THE NCO

Backbone of the Army

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INTRODUCTION

Secretary of the Army John O. Marsh, Jr. and Chief of Staff GEN Carl E. Vuono have designated 1989 the "Year of the NCO." The Pentagon Library has prepared this bibliography and list of quotations to commemorate the Army's Theme. The books, articles and quotations have been selected from the resources of the Pentagon Library.

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**BOOKS**


PERIODICALS

"AFLC to Test Assigning Senior NCOs as Assistant Weapons Managers." AIR FORCE JOURNAL OF LOGISTICS 5 (Summer 1981): 12.


"CSGM Harry E. Hicks Speaks on ADA (Air Defense Artillery) Concerns, Strengths." (Interview) AIR DEFENSE ARTILLERY (September-October 1987): 30-32.


"Student Evaluations Concern PME Chief." AIR FORCE TIMES 46 (February 3, 1986): 52.


"SEERS (Senior Enlisted Evaluation Reports) Shape the Army." SOLDIERS 35 (September 1980): 19.


Hicks, Harry E. "Non-Commissioned Officers Evaluation Report." AIR DEFENSE ARTILLERY (March-April 1988): 2-4+

Holokai, Clarence P. "Aviation Basic Noncommissioned Officer Course." UNITED STATES ARMY AVIATION DIGEST 32 (May 1986): 34-35.


Mace, Don. "(CMSGT Sam E.) Parish Picked for CMSAF." AIR FORCE TIMES 43 (June 27, 1983): 2.

Mace, Don. "NCO Schools Thrive with NCOs at Helm." AIR FORCE TIMES 41 (June 1, 1981): 1+


"NCOs: Maintain the Momentum." (Interview with Julius W. Gates) FIELD ARTILLERY (December 1987): 45-47.


"Taking Care of the Troops." AIR FORCE MAGAZINE 68 (May 1985): 74-75.


"I Lead Two Lives!!" CMSgt David Pfoil plays the part of a Communist to instruct students at the AFSC NCO Academy. AIRMAN 28 (January 1984): 32-35.


"The Role of the NCO." (Extracts from MG David M. Twomey's report on Russell Leadership Conference) MARINE CORPS GAZETTE 57 (August 1983): 57-64.


Scharfen, J. C. "Interview with the Sergeant Major (of the Marine Corps, Robert E. Cleary)." MARINE CORPS GAZETTE 69 (September 1985): 54-58.


. "License to Lead." (Air National Guard trains NCOs and officer candidates at the professional Military Education Center in Tennessee) AIRMAN 24 (July 1980): 30-34.


"ROTC Teacher Wears Stripes." SOLDIERS 42 (July 1987) 46-47.

"Take Charge Guys." (Active-duty with a reserve unit) SOLDIERS 42 (August 1987): 51-52.


"2 Off-Duty NCOs Plug Gap in PME." AIR FORCE TIMES 41 (September 15, 1980): 42.


"What to Do About Espirit." AIR FORCE TIMES 40 (May 5, 1980): 37


"Your Career as a Noncommissioned Logistician." ARMY LOGISTICIAN 16 (July-August 1984): 36-37.

QUOTATIONS

1. I am a man under authority, having soldiers under me; and I say to this man, Go, and he goeth: and to another, Come, and he cometh.
MATTHEW 8:9

2. He is to be vigilant, temperate, active, and ready to execute the orders he receives than to discuss them: strict in exercising and keeping up proper discipline among his soldiers, in obliging them to appear clean and well dressed and to have their arms constantly polished and bright.
VEGETIUS
DE RE MILITARI,
378

3. The choice of non-commissioned officers is an object of the greatest importance: The order and discipline of a regiment depends so much on their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it. Honesty, sobriety, and a remarkable attention to every point of duty, with a neatness in their dress, are indispensable requisites... nor can a sergeant or corporal be said to be qualified who does not write and read in a tolerable manner.
BARON VON STEUBEN
REGULATIONS FOR THE ORDER AND DISCIPLINE OF THE TROOPS OF THE UNITED STATES
1779

4. If a selection of good sergeants and corporals be made by the officer at the head of the regiment, and if that officer will only allow those individuals to do their duty, there is not the least doubt that they will do it.
UNKNOWN BRITISH SERGEANT
PENINSULAR CAMPAIGN
c. 1812

5. The backbone of the Army is the non-commissioned man!
RUDYARD KIPLING
THE 'PATHEN
1896

6. Any officer can get by on his sergeants. To be a sergeant you have to know your stuff. I’d rather be a outstanding sergeant than just another officer.
CUNNERY SERGEANT DANIEL DALY
USMC, 1873-1937
7. There should be no question about the importance of the NCO; unless he is well trained, highly disciplined, loyal, and a keen leader you can expect very little from that organization. He must be good.

GEN GEORGE C. MARSHALL
MEMORANDUM FOR COLONEL A. ROBERT GINSBURGH
21 JUNE 1941

8. Unless each officer and noncommissioned officer has capabilities greatly in excess of the responsibility he holds, he is basically an unprofitable part of the military machine.

GEN OMAR N. BRADLEY
MILITARY REVIEW
JANUARY, 1950

9. The American soldier is a proud one and he demands professional competence in his leaders. In battle, he wants to know that the job is going to be done right, with no unnecessary casualties. The noncommissioned officer wearing the chevron is supposed to be the best soldier in the platoon and he is supposed to know how to perform all the duties expected of him. The American soldier expects his sergeant to be able to teach him how to do his job. And he expects even more from his officers.

GEN OMAR N. BRADLEY

10. The sergeants -- the NCO chain of command -- prepare, conduct and evaluate individual training. Noncommissioned officers are thus at the heart of the Army training system, for individual training is the primary responsibility of the NCO corps. It is what I call sergeant's business.

GEN DONN A. STARKY
MILITARY REVIEW
May, 1978

11. The noncommissioned officer corps has regained the title of "the backbone of the Army." Sergeant's work must be that of training our soldiers so the officers and senior commanders can do their jobs of planning and organizing our future operations.

SMA WILLIAM A. CONNELLY
ARMY
OCTOBER, 1978

12. I learned at the very outset of my career that the NCO corps was the real backbone of the Army both in unit and staff.

GEN RICHARD G. STILWELL
SOLDIERS
NOVEMBER 1985
FOOTNOTES TO QUOTATIONS


2. Ibid., 46.

3. Ibid., 214.

4. Ibid., 214.

5. Ibid., 214.

6. Ibid., 292.


9. Ibid., 34.

