save your voice for the drill field.

**27. Manners.** **a.** Maintain the dignity of your position. You are a noncommissioned officer. You have worked your way up to your present grade. You have a perfect right to expect and demand respect and obedience.

**b.** This does not mean that you have to remain aloof and distant. It is obvious, however, that you cannot engage in horseplay with your men one minute and expect them to give instant obedience to your orders the next.

**c.** Do not court popularity and do not be overbearing. Strike a happy medium. It can be done. Stand by, with, and for your men. You are as much a member of the team as any one of them. They expect you, as you expect them, to work for the team as a whole and not for personal advantage.

**d.** Know all your men by name. Failure to know the name of any member of your unit shows lack of interest on your part, is harmful to the man's pride and self-respect, and impairs his as well as your efficiency.

**e.** Never ridicule your men. By ridicule you lower their self-esteem, and this lowers their morale. It makes them reluctant to approach you for instruction or advice. Once you lose the confidence of your men, your usefulness is very limited.

**f.** Do not gamble with, borrow money from, or lend money to, any trainee.

**28. Living Conditions.** **a.** Your organizational area is your men's military home. Insure that it is kept in the best possible condition at all times.

**b.** Maintain order in the mess hall. It is your duty to see that each man at your table gets his portion of the food. Mess discipline is a large factor in the building of morale.

**c.** Encourage your men to take part in athletics and entertainments and to make use of the many other recreational facilities provided.

**d.** Insist that your men write home to relatives and friends. If a man cannot write, write or have someone else write for him.

## **CHAPTER 3—SPECIFIC DUTIES OF COMPANY NONCOMMISSIONED OFFICERS**

### **Section I—First Sergeant**

**29. Function.** **a.** As First Sergeant, you are the administrative assistant of the Company Commander.

**b.** You carry out the policies, opinions, and views of the Company Commander.

**c.** You are responsible for the cleanliness, orderliness, discipline, and efficient functioning of the Orderly Room.

### **30. Duties.**

**a.** Prepare the following:

(1). Morning Report

(2). Duty Roster

(3). Sick Report

(4). Strength and Distribution Report

- (5).** Punishment Record
  - (6).** Fatigue Detail List
  - (7).** Company Orders
  - (8).** Miscellaneous administrative reports and certificates required by higher headquarters.
- b.** Check incoming communications and supervise distribution thereof.
  - c.** Supervise the filing of correspondence, bulletins, memoranda, orders, and War Department circulars.
  - d.** Maintain a "tickler file" on important dates and future duties.
  - e.** Record incoming telephone calls.
  - f.** Maintain company bulletin board, including posting of pertinent items from Regimental and BIRTC Daily Bulletins prior to 5:00 P. M. See that it complies with existing orders; that the "Daily," "Yesterday," and "Notice" sections are kept up-to-date; that papers are properly affixed thereon; and that all matter is legible.
  - g.** Inform the Mess Sergeant of men who are to be fed early or late, of men arriving or departing, and of meals which are to be sent to the field.
  - h.** Make a daily inspection, with the Company Executive Officer, of hutments, mess hall, supply room, day room, latrine, and company area. Record deficiencies noted, take action immediately to have them



corrected, and notify the Company Executive Officer when corrections have been made.

**i.** Read, at one formation daily, pertinent orders and other information to the assembled company.

**j.** See that all details report to the proper place at the proper time.

**k.** Supervise the signing of the payroll.

**l.** Assist in the processing of men being detained. Assist men in applying for War Bonds and National Service Life Insurance, and in making Family Allotments.

**m.** Assist candidates for Officer Candidate Schools in filling out applications, and arrange for interviewing of these men by the Company Commander.

**n.** Interview men applying for pass and consult the Company Commander whenever there is doubt as to the advisability of issuing one.

**o.** Interview men desiring to speak to the Company Commander.

**p.** Maintain a furlough roster and prepare requests for furlough for action by the Company Commander.

**q.** See that men being shipped are properly clothed, and that they are at the proper place at the proper time.

**r.** Instruct and direct the Charge of Quarters in his duties.

**s.** Supervise the work of the Unit Mail Clerk.

**t.** Instruct someone designated by the Company Commander in the duties of a First Sergeant.

## **Section II—Charge of Quarters**

**31. Function.** **a.** As Charge of Quarters, you are an administrative assistant of the First Sergeant.

**b.** Your tour of duty is of 24 hours duration and normally begins at 7:00 A. M.

**c.** You are custodian of arms, keys, and certain other property as listed in the Charge of Quarters Report Book—all of which you take over from the old Charge of Quarters after having checked this property with him.

**d.** You are present in the Orderly Room at all times when not absent in connection with your duties; and, when absent, you insure that there is someone in the Orderly Room.

**e.** You supervise routine administration of the company in the absence of the First Sergeant.

**32. Duties.** **a.** Advise all men going on Sick Call of the correct time to report to the Orderly Room, march these men to the Infirmary, and see that they observe all rules of military courtesy and discipline while there. After securing the disposition for each man from Infirmary personnel, return the men to the company as a unit, advise the men marked "Quarters" of its meaning, and march the men marked "Duty," in proper uniform, to join the company in the field.

**b.** Know location of the company at all times during drill hours.

**c.** Check to see that racks containing rifles are locked during the absence of troops and overnight.

**d.** Turn out fatigue details at proper time.

**e.** Supervise general operation of fatigue details working within the company area.

**f.** Check the police of the day room. See that there are sufficient supplies of reading material and stationery, and that proper heat, ventilation, and lighting are provided. Lock day room at Taps.

**g.** See that Latrine Orderly keeps the latrine policed at all times.

**h.** See that lights and heaters have been turned off, and that no radios are playing, after Drill Call in the morning and afternoon and after Tattoo at night.

**i.** Check all fire barrels and see that buckets are in proper place. If there are any buckets short, notify the First Sergeant immediately.

**j.** Distribute authorized passes, and check men signing out and in for uniform, neatness, and deportment.

**k.** Make bed check at specified time.

**(1).** Record names of absentees and report them to the First Sergeant.

**(2).** See that each hutment is properly ventilated, and that no fire hazard is existent therein.

**l.** Wake First Sergeant, Senior Instructor, and Company Duty Officer prior to First Call.

**m.** Know where you can locate the Company Duty Officer at all times.

**n.** Contact the Company Duty Officer or, if he is not immediately available, the Battalion Duty Officer, when a man is returned in arrest by Military Police or is found drunk in the area or commits some other breach of discipline.

**o.** Assist the First Sergeant.

### **Section III—Unit Mail Clerk**

**33. Function. a.** As Unit Mail Clerk, you are company postmaster.

**b.** You are responsible that mail is delivered to each addressee personally and that it is adequately safeguarded until proper distribution can be made.

**24. Duties. a.** Receive incoming mail from the regimental post office at specified hours and distribute it to members of your company.

**b.** Collect outgoing mail. Assure that it is correctly and sufficiently addressed and is properly prepared and arranged for mailing. Deliver it to the regimental post office at designated times.

**c.** Sign for all registered mail turned over to you for delivery and maintain a record thereof.

**d.** Return all undeliverable mail to the regimental post office.

**e.** Assist the First Sergeant as directed.

#### **Section IV—Company Clerk**

**35. Function.** As Company Clerk, you operate as clerk in the Personnel Section under the Personnel Adjutant.

**36. Duties.** Perform clerical and personnel work as directed by the Personnel Adjutant.

#### **Section V—Senior Instructor**

**37. Function. a.** As Senior Instructor, you are the senior noncommissioned officer in charge of instruction.

**b.** You assist in instruction during drill hours as directed. "

**38. Duties. a.** Supervise your Platoon Sergeants in the performance of their duties.

**b.** Keep them informed as to proper uniform and equipment.

**c.** Form company at all formations.

**d.** Supervise the general police of the area, quarters, latrine, and day room.

**e.** Supervise the preparation for formal inspections.

**f.** Assist in the maintenance of order in the mess hall.

**g.** Advise and direct the Company Mechanic as to construction and maintenance of training aids.

**h.** Check and inspect to see that all necessary training aids are gathered and ready for transportation to and from the field.

**i.** Organize details to carry training aids to and from the field.

**j.** When directed to take charge of the training aid detail, turn company over to the senior platoon sergeant.

**k.** Assemble and take to the field reference material that may be consulted by instructors.

**l.** Organize details for cleaning of pooled weapons used by the company.

**m.** Be available to the men of the company to aid them by answering questions and giving advice.

**n.** Be constantly on the alert to improve the welfare of the men of your company.

**o.** Instruct someone designated by the Company Commander in the duties of a Senior Instructor.

## **Section VI—Platoon Sergeant**

**39. Function. a.** As Platoon Sergeant, you are the senior noncommissioned officer in the platoon and are assistant to the Platoon Leader and to the Senior Instructor.

**b.** You assist in instruction during drill hours as directed.

**40. Duties. a.** Supervise your Corporal Instructors in the performance of their duties.

**b.** Keep them informed as to proper uniform and equipment.

**c.** Form your platoon at all formations.

**d.** Inspect the quarters of the men in your platoon during informal inspection prior to Drill Call.

**e.** Supervise and assist your platoon in preparation for formal inspections.

**f.** Assist in the maintenance of order in the mess hall.

**g.** Receive mail from the Unit Mail Clerk and distribute it personally to members of your platoon. Return undistributed mail to Unit Mail Clerk without delay.

**h.** Assist your platoon leader in making clothing and equipment checks, and report shortages and other deficiencies.

**i.** Supervise policing of the area assigned to your platoon.

**j.** Be available to the men of your platoon to aid them by answering questions and giving advice.

**k.** Be constantly on the alert to improve the welfare of the men of your platoon.

**l.** Take turn on Guard and as Charge of Quarters.

**m.** Instruct the acting platoon sergeant in his duties.

**n.** Instruct someone designated by the Company Commander in the duties of a Platoon Sergeant.

## Section VII—Corporal Instructor

**41. Funtion. a.** As Corporal Instructor, you are the leader of your squad and the mainstay of its efficiency and discipline.

**b.** You assist in instruction during drill hours as directed.

**42. Duties. a.** See that the members of your squad are out for Reveille.

**b.** See that the names of those desiring medical treatment are reported for entry in the Daily Sick Report.

**c.** Supervise your squad in the police of their quarters and during general police of their assigned area.

**d.** Keep your squad informed as to proper uniform and equipment for drill.

**e.** Form your squad at all formations.

**f.** At the informal inspection just prior to Drill Calls, check your squad for

(1). Correct uniform and equipment.

(2). Name plates.

(3). Personal cleanliness.

(4). Condition of shoes.

**g.** Direct and supervise your squad in preparing for formal inspections.

**h.** Assist in maintaining order in the mess hall.



**i.** Supervise your squad in the care and cleaning of their weapons.

**j.** Keep your squad informed as to following:

**(1).** Penalties for A. W. O. L.

**(2).** Deportment requirements.

**(3).** Saluting, military courtesy, and customs of the service.

**(4).** Bed check.

**(5).** Care and cleaning of clothing and equipment.

**(6).** Neatness and cleanliness.

**(7).** Sick call procedure.

**(8).** Laundry facilities.

**(9).** Reading bulletin boards.

**(10).** General Orders.

**(11).** Camp regulations.

**(12).** Writing home.

**(13).** Function and use of the following: day room, Post Exchanges, War Department Theaters, Field House, Red Cross, Chapel, Service Club, and other recreational facilities on and off the post.

**k.** Be available to members of your squad to aid them in orienting themselves by answering their questions and giving them advice.

**l.** Be constantly on the alert to improve the welfare of your squad.

**m.** Take turn on Guard and as Charge of Quarters.

**n.** Instruct the acting noncommissioned officer of the squad in his duties.

### **Section VIII—Mess Sergeant**

**43. Function.** **a.** As Mess Sergeant, you are the mess agent of the Company Commander.

**b.** You are in charge of mess personnel.

**c.** You are responsible for efficient operation of the mess.

**44. Duties.** **a.** Draw rations.

**b.** Prepare menus.

**c.** Assign and supervise the work of mess personnel.

**d.** Supervise the preparation, cooking, and serving of food.

**e.** Take all necessary precautions to prevent wastage of food.

**f.** Maintain order in the mess hall during meals.

**g.** Supervise cleaning and policing of the kitchen, mess hall, storeroom, garbage rack, and area in immediate vicinity of mess hall.

**h.** See that mess personnel observe the rules of cleanliness and sanitation.

**i.** Maintain record of the number of men messing at each meal.

**j.** Keep mess accounts.

**k.** Maintain a mess bulletin board, posting thereon the following:

**(1).** Daily menu.

**(2).** Roster of regular mess personnel and work dates therefor.

**(3).** Roster of kitchen police and table waiters and work dates therefor.

**(4).** Check sheet for daily mess inspection.

**(5).** Certificate of physical examination of food handlers.

**(6).** Post and Regimental orders on garbage separation.

**(7).** Extract (Section V) of WD Circular 277, 1942.

**l.** Instruct First Cooks in the duties of a Mess Sergeant.

**m.** Seek advice of the Regimental Mess Supervisor regarding problems of mess management.

**n.** Be constantly on the alert for ways and means of maintaining a high standard of mess management.

## **Section IX—Cooks**

**45. Function. a.** As Cooks, you are permanent personnel who assist the Mess Sergeant in the operation of the company mess.

**b.** As First Cook, you will perform the duties of the Mess Sergeant in the latter's absence.

**c.** You are responsible for efficient, sanitary preparation, cooking, and service of food.

**46. Duties a.** Prepare, cook, and serve meals.

**b.** See that the kitchen, mess hall, and storeroom are always clean and sanitary.

**c.** Instruct student cooks in the duties of a Cook.

## **Section X—Supply Sergeant**

**47. Function. a.** As Supply Sergeant, you are the property agent of the Company Commander.

**b.** You are responsible for requisitioning, procuring, safekeeping, and issuing all clothing and equipment, both individual and organizational.

**c.** You are also charged with keeping accurate records of all property received, issued, or turned in for credit.

**d.** You see that men receive all property and equipment authorized and protect the Company Commander against loss of any property.

**48. Duties. a. Clothing and Equipment:**

- (1).** Prepare Individual Clothing Slip for each enlisted man's signature.
- (2).** Prepare Requisition and Receipt for Clothing in Bulk.
- (3).** Maintain Individual Clothing Record. Check to see that soldier has received all clothing and equipment allowed, that each item issued to or received from soldier is entered and that form is properly initialed by soldier and officer at time of receipt.
- (4).** Assist Company Executive Officer in properly fitting all enlisted men with clothing and shoes.
  - (a).** Prepare Quartermaster exchange forms and certificates for clothing and/or shoes to be exchanged for size.
  - (b).** Prepare certificates and take necessary clothing, shoes, and equipment to Clothing and Equipage shop for alteration, renovation, and/or repair.
- (5).** Prepare salvage forms and turn in all salvage clothing and equipment.
- (6).** Supervise the packing and stenciling of barracks bags belonging to men going to ports of embarkation.
- (7).** Check to see that enlisted men take proper clothing and equipment upon transfer, and

that all other clothing and equipment is turned in prior to departure.

**b. Ordnance :**

- (1).** Issue ordnance equipment to enlisted men, issuing and recording rifles by serial number.
- (2).** Prepare certificate and take property to Ordnance Shop for repair.
- (3).** Assist Company Executive Officer in seeing that all rifles are properly cleaned, oiled, and kept in repair.
- (4).** Draw ammunition for range use from Regimental S-4.
- (5).** Assist Company Executive Officer in sorting and inspecting cartridge brass. Prepare certificates for ammunition boxes containing cartridge brass.
- (6).** Have pooled weapons properly cleaned and ready for turn-over to next organization.
- (7).** Prepare certificates for all expendable ordnance property to be dropped from accountability.

**c. Laundry and Dry-Cleaning :**

- (1).** Receive soiled linen from enlisted men, issuing clean linen in return, and send to Quartermaster for laundering, marked as directed, keeping proper record of property "absent in laundry" and checking for full return.

- (2). Receive personal laundry and dry cleaning of soldiers for pick-up by commercial laundry.
  - (a). See that laundry slips are properly filled out in duplicate.
  - (b). See that returned bundles are distributed to individuals.
  - (c). Turn in to Company Executive Officer weekly charges against each soldier for laundry and dry cleaning.

**d. General:**

- (1). Prepare requisitions for all equipment needed by company.
- (2). Check and verify Tallies-In and Tallies-Out.
- (3). Check and verify Debit Memorandum Receipts prior to signature by Company Commander. See that Credit Memorandum Receipts are correct prior to filing.
- (4). Prepare certificate for all property to be dropped on quarterly allowance.
- (5). Prepare quarterly form on breakage of china and glassware.
- (6). Prepare certificates for and turn in quartermaster property worn out through fair wear and tear in amounts not exceeding \$20.00 in value.
- (7). Assist in making periodic inventories of all company property. Balance against Consolidated Memorandum Receipt.

- (8). Have prepared for the Company Commander's signature all Reports of Survey, I & I Reports, Statements of Charges and similar reports pertaining to property accounting.
- (9). Draw, issue, and safeguard all training aids used by the company.
- (10). Insure the neat and orderly arrangement and protection of articles in the supply room and auxiliary supply rooms.
- (11). Direct Company Mechanic in his work.
- (12). Instruct Mechanic or someone else designated by Company Commander in work of a Supply Sergeant.

## **Section XI—Armorer - Artificer**

**49. Function.** a. As Armorer - Artificer, commonly known as Company Mechanic, you are responsible for the general maintenance and repair of company property.

b. You also act as assistant to the Supply Sergeant.

**50. Duties.** a. Maintain and repair company property.

b. Construct, maintain, and repair company training aids.

c. Take charge of and issue ammunition on the range.



**d.** Assist the Supply Sergeant.

**e.** Instruct someone designated by the Company Commander in the work of an Armorer - Artificer.