

ADDRESS BY  
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TO THE SCHOOL OF GOVERNMENT  
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THE ARMY AS AN INSTRUMENT COMBATTING COMMUNISM

In common with the Army in general, I have derived many advantages from association with Governor and Mrs. Brucker since they became Secretary of the Army. I use that plural noun advisedly because I can testify to the importance of the distaff influence in holding down an important post in Washington. Not the least important of these advantages of knowing the Bruckers has been the opportunity to broaden my range of acquaintances with the citizens of Michigan and of Detroit. Although, frankly, I find that ladies in numbers constitute an imposing and somewhat intimidating audience, I am happy to add to my growing list of Detroit acquaintances the members of the Detroit School of Government. I am aware of the serious interest of this group in international and governmental affairs and am very happy to be among the speakers to appear before you.

As Army Chief of Staff, I often find myself before many audiences endeavoring to explain the purposes and aspirations of the Army. I am afraid any talk by the Chief of Staff inevitably smacks of Army shop talk. However, I defend my choice of subject feeling that an invitation to the Chief of Staff suggests a desire on the part of his hosts to hear something about the activities of the Army. Usually I speak of the military role of the Army as a part of the tri-Service defense team charged with the security of our nation. Other times I have occasion to discuss the Army as a business organization -- one of the largest in the country with capital assets worth over 52 billion dollars. It is not uncommon to develop the theme of the Army as a great school -- one which trains annually about 300 thousand recruits in the fundamentals of military life. Additionally, it conducts a wide range of military and technical training in an extensive school system of its own, supplemented by the resources of the civilian school system at home and abroad. Between the extremes of recruit training camps and our highest school, the Army War College, the Army works unceasingly to develop its members -- from the apprentice cook to the apprentice general.



But today I have laid aside these more common themes to meet Mrs. Brucker's request that I discuss the Army as an instrument for combatting international Communism. It has been a matter of personal interest to me to undertake this subject because it requires a re-examination, in a new light, of many activities of the Army. It ~~has~~ <sup>is</sup> ~~been~~ interesting to see how an institution designed primarily as an instrument of war, acting sometimes consciously, sometimes unconsciously, has become a major factor on the ideological and political front of the so-called cold war.

Any person or institution undertaking to combat Communism must, at the outset, know something about the techniques of the enemy. Since 1945, as a nation, we have acquired a growing understanding of the ways and means of our foe. We recognize that Communism generally does not seek its ends by direct resort to military force. Instead, it prefers the techniques of subversion, of conspiracy and of infiltration. Appealing to the malcontents of the world, Communism thrives in an atmosphere of unrest which it seeks to create and to foment. Communism understands and cleverly employs an advanced technique of mind warfare which endeavors to encourage dissatisfaction and to develop recruits among those who are unhappy with the existing world.

I do not suggest for a moment that Communism renounces force as means to achieve its ends; indeed, the record shows that it does not recoil from armed attack when that course of action offers promise. While seemingly reluctant to risk the gamble of general war, Communism has been ready to resort to military action in lesser enterprises. In spite of our unchallenged possession of atomic weapons following World War II, the Communist bloc fomented guerrilla warfare in Greece where it achieved considerable success until it was repulsed by Greek valor supported by American equipment and training. Communism brought the world perilously near general war in the bold and utterly reprehensible aggression against South Korea. There again the aggression failed because of the quick response of the American Armed Forces which, in unity with <sup>those of other nations</sup> ~~other forces~~ in the course of three years of war, thrust back the invaders into North Korea generally beyond the lines of departure of the Communist invasion. In Southeast Asia, Communism took to arms in Viet Nam with the resulting partition of that unhappy country. But in spite of these examples, I feel that military ventures are the exception and not the preferred method of procedure on the part of the Communists. It is rather in the areas which I mentioned at the outset -- of subversion, infiltration and mind warfare -- that we must look for the most frequent examples of Communist aggression. Hence, it is in these areas that we must develop our powers of resistance so that we can cope with any situation which the Communists may create.

Now, in these areas what does the Army have to offer? What can it do to play a part in developing counter-techniques capable of resisting the inroads of Communism?

The Army takes as its point of departure the assumption that for any institution to resist Communism it must first be internally strong, free from Communist infiltration and deeply imbued with the conviction of the rightness of the free way of life. The Army prides itself on being a great democratic institution, containing a typical cross section of the best citizens of the United States. We are proud of our tradition of 180 years of defense of the liberties of our country and our uninterrupted success in maintaining the security of our nation. With such a background of service and with heavy responsibilities for the future, the Army can tolerate no suspicion of infiltration by the subversive enemy whom we would withstand.

We are fully aware that it is not easy to protect ourselves from the Communist flight. We recognize that our protection does not lie basically in such things as security investigations and background checks of our personnel. That sort of thing is necessary to a certain point, but it offers no formula guaranteeing success. Our real protection lies in the education of our soldiers, allowing them a full opportunity to make a free and dispassionate comparison of the advantages of Democracy and Communism. By and large, soldiers are fine young men who come to the colors wishing to serve their country well. However, many of them had limited advantages of education and often their previous training at home has left much to be desired. Thus, it becomes the duty of the Army to give them basic education, to eliminate illiteracy, and to raise their general standard of culture. If we achieve success in this field, we will assuredly increase the resistance to the lure of Communism.

One of the first things the Army does when a young man or woman puts on its uniform is to instruct that individual in the elements of American citizenship and the American heritage and also in the dangers of Communism. In his first weeks of training each soldier undergoes a special 12-hour course of instruction on Americanism versus Communism. This course explains Communism, its aims, and its threats. The soldier is taught how to recognize Red propaganda and how to use the weapons of Democracy, information and alertness to combat it. In this special course, we teach the soldier to take an interest in his government, to use his vote and to keep abreast of current affairs. This training is designed to provide the soldier with the "why", the necessity for our maintaining military forces and the reason he must serve in them. Throughout the soldier's entire career he is continuously informed on matters of current interest by means of the Troop Information Program which is designed to make him a better informed citizen and soldier.

Thus, we counter Red propaganda with the story of America, and counter duplicity with the simple truth. We resist the methods of espionage and subversion by strengthening the traditional American virtues of loyalty and civic responsibility. Our commanders and chaplains stress honest dealing and clean living and endeavor to foster religious faith and trust in God. As soldiers, we know that these virtues are essential to develop effective fighting men for the battlefield; they are equally vital for the creation of staunch champions against Communism on the ideological front.

We not only seek to develop by subjective means the inward strength of the individuals who make up our Army, we also protect them by active means against espionage and infiltration. The Army conducts a counter-intelligence program to neutralize subversive elements intent upon penetrating it for purposes of espionage or sabotage. Our experts in this field have a knowledge and awareness of Communist aims and techniques which contribute materially to the Army's ability to combat the Communist conspiracy. Army Intelligence is aware of attempts by Soviet bloc agents to penetrate the Army, particularly in overseas theaters where ~~indigenous and displaced persons~~ <sup>many foreigners</sup> are employed by the Army. We are always vigilant to prevent such infiltration and our Counter-Intelligence Corps can produce many evidences of its success.

At home, this same Counter-Intelligence Corps has the very delicate task of protecting classified information which would be of benefit to Communism if it fell to its agents. It is a difficult program to conduct because it impinges upon many sensitive areas affecting our daily lives. For example, we must watch over the security of SECRET information in the hands of our private industry which provides equipment to the Army. This vigilance is especially important since the Communist Party in the United States is known to have a colonizing program for infiltrating members into basic defense industries. The Army program in the industrial security field consists of conducting investigations and granting appropriate clearances to officers and key employees of the contracted facility. In addition, we conduct plant surveys and inspections to insure that the physical plant layouts and security measures are in accord with the standards set up by the Department of Defense.

Thus far, I have been discussing the Army's activities to insure its own internal soundness and to assist in the development of domestic defenses against Communism. Now, I would like to consider what the Army does abroad in helping other nations engaged in the same struggle.

Recognizing that Communism thrives upon misery and discontent, the Army has always been ready to help unfortunate people improve their way of living. Particularly, after the war when the Army was an occupying authority, it became a most important duty to administer conquered lands and assist in their restoration. It is a suggestive fact that the Marshall Plan, bearing the

name of the distinguished soldier, was administered in West Germany by a soldier, General Lucius Clay. The restoration of that country today owes much to his wisdom and leadership. Likewise, in the Far East, the Army has been active in repairing the damage of war and in setting up governments and administrations inimicable to the expansion of Communism. The name of MacArthur will always be associated with the restoration of life and government in Japan. In Korea, the Army has been an active agency in assisting the unfortunate Korean people to repair the ravages of Communist-initiated warfare. There we are conducting a campaign called the Armed Forces Aid to Korea Program.

I would like to discuss this program in some detail. Throughout the shooting war in Korea and to an increased degree following the armistice, American soldiers often engaged in spontaneous efforts to assist the Korean civilians in the battle zone. It was instinctive for the men of a platoon or a company to want to do something for the miserable villagers of the vicinity in which they were living. Taking note of this natural desire to help, the Eighth Army, following the armistice, decided to build upon this tendency and to channel these spontaneous efforts into an officially sponsored program of assistance. Our suggestions were immediately approved in Washington and the so-called AFAK Program got underway. While there have been only 20 million dollars allocated to the program, it is estimated that the money invested by the United States will produce benefits for Korea totalling more than 60 million dollars. In these operations the Army has contributed engineer and medical supplies, the use of heavy equipment and the over-all supervision which the Koreans could not themselves provide. For their part, the Koreans have contributed raw materials such as lumber and stone, also the unskilled labor which has been necessary for these projects. Thus the AFAK Program has had the great merit of being a co-operative effort between the Armed Forces and the Korean citizens. It has been no give-away, but rather the joining together of friends and neighbors in the spirit of the log rolling days of the American frontier. For this reason, the program has tended to draw the soldier and the civilian together in a comradeship which is unique in those areas where our armies have fought. I am quite sure that the ideological and political effect of this program will far outweigh its material worth.

So if you were to visit Korea today, in addition to the military activities of the Eighth Army in manning the battle line facing the Communist forces, you would find in the rear many Army operations which would surprise you. Throughout rural Korea you would see handfuls of American soldiers with pieces of heavy engineering equipment engaged in the rehabilitation of this unfortunate country. These detachments assist Korean civilians to rebuild schools, churches, hospitals, irrigation projects, to repair bridges and roads, and generally to help not only the government but also the little man to repair the damage of war.

On Okinawa, as in Korea, elements of the Army are working with the natives in an effort to improve the economy of that island. There, many serious problems have been created by the damage of war and by the subsequent requirements for land on the part of our Armed Forces. This is the only area of the world where the United States presently has the administrative responsibility for the well being and destiny of a large and independent native population with an under-developed economy. The Army is responsible for administering all governmental activities relating to life and economy of the population. Under the Army's direction, democratic reforms have been introduced and many measures have been taken to develop and to insure continued economic and political stability in these islands. Although Communist factions seize upon every opportunity to criticize the presence of our troops and discredit our efforts, nonetheless, the administration has met with such popular acceptance that attempts by Red agitators to create local dissension have been thwarted.

If the Army is to be a potent instrument in combatting Communism in these foreign lands, our soldiers must be effective ambassadors of Democracy. To prepare them for this role, we orient our soldiers as to the environment, culture and characteristics of the foreign country in which they are to serve. We also demand a high standard of discipline and behavior on the part of the troops. Additionally, we are always most interested in establishing proper troop-community relations. We have local committees to help prevent the development of ill feeling and to resolve any differences which may arise. The Army sponsors projects designed to give the population a clear understanding of American objectives and purposes. There are bi-national activities in sports, open house programs, memorial ceremonies, cultural activities to include lectures under military auspices on American art, literature and music, documentary film showings on American institutions, and ~~activities~~ and soldier assistance to local youth centers.

In combatting Communism abroad, the Army is thoroughly aware of the importance of placing emphasis upon the guidance of the youth. Shortly after the war, in 1946, the Army began its program of assistance in Germany known as GYA, German Youth Activities. The purpose was to establish a means of reorienting a generation of young Germans and of giving them hope and encouragement during a period of deep depression. Through practical demonstrations of democratic ways, the program emphasized the concept of respect for the rights of the individual in the world community. By 1948, the <sup>U.S.</sup> program embraced more than one-half of the young German people in the <sup>Western</sup> Zone between the years of 10 and 18 years of age. No head count can indicate the degree of success of the program, but it is safe to say that our actions in this field spoke more convincingly to Germany than did those of the Communists who in their approach to youth have followed the identical pattern of Hitler.

...ial arena for the Army's efforts to combat  
... is responsible for the political, economic, and  
... anti-Communist front. Berlin is today, as it always has been,  
... German civilians are closely bound together by the American  
... common danger in the front lines. In co-operation with West Berliners,  
... to see American soldiers and West Berlin policemen  
... engaged in joint exercises in preparation to defend the famous light tower  
... against a Soviet or East German attack. It was a tower designed after the  
... we worked daily at the problem of strengthening our material defenses and of  
... improving the free newspapers of West Berlin to defend the famous light tower  
... assisted the news in Times Square in New York City. From this  
... "news-in-lights" as presented in Times Square in New York City. From this  
... tower in the heart of Berlin overlooking the Communist sector, there is  
... portrayed, nightly, the news of the world before the eyes of East Berlin.  
... There is no propaganda on this sign. It does just what the caption on the  
... top says: "Die Freie Presse Meldet," "the Free Press reports." I remember  
... the rage of the Communists when we first began to build the lights, even to  
... threatened everything to prevent the operation of the lights, and I hope it will  
... shoot them out. But in spite of their clamor, the work was carried to  
... completion and the news began to play. It is there today, and I hope it will  
... remain for a long time as the symbol of untrammelled Western thought beamed  
... on the captive minds of Eastern Germany.

Thus far you will note that I have talked about Army activities in  
resisting Communism which have no direct relation to the Army as a military  
organization. Obviously, in the latter capacity, it does perform a very  
important role in many countries abroad. An important military contribution  
which we are making is the development of internal stability in many countries  
acting through our military bloc missions to develop indigenous forces which, at a minimum,  
ranging about the Soviet periphery and of forces found in 44 countries  
are capable of maintaining internal security and of resisting Communism in  
case of armed aggression. We are teaching these local forces how to use  
and maintain the military equipment made available to them through the  
military aid program. Directly or indirectly, we are helping to strengthen  
some 200 divisions among the armies of these nations. By our assistance,  
many countries which would otherwise incline to neutralism or Communism  
are developing confidence in their ability to defend themselves. This effort  
to create strength where a power vacuum would otherwise exist is a time-  
consuming process which will require men, effort, and patience for a  
considerable time.

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The military training of our friends is not conducted entirely abroad. Each year we bring about 3,500 foreign officers and non-commissioned officers to the United States to attend our Army schools. Along with the military training which they obtain, we see that they receive ample opportunity to become acquainted with American ideals and our way of life. The experience which these students carry back to their homes will influence the attitude of their nations toward us now and in the future. In spite of the relatively short life of this program, many of our former students have already become key figures in their own governments.

Our troops do more than contribute to the military security of the area in which they are found abroad. Their presence has a tremendous morale effect upon the countries in which they serve. Wherever the Army flies the American flag abroad, its presence develops morale among our allies. They see that we are willing to share with them the hazards of dangerous living in proximity to Soviet power.

In this connection, I remember an incident which happened in Berlin when our forces entered the Korean conflict. I asked one of the leading socialists in Berlin what he thought about this situation in Korea -- this at a time when our forces were being pushed around in the early days of the war. His reply was interesting. He said: "We Germans knew that you Americans are generous to your friends, that you send us Marshall Plan aid, and that you build up our economy. But we Berliners got a tremendous inspiration from your action in Korea, because we saw that you were willing to fight not just with your money but with the lives of your American sons as well."

In addition to combatting Communism and training our friends abroad, the Army as a military instrument is important in constituting a deterrent force to Communist-inspired war. As I said at the outset of this address, although Communism prefers sabotage, subversion and insurrection, the record shows that on many occasions such ventures have led to armed conflict. The Army is particularly aware of the dangers of the nibbling aggression -- the so-called brush fire or small war -- which may break out at any time in many of the potential trouble spots about the world. With both sides in this bi-polar world heavily armed with atomic weapons, it becomes particularly dangerous to allow any armed conflict to occur and to continue for any length of time. It is for this reason that the Army emphasizes the need to cope rapidly and effectively with any such small war. We recognize that military operations of this kind are dangerous not only in themselves, but as a possible prelude to extended warfare leading to that general atomic holocaust which we all would avoid. We feel it a primary Army responsibility to have forces in being at a high level of combat readiness prepared for instant movement to any part of the world. The fact that we do have such forces imposes restraint upon Communist ambitions in many soft spots along their borders.

In closing, let me sum up what I have said about the Army as an instrument to combat Communism. We first, <sup>undertake to</sup> assure the internal strength of the Army and the right mindedness of the million and one-half men and women who serve the Army in and out of uniform. At home, we use all of our means to keep out Communist infiltration and to stop up the leaks whereby valuable information might escape into Communist hands. Abroad, we help others resist Communism, giving military training to assure internal stability, assisting in repairing the damage of war, and improving the standards of living in countries less fortunate than our own. By our presence abroad and by our efforts to be helpful, we bolster the morale of our allies who, by the facts of history and geography, must live closer than we to the Communist peril. Finally, as a military body, the Army is a symbol of our readiness to employ force as needed to resist further Communist expansion. But I would not stress the strictly military aspects of our work. In resisting Communism, the situations which most frequently arise are not susceptible to treatment by the vastly destructive weapons which fill much of the arsenal of the Armed Forces. The Army recognizes the need to wage successful mind warfare and focuses attention on appropriate techniques for this purpose. In the operations against Communism which we have been discussing, we acknowledge the superior, <sup>superior</sup> force of the idea above the explosive force of our most powerful weapons. It is important that we know how to fight as effectively with our ideas as with our guns. Both skills will be needed before the combat against Communism is won.

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# **TROOP TOPICS**

*The Soldier and The Army*

DEPARTMENT OF THE ARMY

APRIL 1956

## THE SOLDIER AND THE ARMY

In a recent letter to his senior commanders and staff officers, the Army Chief of Staff listed some of the principles by which the Army lives.

A discussion of those principles will help us understand those qualities which give the Army its personality and character. With this understanding, we can do our part in presenting the Army in its true light to the American people.

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**The Army is in the first line of defense of the United States. By its oversea deployment it presents to the enemy the United States soldier as an initial obstacle to his aggression, covering the forward bases of the other services.**

Today, national boundaries indicate something more than just geographical limits. The "Iron" and "Bamboo" Curtains, the "East" and the "West," divide two opposing ideologies, those of the free world and the Communist world. Communist ideology is dedicated to world domination and is supported by a military strength ready to take advantage of every weak spot in the free world.

Both the ideology and Communist military strength are threats to our existence and must be kept in place. Our Nation has taken steps to halt any aggression directed at key areas of the free world by physically deploying elements of the United States Army along the borders of the free world. If aggression begins, an Army soldier is likely to be the first American at war.

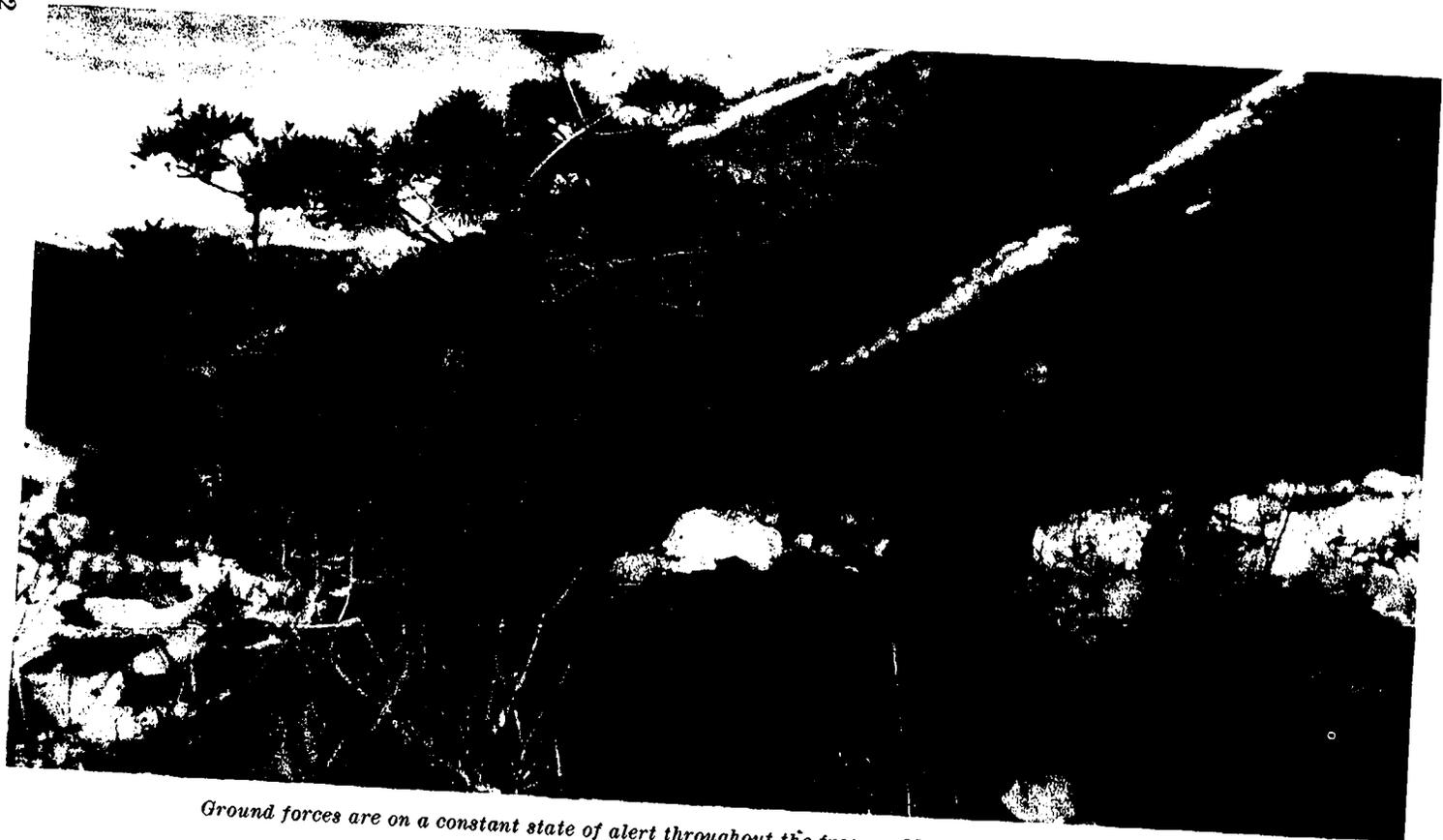
In addition to this, our presence in distant areas serves other vital purposes. One of these is the protection of our oversea air and naval bases, thus facilitating the operation of the other services. Still another valued benefit of our deployment is the building and promoting of trust and confidence among our friends.

There can be no greater proof of our determination and sincerity of purpose than the presence of American troops in strength overseas. It is an evidence clearly understood by our allies.

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**The Army is the versatile member of the defense team, with a flexible system of weapons at its command. While possessing atomic weapons of great power, it retains the ability to vary the application of military force to the needs of the moment, to make "measured" rather than "mass" retaliation.**

Our Army has both the means and the ability to use the degree of force, with the proper weapons, necessary to accomplish its assigned mission; whether this be the taking of an enemy patrol or the defeat of an enemy army.



*Ground forces are on a constant state of alert throughout the free world to deter against aggression.*

This ability for measured retaliation provides us with several important advantages. First, and probably most important, it is a powerful deterrent to any aggressor who may wish to make an unfriendly move. Second, this ability gives us the means to stop a limited aggression without using all of our military power and starting a general war. Still another advantage is gained from the fact that the Army is able to practice economy in manpower and money while accomplishing its mission.

The varied requirements to support national policy create difficult problems for the Army. We must have forces capable of fighting the "big" war or the "small" war, with or without atomic weapons. We must be able to move by land, sea, or air with relative ease. Lastly, we must, as always, be capable of fighting at any place at any time.

Closely related to all the points indicated above is the capability to restrict the physical destruction of war to the minimum required for victory. This promotes the objective for which the war would be fought—a just and stable peace.

We see then that the Army is uniquely suited to act in accordance with a basic American policy: to defend America with whatever force is necessary; that is, to avoid needless destruction of civilian life and property.

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**The Army is a progressive service, looking steadily ahead to the future. While respecting experience and avoiding fads, the Army concerns itself with the next war, not the last one.**

Too frequently we lose sight of the fact that progress, great or small, is still progress and evidence that we are moving forward. For obvious reasons, the greatest publicity is given to advancements of a spectacular nature, inventions that are awe inspiring because of the magnitude of their blast, or the tremendous distances involved in their use.

No one desires either to maximize or minimize the importance of these advances, some of which the Army itself is making, but we must also appreciate the many smaller and less spectacular improvements, those which result from the Army's day-by-day striving for progress in any way that contributes to the execution of its mission—success in battle. In every field, the Army works continuously to keep in line with technological advancements.

We acknowledge the fact that there is no easy way to win a war, no "ultimate" weapon to guarantee victory. The Army has had too much valid experience in fighting major wars to accept every rash guess about radical changes in warfare. At the same time, the Army never has hesitated to depart from old ways when the national interest clearly called for new ways. For example, it was the Army that developed land-based military aviation and used it in two world wars;



*The Army is developing modern weapons to take maximum advantage of the military capabilities provided by technological advances.*

it was the Army that administered the development of the first atomic weapon.

All our developments, whether spectacular or not, have but one purpose: to make the Army combat-ready for any mission. The Army has always believed, and believes now, that in war victory goes to the side that is able to seize and control the enemy's land, and that the Army is the only service trained and equipped to perform this ultimately decisive act of war.

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**The Army respects its civilian leadership and traditionally abstains from any suspicion of involvement in politics. It respects the role of Congress and responds quickly to the legitimate requests of its members.**

Civilian leadership has one basic aim—to insure that our Armed Forces remain under the authority of the people. The United States Army is used properly only when it is used as an instrument to carry out the will of the people as expressed through their elected representatives.

The use of our Army as a strong deterrent to war requires that our military and other Government leaders continuously work together. Our civilian leadership facilitates this effort by effecting an intimate and harmonious relationship between the Army and the Congress.

Over the years, this relationship has evolved into one of mutual confidence and understanding. This respectful exchange of ideas and recommendations between soldier and statesman without intrusion into each other's field has several favorable results for the Army. It enables us to state our views clearly and definitely and give advice as to the Army's ability to carry out our national policy successfully.

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**The Army, by the nature of its requirements, attaches the greatest importance to human values. It recognizes man as the basic element of human strength. Hence, it works constantly to improve the moral, physical, and intellectual quality of its men. It creates for them an environment of decent, clean living, and of intolerance of vice, dissipation, or flabbiness.**

Due to the continuous large-scale personal contact involved in the nature of land warfare, the Army's recognition of man as the decisive element of combat is unalterable and fundamental. For this reason the Army strives to improve its members in every way that will enable them to be better men and better soldiers.

Within the Army there are numerous programs to aid in the development of our soldiers. These include projects in the fields of health, religion, education, and recreation. These are available because the Army, responsible for helping to defend the country, has accepted another goal—to make the individual's period of service one of advancement. Thus, in the course of preparing to defend his country, the soldier also becomes a better person and a better citizen.



*Army service aids the individual by placing him in an environment that improves character and develops a feeling of belonging and a sense of duty.*

The Army believes that wars are won by men—the man who defends his position, the man who moves forward, the man who falls unknown. Men bring reality to war, yet there is no accurate way to measure their importance. How many atomic weapons equal one man, or vice versa? How many soldiers does a B-52 bomber replace? These questions have no answer. Weapons and machines, no matter how advanced, cannot think or make decisions. Only men, for which there is no substitute, can do these things.

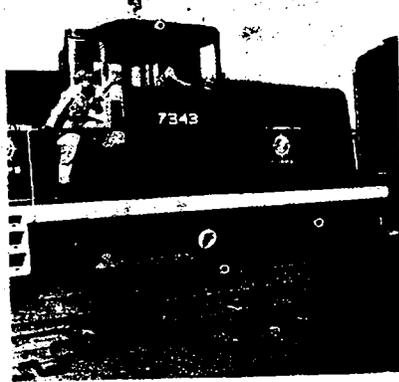
**Because of the essentiality of its mission and the complexity of its tasks, the Army must have its share of the best manpower. It offers a worthwhile career for every talent.**

Despite the increased utilization of machines and higher yield weapons, the human element within the Army does not decrease in importance. In fact, the very nature of new machines, weapons,

and tactics creates an increasing requirement for higher qualifications for Army manpower.

One solution to the Army manpower problem has been to increase the effectiveness and quality of its soldiers in every way—physically, mentally, and morally. In this manner, the demands on each man can be increased because his ability to meet these demands has been increased comparably.

To successfully accomplish the many duties required of its soldiers, the Army places stress on the fact that it has a place for almost every talent. While the Army tries to use each man and his particular ability so as to obtain the maximum benefit for both the service and the man, the needs of the Army come first.



*From typists to trainmen, the Army needs many skills and prepares men for various duties and careers.*

The skills of men taken into the Army represent a national resource of untold value. The proper use of these skills is a factor which the Army weighs heavily. Of course, all military duties, especially combat duties, do not have a civilian counterpart; therefore, many soldiers must perform duties not exactly similar to their civilian experience or training. Despite this, within the structure of the Army there is a distinctive role for every man. Each individual, no matter what his duty may be, is essential to the overall success of the Army.

**The Army strives to get the most defense from the resources provided to it. It spends the money prudently for the essentials of defense in accord with good business practices. It is constantly self-critical, trying on its own initiative to uncover inefficiency and malpractice.**

Military spending is the largest single item in our national budget and constitutes the largest target for criticism and inspection. For you and me, proper care and maintenance of Government property

entrusted to us is probably the most obvious way to save money. It *is* one of the best ways, but there are others that are just as important and just as closely related to each soldier.

One of the better methods is to maintain a high state of readiness in every phase of our training. Our degree of readiness determines to a great extent the degree of efficiency and good management that can be put into practice throughout the Army.

Especially in activities that are not subject to rapid changes, the Army must exert a determined effort to get the most defense for the money spent. The visits of The Inspector General or the periodic command maintenance inspections have as one of their main objectives the correction of poor business methods and the institution of economy measures. In addition, the Army uses reports, surveys, and inspection by outside agencies to assist it in efforts to save money.

When every soldier, no matter what his grade or duty, practices economy at every opportunity, we will have gone a long way toward getting the most defense for the money provided for that purpose.

**The active Army is aware of the importance of the civilian components and supports wholeheartedly the program to strengthen and improve them. It insists, however, on getting a fair return in efficiency and combat readiness.**

In many American endeavors, success is due in large part to reserve strength. So it is with our military forces where our Reserves constitute a powerful deterrent to the aggressive designs of a potential enemy. In all our wars, we have had to expand our small regular establishment rapidly. While the regular forces provided the framework and the know-how, it was always our Reserve forces that provided the bulk of the strength that enabled us to win our wars. For this reason, the Army is continually making every effort to improve the effectiveness and readiness of its Reserve components, and regards the National Guard and the Army Reserve as essential, highly valued members of the Army team.

The Army accepts responsibility for the training and preparedness of its Reserve units. We also realize that in each community Reserve units are subjected to close and continuous scrutiny by the public. We know that their operation and performance are reviewed and commented upon by each member of the community. These factors place a great responsibility on the Reservist.

In the end, the responsibility for effective Reserve forces is two-sided: the Army must support all Reserve undertakings to the maximum extent, and each Reservist must cooperate completely and willingly in every undertaking of his unit. He must take every possible step to increase his own efficiency and combat effectiveness. The effectiveness of both sides will spell the difference between the good and the poor Reserve program.

**In its interservice relationships, the Army is a loyal member of the defense team, resisting encroachment on its own legitimate responsibilities, but scrupulously avoiding trespass on those of the other Services. It is openminded, will listen to reason on any subject.**

In this day of unlimited advancement in weapons of war it is difficult for any one service to claim complete authority over one particular type of warfare, whether it be on the ground, on the sea, or in the air. War places responsibilities on each service that can only be met if that service makes maximum use of its every capability, regardless of whether this involves the utilization of one or all of the elements.

Inherent in the responsibility to accomplish a mission is the responsibility to accomplish that mission in the most efficient and economical manner. This means obtaining and using the best that is available in weapons and equipment, regardless of who may develop and control such material. It entails mutual support among the Army, Navy, and Air Force, in the desire to help as much as possible rather than emphasize separateness.

Army missions are planned and executed in light of their contribution to the national defense effort. Our individual desires must be subordinate to the common good and objectives. For this reason, the Army exerts every effort to faithfully and successfully fulfill its role in this Nation's military program. In so doing, it provides an essential balance to the Armed Forces and continues as an integral partner in the defense of our country.

**The Army does not forget its old soldiers after they retire. It remains interested in their welfare and wants them to serve in their civilian communities as loyal, informed representatives of the Army.**

By tradition and by law, retired Army personnel still are considered to be members of the Army. The retired list is not merely a roster of *former* soldiers; it is a designation of personnel who by age, length of service, or disability may be largely regarded as having been transferred from one Army category to another.

As each of us leaves the service, we become a living advertisement for the Army. Our every action will reflect Army training and, consequently, the Army. By virtue of our service we are regarded by friends and neighbors as an authority on the Army.

As for the Army, it attempts through the use of all available media to keep the public, and consequently, all its old soldiers, correctly informed on military matters of interest to them. Since the Army is a public property, the people have every right to be thoroughly informed on Army matters. The best way to do this is to tell the story through our former members. It is a good story and one that we are proud of.

Experience has shown that the passage of time tends to mellow our Army memories. They are largely pleasant memories so we should share them with our friends and associates. However, the Army changes with the passage of time. An ill-informed ex-soldier can do the Army harm. He has a responsibility to keep his knowledge of the Army up to date. By sharing these memories, we share the Army, and by sharing the Army we do our part in bringing it a little closer to its owners, the American people.

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At the beginning, it was stated that each soldier must present the Army in its true light to the American people. To do this properly, each soldier must know and believe in the principles by which the Army lives. This pamphlet has isolated some of these principles and indicated how they apply to every one of us.

There is but one purpose to this discussion: to make better soldiers of each of us and, in turn, a better Army. The better the Army, the safer the Nation. The better the civilian understanding of the Army as a result of your personal ambassadorship, the more effective will be civilian support of the Army. The accomplishment of these ends can only serve to enhance America's, and indeed the world's, prospects for a lasting, just, and honorable peace.

[AG 350 (20 Mar 58)]

By Order of *Wilber M. Brucker*, Secretary of the Army:

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For explanation of abbreviations used, see SR 320-50-1.