The US Army
Noncommissioned Officer Corps:
A Selected Bibliography

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

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

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

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


Electronic copies of the above books are available in two ways: [Note: Info current as of September 2001]
1. E-mail the IMCEN XO, currently LTC Dean Mattson, at MATTSDE@HQDA.ARMY.MIL, or call (703) 697-1365; DSN 227-1365. Address: Information Management Support Center, 6602 ARMY Pentagon, Washington, DC 20310-6602.
2. Download from the Center for Army Lessons Learned’s Website at http://call.army.mil, click on CALL Products, then click on Special Products.

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

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

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

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


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


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

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

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

M. Merrick Yamamoto

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1. NCO HISTORY

THE HISTORY OF THE NCO CORPS


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

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


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


HISTORY OF SPECIFIC NCO AREAS (ALPHABETICAL ORDER)

THE “BACKBONE OF THE ARMY”


THE NCO CREED

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

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

FAMOUS NCOs

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

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


MUSIC

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


RANK


OTHER SOURCES FOR NCO HISTORY

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

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

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

GENERAL MILITARY HISTORIES

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


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

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


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


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


HISTORIES/MEMOIRS FOR SPECIFIC WARS/TIME PERIODS

ROMAN TIMES


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


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


SHAKESPEARE AND THE POSSIBILITY THAT SHAKESPEARE WAS AN NCO

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


AMERICAN REVOLUTION

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


CIVIL WAR


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


INDIAN WARS

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

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


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


WWI


WWII AND LATER


Interesting diary of a WWII sergeant in a bridging unit.


Notes/Other:


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

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

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


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


2. THE NCO CORPS

THE NCO CORPS


THE ROLE OF THE NCO


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


Note: Military manuals throughout the ages often include material on the role of the NCO. See the section on Manuals and NCO Guides.
1989- THE YEAR OF THE NCO


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


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

- Air Defense Artillery (Jul-Aug 1989) ARMY (Oct 1989), and also throughout the year.
- Army Trainer (Fall 1989) Field Artillery (Aug 1989)
- Officers’ Call (Mar-Apr 1989) Ordnance (Nov 1989)
- Sergeant’s Business (Mar-Apr 1989) Soldiers, throughout the year
- U.S. Army Aviation Digest (Nov-Dec 1989)

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

EARLY ARTICLES ON THE NCO CORPS


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


ARTICLES THAT INCLUDE AN NCO FOCUS


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

3. MANUALS AND NCO GUIDES

MILITARY MANUALS FROM 390 AD TO THE 19TH CENTURY
Much information on NCOs can be found in the military manuals of the times. The manuals listed below contain references to NCOs. This list does not include manuals focusing only on training and tactics, though these manuals often address the NCO’s role in those areas. The USASMA Historical Office has many of these manuals on file.

ROMAN DAYS

1500-1600s
The Military Garden...Instructions for All Young Souldiers. James Achesone. Edinburgh: John Wreittoun, 1629. [UMCP]
Anima’dversions of Warre, or, a Militarie Magazine of the Truest Rules, and Ablest Instructions, for the Managing of Warre. Robert Ward. London: John Dawson, 1639. [MHI]
Military Essayes of the Ancient Grecian, Roman, and Modern Art of War. Written in the Years 1670 and 1671. Sir James Turner, Knight. London: Richard Chiswell, 1683. [MHI and UMCP]

1700s
The Instruction of Frederick the Great for His Generals. Frederick the Great, 1747. Also Available in Roots of Strategy.
Regulations for the Order and Discipline of the Troops of the United States, 1779 (MG Frederick von Steuben).
Advice to the Officers of the British Army: With the Addition of Some Hints to the Drummer and Private Soldier. Francis Grose. London: W. Richardson, 1783. A sarcastic account of the failings and weaknesses of officers in the British army, and includes NCOs and enlisted soldiers. Should be required reading for all officers, commissioned and noncommissioned. [PL]

1800s
The classics Battle Studies by Ardant du Picq, Napoleon’s The Military Maxims of Napoleon, and The Art of War by Antoine Jomini can be found in a number of sources, including Roots of Strategy, Harrisburg, PA: Stackpole, 1985, 1987.


COMMERCIAL NCO MANUALS/GUIDES

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

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


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


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


OFFICIAL NCO MANUALS FROM HQDA


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


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


NCO MANUALS FROM ARMY ORGANIZATIONS (NOT HQDA)

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

Ordnance Noncom’s Handbook, 1944, Ordnance School, Aberdeen Proving Ground, MD. “This handbook was suggested by one Ordnance noncom and was written with the assistance of hundreds of others.” Excellent book based on extensive practical experience, including tips from 300 American veterans of the Spanish Civil War. [MHI]
Non-Commissioned Officer’s Tools. 2nd Infantry Division, Korea, no date. [LRC]

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

OFFICIAL PUBLICATIONS DIRECTLY RELATING TO NCOs

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


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


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

OFFICIAL PUBLICATIONS THAT INCLUDE SOME MATERIAL ON NCOs


TM 16-205, The Chaplain, 1944.

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


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


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

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

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


4. KEY NCO POSITIONS

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


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

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

SQUAD LEADER


PLATOON SERGEANT


FIRST SERGEANT


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


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


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


**SERGEANT MAJOR AND COMMAND SERGEANT MAJOR**

**THE SERGEANT MAJOR’s ROLE**


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

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


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


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

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

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

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

BRITISH REGIMENTAL SERGEANT MAJOR


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


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

SERGEANT MAJOR OF THE ARMY

THE HISTORY AND POSITION OF THE SMA


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


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

Wooldridge, SMA William O.
“This Is the Man.” Army Digest (Sep 1966): 5.


Note: SMA Wooldridge wrote a letter in most issues of Army Digest while he was the SMA. Also the USASMA historical office has several boxes of material on him.

Dunaway, SMA George W.


Copeland, SMA Silas L.

Van Autreve, SMA Leon L.

Bainbridge, SMA William G.

Connelly, SMA William A.

Morrell, SMA Glen E.
“As the SMA Sees It.” Army Trainer (Fall 1984): 21-24.

Gates, SMA Julius W.
“From the Top.” Army Trainer (Fall 1989): 2-5.

Kidd, SMA Richard A.

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

**McKinney, SMA Gene C.**


**Addresses:**
“Dr. Martin Luther King, Jr.” Address at the Fort Belvoir Chapel, 17 Jan 1996, SMA files.
“Address at the AUSA Luncheon.” CENTCOM, MacDill AFB, FL, 10 May 1996. SMA files.
“US Army Sergeants Major Academy Graduation Class 46.” Fort Bliss, TX, 31 May 1996, SMA files.

**Hall, SMA Robert E.**


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

**Articles Including Thoughts from Several SMAs.**

**QUOTATION BOOKS OF THE SMAs**

*The Sergeants Major of the Army: On Leadership and the Profession of Arms.* AUSA Institute of Land Warfare, 1996. A book of quotations from the SMAs from 1966-1996, prepared in honor of the 30th anniversary of the creation of the position of the SMA. The following Information Management Support Center books all contain thoughts from the SMAs:
*The Noncommissioned Officer Corps: On Leadership, the Army, and America,* 1998.

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

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

THE OVERALL RELATIONSHIP


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

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

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

SPECIFIC POSITIONS

PLATOON SERGEANT/PLATOON LEADER


**1SG/COMPANY COMMANDER**


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


**OFFICERS’ GUIDES**

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


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

**REPORTS**


6. TRAINING

THE TRAINING OF NCOs

THE HISTORY OF NCOES, NCOPD, AND NCO TRAINING


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


“U.S. Constabulary Builds an NCO Academy.” BG Bruce C. Clarke. Armored Cavalry (May-Jun 1950): 36-37. Talks about the NCO Academy at Munich, the earliest NCO Academy of its kind.


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

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


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

EARLY WRITINGS ON TRAINING NCOs


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


**NCOPD STUDIES**


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


**NCOs ON NCOES, NCOPD, AND PROMOTION**

**PROFESSIONAL DEVELOPMENT/NCOES**


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


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


*NCO Journal* (Fall 1992): much of issue

NCOERS

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


PROMOTION


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


PROMOTION BOARDS (PREPARING FOR)


NCOs ON TRAINING

THE EXECUTION OF TRAINING


*Reserves


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


*NCO Journal* (Fall 1993): much of issue.


*Reserves

“‘Magic’ Standards and the East German Visitor.” *NCO Journal* (Winter 1995): 7. Includes comments from members of the former East German Army on NCOs.


**TRAINING CENTERS (PREPARATION FOR AND SUCCESS AT)**


**DRILL SERGEANTS**

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

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


**FITNESS**

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


*NCO Journal* (Summer 1993): much of issue.


**FRATRICIDE (TRAINING TO PREVENT)**


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

**SAFETY**


7. NCOs ON COMBAT AND OPERATIONS

NCO COMBAT


“To Replacement NCOs.” a SSG. Infantry (Jun 1945): 64. The squad leader in WWII.


“Some Remarkable Quotes from Old Interviews.” Charles Black. Infantry (May-Jun 1972): 24-25. These quotes are not specifically NCO related but include valuable tips on combat.


Ordnance (Aug 1990): several articles on maintenance in combat.


NCO Journal (Spring 1991): much of issue

Ordnance (May 1991): several articles on maintenance in combat.


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


OPERATIONS OTHER THAN WAR


OPERATION SUPPORT (For Maintenance in Combat, See Combat)

MESS HALL AND FOOD


PAY


ADMIN SUPPORT

“Treadmill to Frustration: The Clerk Must Never Forget He Works for the Man Below as Well as the One Above.” MSG Gerald L. Crumley. ARMY (Apr 1961): 76, 78. Emphasizes the importance of supporting the soldier administratively.

“Sergeant Major at the Top.” LTC Forrest K. Kleinman. ARMY (Jan 1963): 24-28. Includes administrative techniques for the Chief of Staff that can be applied at every level.

“Additional Thoughts.” CSM John W. Gillis. Armor (Nov-Dec 1982): 7. Makes the point that one of the best ways to get support from higher headquarters is to meet suspenses.
8. NCOs ON LEADERSHIP AND THE TOTAL ARMY

NCO LEADERSHIP

LEADERSHIP AND DO WHAT’s RIGHT


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


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


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

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

COMMUNICATING AND COUNSELING


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

EQUAL OPPORTUNITY


PUBLIC AFFAIRS


“Keeping the Troops Informed.” CSM Brent H. Cottrell. AUSA files: no date or page numbers.
SPIRIT, ESPRIT, TEAMWORK, AND COHESION


WRITING


THE ARMY FAMILY

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


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

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

The following books contain some material on the NCO family:

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


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

**RECRUITING AND RETENTION**

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


**Other Articles on Recruiting**


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

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

9. THE WRITINGS OF SENIOR OFFICERS ON NCOs

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

THE COLLECTED WORKS OF THE CHIEFS OF STAFF 1979-1995 AND OTHER WRITINGS
Beginning in 1983 each Army Chief of Staff has prepared a Collected Work, a book of articles, speeches, interviews, letters, White Papers, and Congressional testimony that represents his time as Chief of Staff. Each book has many thoughts on NCOs and the NCO Corps, and much material on leadership, training, and other areas of interest to NCOs. In addition, the books are valuable for the knowledge, experience, and inspiration they contain.

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

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


Other NCO-Related Writings:


Other NCO-Related Writings:
“Values.” Soldiers (Dec 1986): 2


29
“Address to the Leaders of the 25th Infantry Division.” Schofield Barracks, HI, 12 Apr 1988, pp. 67-70.
“Address to the Marshall Award Recipients.” Virginia Military Institute, Lexington, VA, 14 Apr 1988, pp. 70-72.
“Address to the U.S. Army Sergeants Major Academy.” Fort Bliss, TX, 23 Sep 1988, pp. 94-98.
“Professionalism and the Sergeant of the 1990s.” pp. 289-292. [Also in Soldiers (Sep 1990): 6-9.]

Other NCO-Related Writings/Speeches:
“Remarks by General Carl E. Vuono, Chief of Staff, USA at the USA Sergeants Major Academy Dedication Ceremony 12 November 1987.” Speech File Service. [PAO-CIPD]


Other NCO-Related Writings:
“Maintain Standards with SDT.” NCO Journal (Fall 1993): 5.

GEN Dennis J. Reimer- NCO-Related Writings:

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

WRITINGS/ADDRESSES OF THE CHIEFS OF STAFF BEFORE 1979
Prior to 1979, a number of Chiefs of Staff prepared books of their speeches, and these volumes often contain speeches to NCOs or references to NCOs.
MEMOIRS/BIOGRAPHIES OF SENIOR OFFICERS. Memoirs and biographies of senior officers often include comments on NCOs and the NCO Corps, and the works below include significant material on NCOs.


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


**General Bruce C. Clarke.**

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

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

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


**General of the Army George C. Marshall.**


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


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


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

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


**War Correspondents.** Ernie Pyle’s WWII dispatches.

**Cartoons.** Books by Bill Mauldin.


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


Information Management Support Center Quotebooks:
- *The Noncommissioned Officer Corps: On Leadership, the Army, and America*, 1998.

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

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

**Army Quotation Books.** Over the years, first CMH, then PAO has prepared and updated military quotation books, and these books all contain some references to NCOs.
- DA Pam 360-50, *Quotes for the Military Writer/Speaker*, PAO, 1982
- *Quotes for the Military Writer/Speaker*, PAO, 1989

11. SIGNIFICANT SOURCES OF NCO ARTICLES

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

**1949s-On.** The Air University Index makes researching selected periodicals much easier, and journals during this period include an increasing number of articles written by NCOs.
Regimental CSM Messages. Jan 1981 marks a milestone in the preservation and dissemination of NCO knowledge: the first inclusion of a message from the regimental CSM in every issue of a branch journal (Armor, initiated by CSM John W. Gillis). Other branch journals followed, and these articles are a very good source of NCO wisdom and experience.

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

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

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

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

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

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

12. BIBLIOGRAPHIES OF NCO MATERIALS


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

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

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


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

And that comment provides a good place to stop.

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APPENDIX: ACRONYMS AND ABBREVIATIONS

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

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

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