

DEPARTMENT OF DEFENSE
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NO. 537-53

UNTIL DELIVERY OF ADDRESS

EXPECTED AT 9:00 A.M. (CST) - 7:00 AM (EDT)

FRIDAY, JUNE 12, 1953

LI 5-6700 Ext. 71252

ADDRESS BY

SECRETARY OF THE ARMY ROBERT T. STEVENS

AT COMMAND AND GENERAL STAFF COLLEGE GRADUATION

FORT LEAVENWORTH, KANSAS

FRIDAY, JUNE 12, 1953 AT 9:00 A.M. (CST)

(General Hodes, distinguished guests and members of the
graduating class:

It is a real personal pleasure for me to return to Fort
Leavenworth.

It was my good fortune to attend the first special course for
civilians at the Command and General Staff School as it was called
in 1941. Twelve of us were accorded the privilege of joining with
the regular class for the last month of the shortened and intensive
course in effect at that time. We completed this course just one
day before Pearl Harbor was attacked. Very shortly thereafter I
was serving in the Army. The knowledge I acquired in my limited time
here was exceedingly helpful during my four years of Army duty in
World War II. I have often said that the quality of instruction
at the Command and General Staff School was of the highest order
that I had any personal knowledge of.

I am pleased that so many students from those nations who re-
present our friends throughout the world have attended this course.
The presence of these Allied officers here at one of the great
military schools in the United States speaks well of the solidarity
with which our countries view our obligations to preserve the
integrity and sovereignty of the nations comprising the free world.
I hope that this school year has been profitable and pleasant for
you. I am sure that your classmates of the United States Armed
Forces, as well as the staff and faculty here, have benefitted by
the time you have spent with them.

Having been a student here myself, I believe I know something
of the sense of accomplishment and pride that you feel on graduating.
I congratulate you on this milestone in your careers. I know first
hand something of the splendid contribution made by this institu-
tion to the professional competence of the United States Army.
When I was here in 1941, the School was studying intensively and
teaching many new aspects of warfare such as amphibious attacks,
airborne operations and air support of ground forces before they
became doctrine and were put into general use by the Army.

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Today this College is devoting a significant part of its total effort towards continuing study and development of new doctrine. I am confident that from the committees here will come many excellent ideas resulting in new and better methods of conducting Army operations. And I feel that congratulations are in order, also, to General Hodes and the staff and faculty of the College for continuing so successfully the traditional Leavenworth contribution to our national security through highly effective programs of officer education and the development of new doctrine.

In the few moments I have with you today, I would like to say a word about the philosophy upon which our military planning for security is based. An understanding of this philosophy is essential for the career officer, because the success or failure of our defense effort depends to a great degree upon his ability, willingness, and enthusiasm for putting this philosophy to work.

We all know that our security requires a dynamic American economy. To strike a balance between our military security on the one hand and our economic security on the other is one of the most difficult problems of our times. Yet, in my judgment, that is exactly what we must do for an indefinite period of years.

President Eisenhower, in his address to the Nation last month, pointed out that there is no such thing as maximum security, short of total mobilization of all our national resources. As the President stated, the military program which has been developed for this coming fiscal year is a sound and sane one. It recognizes in each of the Armed Forces calculated risks which have been prudently reasoned. And, as the President said, it represents what, in his judgment--and I fully concur -- is best for our Nation's permanent security.

Now, what does this program mean for the Army? I believe that we will be able to maintain not only our present combat strength but, because of new weapons and equipment, we will be able to give the Nation additional security despite the reduction in the coming fiscal year some 117,000 military spaces.

We surely do not intend to decrease our combat strength. Cuts will be made in administrative and support elements. We are aiming at added efficiency in these activities. If we are to be successful, this effort initially must come from the top and be supported throughout the entire organization. We are moving now in that direction.

It is planned to install a financial property accounting system in the Army comparable to that used in business. This system is sorely needed in an Army which stocks about a million items with an aggregate inventory cost of some 20 billion dollars. It will furnish much useful information looking towards better control of stocks as well as giving a picture of the status of mobilization reserves at any moment. It will reveal trouble areas at an early stage. In time, this system should help to give us better supply management and result in substantial savings in depot and distribution personnel and in the actual dollars invested in inventory.

I am confident we will be successful in instituting new and better ways of carrying out our missions at less cost. That is the only way in which sizeable savings can be made. And in this area, I believe we must look at our line operation as well as at our administrative and technical procedures. An appropriate method must be found to reward accomplishment in the field of intelligent savings in all phases of Army operations.

While it is essential that we devote continuous and serious consideration to the business and material side of the Army, there is a much more vital element in our national security that we are not overlooking. I refer to the fine men and women in the Army. My association with the United States Army goes back some 35 years. During that time it has been my privilege to know a good many Army people of all ranks and grades. I have a high regard for those who have chosen the military life as their profession.

This is the feeling of all of the civilian secretaries who are directing the military departments. We appreciate the fact that the security of America depends in large measure on the competence, zeal and size of the hard core of career officers, warrant officers and non-commissioned officers who furnish the leadership, drive and stability in our Armed Forces. We realize that, for the Armed Forces to attract and hold the high caliber people needed, the military must provide careers that compare favorably in prestige, pay, living conditions and security with opportunities offered in civilian life.

One of the first acts of the Secretary of Defense was to direct that a study be made of the whole subject of military careers. We want to get the complete picture of what is good and what is bad in a military career today and then move to make the profession more attractive. I think there are few things we can do that are important for this Nation's long-term security. I am intensely interested in the whole subject.

It has been a most refreshing experience for me to come back to Fort Leavenworth. I am proud to have studied here. I wish I could spend more time with you, but I know from experience that you who are graduating are most eager to get away. So, in closing, let me once more congratulate you on successfully completing your work at the Command and General Staff College. Your experience here will be invaluable to you throughout your careers. I wish you every success in the vital assignments that lie ahead of you. And I know you are well equipped to do the job.

Thank you.

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FUTURE RELEASE

PLEASE NOTE DATE

DEPARTMENT OF DEFENSE
OFFICE OF PUBLIC INFORMATION
Washington 25, D. C.

HOLD FOR RELEASE
UNTIL DELIVERY OF ADDRESS
EXPECTED ABOUT 1:45 P.M. (EDT)
SUNDAY, JUNE 7, 1953

NO. 527-53
LI 5-6700 Ext. 75121

ADDRESS BY
SECRETARY OF THE ARMY ROBERT T. STEVENS
AT NORWICH UNIVERSITY COMMENCEMENT
NORTHFIELD, VERMONT
SUNDAY, JUNE 7, 1953, AT 1:45 P.M. (EDT)

General Harmon, men of the graduating class, distinguished guests, ladies and gentlemen:

It is a real pleasure to be with you today and to participate in the 134th Commencement at Norwich University. It always gives me a feeling of pleasure to return to New England. I spent a part of my school days not too far from here at Phillips Academy in Andover, Massachusetts. I graduated from there just as World War I started and very shortly thereafter began to learn something about the school of the soldier.

I want you to know, General Harmon, that I am deeply appreciative of the great honor you and the Board of Trustees have done me in asking me to take part in these ceremonies today. I am extremely happy that I was able to accept your invitation.

In opening these brief remarks, I make note of the fact that the cadets here at Norwich University can claim, with justification, the country's best ROTC rifle marksmanship team. I congratulate you on winning the Department of the Army-William Randolph Hearst ROTC Rifle Competition Trophy. Also on representing the Army so admirably in winning the Hearst National Defense Trophy by outshooting the champion Navy and Air Force ROTC teams.

Norwich University, with its rich tradition as a pioneer military college, is noted for the real contribution it has made to our nation. Some 1600 of your alumni are World War II veterans and many of your graduates are in the Armed Forces today. In this group of Norwich men are some of our top Army leaders--men such as Lieutenant General I. D. White, class of 1922, commanding our Tenth Corps in Korea; Lieutenant General Edward H. Brooks, class of 1916, former Assistant Chief of Staff, G-1, and commander of the Second Army, who has just recently retired from a distinguished Army career; and the Army's Chief of Finance, Major General Bickford E. Sawyer, who attended Norwich University before he entered the Army in 1917.

And I think it is only fitting to mention in any group of outstanding contemporary military men your own dynamic president. General Harmon, as you all know, was a student here in 1912 and 1913

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before he entered the United States Military Academy. He returned to Norwich as Professor of Military Science and Tactics from 1927 to 1931. Among your noted alumni, I also include James H. Burt, class of 1938, who as a company commander in the 2nd Armored Division, won the Medal of Honor in Germany in 1944.

Here at Norwich the principles of citizenship and leadership go hand in hand with the academic in the training of young men to take their places in our society. This is the way it has been here since 1819 when Captain Alden Partridge, who had been Superintendent of the United States Military Academy, established this school only 28 years after Vermont became a state. At Norwich he planned an educational environment that would fit a young man for the professions or business and also for service as military officer in times of national emergency. It must give you of Norwich a sense of pride that this institution, founded in the same year that the United States consolidated its Atlantic seaboard by the acquisition of Florida, set the pattern of our ROTC system, which was established one hundred years later and has contributed so greatly to our national security.

Then, as now, the privileges of educated American citizenship carry with them obligations of leadership and service. Among these obligations is the duty to perform to the best of one's ability in the Armed Forces of our country in time of emergency. I am confident that the training afforded here prepares Norwich graduates to carry out this responsibility well if they must put this knowledge to the test.

For you who are graduating, this time of responsibility is not far off. I presume that nearly all of you will become commissioned officers and will soon go on active military duty. Both to you who have been selected for commissions in the Regular Service and to those who will serve as Reserve Officers, I offer my warmest congratulations and best wishes for success in your military careers. I know that you will write another glorious chapter in the long and illustrious history of Norwich.

The responsibility and obligations that will be yours in the Army are not given lightly. There is no more solemn trust than the command of American soldiers. Managers, supervisors and foremen are leaders in the general sense of exercising authority. But leadership in business and industry is one thing; leadership in the Army is another. The authority of an employer or supervisor in civilian life is not what we call "command authority," because it does not represent a government's power to enforce law. The authority of a military commander in the United States Army has its source in law, making him an agent of our government and of our people. Likewise, Service personnel over whom command is exercised have certain obligations and rights prescribed by law.

A commander's authority cannot be separated from his responsibility. For the military commander, there is no clock signalling the end of the day. The commander's authority and responsibility extend around the clock, applying not only to the soldier's military duties but to everything affecting his fitness and readiness to perform those duties. This authority imposes equal high responsibility for its

proper exercise. Everything a commander does in his official capacity may be related to a future moment of crisis when his decision, and his men's readiness to act on it, will provide the final test of his ability to command, and the success or failure of his mission.

To be charged with the lives of other men is a burden few leaders outside the military are required to bear. Every commander assumes that responsibility as part of his duties. I urge you whose privilege it will be to serve your country in this capacity to keep yourself fit, mentally and physically, to exercise your duties properly. Your authority calls for certain standards on your part and certain relations between you and your men. No one can tell you in exact detail what these should be. In your instruction here you have learned the general code to be followed. Its application depends on what sort of a man you are and on the particular soldiers that you command. It is affected by circumstances--your station, your mission, the requirements of your superiors--things you frequently cannot control.

When General Maxwell D. Taylor, Eighth Army Commander in Korea, was Superintendent of the United States Military Academy, he told the cadets there that the great military leaders of the past and present had three conspicuous qualities. First, they were devoted to the welfare of their troops. Second, they had a rich sense of human understanding. And, third, they stood out by reason of their professional competence and ability. These qualities are good ones to keep in mind, particularly for young officers about to begin their first assignments.

From your military studies, you cadets, realize full well that running a combat company is a pretty big enterprise. Many of you here today probably will be platoon leaders in a tank company. You will be helping your company commander operate an organization of more than one hundred men and upwards of five million dollars worth of weapons, equipment and supplies. With your assistance he will be responsible for the feeding, clothing and shelter of his men; for the maintenance and proper use of their equipment and for obtaining hundreds of individual items of supply. In short, this officer--usually a young man in his 20's--must manage the military community which is his command, as well as lead it in combat.

Certainly the poise, confidence and experience in management and leadership, gained by such young commanders, will have great value to them whether they remain in the Service or return to civilian life. Similar opportunities for management and leadership are afforded our young officers in the technical services. I doubt if there is any field, other than the military, which provides such opportunities for quick development of young men as trained leaders.

I would like to say a word about the objective of those of us who are charged with the responsibility of running the Army. Our basic philosophy is simple: to give this country reasonable security at the lowest possible cost and to keep up the quality of the Army. This means we must give the men and women in the Army the leadership, training and management which they need to carry out their assignments efficiently. We must look after them in justice and fairness.

A military career must be attractive. I think the nation is fortunate that the men who occupy the high command and staff positions in our Army are of such high character, courage and talents. They are exceedingly able men who started at the bottom. They were the right kind of material -- just as you are.

For four years now, most of you who are graduating today have lived and worked in uniform. Some of you intend to remain in the uniform of your country as a lifetime career, as evidenced by the approximately 20 percent of Norwich graduates who have gone into the Regular Service since the start of fighting in Korea. But whether you stay in the Service or return to civilian life, the skills and experience you have acquired here at Norwich University, and the opportunity that will be yours to practice and enlarge your capacity for leadership while in the Service, will mean much to you in later life. You have been trained to become leaders in America. You are a precious asset to our country in peace or war. We of the Army are proud of you.

Again, let me tell you how much I have enjoyed being with you. In congratulating you of the graduating class, I feel that congratulations and thanks should go also to your parents and to General Harmon and the faculty here at Norwich for the backing and solid foundations they have given you. I wish you of the class of 1953 and Norwich University every success and Godspeed.

Thank you.

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PLEASE NOTE DATE

NO. 392-53

HOLD FOR RELEASE
UNTIL DELIVERY OF ADDRESS
EXPECTED ABOUT 11:15 A.M. (EST)
SATURDAY, MAY 2, 1953

LI 5-6700 Ext. 71252

ADDRESS BY
SECRETARY OF THE ARMY ROBERT T. STEVENS
AT THE INAUGURATION OF MAJOR GENERAL WILLIAM H. MILTON, JR.
AS SUPERINTENDENT OF VIRGINIA MILITARY INSTITUTE
LEXINGTON, VIRGINIA
SATURDAY, MAY 2, 1953 -- 11:15 A.M. (EST)

Mr. Chairman, Governor Battle, Distinguished Guests, Members
of the Cadet Corps, Ladies and Gentlemen;

It is a great pleasure to return to the campus of Virginia
Military Institute for the inauguration of your eighth superintendent,
General William H. Milton, Jr.

It was my good fortune to be here on another memorable occasion
almost exactly two years ago when a large number of his fellow
Americans gathered here to honor one of our greatest citizens, your
distinguished alumnus, General George Catlett Marshall. It is my
understanding that General Marshall is giving his memorabilia to
V.M.I. and that plans are under way for a suitable shrine here at
V.M.I. to house them. I can think of no more fitting repository for
General Marshall's historic collection than the campus where this
great soldier-statesman spent such an important part of his life.
And I can assure you of the Department of the Army's full cooperation
in granting access to appropriate Marshall papers which are being
held by the Army.

* * * * *

I must tell you of my hesitancy in accepting the warm invitation
of Mr. Hagan, Chairman of the V.M.I. Board of Visitors, to speak here
today. Not only has the pressure of my official duties prevented my
making public appearances of this nature, but I wanted to refrain
from speaking publicly until I had been on the job for a few months
more and until I felt I had something important to say. I must con-
fess to having no newsworthy comments for you today. But, contrary
to my resolutions, I could not refuse the cordial urgings of your
distinguished Senators Byrd and Robertson, Governor Battle, Generals
Marshall and Shepherd, and many other good Virginia friends, to take
part in General Milton's inauguration. And, too, V.M.I. and the Army
are just too close for me to have said "no" and meant it. (R)

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In again selecting a man from your own ranks as your new Super-
intendent, V.M.I., I am sure, has chosen wisely. One who has lived
the rich traditions of a cadet here can not help but be a better
superintendent of this Institute because of this experience. MORE

My friends at General Electric, which General Milton has left after 32 distinguished years, tell me that in your new superintendent you are getting an able administrator with diversified experience in business, industry, engineering, governmental relations, and science. I think it is worthy of note that among General Milton's most recent assignments were administrator of the Hanford Plutonium Plant, which General Electric operates for the Atomic Energy Commission, and general manager of the Knolls Atomic Power Laboratory at Schenectady.

V.M.I., with a curriculum which stresses preparation for many of the fields in which General Milton has had great experience, should, I believe, gain much practical benefit from its new superintendent's past industrial career. His selection seems in all respects to be a most happy one. I salute him as your new leader.

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From the ranks of V.M.I. have come leading scientists, engineers, architects, authors, editors, ministers, teachers, bankers, and representatives in all branches of industry. The Institute has given us five United States senators, 15 congressmen, and six state governors; more than 100 clergymen; 500 physicians; some two dozen college presidents, and 500 college professors.

But it is only natural that those of us in the military think of V.M.I. first for the military men who have come from this school. Men such as the immortal "Stonewall" Jackson, who was an instructor here for 10 years; your Superintendent Emeritus, General Charles E. Kilbourne, who at one time was the only man to hold the Medal of Honor, the Distinguished Service Cross and the Distinguished Service Medal simultaneously; some of the great names of World War II such as Generals Marshall, Patton, Handy and Gerow; the first commander of our Eighth Army in Korea, General Walker; and my good friend General Shepherd, present Commandant of the Marine Corps, who is here for this memorable occasion.

In times of war, men of V.M.I. have answered the call magnificently. Practically all of the alumni took part in the tragic War Between the States. The Corps fought as a unit in the Battle of New Market. Some 1800 V.M.I. men, including five general officers, saw service in World War I. More than 4000 Institute alumni, including 62 officers of general or flag rank, served in World War II. And today the number of V.M.I. men who have fought in Korea probably runs into the hundreds.

Dedicated not only to the academic and cultural development of its students but equally concerned with the development of their character and their capacity for leadership as well, V.M.I. has reason to be proud of its alumni.

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America is a country of dynamic growth. The benefits of our American system of education have played an inseparable part in this growth. The stamp of education can be seen on the farm, in the factory, in commerce, and in government. Through the years we have learned to produce more and to produce it better and cheaper. We have learned to take better care of ourselves. And I feel that we are reasserting today the spiritual and moral values which have distinguished America as a great democracy.

I would like to take a moment to discuss the contribution of education to the Nation's defense forces.

From privates in basic training to senior officers in the highest command and staff positions, the Army capitalizes on the educational background of its personnel. Basically, of course, the Army can be no better than the people who compose it. We are part of the Nation. We depend on the factories and the farms, on transportation -- in fact, on the Nation's whole economic and productive system -- for our material support. And if we are to continue to be successful, we must deserve and receive the public's moral support.

Ours is an Army that looks to the resourcefulness and brains of the individual American soldier to counter the threat of a potential enemy whose great advantage lies in abundant manpower and a ruthless control over that manpower. Constantly increasing the efficiency of our men and women in uniform and the civilians who make up the military establishment is essential to us. We must support our combat soldiers with superior tools and supplies of war so that they can offset the manpower of a potential enemy.

Obviously, the Army must build on the prior intellectual development and experience of its people. Our recruits receive four months basic training in strictly military subjects. Additionally, the Army needs hundreds of skills to operate the complex instruments of modern war -- instruments and techniques which we must make full use of to overcome our deficiencies in manpower. Thousands of men must have knowledge of communications, ballistics, engineering, medicine, administration and the many other skills that make a modern Army function. Except for its military application, much of this know-how comes to the Army through the civilian education and experience of its personnel.

Besides men to support the front line fighter, many specialists are needed in Korea to assist in the continuing operation of the country itself. For example, Americans help the Korean government guide the economy of the nation, they help supervise and train the ROK Armed Forces and the internal police, and they assist in operating the transportation and communication systems. In Korea I saw Americans working with our Republic of Korea allies in building bridges and roads, mapping and surveying, administering hospitals, publishing newspapers, and carrying on a hundred other activities. These things we can do only because we were taught to do them over a period of years by our civilian and military education systems operating jointly. And in these varied day-by-day contacts, our soldiers and civilians are proving to be real diplomats and goodwill ambassadors for the United States.

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This suggests a thought for the young men in this audience who will be going into military service. Under current conditions, many of you will serve overseas. I would like to impress on you the very important role and the opportunity that will be yours in helping to carry out our Country's responsibilities overseas.

In addition to your regular military duties, you will be functioning as representatives of the United States on a person-to-person, day-by-day basis. Your wisdom and understanding in dealing with foreign peoples and local problems overseas will exercise great influence on whether we, as a nation, are successful in our allied effort. I would urge you to study America's international responsibilities and to learn what you can about foreign peoples and their governments so that you will be better prepared to discharge the duties that shortly may be yours.

* * * * *

Here at home, the Army has had an important role through the years in America's growth and development. And as the Army is approaching its 178th birthday next month, I feel it is fitting to reflect a moment on some of the highlights of the Army's contribution to our national development.

Our Army helped to pioneer the exploration, mapping and settlement of America. It built, or assisted in the building, of roads, railroads, canals and dams. The Army was instrumental in the development of aircraft and improved communications. It has fought disease and has lent a helping hand when disaster struck. Our first great atomic project was started under Army supervision, and work in atomic energy was carried on by the Army until after World War II. Through the years, the by-products of Army research and development have meant much to a better America.

It is not only in the material fields that the Army has contributed to the Country's good. History is replete with the names of distinguished leaders of civil government who have come from the ranks of the Army. But we do not need to look to the past. We can take for our examples today, President Eisenhower and your own General Marshall.

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During the short time that I have been Secretary of the Army, I have been able to make inspection visits both to the Far East and to Europe. Returning by plane from Europe a few days ago, I was reflecting on what I had observed on these trips. Among the things that stood out in my mind was the variety and complexity of the jobs which confront our senior military commanders in the field -- men such as Generals Clark and Taylor in the Far East and Generals Ridgway, Gruenther, Norstad, and Handy in Europe. These men have the responsibility of planning and directing military operations involving our own and allied troops, of training men to fight, of dealing diplomatically with heads of states and other allied leaders and of carrying on complex logistical operations.

These jobs certainly exceed in scope the concept generally held by the public of the requirements for a man to be a soldier. And in many respects the duties of our top commanders are duplicated on a lesser scale through the various levels of command and staff. Our senior military men are often mentioned somewhat unkindly as the "big brass." I feel this is an unfortunate, unjustified and undignified reference to men of such proven capability and distinction. Our country is indeed fortunate to have military men of this quality.

Naturally it takes time -- often most of their careers -- for our military leaders to gain the experience and proficiency needed for the top jobs they handle. The Army must always be drawing in new manpower to replace its normal turnover. It is my estimation we can obtain and keep the manpower we need only if the military can provide careers for both its uniformed and civilian personnel that compare reasonably in prestige, pay, living conditions and long-term security with opportunities in civilian life.

You can not expect a person voluntarily to select and remain in a profession that does not offer a fair reward. And a military career is no exception. Failure to provide the career soldier at all ranks with proper compensation -- and this is often more than just the pay involved -- would result, I fear, in our having to accept less than the best in our Regular Services. I consider this false economy at its worst. Not only would it result in a more costly military operation in dollars and cents in the long run, but it could well jeopardize the very security of this Nation.

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Before concluding, I want to tell you I was most impressed with the business-like efficiency and high morale I saw in the Eighth Army in Korea and the Seventh Army in Germany. Americans have every reason to be proud of these two great armies. Especially this is true when we realize that, for the first time in our military history, we are mobilizing, fighting a war and demobilizing all at the same time.

The continued effectiveness of American units in Korea speaks well, I believe, for the soundness of our training methods and our field leadership from General Taylor right down through the junior officer and non-commissioned officer ranks. Because of the tremendous turnover in personnel under our rotation system, these Eighth Army units are rebuilding in the face of the enemy for the third time in a most efficient manner.

And while our rotation program is expensive, I am convinced that it plays an important part in keeping up the high morale of our combat men in Korea. No longer does the frontline soldier have to keep on fighting until the war is over. He knows that after a certain number of months he can go home. We have rotated about one-half million men from Korea so far.

I believe another reason for our soldiers' good morale in Korea is that by and large they are the best supplied -- in all the needs of warfare -- and the best cared for fighting men that this Country has ever sent to battle.

In my brief visit I saw examples all along the front area of the spiritual and physical care that we are taking of our men.

The chaplain and religious services are just as much a part of the frontline in Korea as the minister and church are a part of the American community here at home. On the Sunday before I was in Korea, -- it was Palm Sunday -- there were some 300 religious services conducted in the front line sector. There were about 500 weekly services in this same area.

We have spared nothing in Korea to cut down casualties without hindering our soldiers' capabilities to carry out their missions on the battlefield. Body armor, helicopter evacuation and improved medical treatment have helped to cut our casualties in Korea to a new low. About 98 percent of our wounded who live to reach medical facilities survive; about 85 percent of this number are returned to active duty.

All of these factors help to maintain the morale and combat effectiveness of our soldiers. The men know it and say so themselves.

And while you won't find many soldiers in Korea who say they like it there, I know from talking with them that by and large they realize their presence there is necessary and that the Army is treating them well.

It may interest this audience for me to mention that I talked with a number of V.M.I men when I was in Korea. Among these were:

First Lieutenant Howard J. Simpson, Norfolk, class of '47, serving with Headquarters I Corps Artillery.

First Lieutenant Allen V. Young, Boynton, class of 50-B; John E. Lemley, Winchester; James M. Strickland, Jr., Arlington; and Helmut Schrader, Rockaway, New Jersey, all of the class of '51; and Henry P. LaForce, Jr., Hopewell, class of '53 -- all members of the 7th Infantry Division.

Major Lloyd L. Leech, Jr., Norfolk, class of '42 and First Lieutenant Thomas R. Handy, Richmond, class of '50-B -- with the 37th Field Artillery Battalion.

First Lieutenant Oliver J. Williford, Chicago, and Isaac S. White, Bloxom, both class of '51 -- with the 23rd Infantry Regiment.

Lieutenant Colonel Edwin A. Law, Barrow, Florida, class of '35 and Lieutenant Martin I. Penner, Chicago, class of '51 -- United States Marine Corps.

And First Lieutenant Leonard L. Lewane, Camden, New Jersey, class of '50-B, aide-de-camp to the J3 Headquarters, Far Eastern Command.

I was particularly impressed with these young officers most of whom were so recently cadets here at V.M.I. I am glad I had the opportunity of talking with them.

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Now, in closing I again want to tell you that it has been an honor for me to be here. I wish General Milton every success. I feel he is eminently qualified to carry on the distinguished leadership of our past superintendents. Under his sure guidance, I know the Institute will continue to be outstanding in training young men during a most important period of their lives. And I am sure, too, that the close friendship which V.M.I. and the Army have for each other will continue to the mutual benefit of both in the future.

E N D

Remarks by
Secretary Stevens
at Aberdeen Proving Ground
7 March 1953, 9:45 A.M.

I want to thank all of the gentlemen of the Congress for taking time off from your busy schedules in Washington to come here today for these demonstrations. We in the Department of the Army appreciate your interest in the Army.

I feel that the examples of improvements in Army weapons and equipment which you will see today will help you evaluate the Army's Research and Development Program which has brought about these improvements. Obviously, it is not possible for us at this time to cover all the areas in which the Army is devoting strenuous research and bringing out new items. But I believe the examples you will see are indicative of what the Army is accomplishing in its drive to operate more efficiently and more economically.

Too often in the past the Army has been accused of fighting the next war with the last war's weapons. And while the peculiar requirements of the situation we now face -- particularly the fighting in Korea -- force us to make full use of our proved weapons and equipment, I can assure you that we are constantly looking for new tools and new techniques to carry out our missions. Although only about 3.3 per cent of Army appropriations for fiscal year '53 is for the Army Research and Development Program, or about \$423,000,000, there is no other Army activity that receives closer direction and that is considered more important for our future success. To be meaningful, Army research and development has to be viewed in terms of our day-by-day operations and our long-range plans and programs.

To give top direction to this activity, the Under Secretary of the Army has prime responsibility for research and development. Within the Chief of Staff's Office, there is a Deputy Chief who is charged with coordinating planning and the activities in research and development. He has a military Chief of Research and Development with a civilian deputy to assist in this function. By this direction we hope to insure not only that we will have better weapons and equipment but that our planning and doctrine will keep pace as our research and development bears fruit. Evidences of our research and development are found in virtually every Army activity from administration to tactics. Our continuing goal is to increase the effectiveness of our fighting men through more efficient firepower and greater mobility, at the same time reducing our own casualties and achieving significant economies in men, money, and critical materials.

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I hope that you will find today's visit to the Aberdeen Proving Grounds an informative and stimulating one.

Thank you.

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dress the House for 1 minute and to revise and extend her remarks and include a resolution.)

Mrs. ROGERS of Massachusetts. Mr. Speaker, on January 3, 1951, I introduced House Resolution 36, providing for the establishment of a select committee of the House of Representatives to study our international information services in time of peace and our psychological warfare operations in time of war. This bill did not pass.

House Resolution 36 would, if it had been approved, have given our country a well of vital information on which to draw to bolster a powerful parapet of our national defense. Its findings would have materially assisted the Committee on Foreign Affairs, the Committee on the Armed Services and the Committee on Appropriations. Its findings would have bulwarked the operations of the Department of State, the Department of Defense, the Psychological Strategy Board, and other interested agencies of the Federal Government.

This bill would have accomplished its purpose by recording the testimony of individuals, groups, and committees, official and unofficial, who have been intimately connected with all significant phases of international information and psychological warfare. Its studies and reports would have been made available to the executive branch for the formation of consistent and effective policies in this highly specialized field.

Scarcely a week has gone by in 1952 without some public statement or speech by President-elect Eisenhower pinpointing the pressing need for concentrated psychological warfare effort.

This day I am reintroducing the same bill in the Eighty-third Congress.

In the name of national necessity, I urge every Member of the House to carefully consider this urgent legislation, to study it, to support it, and to vote for it when given the opportunity to do so.

Mr. Speaker, the resolution which I introduced in 1951 is as follows:

Resolved, That there is hereby created a select committee to be composed of seven Members of the House of Representatives to be appointed by the Speaker, one of whom he shall designate as chairman. Any vacancy occurring in the membership of the committee shall be filled in the same manner in which the original appointment was made.

The committee is authorized and directed to conduct a full and complete investigation and study for the purpose of ascertaining the means by which the national interest may best be protected and served in time of peace by the conduct of international information services and in time of war or threat of war by a civilian psychological warfare agency.

The committee shall report to the House (or to the Clerk of the House if the House is not in session) as soon as practicable during the present Congress the results of its investigation and study, together with such recommendations as it deems advisable.

For the purpose of carrying out this resolution the committee, or any subcommittee thereof, is authorized by the committee to hold hearings, is authorized to sit and act during the present Congress at such times and places within the United States, whether the House is in session, has recessed, or has adjourned, to hold such hearings, and to require, by subpoena or otherwise, the attendance and testimony of such witnesses

and the production of such books, records, correspondence, memoranda, papers, and documents, as it deems necessary. Subpoenas may be issued under the signature of the chairman of the committee or any member of the committee designated by him, and may be served by any person designated by such chairman or member.

In the last session of Congress, in fact throughout the last 4 years, committee after committee has protested the inadequacy of the present Voice of America in sending information abroad regarding this country. Criticism has been made by the Appropriations Committee, the Foreign Affairs Committee, and other committees. Yet nothing was actually done that would remove the evil of having improper propaganda sent abroad, and the proper method giving out of information which is coming back to this country.

A watchdog committee of this sort would be invaluable to call before it and seek the advice of the National Defense Committee, the Foreign Affairs Committee, the Veterans' Affairs Committee, or any other committee of the House that had anything to do with our national welfare. It would be a watchdog committee to advise and recommend legislation to the House, advise and recommend to the different departments. The Department of Justice should be called before it. It could call before it the head of Central Intelligence, the able Gen. Walter Bedell Smith.

The cost would be very small. I am sure if we had such a committee, it would be the duty of these Members to conduct the meetings, assemble all the material, and it would be a day-by-day watchdog on what is going on.

They are spending billions of dollars upon arms and munitions; we are wasting—I do not like to use the word “wasting,” but it seems that we are wasting very precious lives, and a lot could be done instead of sending our boys to fight. If the propaganda development material, voice, or whatever you may call it, could be sent out all over the world I believe wars could be prevented; other countries could know, and know accurately, how fine this country is and they could know what it means in a really free world, to live in a world where the people are not afraid to speak their minds. Those living behind the iron curtain would try to have their countries made free. It is terribly important, it seems, Mr. Speaker; and I believe in time it will bring about peace in the whole world.

SPECIAL ORDER GRANTED

Mr. EBERHARTER asked and was given permission to address the House for 10 minutes tomorrow, following the legislative business of the day and any special orders heretofore entered.

REGULATION OF BANK HOLDING COMPANIES

(Mr. SPENCE asked and was given permission to address the House for 1 minute.)

Mr. SPENCE. Mr. Speaker, on January 3 I introduced H. R. 12, a bill to pro-

vide for the control and regulation of bank holding companies, and for other purposes.

The bank holding company has been used as a device to place in the same hand the control of money and credit and of industries. This constitutes a basic and impregnable monopoly destructive of competitive enterprise and of sound economy.

The bill has for its objective to prevent conditions that have frequently existed in the past by reason of the power exercised by bank holding companies. The bill in no way lessens the influence or circumscribes the powers of legitimate banking. It does not penalize in any way the large banks which are necessary to meet the business needs of our industries if they confine their activities to banking. It will encourage competitive banking everywhere. Its passage will result in putting banking on a higher plane and give to it an added confidence and respect by the people.

I hope and trust that the banking interests generally will urge the passage of the bill.

(Mr. SPENCE asked and was given permission to revise and extend his remarks.)

SPECIAL ORDER GRANTED

Mr. SIKES asked and was given permission to address the House for 30 minutes today, following the conclusion of special orders heretofore entered.

MINORITY WHIP

Mr. RAYBURN. Mr. Speaker, I desire to announce to the House that I have been appointed as minority whip of the House of Representatives the Honorable JOHN W. McCORMACK. I feel sure that will be pleasing to both the minority and majority.

TIDELANDS LEGISLATION

(Mr. PATMAN asked and was given permission to address the House for 1 minute and to revise and extend his remarks.)

Mr. PATMAN. Mr. Speaker, I rise to express the hope that when the committees are organized, early consideration will be given to what is known as the tidelands bill.

We have had extensive hearings at different times in different Congresses. The record is complete. The facts are well known. Hearings are unnecessary. I believe it is in the public interest that this question be gotten out of the way as early as possible, and I wish to express the hope that early consideration be given to this subject when the committees are properly organized.

MAJORITY WHIP

Mr. HALLECK. Mr. Speaker, on behalf of the Committee on Committees, I hereby wish to announce the selection of Hon. LESLIE C. ARENDS, of Illinois, as majority whip.

SPECIAL ORDER

The SPEAKER. Under special order heretofore entered, the gentlewoman

from Massachusetts [Mrs. ROGERS] is recognized for 5 minutes.

Mrs. ROGERS of Massachusetts. Mr. Speaker, would it be possible for my remarks to be inserted following my former remarks?

The SPEAKER. It would be by unanimous consent.

Mrs. ROGERS of Massachusetts. Mr. Speaker, I ask unanimous consent that that be done.

The SPEAKER. Without objection, it is so ordered.

There was no objection.

SPECIAL ORDER

The SPEAKER. Under the previous order of the House, the gentleman from Florida [Mr. SIKES] is recognized for 30 minutes.

FRANK PACE, JR.

Mr. SIKES. Mr. Speaker, I have requested this time in order that I might refresh in the minds of the Members of the House the magnificent work which has been done by the Army of the United States in Korea and elsewhere in the world. Its members do the dirty, hard, and often thankless tasks of war. Theirs is a 24-hour-a-day 7-day-a-week job from which danger is seldom absent. I also want to recall to your minds the long, difficult, and very important work that was required to rebuild the Army to its present strength from the post-war low which followed demobilization.

When I speak of these it is natural that I include the magnificent contributions rendered toward making the present-day Army possible by the Secretary of the Army, Frank Pace. I trust that the Members of the House will think carefully on the things I say today in connection with that wonderful story.

For nearly 3 years, Frank Pace, Jr., has given the Nation distinguished service as Secretary of the Army. He has been the civilian leader of the Army during an unprecedented time in America's military history—a period in which the Army, virtually overnight, moved from the comparative ease of occupation and peacetime duties to the brutal battle of Korea. Not only has the Army borne the chief burden of the fighting in Korea, but it also is manning the ramparts of freedom in many other parts of the globe and is building a realistic security for the United States and the rest of the free world, in America's partial mobilization.

I would like to sketch for you some of the major recent developments of the Army, particularly since Secretary Pace took office April 12, 1950. A most knowledgeable Secretary, he personally has been responsible for the initiation of a number of these developments; in others he has seen that they received top direction. In my judgment, this comparatively young man will leave a definite mark on today's Army, and his ideas will be a part of the Army of the future.

The mobilization which Secretary Pace has directed has increased the Army by a million men and has added even more proportionately to its combat efficiency.

When the decision was made to send Army units to Korea, we had an army of

about 590,000 men in 10 divisions, 12 regimental combat teams and 48 anti-aircraft battalions, plus supporting overhead and men and women in other jobs connected with the Army ancillary operations. Even these remnants of the mightiest army of all times were at greatly reduced strength, lacked integral fighting and supporting components and were equipped with World War II weapons. Today the picture is different. The Army now has about 1,600,000 men with a hard core of 20 full-strength divisions, 18 combat teams, and 110 anti-aircraft battalions. This force is organized to meet a new and grave situation.

The combat effectiveness of the Army has increased in even greater proportion than numbers indicate because of more rigorous and realistic training, the development of new and better weapons and equipment, improvement of older models, and an increased mobility. Chiefly through greater use of the airplane and helicopter. For example, our present infantry division, with 30 percent more men than a World War II division, has increased its firepower by 75 percent. In other words our present 16 infantry divisions would equal, in firepower alone, 28 of the divisions we committed to action late in World War II. Because of recent experiences in Korea, the Army has reduced its infantry divisions by some 700 men but at the same time increased division firepower by 6 percent. Today one of these divisions can plaster the enemy with over 11,000 pounds of steel a minute—more than a similar unit of any other army in the world.

I wonder if people generally realize just how big our Army is? Here we have a million and a half men and women in uniform plus some half million civilians working for the Army. Besides the people involved, the Army, together with its sister services, constitute the biggest business in America with fiscal requirements this year for about 60 percent of the Federal budget. The implications of the military on the Nation's over-all economy outstrip four or five of our largest corporations. The Army is a huge operation. And one, in my judgment, which the secretary has directed in a most admirable manner.

The magnitude and the diversity of its operations result in personnel problems for the Army unmatched by any civilian organization in the world. In the first place only about 600,000 soldiers are Regulars; most men are in the Army involuntarily and although the great majority of them take their military obligations and duties seriously, they just don't want to be in service. Under the circumstances, it is surprising that the Army has been able to maintain a generally high morale.

Two over-all factors, I believe, are responsible. One is that, perhaps unconsciously, soldiers become imbued with the sense of belonging to an organization that is doing a job important to national security. Americans want to do things right.

The other over-all factor leading to high morale is that the Army realizes the importance of the individual and looks after its people. Secretary Pace has said time and again that the Army has

a responsibility to see that whether a man or woman remains in the Army or returns to civilian life he should, because of his military experience, be better able mentally, morally, physically, and spiritually to take a place in our society.

The Army takes definite steps to promote the intangibles leading to better citizenship. Examples are found in the work of the chaplains, character-guidance program, troop information and education, and morale and welfare activities. These measures, coupled with superior medical treatment and better administrative and supply operations, make the United States soldier today the best cared for fighting man in the world. Secretary Pace has said that as much as he would like to see these personnel welfare functions maintained if only to make the soldiers' lot more pleasant, he realizes that these activities and many others must pay off in a more efficient Army; otherwise they would be luxuries too expensive for an economy-minded Army to tolerate.

One of the Army's biggest manpower problems is imposed on it by the limited length of service for selectees. Not only would the Army be able to operate more efficiently if it had the bulk of its people for longer than 2 years, but it could save billions of dollars simply by a substantial increase in the length of time that a man serves. To do the best it can under these conditions, the Army has improved its classification, assignment, and training procedures and has assigned good men to these activities.

Perhaps the most important element in maintaining soldiers' morale in Korea is the Army's rotation program. This spreading of the combat burden in the largest systematic rotation program in history has involved returning some 400,000 soldiers from the Far East command since the first shipload of returnees docked at Seattle on May 5, 1951. Under this great, humanitarian program, instituted by Secretary Pace, the combat soldier does not serve more than 9 or 10 months in the actual front lines.

The Army has moved forward in the treatment of battlefield casualties—another important morale boost to the fighting man. In World War II, 955 out of every 1,000 soldiers who reached battalion aid stations lived—34 more than in World War I. In Korea, in spite of the terrible conditions of climate and terrain there, this survival rate has been increased to a remarkable 978. Furthermore 85 percent of those wounded have been returned to duty. And nothing is spared to bring about the final recovery and complete rehabilitation of those more seriously stricken.

Morale was also strengthened by two items of legislation passed by the Congress in 1952. These were the Career Compensation Act Amendments of 1952 which gave higher pay and allowances to service men and women and the Combat Pay Act which primarily benefited soldiers in Korea who, more than any other servicemen, are carrying the greatest share of the fighting there. Secretary Pace has been a strong advocate of both measures.

Any organization must keep looking for new and better methods. The Army

particularly cannot rest on past achievements.

Secretary Pace has been greatly concerned that the Army holds its own in the battle of ideas. Repeatedly he has stated that the ultimate strength of America's defenses lies in the fields of ideas—ingenious approaches to the problem of defending ourselves and the free world. When he became Secretary, the Army was receiving only about 20 cents of the service research and development dollar. Feeling that in time this would mean an Army which would take a definite backseat to its sister services—with a resultant weakening of America's defensive strength—Secretary Pace battled for an even share of research and development money for the Army. And the Army now receives approximately one-third of the Armed Forces appropriations for this vital activity.

Recognizing the need for giving top-level impetus to Army research and development, Secretary Pace took the direction of this function out of logistics and assigned it to a Deputy Chief of Staff. Serving on his immediate staff are a general officer and a civilian scientist who are experts in this field.

At the Secretary's request, 12 outstanding scientists and industrialists agreed to serve on an Army scientific advisory panel to help give to this country a fighting force as effective, economical, and progressive as our scientific, technological, and industrial resources will permit. Members of this panel have been working on projects since January 1952 and have already made significant contributions to the Army's research and development program.

The continuing goal of Army research and development is an army with added firepower, increased mobility, and lower casualties. Progress has been substantial.

Advances in firepower include guided missiles, artillery capable of firing atomic projectiles, new and improved rockets and bazookas, a new family of tanks, the Skysweeper anti-aircraft gun, new and better mines, and continuing improvements in small arms and ammunition.

The Army has increased its mobility by broadening its air-transport capabilities and by the ever-growing use of helicopters. In Korea, the helicopter has been as commonplace as the jeep and has greatly increased the effectiveness of our forces there. In future operations, the Army plans to employ organic helicopters on an even larger scale.

In the reduction of casualties, the Army has done a truly superb job. In addition to the fine record in saving the lives of wounded, which already has been mentioned, the Army is trying to devise methods of protecting soldiers from becoming casualties and still help them to carry out their aggressive missions on the battlefield. Body armor is a dramatic illustration of what is being done in this regard. Another is the method of Army fighting—making maximum use of terrain, firepower, and maneuver, which helps to reduce casualties.

Secretary Pace has stressed that the battle of ideas must be directed also at

the less spectacular field of Army administration and other routine business so that the Army can produce more defense at lower cost.

The best known Army supply-economy effort is the cost consciousness indoctrination program which Secretary Pace started in August 1951 when he called on everyone in the Army to conduct a one-man campaign against waste. Although results cannot be measured in dollars and cents, the importance of the cost-consciousness program lies in the cumulative effect against waste that arises when some two million soldiers and civilians who carry out Army business realize that the Government's dollars are their dollars, and it is to their personal advantage as well as the national interest to economize.

Commenting on this program, the Preparedness Subcommittee of the Senate Committee on Armed Services, headed by Senator LYNDON B. JOHNSON, said this in December 1951:

The Army, we are pleased to note, has taken under Secretary Pace's direction some potentially valuable steps to instill cost consciousness into the attitudes of its personnel. Officers, for example, are being graded upon their ability and interest in economizing. That is good, and we commend the Secretary and the Army.

Another program which Secretary Pace started early in 1951 is "operation red tape," designed to cut down on the paper work that plagues Army administration. As with the cost consciousness indoctrination program, this war on Army paper work is continuous. Results to date range from simplification of reenlistments procedures, with a savings of 680,000 man-hours and \$780,000 dollars since adoption, to streamlined administration at Army installations. For instance, operations at the Army's Utah General Depot in Ogden are under a new system of simplified requisition and accounting procedures. After visiting this installation, in September 1952, the Honorable HERBERT C. BONNER, chairman of the House watchdog committee, made these comments:

This looks like the real thing, and it looks as if it will go a long way to eliminate waste and cut down cost of activities. If it works out as it seems to be doing here, it will no doubt become the procedure of all military services in requisition and supply of material.

A major postwar economy move is the world-wide Army rebuild program. Inaugurated to rehabilitate the countless tons of equipment and supplies left scattered about the earth after World War II, this program has borne full fruit with the requirements of the Korean conflict and the return of United States troops to Europe. Since fighting started in Korea to October 31, 1952, about \$8,800,000,000 of equipment has been returned to the supply line at a cost of \$1,200,000,000.

The variety of equipment repaired and restored is great indeed, ranging from clothing and tentage, to tanks, trucks, and artillery, to radar, radio and telephone, to dental and X-ray equipment,

to boats and bridging. It does not include ammunition renovation, however.

At the vast ordnance automotive rebuild shops in Japan, sometimes called the Big Five, mountains of matériel reclaimed from islands of the Pacific and transported by LST's have been hammered back into shape at minimum cost. For example, 2½-ton trucks, costing about \$7,000 new, have been taken from the junk heap and rebuilt from the ground up for as little as \$1,000. These shops now form a huge reclamation center for Korean equipment casualties. Soldiers passing through Japan on their way to the front are given a tour through the center to impress them with the importance of salvaging even junk for this vital process.

From these shops have come a great deal of the equipment U. N. forces have used in Korea; for example, 85 percent of the general-purpose vehicles, 38 percent of the tanks, 68 percent of the artillery, and 70 percent of the infantry weapons.

These savings have been translated into a reduction of the cost of the Korean conflict and a consequent reduction in the price the taxpayer has had to pay. In fact, we have been able to fight in Korea because of the large reserve of World War II weapons and ammunition we had on hand. Had we not possessed these reserves and depended solely upon the nonexistent production lines of 1950, it is doubtful if Korea could have been held.

Conservation of equipment is only part of the story. In September of 1950, the Army initiated a program to save scarce raw materials through substitution and simplification of design. An important part of this substitution process includes replacing some 41,400 tactical vehicles in the Army with commercial ones. Generally, the plan is to substitute commercial vehicles for tactical vehicles in all units not subject to combat conditions.

The Army is trying to restrict the use of the jeep to tactical purposes and combat training—the reason the Army got it in the first place. Many people think the jeep is inexpensive, cheaper than the ordinary commercial car. Nothing could be further from the facts. A jeep is built to combat specifications. It must take every sort of stress and shock, requires a four-wheel drive, and must not cause radio interference. It costs \$2,147 as compared with \$1,256 for a simple light commercial-type vehicle.

So far this vehicle substitution program has saved the army \$230,000,000 when one compares the purchase price of tactical vehicles with the cost of the commercial substitutes. Commercial vehicles also afford considerable savings in gas consumption and maintenance and supply of spare parts.

As a result of Army policy throughout all areas of research and development and procurement, critical materials have been replaced by less critical materials in hundreds of items of equipment. Specifications and bills of materials have been revised and extensive testing of materials has been carried out.

It is estimated that during calendar year 1952 the following significant amounts of some of the critical materials were saved:

	Pounds
Copper	9,769,891
Nickel	3,516,081
Zinc	5,468,134
Molybdenum	61,677
Aluminum	4,961,736
Lead	117,289
Manganese	1,609,279
Seamless steel tubing	342,733

These materials were saved in such items as gun barrels; mounts for the 105-millimeter gun; railway tank cars; clothing and equipage hardware; medical and food-handling equipment; ammunition, cast and rolled armor; and electronic components.

The Army is also conducting a huge scrap hunt which has paid off in the past year and a half to the tune of \$37,000,000. More important, the Army has been able to supply more than three-quarters of its needs for brass and other nonferrous metals needed to make ammunition. Much of this scrap has been recovered from the breakdown of obsolete and deteriorated ammunition, fired cartridge cases, and other metal recovered from the Korean battlefield, and from the firing ranges and training camps in this country.

Secretary Pace has brought a greater degree of orderliness to an operation as large and varied as the Army by streamlining Army activities under 14 primary programs. Additionally he has developed a performance-type budget for the Army to facilitate cross-analysis with the Army's 14 primary programs. In this new budget structure the Army has embodied some of the features recommended by the Hoover Commission and retained some of its old system. The new structure is made possible by regrouping the various similar projects relating to the same operating functions.

The real criterion of an army is its performance in battle. The splendid record of our troops in Korea speaks for itself. Veteran observers have termed the Eighth Army there one of the greatest fighting units of all times. Behind an army's proficiency, however, is rigorous, realistic training.

In addition to insisting that the American Army maintain its supremacy in training its own troops, Secretary Pace has vigorously pushed the great effort the Army is making today in training the armies of other nations. At the present time the instruction which the Army has provided, or to which it contributed, is highly varied in character, ranging in level from that of the NATO Defense College—headed by a United States Army general—to the teaching of simple maintenance for the thousands of items of United States military equipment in the hands of foreign armies.

A miracle of training has been accomplished with Republic of Korea's Army. In the darkest days of the battle there, the ROK Army had been reduced to some 25,000 to 30,000 men. It has now developed into a well-trained, well-equipped, and well-led force of about 400,000. This army of major proportions has been created literally on the field of battle and is proving itself more than

the equal man for man of the Communist enemy. The Army's training accomplishments with the Turkish and Greek Armies also indicate what a reasonable expenditure in material and training manpower can do to help America's friends develop first-class fighting forces.

It is easier and cheaper to stop a war while it is small and can be contained than after it has grown into widespread conflict. It is easier yet to stop a war before it is started. The presence of strong and properly disposed ground forces which could be employed promptly to counter the early moves of an aggressor constitutes the best insurance against the small aggression that might lead to a big war. By helping to build the defensive strength of the free world, the Army is returning an extra dividend and is thus most capable of all our fighting forces to work within the national potential. As we help our allies to rebuild their armies, and as we are participating actively in joint defense arrangements, we are strengthening the free world and in effect providing the means to reduce our own Army.

Although I believe the Army under Secretary Pace has moved ahead vigorously in carrying out its vital and varied missions, I know the Secretary would be the last to say that in all cases the Army has arrived at perfect or even the best solutions to its problems. I know, however, that the Army is attempting to do the best possible job. It is not afraid to try something new. Today our Army is an Army on the move.

I have indicated to you some of the reasons which, in my judgment, earn the departing Secretary of the Army a resounding "well done" for the contribution he has made in this post since April 1950. I for one shall be sorry to see him retire from the duties of this most important office.

Mrs. ROGERS of Massachusetts. Mr. Speaker, will the gentleman yield?

Mr. SIKES. I yield.

Mrs. ROGERS of Massachusetts. I am extremely glad the gentleman has brought the thanks, his own, and I believe the thanks of the entire House, to the men who are fighting and dying for us in Korea. I had a message in reply to a cable of Christmas greetings I sent to Gen. Mark Clark. In that he thanked me for my support in behalf of himself and his men. I thought it was very tragic that he could possibly feel that there might be anyone in the entire country who would not support him and support his men and give them undying affection, undying gratitude.

Mr. SIKES. I believe the gentleman's remarks are most appropriate.

Mrs. ROGERS of Massachusetts. Does not the gentleman feel that there are those in civilian life who sometimes forget because their lives are not touched by the war?

Mr. SIKES. I am afraid that is true, and that, of course, in part is the reason for my statement today. We all should be fully aware of the job that is being done and the sacrifices that are being made.

Mrs. ROGERS of Massachusetts. I am deeply grateful to the gentleman for the remarks he has made.

Mr. McCORMACK. Mr. Speaker, will the gentleman yield?

Mr. SIKES. I yield to the gentleman from Massachusetts.

Mr. McCORMACK. We notice also when we pick up the paper this morning, for example, and read of the build-up in the South Korean forces. That has been going on all the time, yet in the national interest of our country it could not be made public until it actually took place.

Mr. SIKES. It has been going on for a long time and it has now reached a stage of great importance to our Nation and the rest of the world. The South Koreans are making a splendid contribution to the war effort and accepting greater responsibilities in the common effort every day.

THE McCARRAN ACT

Mr. FINE. Mr. Speaker, on the opening of the Congress I introduced a bill to repeal the Immigration and Nationality Act—Public Law 414, Eighty-second Congress—and to reenact all laws or parts of laws amended or repealed by said act.

Prior to the enactment of Public Law 414, commonly known as the McCarran Act, the immigration law was based on statutes originally enacted in 1920 and 1924. The organic law has, of course, been amended many times, but the law itself has never been entirely overhauled. American immigration policy is an important issue, and there is a vital need to review and revise our immigration laws.

During the recent election campaign both parties and their leaders came out against the McCarran Act. This is good, since American immigration policy is not, and should not be, a partisan political issue. President Truman originally vetoed this bill and then joined Gov. Adlai Stevenson in condemning it. President-elect Eisenhower stated during the campaign "that the the McCarran immigration law must be rewritten. A better law must be written that will strike an intelligent balance between the immigration welfare of America and the prayerful hopes of the unhappy and the oppressed."

The President's special commission, appointed last June to study the McCarran bill, has just reported, and it, too, denounces its inequities and recommends that the law must be completely rewritten from beginning to end.

I myself voted against the McCarran bill, and I voted to sustain President Truman's veto of that bill. During my campaign for reelection I stated that I favored its repeal and that I would introduce a bill for that purpose when the Congress meets again in January of 1953. I have fulfilled that pledge today on the occasion of the opening of the Eighty-third Congress.

Prior to December 24, 1952, the law barred members of all totalitarian organizations from entering the United States. The new McCarran Act bars Communists and former Communists from entering this country. It apparently does not expressly bar Nazis and Fascists or former members of Nazi or Fascist organizations. I am sure that the American people are overwhelmingly

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ADDRESS BY
SECRETARY OF THE ARMY FRANK PACE, JR.
BEFORE THE CAROLINA FORUM
MEMORIAL HALL, CHAPEL HILL, NORTH CAROLINA
TUESDAY, DECEMBER 2, 1952 -- 8:30 P.M. (EST)

A CAREER IN PUBLIC SERVICE

I want to speak to you tonight on the subject of public service -- a field about which I personally feel very strongly and one in which I have spent most of my adult life. Here is an opportunity to discuss this subject with an audience so representative of the people in whose hands the future of America rests, and at a great Southern university headed by a man who has done so much for his country.

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It has been my privilege to serve in county, state and national government. First in my home state of Arkansas, then with the United States Postmaster General, in the Bureau of the Budget, and now as the civilian head of the Army, I have seen many aspects of public service -- its rewards, heartaches and headaches. These years have been a great source of personal satisfaction for me. And I believe that any qualified young man or woman who wants to work can find a meaningful future in public service.

I think that it is well for every person who is deciding on a life's work -- particularly a person with college training -- to give thoughtful consideration not only to the advantages and satisfactions to be derived from a career in public service, but also to his responsibility to contribute to the welfare of his country.

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Our government is one of laws, not men. But still it is men who enact the laws, men who administer them, men who make decisions which affect the lives of us all, and men upon whose judgment America will stand or fall. Other men and women -- thousands upon thousands of them -- perform the countless day-by-day tasks essential to the orderly functioning of government.

In the early days of our country, the problems of government were relatively simple, and in large part could be coped with satisfactorily in such political forums as the town meeting. The total burden rested on many shoulders because nearly every citizen was ready, willing and able to play whatever part the immediate occasion demanded.

MORE

A CAREER IN
PUBLIC SERVICE

As the Nation grew larger and larger, the size of the government organization correspondingly increased. In sharp contrast to today, however, we had few political concerns beyond our own borders. The problems of Europe and the rest of the world were far removed. Behind the protective barriers of our two oceans, we concentrated on developing our enormous natural resources and building an industrial complex second to none on earth.

The first World War blasted America into a position of importance in the international political system. When, at the termination of that conflict, we attempted to withdraw once more into our shell, we found that shell no longer existed, and that whether we liked it or not, we were nevertheless committed to playing an increasingly prominent role in world history.

Following the end of World War II, the leadership of the whole Free World was thrust upon us. And today we have been forced to assume responsibility for mounting a global defense against a threat of aggression posed by a powerful and unscrupulous enemy who wages war as no power has ever done before -- an enemy dedicated not only to our destruction but the utter annihilation of liberty everywhere.

In a period of forty years we have moved from a position of insular seclusion to one of paramount influence in a civilization faced with the danger of a third world war. During the same forty years an era came to a close which now seems far removed from its earlier technological simplicity. Science has placed in our hands, and the hands of our enemies, the awful power of nuclear fission, speed far faster than sound, electronic devices in their own way a thousand times more rapid than the process of the human brain. In a few short years we have moved from the era of the atomic bomb into an era during which we have witnessed experiments in the field of thermo-nuclear research -- an era which brings with it a thousand new implications for our nation: political and economic as well as military.

With these developments and a multitude of others it is only natural there would be a corresponding growth in governmental responsibilities. Today's society demands greater competence in government. I think that the forces -- social, economic, and political -- which have inspired the evolution of our present government will continue to influence the size of government and the scope of its activities. And I believe future years will see the American public putting more and more reliance on those public servants whom they have trained and who will of necessity be one of the governing factors in their destiny.

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What field of endeavor then offers a greater and more compelling challenge to the young people of America than the field in which they can devote their talents to the solution of the problems posed by these tremendous changes? The grave decisions that must be made during the years to come will rest on considerations of a complexity never even dreamed of in years past. They will be far-reaching decisions, and they will be arrived at through the efforts of those who accept the heavy responsibility of national trust.

In order to accomplish the tasks before us, our government needs the fine enthusiasm of idealistic young people, as well as the wisdom and mature judgment of their elders. It cannot meet the heavy demands put upon it without a constant influx of men and women of the highest caliber, representative of the best which our society and our educational system can offer.

None of us can disassociate himself from the problems that confront America today. We cannot afford to say: "Why doesn't somebody do something?" Now, when the lives and fortunes of us all are at stake, every able citizen ought, rather to say "I am ready and willing to do my part in my government, whatever it may be. What can I do?"

Let me tell you there is much you can do.

There are many activities in the Federal government which offers opportunities for stimulating work in public service. It is, however, logical for me to mention first the area of government service in which I have the greatest personal interest -- the Army. And the tasks being carried out today by the Army illustrate the type of activities that are America's in her position as a world leader.

The primary mission of the Army is, of course, to defend this country wherever and whenever it may be called on to do so. At the present time the Army is fighting in Korea, adding to the strength of free Europe, and carrying out a tough, realistic training program here at home.

But this is only part of what the Army is doing. The Army can no longer be thought of as an organization the main purpose of which is to wage war, if this is ever necessary. The Army is an integral part of the effort being made by America and her allies to deter war. In the Free World's campaign for collective security, the role of the United States Army affects the welfare and future of free peoples everywhere.

Let me illustrate by giving you some examples of the Army's role today in building the strength of the Free World.

We have special Army teams assigned to various countries to help train their armies. In my judgment, the result of this effort is one of the brightest spots in the battle against international communism, as well as evidence of the U. S. Army's great contribution to world security. I need but point to the work we are doing today with the army of the Republic of Korea and to what has been accomplished with the Turkish and Greek armies to indicate what can be done towards strengthening the Free World by a minimum expenditure on our part of training manpower and defense materiel.

The mission of the men making up these military assistance teams is to assist in creating in these countries fighting units capable of defense. But these men are also ambassadors of the United States, and their conduct reflects upon the good intentions of our own country.

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We have off-shore procurement personnel who are buying munitions in European countries. This new approach to collective security has far-reaching consequences. The way in which these procurement activities are executed can have a serious effect on the contribution to collective security of the countries involved; in fact this program may make or break their economies. And in the world effort for collective security it is essential that our allies have a sound economy as well as trained and ready fighting units.

The Army and its sister services today constitute this country's biggest business. A procurement official for the Armed Forces has one of the most complicated jobs in existence. In determining the award of a contract, he must give the most careful attention to the nation's industrial mobilization program and the accepted schedules of production; the equitable distribution of procurement contracts among the maximum number of competent suppliers; the fullest possible use of small business concerns; the aggressive encouragement of subcontracting by prime contractors; the availability of manpower in distressed employment areas or in areas of manpower shortages; the reservation of **special skills** for the more difficult production tasks; and, not least, the dispersal of industry. But with all this, he and his associates are making more than one hundred thousand Army contracts a month calling for sizeable expenditures. This may give some idea of the impact of military procurement on our economy.

I mention this because it is just as important that the economy of this country stay healthy as it is that we train fighting men. These economic considerations require the most profound judgment in planning and executing our military procurement effort.

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Other activities of government which are dedicated to mutual security and winning the so-called cold war, such as the Mutual Security Agency, the State Department, the Central Intelligence Agency, and the Psychological Strategy Board, also require men of imagination and ability. Within these agencies there are hundreds of men and women who are dedicating themselves to research and evaluation of information, as well as advising the highest officials to help them make decisions. These are the persons who receive little glory and little tribute but who supply the facts upon which high officials must act. Their role cannot be over-emphasized in the functioning of today's government.

I would like to take a moment to mention in particular the Psychological Strategy Board which was established by your President --Gordon Gray.

The purpose of this organization is to coordinate within the field of strategic psychological warfare the activities of the Department of Defense, State Department, and the Central Intelligence Agency. Although this organization is in its infancy, its potential worth to the nation is huge. The Board of Trustees of your University did great service to the country when it agreed to lend Gordon Gray to the Federal government for the purpose of establishing this organization. For in this organization lies the key to the effective utilization of all of our resources to avoid World War III.

There remains a multitude of activities within the Federal government which demand competent public servants. For instance, there is a continuing need for able men to serve on labor boards, men to develop the agricultural programs of this country, men to preserve our national resources, and men to administer our Federal security program for the aged, the sick, and disabled. The success of all of these activities depends on the men and women who administer them.

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Basically there are three courses open to those who wish to do their part in public service.

Each year thousands of young men and women begin a lifetime career in local, state, and national government.

Others begin their adult life in public service, work for a few years in government, and then step into positions of responsibility in private enterprise.

Still others gain competence in the business world and then take time off, you might say, to enter public service -- usually in the higher positions. These persons are always in demand at all levels of government.

All three types of public servant -- the career employee, the person who leaves public service for other pursuits, and the leader who comes to government from private life -- have a place in government. All of them make the wheels of today's world go 'round.

And I remind those of you who are about to begin your careers that whether you enter public service or whether you go into other fields you have a personal stake in good government. The basic requirement is found at the ballot box. But from there on, as your conscience moves you, there are opportunities for you on a part-time basis in your local affairs to full time public service in your town, state, or Federal government.

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It would be negligent of me if I did not mention to you the civilian career opportunities in the Department of the Army. As the largest Federal department, the Army has much to offer its civilian employees. One of our most important achievements since I have been Secretary of the Army is the development of a new career plan for our civilian members.

This program, which will go into operation after the first of the year, is developed around two major means of assistance to the employee. The first one is training both at his Army station and away from it. Those employees who can qualify will be given an initial training course which will be aimed at broadening their intellectual contact with many phases of the Department's work. Through this training and through a planned rotation of job opportunities in his early career, the employee will learn not only what work he enjoys most but also what work he appears to be fitted to continue. This is a pretty important decision to be made, because the Army uses people in about 1500 different occupations and it is not easy to place people in the occupation for which they are best adapted and which they will enjoy most.

In later years we plan to give the employee who demonstrates ability an opportunity to attend pertinent courses in the Army school system as well as appropriate instruction in civilian universities and otherwise qualify him for positions of increasing responsibility. The major difference between this plan and our past activities is that the Department of the Army will take an active instead of a passive part in building better executives through training and broader promotional possibilities.

We feel that this plan compares favorably with any personnel plan which, up to now, has been produced by any other Government department. Although this program will probably take some years to reach its full fruition, our present start will provide civilians with far better opportunities for building an interesting and rewarding career in the Army. It is my hope that from the pattern we have established there will come eventually the Assistant Secretaries, the Under Secretary, and even the Secretary of the Army.

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I spoke awhile back of the advantages and satisfaction of public service. I would like to elaborate on that point. In choosing a career -- or an occupation which will consume some years of his life -- a young American naturally considers his own well-being and that of his family, in being or to be. If public service entailed nothing but sacrifice, it would be difficult to attract the sort of people America needs in government, except in periods of acute emergency, when it has been traditional for successful business and professional men to serve temporarily in difficult assignments. However, I am firmly convinced that it offers opportunities which many qualified young people overlook.

It is true that in most cases the immediate monetary returns from public service are less than those obtainable elsewhere -- a situation which it is to be hoped will be alleviated in the course of time. However, as a general rule, an aggressive and determined young man has the same chance for rapid advancement in government service as he would have in private business or private practice. He will be given greater responsibilities at an earlier age -- and certainly there is no form of training more advantageous than the actual bearing of responsibility. Usually he will come into early and frequent contact with men of achievement, both in and out of government, who would otherwise be completely outside his sphere of association for years. And from such contacts he will gain invaluable confidence and knowledge.

The experience acquired in the public service is definitely a transferrable commodity when, as, and if, a government employee chooses to enter another field of endeavor. The opportunity of dealing with broad problems at a comparatively early age, which in itself is a source of great personal pride and satisfaction, makes the young man with government experience sought after in the business world. There is a ceaseless interchange of personnel between government and all fields of private enterprise. Business and industrial leaders more and more are demanding men who have a practical knowledge of government, men who have developed their abilities in this field.

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There is one last point with regard to the broader aspect of public service that I feel compelled to make tonight. It is this: that every responsible citizen owes it to himself and America to do everything in his power to insure a climate in this country conducive to the maintenance of an efficient public service, clothed in dignity and honor, which will be increasingly attractive to the highest type of young American. I can say without the least reservation that the overwhelming majority of those who work in government today are scrupulously honest, able, loyal and normal men and women. A cross-section of America, they exhibit the traditional American virtues and faults. They conduct the business of our government with a degree of efficiency that is remarkable in view of the complication of the problems faced, the inefficiency that size alone may produce and the inertia inherent in any non-profit and loss system. If our nation is to progress, some way must be found to identify and recognize loyalty and competence in the public servant, and to avoid the impression often given to our public that the deficiencies of an individual are characteristic of the whole.

Just, dispassionate, specific, and well-considered criticism is invaluable to any administrator. It is a salutary purgative imperative to our system of government, and to be encouraged and pressed vigorously. But that it be used wisely is the essence of a successful system.

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During these days of international tension all of our institutions are being put to severe tests. To escape justified criticism, government must operate at top efficiency. In my judgment this is possible only if qualified persons participate in its many activities.

Like all organizations, governmental agencies need new blood, new ideas -- young men and women with talent and enthusiasm. I am certain that such persons will find in public service a **career** that is not only personally satisfying but which will contribute to the strength and stability of the world of the future.

E N D

FUTURE RELEASE

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SATURDAY, OCTOBER 18, 1952

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ADDRESS BY
SECRETARY OF THE ARMY FRANK PACE, JR.
AT THE MOBILIZATION CONFERENCE OF THE JEWISH WELFARE BOARD
STATLER HOTEL, WASHINGTON, D. C.
SATURDAY, OCTOBER 18, 1952 -- 8:30 PM (EST)

I would like to begin my remarks to you by expressing the Army's deep appreciation for the assistance we are receiving from the Jewish Welfare Board.

As Secretary of the Army, I am greatly concerned not only about the size but also the spiritual strength of our Army; not only about its equipment and its supplies, but also about the integrity and character of its officers and enlisted personnel. Ever since I have been Secretary, I have felt a special regard for the great work our chaplains are doing. In the reports I receive from the Chief of Chaplains and in my travels I can see many examples of the manner in which our chaplains are helping the Army maintain its integrity and our young men and women maintain their spiritual strength.

So my first thanks to the Jewish Welfare Board is for your efforts to make certain that the Army receives the required number of Jewish chaplains. We appreciate, too, the role played by all of the rabbis and other Jewish leaders who devote part of their time to religious services on nearby military posts.

Tonight I want to discuss with you the Army's responsibilities to its soldiers which in reality are responsibilities to the Nation. To over-simplify a tremendously complicated matter, the Army's basic responsibility is to prepare and equip men for the defense of the United States.

Our first and all-important responsibility to the soldier is to insure that he is as competent and as battle-wise as realistic training can make him.

Further, this time spent in the Army should help to create the kind of young people who, on their return to civilian life, can assume the responsibilities of citizenship and leadership in such a fashion as to guarantee the future of our democracy.

In my judgment we are seeking intelligently to meet these responsibilities at a time when the Army is facing unprecedented demands on training time.

MORE

JEWISH WELFARE
BOARD SPEECH

Let me cite but one problem: our huge turnover in personnel.

This year we are losing about 750,000 soldiers or about one-half of the Army largely built up since the outbreak of hostilities in Korea. The period of mandatory active service for the men who came in the Army at that time is expiring.

New replacements must be trained to go immediately into battle, if need be. And this is no simple process. It imposes terrific burdens on our training system, complicates the other difficult jobs the Army is doing, and is very costly in time and money. But in this period of half-peace, half-war some reasonable limit to a soldier's mandatory service is the only fair and democratic way of meeting our defense requirements.

As much as we would like to believe otherwise, we must assume that world conditions will require us to maintain a comparatively large military establishment for some time. Counting the 3,600,000 men and women in the Armed Forces and the normal yearly turn over, it is reasonable to expect some 10,000,000 of the Nation's young people will experience military duty in the foreseeable future. Considering their influence on their immediate families and friends, probably upwards of 30,000,000 Americans will be affected directly or indirectly by their military service.

The great majority of our Service people are at an impressionable age. What these people get out of military service -- or fail to get out of it -- will, in my estimation, have a significant impact on the course of events in this Nation, if not the world. I view the obligation we have to them as a grave responsibility.

Our responsibility to the soldier starts with how well we prepare him for battle. He is given the most realistic training possible under simulated battlefield conditions. He learns how to fight at night. He practices infiltration -- how to do it and how to defend against it. He learns what it is like to approach an objective under artillery and machine gun fire. He comes to understand the spirit of the bayonet. In short, he receives the best training the Army has ever given.

He is far removed from the comforts of home. But from my own observations, I can tell you that the soldier who has been through his basic training is a better specimen physically than he was before he was inducted. And his mental outlook is top-notch.

The record of our troops in Korea and elsewhere attests to the soundness of our training. There is a two-fold reason for giving our soldiers this tough, realistic training: first, to help them to do a tough job in combat and second, to increase their chances of staying alive. And this latter is, above everything else, the most important thing we can do for our soldiers.

The American is the best cared for soldier, in and out of battle, in the world. His food, clothing, housing, medical care are matched by those of no other fighting man. He is healthier than his civilian contemporary. When he leaves the Service, he is healthier than when he entered.

In Korea, our death rate among wounded soldiers who reach medical facilities is about one-half of the rate of World War II. About 98 out of every 100 of these wounded men survive. About 85 of them are restored to duty.

These remarkable records have come about in large part because of new and improved techniques -- new ways of doing Army business. Our mobile Army surgical hospitals -- "MASH" units as we call them -- go into position almost behind the front line. Air evacuation, making possible quicker definitive surgical treatment, has saved untold lives. The helicopter has come into its own in Korea in more ways than one. But as much as it has aided our fighting effort, the work it has done in bringing back wounded gives me particular satisfaction.

In an attempt to reduce even further the number of men who die from wounds, the Army and the other Services in Korea have been experimenting with an idea that is almost as old as warfare itself-- body armor. It is designed primarily to prevent shell and grenade fragments from causing serious wounds in the chest and stomach where more than half of the fatal battlefield wounds occur. Experiments in Korea indicate the vest is more than worth the eight extra pounds which the soldier who wears it must carry. As one infantryman put it, "I'd rather wipe sweat than blood."

Our method of fighting -- making the most out of terrain, firepower, and maneuver -- helps also to reduce our casualties. Throughout our fighting in Korea, throughout our operations in the entire Army, we try to make maximum use of guns, machines, equipment, and ideas to make the best use of our manpower and to protect lives.

Our results in saving lives of wounded have been widely publicized. Less well known are the achievements of our commanders and medical experts in cutting down the disease rate of troops in Korea. When we first sent troops into Korea two years ago, our doctors said that from a medical standpoint, we ~~couldn't~~ be fighting in a worse place. Diseases were prevalent; local sanitation left much to be desired. But, thanks to our strides in preventive medicine and field sanitation, our disease rate in Korea has been surprisingly low. Overall, it compares favorably with the rate of disease among troops elsewhere in the Army.

At the same time, United States and other United Nations medical specialists, in cooperation with Republic of Korea health officials, have brought about phenomenal reductions in the prevalence of major epidemic diseases among Republic of Korea civilians.

For example in the past year, smallpox cases there have dropped 98 percent from nearly 40,000 to 885; typhoid cases 96 percent from 68,800 to 2,400 with deaths from this disease falling to about 3 percent of what they were in the first half of 1951. Similar sharp reductions were recorded in typhus fever, diphtheria, relapsing fever, and other communicable diseases.

Besides furnishing doctors, nurses, laboratory scientists, sanitary engineers, and other specialists, the Army has supplied more than a million dollars worth of vaccines, antibiotics, surgical instruments, chemicals, and hospital equipment for use among the local population. Scores of Korean doctors and nurses have been trained in a tuberculosis control program.

And I am particularly proud that Army medical care has played a similar role in safeguarding the health of civilian population in occupied or liberated areas since World War I.

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I firmly believe there is generally high morale in today's Army. However in any organization as large and complex as the Army there are bound to be individuals who are dissatisfied -- particularly those whose service is involuntary and where conditions are unpleasant. But I want to repeat the overall morale of our soldiers is high. Our discipline is still strict -- as it must be in any fighting unit -- but it is tempered with consideration. Our commanders realize and insist that soldiers must be recognized and treated as individuals.

The biggest example of this respect for the individual is a rotation program which has brought back some 300,000 men from the fighting in Korea. This replacement system has added to our training and logistical burdens. But as the largest systematic rotation of troops from combat in any nation's military history, it represents, to my mind, the best in our democracy in these troubled times.

I want to mention, too, an activity in which all of you in your home communities can do something which will mean a lot to our servicemen returning from Korea.

About a year ago, the Army started a hometown welcome campaign for soldiers returning from Korea. Mayors or other civic officials are supplied with the names of men returning home and asked to see that they are accorded some distinction after they arrive.

This program is still in the incipient stages and has met with varying success. In Chicago, for example, it is working well. It is now sponsored there by the local American Legion and extends to all servicemen. Returning veterans of Korea receive a scroll in honor of their service and are often invited to dinners by civic groups and otherwise honored.

My civilian aides, a group of distinguished, patriotic, selfless American leaders who have given invaluable assistance to me personally and to senior Army commanders in their areas, have joined with the local Army Advisory Committees to Commanders at nearby Army installations and have done remarkable work in getting this program underway. But, of course, its continuing success depends on the support it receives in every Hometown USA to which Korean veterans return.

I urge you to give this program your support. No one, I feel, deserves a warm welcome home more than our Korean veterans. No group is better qualified than this one to understand their needs or give them aid.

There are other examples of our concern for the soldier as an individual.

Particularly gratifying to me is the effort the Army is making to rehabilitate soldiers who get into trouble. We have certain retraining areas where the soldier is treated more like any other soldier than a prisoner. Many selected soldiers who had good records before they went astray are being given a chance to redeem themselves in combat. This option is strictly voluntary with the men and offered only to those whose previous service indicates they will make good if given another chance.

Sometime ago I was informed that during the first 15 months of fighting in Korea some 1100 soldiers had been assigned to combat units there under these circumstances. No derogatory report had been received on any of these men.

Here is part of a letter one of these soldiers wrote, after he had been in Korea for some time, to Mr. W. Foster Jordan, Chief United States Probation officer, Northern District of Alabama, who first became interested in his case and urged that I waive the man's dishonorable discharge so that he could re-enlist and clear his name.

".....I think you will understand why I didn't write before I'd proved that I could make the grade. I made Staff Sergeant last week. But I don't intend to stop at that. If the Lord is willing, I'll make Master before you see me again, and I want to tell you again how much I appreciate the chance you made possible for me to clear my name. I'll have to close now. I's not often I get time to write. They keep us pretty busy over here."

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Now, I would like to touch on some of the specific programs in the Army to help a soldier's general well-being.

I've mentioned my great admiration for the work of the chaplains. As you know, our chaplains are about the busiest men we have, not only with their religious duties, but in all the other fine and wonderful work they do. In visiting Army posts, I always talk with the chaplain alone in his chapel. From him, I can get a good picture of the men's morale, conditions on the post and in nearby communities, and the men's general feelings. I am happy to state that attendance at religious services is at an all-time high for the number of men and women in uniform.

Next, we have in the Army a character-guidance program. Its objectives are to help instill and maintain a spirit of service and sense of pride in the proper performance of duty; an awareness of the individual's moral responsibilities; and a recognition of the obligations and opportunities inherent in military service.

During basic training, soldiers receive 7 hours character-guidance training; later they are scheduled for 2 hours per month in their normal unit training. At each military installation from separate battalion through the Department of the Army, there is a Character-Guidance Council. I believe the work of this body and the feeling this program has helped to generate throughout the Army is responsible to a large degree for the improved morale of today's Army.

We also have an intelligent information program in the Army to provide soldiers with facts necessary to an understanding of their responsibilities as soldiers and citizens. It answers the "why" of military service; "why" we are in Korea; "why" communism is a threat to this country, and "why" the job at hand must be done.

We also carry on an extensive educational program. Its primary purpose is to raise the efficiency of the Army by raising the educational level of its personnel. Not to be overlooked, however, is the benefit to the country as a whole when the educational level of some 44,000 of its citizens is raised in one year to a fifth grade minimum through education given in the Army; or where some 180,000 Army men and women enroll in courses from grade school through college.

I understand that in your work groups tomorrow you will have a detailed briefing about the Army's special service functions. Therefore, I want to mention to you only that again we appreciate the efforts of your organization in cooperating with these activities. I urge you to continue your good work to make a home away from home for our Service people.

These latter steps I have outlined are, we believe, essential to help maintain our soldiers' morale and increase their efficiency. We hope these opportunities will help to make our soldiers better citizens now and in the future. But here could be no military justification for any of these activities if they did not pay off in more effective soldiers.

As Secretary of the Army I have a great sense of satisfaction with the men and women who make up our Army and the job they are doing.

In this regard, I would like to read a few lines from a letter Arthur Hays Sulzberger, publisher of the New York Times, wrote to Anna Rosenberg, Assistant Secretary of Defense, when he returned this summer from Korea.

"....You will be delighted to know that everywhere I went I was profoundly impressed with the morale of our troops. Those men with whom I talked had nothing but praise for their food and clothing, and, most important of all, they know why they are where they are."

It is my personal belief that a soldier who has taken his military obligations seriously, has fought against communism on the field of battle, and has seen conditions throughout the world, cannot help but be a better citizen. It is my hope, that what he has seen and done as a soldier will be translated in civilian life to an active interest and participation in government at local, state, and national levels.

FUTURE RELEASE

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WEDNESDAY, SEPTEMBER 17, 1952

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THE MILITARY ROLE IN
NATIONAL DEFENSE

ADDRESS BY
SECRETARY OF THE ARMY FRANK PACE JR.
BEFORE THE AMERICAN BAR ASSOCIATION
AT THE ST. FRANCIS HOTEL, SAN FRANCISCO, CALIFORNIA
WEDNESDAY, SEPTEMBER 17, 1952 - 2:00 PM PDT (5:00 PM EDT)

THE MILITARY ROLE IN NATIONAL DEFENSE

I think in speaking to this audience I should identify how deeply my roots are intertwined with the American Bar Association. My father was a lawyer in the State of Arkansas for over 50 years, and during practically all that time was a member of the American Bar Association. He became a member of your Executive Committee and remained in that capacity for many years. He was also a Commissioner on Uniform State Law.

More important, both he and my mother attended every meeting of the American Bar Association for almost 20 years and found their deepest friendships among members of the Bar, traveling all over the world with various parties of the American Bar Association. I don't believe any family tied their life more firmly to the American Bar Association than did my father and mother.

I became a member of the American Bar Association on graduation from Harvard Law School, and I attended many meetings of the American Bar. I also was a member of the Conference of Commissioners on Uniform State Laws up until the time I entered the Armed Services of the United States.

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MORE

I have been given the assignment of talking to my fellow lawyers about where we stand in terms of our National Defense effort. That is a problem that rests very heavily on every citizen's mind today. Unfortunately in this field, statistics are never compelling and men's judgments tend to vary and therefore there is always substantial doubt as to exactly what progress is being made.

I think I should start out by saying to you that the program laid down for the National Defense effort is a sound one. It is likewise a vast one and one which is enormously difficult to coordinate. There is not now and never will be a program that is carried out without obvious discrepancies, obvious failures of human judgment and some dereliction. These factors must be sought out, routed out, and eliminated. But in a program as vast as this one aimed against an indefinite goal, it is impossible ever to achieve perfection or anything approaching it. I repeat, however, that I think with the problems that face us the program is a sound one and is being carried forward intelligently towards a desired goal.

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In speaking to you about the military role in National Defense, it is only natural that I will emphasize the branch of the Service which I head, the Army. I am more familiar with Army matters. And what is common to the Army generally is common to the other members of the Defense establishment.

If we are to prevent a global war, or achieve victory in either global or local war, we must create and are creating in the United States a new Army -- one which will rely on highly skilled soldiers, greater firepower, and better mobility than any other Army in history. If we lack superiority in any of these three elements, we would face the threat of prohibitive losses or even defeat in any fight with a communist enemy who is clearly our superior in numbers.

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In terms of numbers, the Army has grown in two years from less than 600,000 to more than 1,550,000; from 10 divisions, 9 of which were badly understrength, to 20 divisions plus other strong units such as separate infantry regimental combat teams and antiaircraft battalions all of which are at a reasonable degree of combat strength.

By way of contrast----- and here you begin to see why there is little ground for complacency today -- the Soviet Union has about 175 divisions which, based on our division strength, would be equal in manpower to about 78 U.S. divisions. When the forces of our Allies and those of the Russian satellites are considered, numbers are even more in the favor of the Kremlin.

I do not suggest that the United States should try to match the Soviet Union man for man, gun for gun. But these figures serve as a standard to measure the problem that America faces in its defense.

I do say however, that we must concentrate on the field of ideas so that we can make the most out of the inherent skills of our soldiers. Better ways of doing Army business must always be our goal.

. It is from the field of ideas -- one that we must win if we are to stay ahead of the communists -- that we produce an atomic cannon; a guided missile; improved ammunition, mines, and conventional weapons; new forms of transport such as the convertiplane which will rise like helicopters and fly like a normal fixed-wing plane; and bullet-proof vests for our soldiers.

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Trained soldiers, advanced weapons, better transport, supplies and equipment, improved management procedures--these mark the tangible progress of the Army today.

There also have been intangible gains which, in the long run, may mean almost as much to the Nation as the security the Army is giving it now. While our first responsibility is to produce an efficient soldier, we have an additional responsibility to insure that whether a man or woman remains in the Army or returns to civilian life he will be better able physically, mentally, morally, and spiritually, to take a place in our society. He will have the capacity--and I hope the desire -- to make a contribution to this democracy which will provide the leadership that will permit America to retain its place in world affairs, not for one, two, or five years, but forever. This second responsibility, I can assure you, is getting the same personal, command **attention** as the primary mission of producing a soldier.

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Is this program sound? Is our build up today necessary and is it on solid footing?

I think one must understand exactly what we are trying to accomplish today to answer these questions. And these are questions which every taxpayer has the right to ask and which deserve answers.

For the first time in our peacetime history, the United States has set out on a deliberate realistic plan to stave off possible impending global war. Today's partial mobilization of military forces is being matched by materiel support from the Nation's industry, and the added military and economic strength of the rest of the free world. In my judgement, we have made the only reasonable decision open to us. In trying to prevent all out war we are building the strength to take care of emergencies and are laying a firm base in men and materiel for immediate expansion if war comes.

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I like to think of this build-up as buying insurance for peace. This vital insurance program must stand critical scrutiny. Are the premiums reasonable? Are we getting our money's worth? In short, is it good business?

Money alone can never measure the cost of war. But let's compare what we are spending today on our defense preparations with what we spent on defense during other troubled times and what it cost us in the long run.

In the first place our build-up today is costly. It represents the greatest mobilization in this country's history, short of total mobilization.

Our present defense obligational authority of 47 billion dollars is about 60 percent of the budget for fiscal year 1953. We have about 3½ million men and women in uniform. By way of comparison with the war year of 1944 our military budget then was 87 billion, or about 87 percent of the total budget. During World War II there were some 15 million men and women in the Service.

In the 10 years before World War I, we spent only two to three hundred million annually on our defense although the signs of impending war were all around us. The immediate cost of World War I to us was about 33 billion; the ultimate total may reach 100 billion.

During the fateful 30's, with Hitler, Mussolini, and the Japanese war lords embarked on programs of conquest, we spent only about one billion a year for defense. The immediate cost of World War II to us was about 330 billion; no man can figure its ultimate cost. In trying to set an estimate, Paul Hoffman said it might reach more than a trillion dollars.

So, if this expensive build-up can prevent an even costlier war, any reasonable sacrifice - particularly in time, money and inconvenience - is worth it. By preventing war we save money, we save materials, we save resources - and most important of all - we save lives.

It is the opinion of those of us who have the responsibility for carrying out the National Defense that the steps we are taking spell something the men in the Kremlin can understand. No one, we feel, will unleash global war if it means his own destruction. And strength - the military-industrial strength that is America today - seems to be one thing the communists respect.

Our ultimate hope is that a peaceful solution to the world's problems will emerge. The stakes are the highest in our history. And if the war we are trying to prevent does come, the steps we have taken to build our military strength will have added to our defense structure materially.

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There is no doubt in my mind that this philosophy is sound; that the premiums costly as they may be -- are buying real defense.

We can measure the defense we are buying by examining the size and quality of our troops and the materiel we are receiving today.

In the terms of an efficient fighting force, I can say with personal knowledge that our Army today is magnificent. I have inspected our troops in virtually every place they are stationed.

Where our troops are engaged in actual fighting the record speaks for itself. I agree wholeheartedly with a veteran observer who termed the Eighth Army in Korea the best field army in our history. In spite of a thorough rotation program, which has brought back about 300,000 soldiers from Korea, combat efficiency remains high. Replacements have quietly stepped in to take the place of battle-seasoned veterans. To me this is proof that our training system is turning out a superior product.

. This same business-like proficiency is found in our troops elsewhere. We have more than matched in quality the increases we have made in quantity.

As for materiel, Secretary of Defense Lovett recently reported that our defense production during the first 12 months of the Korean conflict showed a rate of acceleration of 222 percent which outstripped our best achievements of World War II. Military "hardware" -- planes, ships, tanks, weapons -- has increased 6.6 times since fighting began there. With the Armed Forces currently spending about 4 billion dollars a month, we have reached a point where we are getting reasonable returns in materiel for our money.

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In an operation as large as the Armed Forces, spending as we do the largest part of the Federal budget, it would be impossible for everything to be letter perfect. We are bound to make some poor plans, we are bound to make mistakes in carrying out some good plans. But it is my job, and that of the others who are managing the defense program, to see that expenses are kept to a minimum, that we don't make the same mistakes twice, and to look ahead so that we don't make them at all.

In our military planning, no expert can look at our position in the world today and come up with an exact calculation of what the Armed Forces will need in the next several years. The best we can do is to figure what is likely to happen, try to influence what will happen, and be prepared for a series of eventualities. Naturally some of this is expensive and wasteful. Inherently, war is wasteful, planning for war is wasteful, and planning to prevent war is wasteful. If we knew what was going to happen -- or if we could estimate our "military market" with the degree of accuracy that a manufacturer can figure his probable sales -- our problems would be much simpler. And our solutions would be less costly.

I wish I could tell you that our entire defense effort is moving at top efficiency, that there is no wasted motion or dollars. You and I know that this would not be true. I do believe, however, that some are inclined to conclude from a specific case of waste and inefficiency that this is general throughout the Military Establishment, or to misinterpret a reasonable operation as wasteful. For full evaluation, incidents must be put into their proper perspective.

Let me give you examples of what I mean.

Near your community, for instance, you may see row after row of jeeps parked in a field. It would be easy to conclude that the military has pulled a boner and has so many jeeps it can't use that it has to store them in open fields. These same jeeps, however, may be sent to Korea or Germany next month. Or they may be part of a mobilization reserve that your sons would be using in the first two months of general war.

Another example can be taken from training requirements.

Modern armies need specialists. It takes a great deal of time to train them -- in some cases a year or more. From our conscripted soldiers come some of the men most qualified for specialist training.

Although their mandatory service is for only 24 months, we are giving a limited number of these soldiers with outstanding capabilities specialist training, particularly in the field of electronics. No doubt it may be questionable that they are being used most efficiently when half or more of their service is being spent in learning a specialty which they may use for less than a year before being separated. But these men have a total military obligation of 8 years; they will be in the Reserves for 6 years. In case of war, we would have an urgent need for these Reserve specialists. We can better afford the time to train them now than in full war.

Moreover, certain conditions peculiar to the times prohibit our operating at full efficiency. The rapid turnover of personnel in the military service is very costly in time and money. Perhaps billions could be saved simply by a substantial increase in a length of time each man serves.

During this fiscal year the Army will lose about half its strength, or about 750,000 men. Think of it, nearly 750,000 trained men going out and the problem of training the new ones coming in -- most of them for a 2-year period. These men must be trained to go immediately into war, if need be. And this is no simple process.

From a strictly military standpoint, we would prefer to have these men for the duration plus -- as has been the case during war. Our manpower utilization could be improved 100 percent by that one factor alone.

A soldier must be trained, assigned, almost all moved overseas, returned and separated. All these steps are part of his service whether he serves 24, 36, or 72 months. Naturally the longer he serves, the smaller percentage of his service is lost in "non-serviceable time".

It is true that as these men leave active service, we are building up a large pool of relatively well trained Reservists. But unfortunately most of these servicemen will have been trained only in the basic skills of fighting. As I mentioned a moment ago, it takes a long time to train some of our enlisted specialists. Other requirements of the Army preclude our making specialists out of many of our 24-month-men even though they have the qualifications.

So under our present limits on required service, neither the active forces nor the Reserves get maximum benefit out of a serviceman's time. We must devise some system whereby we can assure specialized training to a reasonable number of reservists, particularly in the enlisted ranks. We must stockpile trained manpower as well as materiel.

But I would not advocate a radical change on length of mandatory service under today's conditions. A limit on mandatory service is the only fair way in a partial mobilization. A democracy does not always put money first; I am glad to say that in this country, justice, fairness, and a consideration of the individual comes ahead of cash and unreasonable demands of the government.

In considering what we are getting for our money, I am firmly convinced that the overall job the Army is doing today nets the Nation its greatest dollar-for-dollar defense.

Besides a splendid combat Army, we are laying the foundation for a much larger Army of the future if we need it.

Additionally, the Army has had a major role in helping to train our Allies. I need but point to the Turkish and Greek armies to indicate what a reasonable expenditure in materiel and training manpower can do to help our friends develop first-class fighting forces. We are doing the same thing now with the Republic of Korea's army.

To me, this is an extra dividend the United States is receiving from its Army. As we help our Allies to rebuild their armies, and as we are participating actively in joint defense arrangements, we are strengthening the Free World and in effect providing the means to reduce our own Army. I am convinced our Allies would rather defend themselves with as little help as possible than depend on us to do the job.

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A moment ago I spoke about conditions beyond our control which resulted in a more costly operation than imposed by mere military requirements. I certainly did not mean to give you the impression that we were not waging a militant campaign to cut waste and improve efficiency throughout the Army where we can.

To give you an idea of how we are fighting waste and inefficiency, I would like to cite some measures we are taking in the Army to stretch our resources.

Perhaps the best known is our cost-consciousness indoctrination campaign.

Commenting on this program the Preparedness Subcommittee of the Senate Committee on Armed Services, headed by Senator Lyndon B. Johnson, had this to say last December:

"The Army, we are pleased to note, has taken some potentially valuable steps to instill 'cost-consciousness' into the attitudes of its personnel. Officers, for example, are being graded upon their ability and interest in economizing. That is good and we commendthe Army....."

I have taken a particular interest in this program because we are trying to get everyone in the Army from basic recruit to the 20-year veteran, from clerk to scientist, into the savings act. Results cannot be measured entirely in dollars and cents; its importance lies in the cumulative effect against waste that arises when over one and one-half million men and women in our Army, plus some half-million civilians working for the Army, realize that the Government's dollars are their dollars.

I have charged the Inspector General with making cost-consciousness a subject of his periodic inspections and reports, on the basis of which the Department of the Army can direct corrective action and greater effort wherever shown to be necessary. Reports in this series show many items of individual savings, ranging from better control of overtime wages, to salvage collections, to shortening periods when entrance lights may be kept on, to selling old lumber -- any one of which may seem insignificant in itself but all of which taken together unquestionably represent real economy progress.

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Instilling a real feel for economy and conservation in each soldier will provide the broad base for the campaign against waste. From the top, however, must come the imaginative and far-reaching planning, supervision and guidance which will permit us to channel and focus efforts to obtain maximum efficiency at least cost. Part of the battle to do things better is trying out new ideas which look as if they will increase efficiency.

For instance, operations at our Utah General Depot in Ogden, are under a new system of simplified requisition and accounting procedures.

Early this month Congressman Herbert C. Bonner, Chairman of the House "Watchdog Committee," after visiting the installation made these comments:

"This looks like the real thing, and it looks as if it will go a long way to eliminate waste and cut down cost of activities. If it works out as it seems to be doing here, it will no doubt become the procedure of all military services in requisition and supply of material."

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We have adopted techniques to drive home the importance of good comptrollership and economy management at each echelon of command and to protect the procurement dollar against inefficiencies, neglect or fraud in contract management.

We have added more than 100 officers to the staff of the Inspector General, who, working closely in coordination with the other investigative agencies of the government, is providing a continuous check on awarding and administering Army contracts.

We have also established Inspector General's offices in each of the seven Technical Services to assist them in keeping their own houses in order. All of the other investigative agencies of the Army such as the Army Audit Agency, which by nature of their work come into this field, are being coordinated in a single "watch-dog" system under the Inspector General. The purpose is not to catch misfeasance after the damage is done, but to detect and prevent it at the start. The Army, in establishing these tight controls, has drawn heavily on the experience of World War II during which we estimate as much as 5 billion dollars was saved through the Inspector General's review of contract awards and administration.

In our "Operation Red Tape" program we are conducting over one hundred survey projects to see if we can't cut down on the paper work that plagues Army administration. One result has been the simplification of reenlistment procedures with a savings of 680,000 man-hours and 780,000 dollars.

A major post-war development is the world-wide Army rebuild program. Inaugurated to rehabilitate the countless tons of equipment and supplies left scattered about the earth after World War II, this program has borne full fruit with the requirements of the Korean conflict and the return of our troops to Europe. Carefully prepared estimates from each Technical Service and from each field command show that their activities under this program through last June have returned about 12 billion, 374 million dollars worth of equipment to the supply line at a cost of about 1 billion, 665 million dollars. This savings of more than 10 billions in terms of new equipment means more than 7 dollars saved for every dollar spent.

The variety of equipment repaired and restored is great indeed, ranging from clothing and tentage, to tanks, trucks, and artillery, to radar, radio and telephone, to dental and X-ray equipment, to boats and bridging.

At the vast ordnance automotive rebuild shops in Japan, sometimes called the "BIG-5", mountains of materiel reclaimed from islands of the Pacific and transported by LSTs have been hammered back into shape at minimum cost. For example, two-and-one-half-ton trucks, costing about \$7,000 new, have been taken from the junk heap and rebuilt from the ground up for as little as \$1,000. These shops now form a huge reclamation center for Korean equipment casualties. Soldiers passing through Japan on their way to the front are given a tour through the center to impress them with the importance of salvaging even junk for this vital process.

These savings have been translated into a reduction of the cost of the Korean conflict and a consequent reduction in the price the taxpayer has had to pay.

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Conservation of equipment is only half the story. In September of 1950, the Army initiated a second program to save scarce raw materials through substitution and simplification of design. An important part of this substitution process includes replacing some 41,400 tactical vehicles in the Army with commercial ones. Generally, we plan to substitute commercial vehicles for tactical vehicles in all units not subject to combat conditions.

We're also trying to restrict the use of the jeep to tactical purposes and combat training -- the reason the Army got it in the first place. Many people think that the jeep is inexpensive, cheaper than the ordinary commercial car. Nothing could be further from the facts. A jeep is built to combat specifications. It must take every sort of stress and shock, requires a four-wheel drive and must not cause radio interference. It costs \$2147 dollars as compared with \$1256 dollars for a simple light commercial-type vehicle.

So far this vehicle substitution program has saved the Army 230 million dollars when one compares the purchase price of tactical vehicles with the cost of the commercial substitutes. Commercial vehicles also afford considerable savings in gas consumption and maintenance and supply of spare parts.

The Army is also conducting a huge scrap hunt which has paid off in the past year and a half to the tune of 37 million dollars. More important the Army has been able to supply more than three-quarters of its needs for brass and other nonferrous metals needed to make ammunition. Much of this scrap has been recovered from the breakdown of obsolete and deteriorated ammunition, fired cartridge cases and other metal recovered from the Korean battlefield, and from the firing ranges and training camps in this country.

In these programs the Army has great help from my civilian aides, a group of distinguished, patriotic, selfless American leaders who have given invaluable assistance to me personally and to senior commanders in their areas as well as helping to explain Army matters to the public in their communities. The work of the civilian aides in the Sixth Army area has been particularly outstanding.

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I think we can all take pride in the dividends this system of buying insurance for peace has brought in terms of National Defense. Major problems are still ahead, particularly in the immediate future. But in my judgment we are on a solid basis. While this partial mobilization is a hardship on all of us, we can be thankful that it isn't a full mobilization and a full-fledged war.

By staying strong, we hope to make it too unpalatable for any aggressor to start World War III. At the same time we must always try to sustain this strength within the economic capacity of our democracy.

I doubt if it would be possible for any other country in the world to support fighting on the scale of Korea, rebuild a reasonable military strength, develop an expandable mobilization base, provide assistance for our Allies, supply them with initial equipment, help them with their training, and at the same time maintain a level of civilian economy to keep this country healthy.

In doing these thing I feel we are strengthening the very system that supports our way of life -- a way of life based on a free world and free peoples.

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EXPECTED ABOUT 10:00 (EDT)
THURSDAY, AUGUST 28, 1952

LI 5-6700 Ext. 71252

ADDRESS BY
SECRETARY OF THE ARMY FRANK PACE, JR.
BEFORE THE AMERICAN LEGION NATIONAL CONVENTION
MADISON SQUARE GARDEN, NEW YORK CITY
THURSDAY, AUGUST 28, 1952 -- 10:00 A.M. (EDT)

"A REPORT ON THE ARMY"

Having just completed an inspection of our forces in Greenland and Europe, visiting 10 European countries, I now have had the opportunity to see our men in most of the places in which they are presently serving throughout the globe.

This, I believe, puts me in a position to review generally with you the progress which the Army has made during the two years and two months since the Korean conflict began.

If one assesses our progress in that time it is substantial and heartening. Yet, as we consider the problems and difficulties that lie before us, we realize how essential it is not to let up now. The American people, guided particularly by those who have had military service, should weigh carefully the impact of the pros and cons which, I think, will fairly lead to a conclusion of cautious optimism, tempered by the consideration of tenuous problems that lie ahead.

In terms of strength the Army has grown from 593,000 to more than 1,550,000. I must warn, however, of the danger of evaluation which lies purely in numbers of men or divisions. At best that is a faulty yardstick.

To back up numbers of divisions there must be such factors as quality and length of training, leadership, quality and number of weapons, line of supply, materiel reserve, communications, mobility and ready reserve strength. All these factors must be weighed and evaluated in determining our total strength rather than the easy oversimplification of just numbers of divisions. It is the presence of these factors which gives preeminent strength to the U. S. Army division.

In these areas that make up the strength of our fighting forces, I am satisfied that great progress has been made. Our training system is second to none in the world. We are perfectionists in this field and rightly so. It is training more than anything else that means savings of soldiers' lives and their capacity

MORE

"A REPORT ON THE ARMY"

to hold or gain ground. Before Korea our system was sound and effective, but lacked the keenness that comes with training for war. Today that keenness is there plus the valuable lessons learned in Korea and incorporated into our system including the realism provided in training by combat veterans recently returned from fighting in Korea.

In qualities of leadership, both officer and NCO, we have great strength. Churchill, in commenting on the last war, said: "To create great armies is one thing; to lead them and to handle them is another. It remains to me a mystery as yet unexplained how the very small staffs which the United States kept during the years of peace were able not only to build up Army and Air Force units, but also to find the leaders and vast staffs capable of handling enormous masses and of moving them faster and farther than masses have ever been moved in war before."

The quality of our leadership today, as well as the numbers available, is substantially better than when we started our buildup for World War II. Partially, this is because most of our junior officers and all of our senior officers have had combat experience either in World War II or in Korea or in both. Further, our school system which trains officers at each successive stage in their career, and which has profited not only by war experience but by comparison with that of our allies, is calculated to produce the best. And with the expansion and improvement of our OCS and ROTC program we have young competent officers coming along to keep leadership strong.

Let me say, parenthetically, that I personally believe in the principle of keeping Army leadership young. We have vigorously preserved that principle even in the face of great manpower expansion. The adoption of a special provision that permits promotion of 5 percent of outstanding officers for special achievement irrespective of time in grade does much to emphasize incentive.

I would like now to say a word about the Reserves. This is far too vast and complex a subject to treat here other than very generally. But two things can fairly be said. First, the relationship between Regular and Reserve is better than at any time in peacetime history. This does not mean that our problems have been solved. But it does mean that we as a team are working towards the solution of our most difficult problem.

A second factor is that our Reserve contains more combat veterans than at any time in our Army's history. Here, of course, time works against us. But so it does against a potential enemy. Furthermore, over 300,000 soldiers have been rotated back from the Far East; many of whom have gone into the Reserve. (R)

In the field of mobility we have gone far, and must go further. No Army on earth has the capacity for mobility that ours has. Every jeep, every truck, every half-truck has been tested and retested at the research proving grounds, in the field, and in that final and most conclusive of all tests, the battlefield in Korea.

The helicopter too has received its test in these three areas and has proven itself wonderfully in Korea. I believe strongly that in the future the Army must be able to move swiftly in large numbers by air to any kind of terrain. It must in no sense be dependent upon slower movement by land. One type of movement will supplement the other.

There is experimental work proceeding on the convertiplane which would rise like a helicopter and fly like a plane. This would mean much to the Army. But our reliance must be on the things of the present, and while the dreams of the future must be encouraged and developed, it is fatal to premise your plans and conclusions on what might be rather than what is.

Firepower is a subject which has fascinated the minds of military planners since the first days of the gun. How to achieve it and place it where it is needed without overburdening the combat soldier is one of the major problems facing the planner. To do so with minimum demand upon manpower is an even more exacting problem.

One hears a great deal about the division slice and the problem of getting more combat soldiers in the front line. In my humble opinion, in a potential war in which you face ~~manpower~~ **strength** numerically greater than your own, the problem is how to retain a minimum sustaining force in the front line and support it with compelling fire from behind that line.

We have done a number of things to achieve greater fire power. Our small arms are constantly undergoing improvement. Our anti-tank capabilities from mines to recoilless rifles have been immeasurably improved. Our medium tank is, I am satisfied, the finest in the world. On my recent trip I found that our troops in Germany as well as our allies, were enthusiastic about the M 47 tanks. Techniques in laying mass artillery fire, in which the United States has long excelled, have been improved. And the potential of the atom will in the future be added to our firepower in the form of guided missiles and artillery.

Our antiaircraft guns have been improved both in rapidity and accuracy of fire. To this complement of weapons will come the Army's ground-to-air-guided missile, the Nike, which I have seen operate under test with devastating effect. All along the line, firepower, both present and future, is being emphasized and strengthened.

Let me turn briefly to a field not too mentioned in evaluating strength - communications.

In a recent exercise in Germany, I went to the front line with our Army Field Commander in Europe, General Matt Eddy, to talk to a platoon commander. "Where are you calling for artillery fire?" asked Eddy.

"At this enemy position," said the lieutenant, pointing to a distant objective.

"Suppose" said Eddy, pointing to a grassy knoll about five hundred yards distant, "your patrols advised you of an enemy

concentration there, what would you do?"

"I'd call for artillery fire there," the lieutenant told him.

"Well, do it" said Eddy.

As the lieutenant reached for his field phone and his map, senior officers moved in. Eddy waved them away -- "Let the lieutenant do it" he said, "he'd have to do it in war."

There was an uncomfortable silence -- one error might have laid the fire on us. But we relied on the lieutenant and the safety officer, and breathed a sigh of relief when presently, after the big boom of the artillery, the puffs of smoke appeared on the hillside ahead of us.

To me this incident emphasized two things -- one, the great reliance we place on a junior officer and his tremendous responsibility both in peace and war. And, two, the great value of communications. That the whole success of this mission might well have depended, along with hundreds of U. S. lives, on the accuracy and dependability of communications struck me with a powerful impact.

The best scientific minds of our country in the communication field have been and are working to improve this vital link in our operations. Coincidentally, one reason for the inability of the Chinese to crack our lines with their vastly superior front-line numbers is because of their poor communications. In this field the ability of one division to know of the position and degree of success of supporting divisions makes mass advance by the enemy a difficult proposition, enormously costly in lives.

In the field of logistical support and in the development of materiel reserves, we have encountered our greatest difficulties. As a people we are most fortunate that we do not have to anticipate big scale land invasion of our homeland. We are, however, conducting military operations in Korea more than 5,000 miles from our shores and preparing against any communist aggression in Europe 3,000 miles across the Atlantic.

To support our activities in these remote areas, we have had to set up a long pipeline of supply accompanied by a vast system of depots, hospitals, and repair shops. This logistical system is indispensable to our operations overseas but it is terribly expensive in terms of materiel to stock it and men to operate it. With regard to manpower it is an answer, in part at least, to the question often posed -- "Why don't we get more divisions out of an army of more than 1 1/2 million men?" We still have a lot more work to do in the logistical field before we will be satisfied with the job. We have far to go but we are progressing.

MORE

In materiel reserve, there is not now or will there ever be enough for any armed service. It is not possible within the limits of our economy to prepare materiel reserves with the completeness required for war. And if it were, it would be impractical since these reserves would become obsolescent with the passage of time, the materiel of some services more rapidly than others.

So to a large degree we place our reliance on our productive capacity to provide the needed reserves. However, I must warn that drawing too fine a line in this area could be disastrous, because attrition in the early stages of a war would be heavy, and some stockpiling of reserves is imperative. We must always stock substantial reserves of those items which we would need at the outbreak of war and which cannot be produced quickly by American industry.

Now to the other side of the coin. As we look ahead what do we see?

In the Army we will lose more than 750,000 men in this fiscal year alone. That means that while we pour 750,000 men into the trained reserve the Army faces the Herculean task of training 750,000 new men - most as basic trainees, but some as specialists. This means that the whole Army will be turned into a gigantic training base, fighting to hold combat readiness, but pressed in every sector for training replacements. To do this and continue our rotation of combat soldiers from Korea is going to strain every nerve and sinew of the Army.

Incidentally, I want to mention again the Army has returned over 300,000 soldiers from the Far East. This is the first time in our country's history that systematic rotation of combat soldiers has been carried on during large-scale fighting. To me, rotation represents the best in the capacity of a democratic nation to readjust itself to a problem it never faced before -- the problem of half-peace and half-war.

Another problem of the future lies in production. To provide a production line not too large to support, but large enough to expand to meet wartime needs, is one of the most delicate problems the Army has ever faced.

In the 24-month period following the attack on Korea, the Army has obligated \$30.2 billion dollars in contracts for procurement and construction. During the current fiscal year, the Army expects to obligate about \$10 billion more for the same purposes. Included in these figures are nearly \$7 billion dollars for the Mutual Defense Assistance Program. To see that all these products come out at the proper time to equip trained men is difficult. It is rendered far more difficult by a steel strike which, for example, cuts by one-third a full-year's ammunition production for the Army.

In conclusion, let me tell you of my own deep pride in the Army, its soldiers, its officers and its alumni. I have been impressed by the deep sense of integrity that generally pervades the Army as well as by its inherent feel for public service. Two fields that I know you will approve of have been pressed:

(1) In the Army our primary duty is to produce a soldier, but our secondary duty is to produce a better citizen. Most of our young men are with us for only two years and at an early age. It has been and will continue to be our objective to make that man or woman while in the Army, more aware of his or her responsibility as a citizen and better able to carry it out.

(2) To be great the Army must, consistent with the requirements of discipline, recognize the importance of the dignity of the individual.

That, then, is the story of the Army. There is much that can be done better in many ways, vast problems for the future that cannot easily be solved, but there is also a record of steady progress in which I think we can afford to take pride.

E N D



FUTURE RELEASE

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DEPARTMENT OF DEFENSE
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THURSDAY, JULY 24, 1952

NO. 167-52S

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EXCERPTS FROM AN ADDRESS BY
SECRETARY OF THE ARMY FRANK PACE, JR.
21ST ANNUAL CONVENTION OF MILITARY CHAPLAINS ASSOCIATION
OF UNITED STATES
GLEN ISLAND CASINO, NEW ROCHELLE, NEW YORK
THURSDAY, JULY 24, 1952 -- 8 P.M. (EDT)

The Chaplaincy is as old as the Army, and without it our Army is without meaning. Our Chaplains have been with the troops at the fighting fronts, they have been with the wounded after battle, they have jumped from airplanes with our airborne troops, they have been with the young men through the first phases of their training life. They are as integral a part of the leadership, courage, and integrity that make our armed forces great as any facet of command.

As Secretary of the Army I am greatly concerned not only about the size but also the spiritual strength of our Army; not only about its equipment and its supplies, but also about the integrity and character of its officers and enlisted personnel.

One of my greatest interests is in the leadership of today's Army. Here the work of the chaplains is paramount. The chaplains are helping to create and sustain spiritual stamina in our men and women, imbuing them with an orderliness and cleanliness of mind and spirit. Spiritual strength is the essence of good leadership and goes hand in hand with command.

Leadership covers a big field. It is far more than just giving an order. The young combat leader shoulders heavy responsibilities in battle. He is trained to function despite combat stresses and hardships which are without counterpart in his civilian experience. An infantry company commander, for instance is responsible for some 200 men and tens of thousands of dollars worth of equipment, weapons, and supplies. He is responsible for feeding, clothing, and sheltering his men. He must see that hundreds of individual items of supply are on hand in adequate quantity. In short, he must manage the military community which is his command, as well as lead it in combat.

MORE

MILITARY CHAPLAINS ASS'N

He has accepted the greatest of all responsibilities -- the responsibility for human lives, their development and preservation. To meet these responsibilities, he needs the guidance and direction of a religious faith. He needs the support of the chaplain. And he must give this chaplain who is trying to help him the support he needs.

The challenge the Army faces today is twofold -- it is concerned with the immediate and the future.

Our primary responsibility is to train a soldier. We must teach a man to fight so that he can protect his own life and that of the man on his left and the man on his right. And we must give him the tools and leadership to work at top efficiently. In combat, particularly, nothing but his best will do.

We have, too, a second responsibility, which in the long-run may be even as important as the first. We must train a young man (or woman) so that whether he remains in the Service or returns to civilian life, he will have the capacity to make a contribution to this Democracy that will provide the kind of citizenship that will permit us to retain our place in world affairs, not for one or two or five years, but forever.

It concerns me that perhaps our eyes focus too much on today and tomorrow. That is important. But I don't believe that this Democracy has grown, with God's grace, over these years so that it can maintain world leadership for a year or two. I think we've got to think of this Democracy 25, 50, and 100 from now. And what we do to the young men and women who are with us for a period of 2 years may make the difference as to whether this Nation remains a great leader or whether, like other great leaders, it fades and dies. As the Army's civilian head, I am deeply aware of this responsibility. It is fair to say that principles are established and are being carried out which will make the soldier of today a better citizen for tomorrow.

One of the most heartening things that happened to me as Secretary of the Army is the knowledge that everywhere I go, I have the honest feeling that the young men and women who are in the Army today recognize the importance of the spiritual in their operations.

Besides the intangibles, there is much to support this feeling. Attendance at religious services is greater than any time in our whole peace-time history. In my travels, I have seen some chapels built by the men with their own hands. This is the clearest possible indication of their urge and need for religious expression.

Soldiers contributions to the Community Chest, Red Cross and other drives almost always exceed quotas. Spontaneous contributions for war victims like the \$1,000 donated at Fort Devens and the ton of clothing at Fort Riley for Korean distribution speak of a deep spiritual understanding.

Our men and women overseas have been contributing of their time, talents, and money to help others. In the Far East, for example, men of the 45th Infantry Division gave \$10,000 for a Christian Church to be built on Hokkaido. Our troops in Korea and Japan have "adopted" orphanages. Even soldiers in the immediate combat zone have found time to befriend Korean homeless, particularly children. I heard of one soldier who, in sending money home for his brother's Christmas present, explained he was sorry he couldn't send more but "this year our gang is kicking almost all of our money into a pot to buy things for Christmas for a bunch of Korean kids we have kind of taken under our wing." Here is Americanism at its best.

In Europe, the work our men and women have done in their spare time in German Youth Activities program, has, I am sure, proved more than money or words the real meaning of democracy.

And here at home, some 200 soldiers of the 504th Infantry Regiment at Fort Bragg anonymously gave their blood for more than 2 years so that a small child could live. In expressing his gratitude this 5-year-old boy said: "I'm very proud of my blood line now, because it comes from the finest soldiers in the world."

When I hear of experiences like these I know, too, that we have the finest soldiers and the finest Army in the world. These things are rooted in a spiritual realization. To the chaplains goes much of the credit for helping to instill and keep this feeling alive in our men and women in service.

E N D



ADDRESS BY
SECRETARY OF THE ARMY FRANK PAGE, JR.
BEFORE THE GRADUATING CLASS OF THE
COMMAND AND GENERAL STAFF COLLEGE,
FORT LEAVENWORTH, KANSAS,
FRIDAY, 27 JUNE 1952 -- 9:00 AM CST

LEADERSHIP REQUIREMENTS OF TODAY'S ARMY

In this group of graduate officers whom I am privileged to address today lies much of the hope of the Army of the future and, because of the vital role which the Army plays today, much of the hope of the Free World itself.

This morning I am going to discuss some of the problems and leadership requirements of today's Army -- problems you will be dealing with in your next assignments.

The next few years, I believe, will be critical for the nation. For how well America carries out its responsibilities to itself and the rest of the free world during the coming years will, in my estimation, determine whether the free world can exist as we know it today.

Whatever you do in the Army you will experience the difficulties and the frustrations of today's partial mobilization. But knowledge of the end result to be achieved, the imperative part the Army plays in today's world will enable you to see beyond your particular mission and achieve the lift, the urge, the drive that is essential to true leadership.

The Army's mission stated simply is this: to help prevent a global war if possible; or to help win it if it occurs. While the national effort is directed at avoiding World War III, the Army must be prepared for any fighting that may break out in the next few years. At the same time that we are anticipating our requirements of the future, we must give our troops who are fighting and training now the tools to do their jobs.

These requirements of today's partial mobilization will affect you in your new assignments; you will either be working to establish priorities for the cold versus the hot war, or if you are not working with them yourselves, you must understand how these priorities affect you in the job you are doing.

I think Korea ushered in a whole new theory or philosophy for the military. For the first time in history America has accepted the principle of buying insurance for peace. For the first time in our history we are willing to spend big money to avoid a general war. We feel that adequate military forces in-being with an industrial-military capability for immediate wartime expansion spells something in men and equipment that the planners in the Kremlin can understand. No one, we feel, will unleash global war if it means his own destruction.

LEADERSHIP REQUIREMENTS
OF TODAY'S ARMY

I can't tell you where today's military situation will take us. But I can say that the total implications of this period must be understood by military men and civilians alike if this democracy is to fulfill its function as a world leader.

Today's military requirements have not changed our emphasis on military leadership as we customarily know it. Leadership continues to be the imperative plus of what we produce in the Army. Today, however, our leadership must further develop qualities separate from those demanded in the command of troops.

For want of a better term we might group these additional qualities in the field of technical or administrative leadership for which our complex Army of today has far greater demands than in the past.

This leadership needs to be applied in three main fields -- first, in personnel; second, in the field of materiel; third, in the field of ideas.

Let me give you a specific example in the field of personnel which will show you what I mean. At the present time a large part of our Army is doing a wartime job under personnel procurement policies which are suited neither for peace nor for war, but which are necessary for the situation today. More than half our soldiers are in the Army for only a 24-month tour of duty. Those who do not wish to reenlist on completion of this tour revert to reserve status. This unusually high rate of turnover has one long-range benefit -- it steadily enlarges the pool of men, relatively well trained, that would be available in the event of a full mobilization. For the Army's current requirements, however, this rapid turnover is a distinct handicap especially in view of the ceiling that now governs the Army's overall strength. In other words, from a personnel standpoint, today's partial mobilization means that we do not have our men for the duration plus.

As you probably know, in this coming fiscal year we will be losing about 800,000 men, or about one-half the strength of our present Army. This means we must bring in new men, classify and train them, assign them to units, and move most of them overseas. We must produce a result that will permit the Army to continue its difficult job overseas; maintain our general reserve and a training and mobilization base at home; and always be ready for the cold war to turn hot in its entirety. I think it fair to say that at no time in our military history has our personnel problem been more complex or exacting. To maintain efficiency will call for the highest degree of technical personnel management in an Army which is mobilizing, training, fighting, and demobilizing all at the same time.

Another example in the personnel field which illustrates the point I make is rotation of troops from Korea. Rotation represents the best in the capacity of a democratic nation to readjust itself to a problem that it has never faced before -- the problem of half-war and half-peace. We have now returned about 250,000 men from Korea. This has not been done easily. It has placed great stress on our personnel system at home. It has required ingenuity, intelligence, and tact on the part of our commanders in the fighting zone. But it has been done without an area of major complaint. And it has been done on a basis that I think is sound. The retention and expansion of this principle in the Army's future will continue to demand the highest technical competence.

Before I leave the field of personnel, let me say that in utilization of people I think the Army has made great strides. In an organization of a million and a half people, you are bound to have a few misassignments. But our cases of round pegs in square holes have been relatively few. These results have been possible largely for two reasons -- improved classification procedures and our using competent specialists in the assignment field and keeping them there for a reasonable period of time.

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In the field of materiel, the Army today is facing some of the greatest problems which have ever confronted it in its history. A single look at the enormous and complex task which we have and will have in the area of procurement and supply is enough to prove the fact that in this field we need special leadership, and to an extent which has never been equalled in the past.

In making this statement, I am not thinking of our current needs for this year or next year, but for the long pull which lies ahead of us during the period in which we must bear the responsibility for leadership in a world threatened by communism.

This continuing responsibility will demand that Army personnel who are engaged in the work of logistics have the best training and experience that we can possibly give them. It will demand that they become much more familiar with the capacities and techniques of American industry and labor than is the case at present. The Army of the future will have to develop more soldiers who can present the Army's needs to industry and labor and who, at the same time, will have an appreciation of industry's problems in meeting those needs.

We will have to develop more leaders who know where to look for the help we will need from production men -- and, just as important -- will know how to use that help intelligently and effectively when it is given to us.

For this reason, I feel that it is just as important for us to arrange for many of our future leaders to get training from firms such as General Electric, Dupont, or General Motors as it is to insure that they serve tours of duty in Europe or the Far East.

Compare, for a moment, the responsibility that is borne by the G4 of the Department of the Army, with that of an executive in private industry. The job which he handles cannot be compared exactly with any which is done in private industry -- however, in sheer size alone it is apparent that the work he supervises is equal to that done by at least three or four of the largest private corporations in America. This alone should make it apparent that in this type of work we need a man of outstanding competence. Training this kind of man and all of the men who will work with him in positions requiring great responsibility and great skill is a problem to which the Army must devote much more time, attention and work in the future than it has in the past.

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I come now to examples of leadership in a field that is very close to me, and one in which frankly, I have great satisfaction. That is the achievement the Army is making in the field of ideas. Here is a target at which all of us can aim. Ideas are needed for improving all phases of Army operations.

I think we can take pride in all we have done in the area of research and development. But it is such a big field that it is still wide open for new and revolutionary ideas.

What do I hope and feel must come to the Army from our research and development program?

First, it must be addressed to reducing casualties of our soldiers on the ground. American lives are precious -- and properly so.

I would like to take some examples from Korea to show the progress we are making in this area. Our results in saving lives of wounded have been widely publicized. Less well known are the achievements of our commanders and medical experts in cutting down the disease rate of troops in Korea. When we first sent troops into Korea two years ago, our doctors said that from a medical standpoint, we couldn't be fighting in a worse place. Diseases were prevalent; local sanitation left much to be desired. But thanks to our strides in preventive medicine and field sanitation -- and you commanders know success in both depends to a great extent on strict discipline and good leadership -- our disease rate in Korea has been surprisingly low. Overall, it compares favorably with the rate of disease among troops elsewhere in the Army.

In the treatment of battle casualties, I think we have done wonders. We have been able to reduce the death rate of wounded soldiers who are able to reach medical attention to about half that of World War II. Today in Korea we are saving about 98 out of every 100 wounded soldiers who reach a battalion aid station.

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In an attempt to reduce even further the number of men who die from wounds, the Army and the other Services in Korea have been experimenting with an idea that is almost as old as warfare itself -- body armor. As you know, this armor consists of a light vest made of nylon layers. It is designed primarily to stop shell and grenade fragments from causing serious wounds in the chest and stomach where more than half of the fatal battlefield wounds occur. Experiments in Korea indicate the vest is more than worth the eight extra pounds which the soldier who wears it must carry. As one infantryman put it, "I'd rather wipe sweat than blood."

Our method of fighting -- making the most out of terrain, firepower, and maneuver -- helps also to reduce our casualties. As you combat veterans know, when you are pouring lead at the enemy, when you are keeping his head down, your chances of being hit are considerably less.

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That brings me to the second goal of our research and development program. We must achieve greater firepower at less cost in manpower and money. We are doing that and doing it well.

You can run down the list of post-World War II weapons to see how this is so. New bazookas, recoilless rifles, more destructive ammunition, all are part of today's infantry division with its organic tanks. Each of these divisions can throw 11,000 pounds of steel at the enemy in a minute -- more firepower than any other nation in the world can amass in a similar unit.

Skills of Army experts, civilian scientists, and industrialists have combined to produce this greatly increased punch for our front-line fighters. Fewer men are needed today to amass the same -- or greater -- combat strength than ever before.

And of course we are on the threshold of even greater firepower. I am thinking of tactical atomic weapons such as atomic artillery which, with the same accuracy as the traditional field artillery piece, can hit targets under all weather conditions and give ground troops new and devastating close support. I am also thinking of guided missiles and rockets which can be armed with atomic warheads; and new and improved conventional artillery ammunition.

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Our third big requirement in the field of ideas is to increase the Army's mobility. We cannot be a road-bound or even a ground-bound Army. If our Army is tied to the ground, it has neither the capacity to create the factors that make war unpalatable to a potential enemy nor the ability to fight this enemy if it has to.



In your problems here, and your experience before you came here, you know the great advantages in moving large bodies of troops by air. Again, I would like to point out how air transport has been vital in our operations in Korea. Our first troops flew into battle there and we supplied them by air. From the start, troops and equipment from the States were flown to the Far East on a round-the-clock schedule.

The helicopter's worth has been proved in Korea. Our splendid record for battlefield evacuation of wounded, which I mentioned earlier, has been largely possible because of the helicopter. By using helicopters and other light aircraft, we have been able to feed and supply troops on isolated mountain peaks -- places that were inaccessible by normal ground transport. I am determined that the Army will play a major role in the development of this highly significant method of transport to increase its air mobility.

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The Army today also needs ideas in an area which on the surface may not seem tailored to the requirements of the battlefield. Today we must provide "cold war" soldiers as well as battlefield commanders and planners. For in this half-peace half-war, neither the soldier nor the diplomat alone can lead the American people in a wise course of action. Military implications and capabilities figure in much of our national policy.

This nation has been precipitately lifted into the role of world leadership. In effect, that makes United States policy, international policy. Nearly every international arrangement -- political, economic, or diplomatic -- has its military implications.

Our Army leaders must be statesmen as well as soldiers. As General Bradley has said, "The soldier must have the education, the scope of imagination, and the background that allows him to perform his role in the military area of policy determination." These leaders must have advice on a variety of subjects.

I feel very deeply that if all of us in the Armed Forces do not maintain our lead in the field of ideas, we are doing a disservice to the nation.

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I have attempted to touch on some of the problems you will meet in your coming assignments. Obviously I have not covered the entire field; new problems come up daily. But I hope I have given you an indication of the importance of your coming assignments, and why your contribution is so needed now.

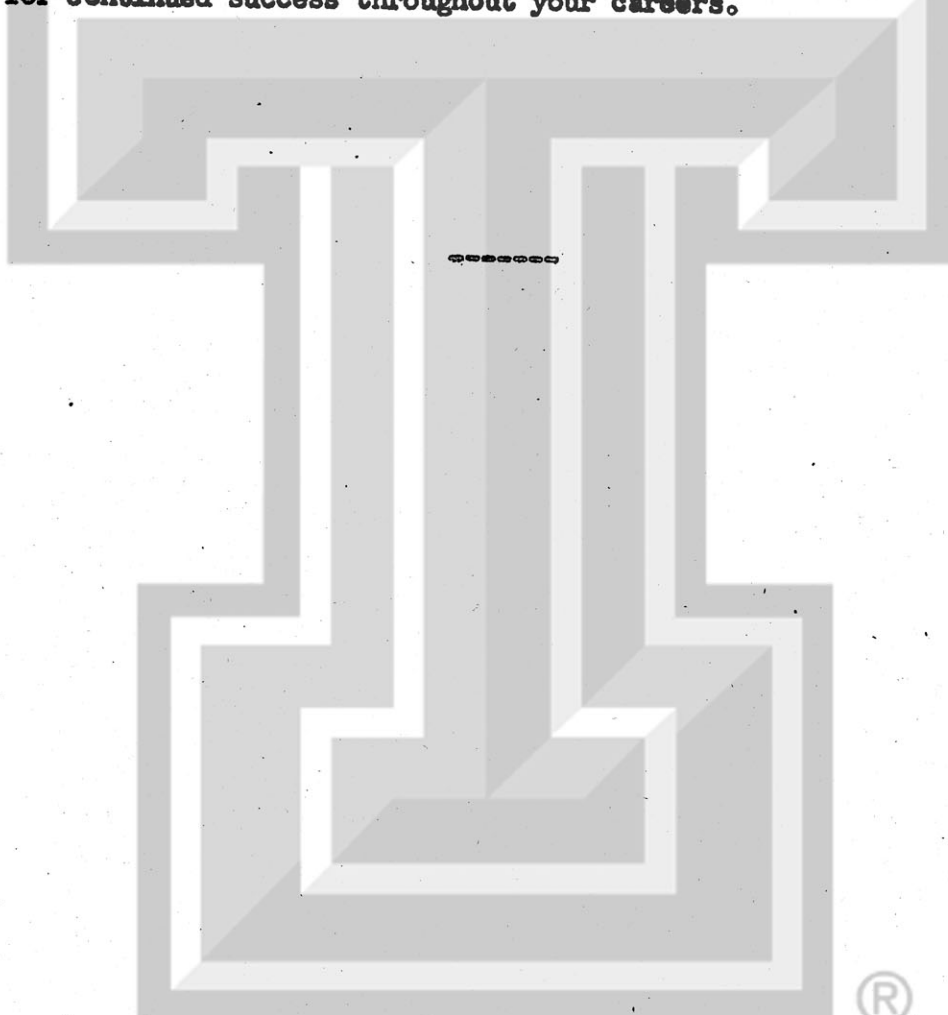
I take great pride in the manner in which the Army has met its responsibilities, particularly since the outbreak of fighting in Korea. I need not tell you, who have been part of the Army during this period, of the difficulties and plain hard work involved. With you, I share a tremendous sense of satisfaction in the job that we have done.

To our allies, as well as to the communist world, America has provided considerable tangible proof of our strength and determination.

We can all take heart, and the communist world can take warning, from the fact that we have been able to do these things without mobilizing the full military and productive strength of the United States.

America must continue in leadership for many years to come. And because that leadership which will be partially in your hands imposes a great responsibility, I have given you my thoughts this morning on some of the major requirements which I think our Army today faces.

Again my congratulations on your graduation today. And my best wishes for continued success throughout your careers.



How the Army Helps Us All

By FRANK PACE, JR. *Secretary of the Army*

R WASHINGTON, D. C. ECENTLY, I got a long distance call from my hometown, Little Rock, Ark. It was from one of my Dad's best friends. He and another businessman wanted to fly to Washington to see me.

"We have a problem," said my father's friend as they came into my office a few days later. "Every day, young men ask our advice about going into the Army. What should we tell them?"

Any fears I had that this might be a difficult meeting vanished. It turned out to be one of the high spots of my Washington career.

- It gave me a chance to tell these men the most hopeful thing I've learned since becoming Secretary of the Army—that America's armed forces are a great constructive influence on our society.

- Just consider, for example, what happens to the young people who are inducted or volunteer for service in the United States Army. Primarily, of course, they undergo training which will weld them into an efficient fighting force.

What the Army Teaches

BUT WE do have another responsibility. We must treat our young men and women so that they will be better physically, mentally, morally and spiritually—whether they stay in service or return to civilian life. For they must provide leadership for this democracy. They must see that we retain our place in world affairs indefinitely.

The Army is aware of this responsibility. In addition to training soldiers, we are trying to insure that any changes that occur to our young people will benefit them as individuals and the nation.

Are we succeeding? I'd say, "Yes."

I have tried to go everywhere we have American soldiers and talk to them. I have the honest feeling that the young soldier of today recognizes the spiritual in his day to day operations.

Let me quote from a letter a young soldier in Korea wrote last Christmas to

a businessman for whom he once caddied:

"... I won't be home this Christmas. So I am going to ask you to do another favor for me. Will you take the five dollars in this envelope, find out what my kid brother would like, and buy and give it to him on Christmas?"

"I would like to send more, but this year our gang is kicking almost all of our money into a pot to buy things for a bunch of Korean kids."

We Can Be Proud

CAN anyone read this letter without a sense of pride in those who represent us in uniform? And another example:

Members of the 45th Infantry Division have contributed more than \$10,000 toward a church in Hokkaido. They, also, have given \$17,090 for the Hokusei Girls School, Presbyterian Youth Center, Hokkaido Orphans Relief and the Takeuchi Music Scholarship (for a young Japanese girl who often sang at chapel services).

We know that in 1953 alone some 750,000 of these soldiers will return to civilian life. That's why the Army lays so much emphasis on qualities that make fine citizens as well as good soldiers.

And this is the aspect of military service that America's mothers, wives, sisters and sweethearts might well consider. They would find it reassuring.

The Army deals in ideas, too. Though here again, the main purpose is to devise weapons of war and to protect soldiers in the field, many of these ideas turn up in your own home.

You've heard about the new anti-TB drug. Maybe you've even used it.

- But you may not know that its production in quantity was made possible by Army Ordnance Corps' work on rockets.

- Back in 1946, the Ordnance Corps found that a chemical compound called hydrazine showed promise as an improved rocket propellant. The Army sponsored large-scale production.

- As a result, the material was available for making drugs when civilian research-



PHOTOGRAPHED FOR PARADE
BY KARSH, OTTAWA

Author Pace (above) reveals the most "hopeful thing" about defense.

ers found it useful against TB.

If you've ever suffered the agonies of recurring malaria, you'll be happy to hear about Primaquine. Medical Corps experiments with troops returning from Korea indicate that it may be a cure.

From the Chemical and Quartermaster Corps come many aids to civilians:

- Conversion of napalm, the ingredient of flame bombs, into liquid, germicidal soap for household use.
- Development of plastic rain capes and dust-proof eye shields from anti-gas protective devices.
- Development of shrink resistant treatments for wool socks, sweaters and blankets; a treatment of chicken feathers which makes them suitable for use in comforters and pillows; and mildew-resistant treatment for leather.

It seems to me that the Army can properly concern itself, too, with developing land uses of atomic power. I don't mean

that we should have—now or in the near future—atomic-powered tanks.

But I do believe we could use atomic power for some of our huge bases and, perhaps, for locomotives. Such power might be desirable for carrying on rear area support activities where normal power facilities have been destroyed; where there are no native sources; or where it would actually be cheaper to use atomic power.

The Manhattan District—an Army project—was responsible for pile-production of radio isotopes for research and medical purposes. It is likely that any Army research into atomic power would have equally great benefits to civilians.

- I find it heartening that our defense dollars pay these unexpected bonuses.
- Knowing this should increase American confidence in an era when our young men and women must devote part of their lives to the nation's armed forces.

PARADE
(Sunday Supplement of THE WASHINGTON POST)
August 24, 1952 - Sunday

HOW THE ARMY
HELPS US ALL



QUICK

NEWS WEEKLY - AUGUST 25, 1952



Army Sec. Pace

Youth in the Army

(This exclusive statement by the Secretary of the Army is brought to you by the editors of QUICK, in co-operation with Theodore Granik's NBC forum, Youth Wants to Know.)

By Frank Pace, Jr.

Secretary of the Army

The security of the U. S. rests—in large measure—on the young people of this country who predominate in its armed forces.

Too often I have heard it said that, while world conditions demand that we maintain strong military forces, it's a shame that we must do it by taking two years "out of the lives" of our young men.

It's part of my job to see that these years are not "lost," and that we get more than national defense out of the time our youth spends in uniform.

Few places outside the military service afford a young man or woman such opportunities for leadership. A company commander, for instance—a young captain probably in his 20's—is responsible for 200 men and hundreds of thousands of dollars in equipment. He's assisted by other young men—lieutenants, sergeants, corporals—in managing the military community that he commands.

Our first job in the Army is to train soldiers. But we also are training citizens for responsibility.

The time a young person spends in the Army isn't "time out of their lives." It's very much in their lives—for winning, not losing, in the future.

Army Sec. Frank Pace, Jr. will outline "What Youth Can Win in the Army" when he is quizzed by teen-agers on Theodore Granik's Youth Wants to Know, Wednesday, Aug. 28, 8 p.m. EDT, on NBC-TV network.

YOUTH IN THE
ARMY

OFFICERS' CALL

VOLUME 4
NUMBER 5

Firepower

Mobility

Skills

Three Essentials for Today's Army

by

Frank Pace, Jr.

Secretary of the Army

OFFICERS CALL
"THREE ESSENTIALS FOR TODAY'S ARMY"



OFFICERS' CALL

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Introduction



FRANK PACE, JR.
Secretary of the Army

The one over-riding mission our Army faces today is to help prevent global war or to help win it if it occurs. All other problems are but part of this over-all responsibility.

Our experiences in Korea have emphasized that the enemy's major advantage is in his numerically superior manpower. If the Soviets unleash all-out war, they would exploit this advantage to the fullest. We know their leaders are ruthless in expending troops in battle.

We have neither the capability nor the desire to match the enemy man for man. But we face his challenge confident that our skilled soldiers, making full use of their firepower and mobility, can more than match the greater numbers which would oppose them.

Success in global war, the very existence of our Nation, would depend on our ability to keep ahead of the Communist armies in firepower, mobility, and military skills. To do this we must surpass them in the field of ideas—and the translation of these ideas into action.

Recently I made three addresses dealing with atomic firepower, air mobility, and the use of specialists within the Army. Directed at civilian audiences, my remarks were necessarily general. However, they indicate our thinking at the Department of the Army level.

These addresses have been condensed and are being reprinted in this issue of OFFICERS' CALL to reach all officers in the Army.

I. FIREPOWER*

The Atomic Age Is Now

On April 22, millions of Americans saw an atomic explosion on their television screens for the first time. The awesome sight of this explosion, coupled with the stepped-up tempo of our current atomic experiments, has inspired fresh speculation on the status of our atomic weapons program and raised many questions in the minds of the American people. How far have we progressed in our development of atomic weapons which are potent deterrents to those who might contemplate armed aggression against us? And how do these weapons affect the preparation of our Armed Forces to fight and win such a war if it should start?

I believe that it is proper at this time to discuss—consistent, of course, with the dictates of security—how far we have progressed with the atomic weapons in which the Army fighting man has a primary interest. I believe it is especially important for us to place atomic weapons in proper perspective—to explain what they cannot do, as well as what they can do—and what we think their impact on ground warfare will be. And I believe it is urgently important to emphasize anew the great military lesson of Korea: That strong ground forces are still indispensable to success in an era of guided missiles, intercontinental bombers and atomic bombs.

Unfortunately some Americans still visualize their Army in terms of sprawling, unwieldy masses of foot-soldiers armed only with rifle and bayonet. Armies so organized belong to the 19th century. They did not fight and win World War II—or even World War I. A modern army comprises not masses, but teams—relatively small teams of fighting specialists capable of delivering fearful firepower and moving with great speed by motor vehicle, ship, or airplane. These combat units made the mass army obsolete long before anyone ever heard of an atomic bomb.

*From an address "YOUR ARMY IN THE ATOMIC AGE" by Secretary of the Army Frank Pace, Jr., before the National Wool Manufacturers Association Convention, Waldorf-Astoria Hotel, New York City, May 8, 1952.

All of us were awed by the phenomenal bomb dropped on Nagasaki in August 1945 which ushered in the Atomic Age.

Simple comparisons of firepower do not tell the whole story. But the Nagasaki bomb had an explosive force approximately equal in effect to the fire of 1300 battalions of medium field artillery with all howitzers firing but a single round on the same target.

The Stockpile Solution

Here, indeed, was a powerful weapon. Unfortunately some people jumped to the conclusion that it was a cure-all; that the atomic bomb meant the end of the Army, Navy, and Air Force with which we had fought World War II. To some people the answer to the problems of national defense was simple and obvious: Create a stockpile of atomic bombs and a fleet of long-range bombers capable of delivering them to an enemy homeland. When this was done we could safely disband the obsolete remainder of our military establishment.

This attitude is similar to that frequently caused by newly discovered "wonder drugs". One successful experiment with such a drug often inspires extravagant claims for what it will do to ease the ills of mankind. Significantly, medical scientists familiar with the drug are invariably cautious in their claims. They want time to experiment with the drug under different conditions, to determine when to use it, how best to use it, and what its ultimate effects on the human body will be.

What Is the Role of Atomic Weapons?

Similarly, our scientists, engineers, military men, and statesmen have required time to study the role of atomic weapons in our plans for defense and to consider complex questions to which there are no "pat" answers. Is delivery of an atomic weapon by airplane the only practicable method? Could other methods of delivery be developed that would be more successful under



There is little doubt that the impact of atomic weapons will eventually bring significant changes in your Army's preparation in case of war to pursue its traditional mission of closing with and destroying a ground enemy.

certain circumstances? Could we defeat, by air alone, enemy armies which had invaded the territory of allies? What would we do if an enemy also developed atomic weapons? How would we cope with enemy forces which might not offer remunerative targets for atomic weapons? (You don't use a sledgehammer to crack eggshells, and you have to consider what may happen to the kitchen if you do.)

These are some of the problems which our political representatives, State, and Defense Departments, the three military services, the Atomic Energy Commission and others have studied in the years since Nagasaki and Hiroshima. They have considered these problems within the context of the complex military, economic, psychological, and political factors involved in sustaining and strengthening the Free World against the aggressive pressure of world communism. They have already reached certain conclusions.

Some Conclusions

I can state the first conclusion in categorical terms: There is no such thing as an "absolute weapon" in existence today—nor can we even foresee a weapon—which alone can win a war. So-called "fantastic weapons" there may be, but to rely on them alone for our protection is not only fantastic but foolhardy.

The second conclusion is corollary to the first: No single arm or service can win a war by itself. The problem today is to determine the most effective and economical balance among our ground, naval, and air forces.

A third conclusion is that we could not win a global war without the wholehearted assistance of strong allies. This conviction has helped inspire our programs of military and economic assistance to allies. And military assistance has included the stationing of Army units in places such as Europe to help shield our allies as they rebuild their own military defensive strength.

With every month that passes, these ground defenders are becoming numerically stronger, and better trained and equipped. But we never expect, nor do we intend, to match our enemies man for man. Instead, we would rely on more highly skilled soldiers with greater firepower and greater mobility to defeat any communist aggressor.

The Army's Challenging Mission

This presents the Army with a great and clearly defined challenge. It is a challenge that must be met primarily by men—resourceful, courageous, skilled

soldiers—such as comprise our Eighth Army in Korea today. But if these soldiers are to succeed in any future conflict without the losses which the communist accepts with a cynical shrug, they must have the most potent weapons and the finest equipment which our American know-how can provide. Fortunately, our Nation's scientists and engineers, teamed together with industry and labor are capable of performing the research and development necessary to produce weapons of unprecedented firepower.

America must maintain its leadership in the field of ideas. I know our sister services join the Army in that belief. I am proud of our sister services' atomic capabilities to help them perform their missions; at the same time, I feel it essential that the public should know what the Army is doing to develop and use this energy in preparing for defense of the Free World.

Atomic Weapons for Battlefield Use

In its quest for greater firepower, the Army turned quite naturally to seek atomic weapons fashioned for use against an enemy on the battlefield. But recognizing the need for such weapons and building them were two different things.

The first atomic bomb was clearly a strategic weapon designed to shatter such targets as enemy industrial complexes. And in 1945, there was considerable doubt whether it could be adapted in a suitable form and size for tactical purposes. Fortunately, the Atomic Energy Commission, working in close concert with the Armed Forces soon dispelled this doubt. Today we have a tactical atomic bomb that can be used against enemy forces in the field.

In addition, we have developed or are developing other atomic weapons to assist the soldier. We have the prototype of an atomic gun, and are training "atomic artillerymen" to use it. This newly developed atomic gun can give the ground commander tremendous firepower at his finger tips and directly under his control. Like conventional artillery, it would be especially effective in defending against attacking ground forces obliged to mass and expose themselves in an assault. Unlike piloted aircraft delivery systems, the atomic gun can function in all kinds of weather, night or day. It is essentially an artillery piece—but with immeasurably greater power than any artillery hitherto known. Carried on a platform suspended between two engine cabs at front and rear, this highly mobile atomic weapon can travel at a speed of about 35 miles per hour on highways. Weighing about 75 tons, it can cross bridges which Army engineers are already trained to build for present heavy divisional equipment. It

can travel cross-country, fit into a landing ship designed for amphibious operations. It can fire with accuracy comparable to conventional artillery and tests indicate it is much more accurate at long ranges.

In short, the atomic gun can, with the sureness of the traditional field artillery piece, hit its target under any weather conditions and give ground troops the kind of devastating close support never before available in warfare.

To provide atomic weapons that can far outrange our atomic guns, we are developing guided missiles and rockets which may be armed with atomic warheads. We have been training guided missile and rocket units for sometime and we are increasing the scope of this training program.

A Continuing Need

These are the developments, these are the trends. They are most encouraging; but they are most emphatically no reason for complacency. But while our Army thinks in the future, it must be prepared to fight in the present. We have no desire to delude ourselves as Hitler deluded the German people with his rash promises about German "secret weapons." These secret weapons eventually appeared in the form of V-1 and V-2 flying bombs; but too late to assist materially German armies fighting with less advanced weapons.

There is no indication today that warfare of the future would not present a continuing need for many of our current conventional weapons. Push-button warfare, that would eliminate the man on the ground, exists only in the realm of science fiction. And I emphasize the word "fiction."

Striking a Balance

That is the reason why the Army—along with its sister services—is today attempting to strike a sane balance between what is immediately attainable in military strength and what we hope to attain. That is why we have continued to improve the weapons and add to the firepower of our Army divisions. Compared with its World War II counterpart, the infantry division of today has half again more firepower. We have made similar increases in the firepower of our armored and airborne divisions.

Army Efforts to Exploit Atomic Weapons

Meanwhile, I can assure you, our Army has no intention of "preparing to fight the last war again." We are employing our best brains to exploit the potential of atomic weapons. In this critical era, we recog-

nize only too clearly the need to keep our thinking and doctrine abreast—or even ahead—of technical developments in atomic as well as other fields. We remember, for example, that in World War I, it was the British who developed the tank, but the Germans who exploited it in the opening stages of World War II.

Influence on Ground Warfare

Although it is too early to foresee the ultimate effects which atomic weapons will have on ground warfare, certain influences are already apparent. It is clear, for instance, that the threat of atomic weapons in future ground warfare will necessitate much greater dispersion of both attacking and defending forces. Great concentrations of troops and matériel, such as occurred in the Normandy invasion, would assuredly invite atomic attack. In fact, tactics in an atomic war may include attempts to force an enemy to concentrate so that he will present a remunerative target for an atomic weapon.

Compulsory dispersion of ground units to present unprofitable targets for atomic weapons would bring problems of control and communication. Dispersion of combat units and supply forces make both more vulnerable to guerrilla attacks from enemy partisans. Troop organization to meet this type of warfare might take the form of small, but heavily armed and self-contained units. To cope with guerrilla attacks—such as we encountered in Korea—soldiers of the so-called rear echelon would have to be trained and equipped to defend themselves to an even greater extent than in the past.

The availability of tactical atomic weapons would place high premium on alert combat intelligence agencies. Many appropriate targets such as troops massing in the open for an attack, a river crossing, or an amphibious landing would be fleeting in nature. Aggressive patrolling, skillful and speedy interrogation of enemy prisoners, and the intelligent use of undercover agents would help identify and evaluate these targets in time to engage them with atomic weapons.

I have mentioned these concepts in general terms to give some indication of the thought our Army is giving to its role if a general war should come in the Atomic Age. Our doctrine is, of necessity, flexible and varies as new technical developments and weapons appear. But we are evolving this doctrine and, consistent with security consideration, publishing it in manuals to keep our soldiers abreast of atomic developments and to accustom them to including atomic weapons in their tactical thinking.

Training In Atomic Weapons

Nor are we restricting our training in atomic weapons to the publication of manuals. For some time we have been sending Army officers and Army civilian specialists to a joint service school at Sandia Base, New Mexico, where they study the characteristics and use of atomic weapons. We are introducing courses in atomic warfare in all Army schools—from the most basic to the most advanced. These courses include the solution of combat problems involving the use of atomic weapons. Individual and unit training in atomic warfare will soon be routine.

Starting with Exercise Southern Pine last August, we have included the simulated use of atomic weapons in all our major maneuvers. In March, I witnessed the simulated firing of an atomic gun during Exercise

Longhorn in Texas. I was impressed by the realistic manner in which our troops used this powerful new weapon to complement their conventional weapons.

Desert Rock

To some of the soldiers who participated in Exercise Longhorn, an atomic weapon was more than a concept. Last fall and this spring they attended Exercise Desert Rock. Thousands of Army observers there saw what an atomic weapon can do—and what it can't do—to ground troops deployed in combat. During Exercise Desert Rock last fall, we conducted attitude assessment tests among our soldiers both before and after the atomic demonstration. Couched in GI, rather than scientific language, test findings included these typical comments: "The fox-hole is still a wonderful invention!" "I would trust the atomic bomb as a



The threat of atomic weapons in future ground warfare will necessitate much greater dispersion of troops and matériel. Great concentrations of troops and matériel, such as occurred in the Normandy invasion would assuredly invite atomic attack.

tactical weapon." "You can't research the Infantry out of business." The results of this test will be useful in the indoctrination of Army troops in future demonstrations.

In conducting our training in atomic weapons, we have considerable experience to draw on within the Army. Remember the Army has played a major role in planning and developing the atomic bomb since its inception. The Army contributed both technical experience and organizational ability to the historic Manhattan Project which produced the first atomic bomb. And it was an Army engineer, General Groves, who headed and organized this great undertaking.

There is little doubt that the impact of atomic weapons will eventually bring significant changes in the Army's preparation in case of war to pursue its traditional mission of closing with and destroying a ground enemy. In the meantime, we seek to stock our arsenal with weapons rather than blueprints. As atomic weapons pass from blueprint to hardware, we are adding them to this arsenal. At the same time we are aggressively seeking to eliminate weapons which may be safely regarded as replaced by this new hardware. Decisions on what weapons to replace are difficult at best, but we realize that such eliminations must be effected if we are to preserve the economic as well as the military security of this nation.

More Weapons, Less Money

It is too early to determine, with any degree of accuracy, the influence which atomic weapons will have on the "cost factor" of our armed strength. We are satisfied that they will eventually provide a greater return in military power for the defense dollar than some of our conventional weapons now afford.

Since Nagasaki and Hiroshima, we have made dramatic advances in creating a family of atomic weapons—each tailored to perform a specific mission with maximum effectiveness. These advances give great promise of peace and liberty to the Free World—unless the free peoples misinterpret them as a signal that they can shirk the distasteful burden of defense. If this should happen, the Atomic Age could become

synonymous to future historians with the Age of Slavery.

Insurance For Peace

Today, for the first time in its peacetime history, America is engaged in a large scale purchase of insurance for peace. The obvious intent of the Soviets to probe every area of world weakness plus the experience of events leading up to two world wars have led us to this necessary decision.

The program of atomic development which I have described is, of course, directed primarily to establishing a defense for the Free World. It is in our nature as a people to want to develop atomic capabilities along peaceful lines. As part of our responsibility I hope that the Army can render a contribution in advancing peacetime utilization of atomic energy. But since the course of world events has moved us towards developing its military aspects, it provides us with a means of achieving defensive firepower undreamed of a few short years ago. Moreover, it gives us hope of achieving a decisive defensive power within the economic capabilities of the Free World to sustain over a long period of time. It is this goal of attaining overpowering defensive capabilities at reduced cost in men and money towards which the Army addresses itself. While this is not a capacity of the present, it is a potentiality of the future which clearly lies within our total capabilities.

Meanwhile, in fields other than atomic energy, the Army is also looking to the future. In fact, we are conducting a vigorous research and development program which reaches into all fields of ground warfare and defense from the ground against enemy aircraft.

There is still a tendency on the part of a few to feel that the ground soldier has become obsolescent in this modern machine age. I think this results partially from a natural desire to find a simple and easy solution when there is no easy and simple solution, and partially because the Army has been conservative in presenting its modern approach to the general problem.

The Army is prepared to play its part, and effectively, in an atomic age. The day when the role of the foot soldier is neglected in our defense will be a tragic one for the Free World.

II. MOBILITY*

Creating A New Army

It is important that the Army continually re-examine itself both in terms of its mission and its capacity to perform that mission within the social, economic, and political framework of this democracy.

The Army must prepare itself for possible global war against an enemy who outnumbers us on the ground—an enemy capable of marshalling his resources to strike without warning at a time and place of his own choosing. If global war does not suit his purpose, this enemy can also incite “local wars” anywhere along the global boundary between the Free and Communist worlds. The Army can choose neither the time nor the place of war, nor the type of war to be fought. Ours must be a flexible plan of defense.

If we are to achieve victory in either a global or local war we must create, and are creating, in the United States a new Army—one which will rely on highly skilled soldiers, greater firepower, and greater mobility, more than any other Army in history. We are doing this deliberately, because we know that if we lack superiority in any of these three elements, we would face the threat of prohibitive losses or even defeat in any fight with a communist enemy who is clearly our superior in numbers.

Let me say at this point that I have been Secretary of the Army for more than two years, and I am convinced that the Army is more progressive, more modern, and more capable of taking its place in the defense of this Nation than the American public realizes.

The Army is seeking to harness the potentialities of the atom to create devastating firepower at less cost in men and money; atomic weapons provide the Free World with an opportunity to achieve the basic military strength required to maintain world peace without destroying its economic capabilities.

*From an address “AIR MOBILITY FOR THE NEW ARMY” by Secretary of the Army Frank Pace, Jr., before the American Helicopter Society, Washington Hotel, Washington, D. C., May 15, 1952.

Another facet of the Army's modernization and programming for the future is mobility. The soldier who once moved by foot alone, then by horse, and later by motor vehicle, is gradually beginning to move more and more by air. Developments in the Air Age are permitting the soldier to extend his range of observation far beyond what he can see from the ground. These developments are enabling the commander to control and communicate with his troops better than ever before and are adding firepower of greater range, accuracy, and mobility.

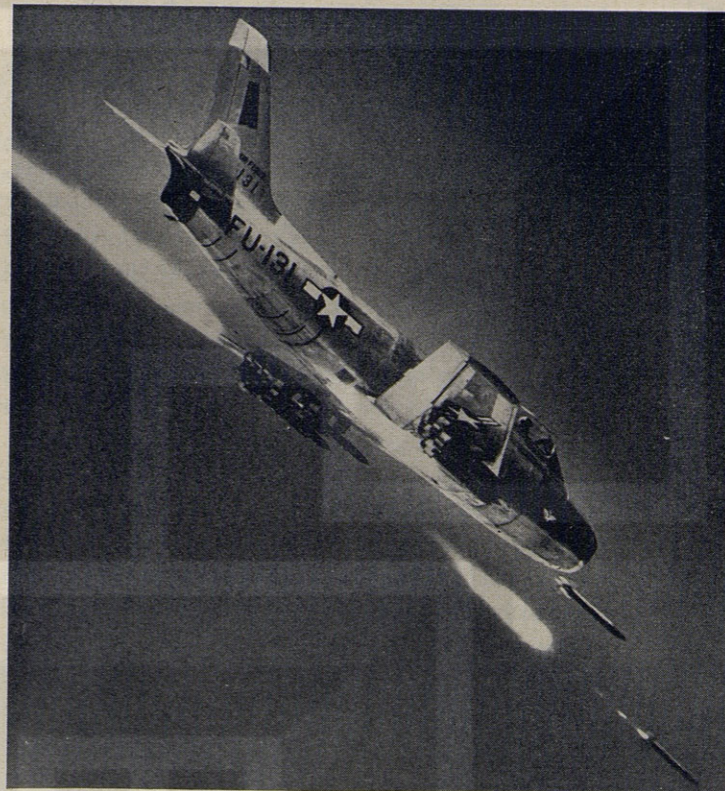
Science Plus Imagination

These are questions which men of imagination in the Army and our civilian friends in science and production must answer. The Soviets, with their military forces, science, and production harnessed to the slave state and ready to do the dictator's bidding, work ceaselessly at these problems. Here, then is the challenge clear and simple: Can free men with freedom of thought and action out-think, out-plan, and out-produce the slave world? Clearly we can. If we fail, we have only ourselves to blame.

In carrying out its share of responsibility for national defense, the Army probes into a wide variety of fields, searching for newer, more effective and more economical means for the ground soldier to do his job. These studies, plus our battlefield experiences in World War II and Korea, have convinced us that the Army must make full use of the air.

This, of course, requires education and training. Man is primarily a land animal. In his early history, he restricted his fighting to the familiar medium of the land. Later, he learned to use the sea as a highway—and as a battle arena. Finally, he conquered the air and used this new medium in war and peace. He has learned to integrate transport of land, sea, and air into an efficient system in which each mode of transport is used to best advantage.

But, modern warfare is not divided neatly into three



From the viewpoint of the soldier, aircraft can extend and augment his fighting power on land in three ways.

(1) Support him with firepower of greater mobility and range than his own ground weapons can afford.

(2) Provide long-range vision for the ground fighter. Aerial photography provides quick and accurate intelligence of enemy troop dispositions and installations.

(3) Ability to move men, weapons and supplies to and on the battlefield in a fraction of the time required by ground or water transport.

separate compartments of land, sea, and air. Rather, it encompasses all three. Action in any one medium has a direct influence on action in the other two. In terms of ground warfare, this means that military strength in the air and on the sea increases our military strength on land. This is of especial significance to the soldier. For although man may travel by air or sea he still lives on the land, and depends upon it for the sinews of war, the raw materials of production, and food itself. It is still the soldier who must gain and hold that ground.

How Aircraft Help the Soldier

From the viewpoint of the soldier, aircraft can extend and augment his fighting power on land in three ways.

First, the airplane can support him with firepower of greater mobility and range than his own ground weapons now offer. Fighter planes of our sister services can destroy enemy planes beyond the range of our anti-aircraft artillery. They can outrange our field artillery to strike at men, supplies, and weapons moving far behind the battle lines toward the front. The ground fighter cannot see this interdiction. But he feels its effects as he battles an enemy weakened through lack of adequate reinforcements, ammunition, and supplies. By adding their firepower to the fire of the soldier's other ground weapons, close support planes can help influence ground action on the battlefield itself.

A second contribution of aircraft is to provide long-range vision for the ground fighter, greatly enlarging the amount of enemy-held terrain he can observe from the ground. Aerial photography provides quick and accurate intelligence of enemy troop dispositions and installations. In Korea, as in World War II, Army light aircraft, which include helicopters, have directed much of our artillery fire. Light aircraft permit commanders in Korea to make frequent visits to subordinate units dispersed in battle positions, thus facilitating control.

And of course aircraft offers the Army tremendously increased mobility—the ability to move men, weapons and supplies to and on the battlefield in a fraction of the time required by ground or water transport. They carry airborne combat units and their equipment directly into battle. They ferry materiel and troops from distant depots and staging areas to the combat zone where they unload well behind the battle lines. They supplement motor vehicles in forward areas to shuttle ammunition and supplies to the front and the wounded to the rear.

Airborne Operations Battle-Tested

In World War II, we proved the feasibility of the large-scale airborne operation, dropping an airborne corps behind enemy lines on three different occasions. That war marked the debut of the airborne soldier, who, at first glance, is a strange hybrid between soldier and airman, but who actually is a soldier who uses the airplane instead of truck or ship to carry him to where he fights on the ground.

Our ability to ferry troops and equipment to the combat zone by airplane was a decisive factor during the early days of the battle for Korea when hours meant the difference between our success or failure.

Less than 12 hours after the authority left Washington for commitment of Army forces to Korea, planes carrying American combat troops were landing near Pusan. These soldiers, comprising an under-strength battalion, then rushed northward to meet motorized communist columns just south of Seoul, where they delayed overwhelming enemy forces for six-and-a-half precious hours. In response to General MacArthur's urgent request for the newly developed 3.5 inch bazooka, we flew instruction teams from Fort Benning, rockets from Picatinny Arsenal, and launchers from Rock Island Arsenal. Only 17 days after the request, the new bazooka was destroying communist tanks.

Korea: true helicopter country

I think the best way to describe Korea is to say that it is true "helicopter country." Our experiences in Korea have helped stimulate far-reaching developments in organic Army aircraft such as helicopters, which serve as aerial vehicles in the forward combat areas. The reasons are apparent. Roads, where they exist, are rugged, narrow, poorly graded, and full of hairpin turns in the mountains. Our drivers fight summer mud and winter ice.

True, the fixed-wing airplane is performing its mission well in Korea. However, it does operate under one handicap that does not affect the helicopter. This is its dependence on adequately prepared landing fields. When such fields are not available in the vicinity of ground forces, fixed wing aircraft must rely on the relatively inefficient method of parachuting supplies and equipment to the troops they are supplying. The helicopter, on the other hand, can take off or land, literally, in a cow pasture. Moreover, it can hover like a humming bird over the steepest mountain peaks occupied by ground soldiers.

The Truck with an Egg-Beater

To the soldier, the military helicopter is a truck with attached "egg-beater" that performs every type of job which the truck can and more—without interference from ground obstacles. Like motor vehicles assigned to forward combat units, we use the helicopter for short hauls between the front lines and rear areas. We have evacuated thousands of critically wounded men in Korea by helicopter, many of them from almost inaccessible mountain peaks where infantrymen fight their lonely war. In fact, we have come to regard the helicopter as an air ambulance, readily available for emergency cases.

Of our Korean wounded who reach medical facilities, almost 98 percent have survived. Eighty-three percent of our wounded have returned to duty. To the helicopters used in medical air evacuation goes much of the credit for this splendid record which surpasses by far any established by any army in any war.

The very fact that "flying ambulances" are available for the badly wounded has served to boost the morale of our fighting soldiers. In past wars, it took hours, or even days, to carry critically wounded men by litter down the sides of steep mountains or through dense jungle to distant medical stations. Soldiers saw buddies die who could have been saved by rapid medical treatment. In Korea, many soldiers wounded under similar circumstances can thank the helicopter that they are alive today.

Transportation Helicopter Companies

So valuable has the helicopter become for transporting men, supplies and equipment in Korea, that we have established transportation helicopter companies as standard units in our Transportation Corps. We have also added helicopters to the standard transportation of many other Army units.

There is no doubt in my mind that when the lessons of Korea have been fully assessed, the dependence of



Korea is true helicopter country.

ground units on helicopters for observation, communication, control, and fire direction—as well as for transport—will emerge as one of the most important. And, from the Korean battleground, commanders continue their urgent requests to “send more Army aircraft—especially helicopters!”

Airborne Background Unsurpassed

To my mind, the attitude of Army commanders in Korea toward aircraft is especially significant because it epitomizes the accent on air mobility which pervades our modern Army. This emphasis, which began early in World War II, has produced the following tangible results:

We now surpass any Army in the world in airborne know-how and we continue to add to the fund of experience garnered in World War II and Korea by continuous airborne training, including maneuvers in all types of climatic conditions.

We maintain in our active Army today two airborne divisions which can provide a nucleus of trained men for expansion of airborne units in the event they are needed. We have included movement by air in the training of all infantry divisions.

In conjunction with the Air Force, we have developed larger cargo planes which can carry huge loads of men or supplies for longer distances and at greater speeds than ever before. The C-124, for instance, can accommodate a light tank or a 155-mm howitzer. The C-99 can carry two companies of infantry. (It required nine C-47s of World War II vintage to carry an infantry company.) At the same time, we have “miniaturized” much of our standard Army equipment and weapons, making them lighter and less bulky for air transport.

We have added helicopters to our authorized transportation. Many of our combat and service units have accumulated a great store of experience in their use of helicopters on the Korean battleground which may rightly be termed the military proving ground of the helicopter.

Technical Evolution Continues

We visualize an expansion of air transport for the Army in the future as part of a natural technical evolution. In World War I, we were a partially motorized Army which still depended to a large extent on the horse. In World War II, we were a fully motor-

ized Army with some airborne capability. The future will bring an increase in this airborne capability.

As more and better helicopters, with greater speed, range, maneuverability, and load capacity, are produced the Army will be able to substitute more helicopters for its motor transportation. The modern motorized Army is inherently roadbound to a certain extent. But only the worst kind of weather can make it groundbound—if it is adequately supplied with helicopters to complement its motor transportation.

The Convertiplane

We hope it will be only a matter of time before the aircraft industry produces a military convertiplane which combines the features of the helicopter and the fixed wing airplane. As such, the convertiplane would prove to be a highly valuable addition to our helicopters and fixed wing airplanes. It has not yet reached a stage of development in which it has proved its military utility. We are not positive, at this point, what its ultimate capabilities might be. But, from the military viewpoint, the concept of an aircraft which can fly as a helicopter and fixed wing airplane both, is an exciting one and offers great military promise to the ground fighter.

This year, the American people are making another heavy payment on the insurance for peace which military strength can help buy in today's troubled world. It is the obligation of our Army and its sister services to use this payment to best advantage.

Mobility: a Key

We in the Army are convinced that mobility is a key to the solution of our major problem: To convince potential aggressors that an attack on the Free World would end in their defeat. Korea has already demonstrated to the communist world our ability to move fighting men and their equipment to a remote area along our global defensive periphery in sufficient strength and in sufficient time to contain his thrusts. With superior firepower and superior mobility, our outnumbered Eighth Army has displayed its ability to more than match the communist masses we would meet in a global war.

To the Army the problem of preparing to defeat larger forces with minimum casualties in the event of war has become crystal clear. We must continue to maintain the superiority in mobility we now possess. And this means we must continue, with the help of the Navy and Air Force, to plan for more and more air mobility in the future.

III. SKILLS*

The Army and America's Security

The people of this country have long insisted on a military establishment with the highest professional standards. In time of peace, stringencies have been required and the active establishment has been squeezed down to an almost unrecognizable core. Yet the people have continued to expect that the active Army would retain within itself the potentialities that would enable it to develop from the great mass of citizens a strong military force capable of meeting any emergency.

This potentiality often has been taken for granted. But the tensions of a troubled world tend to clarify the need for adequate military forces.

In the 1930's, for instance, it could hardly be said in America that our whole future was bound up in the potential strength of our military establishment. Now, unfortunate as is the necessity, the country recognizes a changed situation. Few now will dispute that we presently see the fate of our nation as being dependent upon our potential military strength.

Our Army today has changed with the times. Its mission to meet any emergency still remains. But our operating procedures to carry out this mission often change as new requirements develop.

The Army of the 1930's will never return in America. At that time there were about 150,000 men in uniform. The Officer Corps was small and yet not pressed by the great responsibilities to come. It could be the hope of every career officer that he would become acquainted with most of the others. Many activities of the Army were carried out on a personal basis. Most procedures could be relatively simple and still be effective. It was possible in that situation to indulge in the luxurious philosophy that every career officer could do everything that needed to be done in the Army, one thing as well as another.

* From an address Dealing With Leadership in Tomorrow's Army by Secretary of the Army Frank Pace, Jr., at the Sesquicentennial Jubilee Convocation of the United States Military Academy, West Point, New York, May 20, 1952.

Increasing Use of Specialists

Obviously those days have gone from America. It seems doubtful that the Army, within our generation, will ever be less than three or four times its pre-World War II size. Under industrial management concepts for the Army, for which this country is famous, it is unthinkable that the Army establishment, including military and civil, could possibly be run without increasing use of specialists as size increases. Starting with the program of officer training we must lay a basis for later specialization in science and technology, in personnel management, in logistics, in cooperative endeavors with national and international political administrations. Only by aiming for the development of officers skilled throughout a whole spectrum of leadership can we hope to achieve the efficiency within the military establishment that is necessary to preserve our civilization as we know it.

The Primary Goal

Leadership of troops is the primary goal of Army officer training. Complete preparation for this responsibility is the goal of our officer training programs. Young men in training must be impressed with the fact that their major work in the Army must be to lead men.

But beyond this, in order to round them more fully to the needs of their country, they must anticipate and welcome at the proper time in their careers, assignments to staff responsibilities which will demand of them qualifications, some of which are akin, but others of which are entirely different from those they demonstrate as troop commanders. The young officer may have to learn also to be a technician, a negotiator, an attache, an administrator, a military governor, a scientist, or a superintendent of production. In all of these functions he will require some qualifications which will not be required in troop command assignments.

Commensurate Rewards

For those who succeed there should be rewards commensurate in recompense and in added responsibility

to that given those who succeed in the direct command of troops. This has not always been so but will become more and more the case in the new Army—and properly so.

I would like to quote two paragraphs from the lecture delivered recently to the cadets of the United States Military Academy by the Chairman of the Joint Chiefs of Staff, General of the Army, Omar N. Bradley.

"To prevent a war, if possible, is the first task. The soldier must have the education, the scope of imagination, and the background of knowledge that allows him to perform his role in the military area of policy determination. . .

"As professional soldiers, you will recognize that wars are won not alone by the bravery of soldiers and the quality of their leadership, but also by the mass and quality of the matériel provided by the nation."

These two statements express the wide responsibility of Army leadership. We must prevent a war if possible; we must be prepared to fight a war if necessary and guide the nation to its fullest potential in strength.

Certainly the Army needs many specialists to form and guide a modern striking force. This does not mean that all specialists need to be within the military establishment. The key decisions on technical matters related to matériel development, on the potential effectiveness of the military force, and on many other military matters will be made by military men. However, perhaps three-fourths of our research and development is being done and will continue to be done outside of the military establishment.

The Supply of Specialists

For the supply of specialists we must continue to depend upon the universities. We count upon large numbers of engineers, scientists, international area specialists, linguists, managers to enter directly into national and international security activities whenever needed. We urge educators to bend every effort to increase the supply of these specialists. And I particularly urge that military officers develop some of the same capacities as are exercised by corporation presidents; capabilities for knowing how to get specialists and how to use them.

Partial versus Total Mobilization

These capacities are especially required in the current period of partial mobilization which may well last indefinitely. In total mobilization, the special skills and experiences of a nation are available to support the defense effort. But in our efforts to gear our nation and its economy to a twilight existence of

"neither peace nor war," we should and we must limit our demands for specialists from civilian life. This limitation means that our military men must be capable of providing a fair share of the specialized talent needed to operate a modern Army efficiently and to be able to find and efficiently use the specialists they will need to help them.

There is another reason for recognizing a wide variation in the important roles of military officers today. Many young men entering into officer training programs are not yet thoroughly motivated to a career as officers in the Armed Forces. They enter these programs because of short-lived persuasions of trusted adult advisors; they want to be officers if they see active military service; a desire for an excellent college education; or because of plain hero worship and the desire to emulate their heroes.

Many of these will become excellent leaders of men when they acquire new motivation, based upon mature judgments made during their undergraduate years and instilled into their very beings by their later experiences.

But because men are all different, some officer trainees will remain in the Army only because they aspire to eventual activities different from leadership of troops. True, many of these will be competent troop commanders, but they will eventually make their greatest contribution in some other necessary military field. As they develop in their careers, these officers must be permitted to aspire to the same rewards and prestige as other officers in the Army.

Changing Management Problems

Because the management problems of the Army are changing rapidly and will be still different in the years to come, it is necessary that we continue to adapt our officer training programs to these changes as we see their approach. This dynamic quality in our training system has been present in the past as is shown by the changed curriculum of all Army training today over that of other years.

For instance, since World War II, a place has been made in the curriculum at the Military Academy for additional programs of studies in national security, in international relations, in psychology and leadership, in economic and industrial geography, and in electronics. Because of advances such as these, we are reassured that the "range" of each cadet is being broadened, that his educational foundation is being built strong enough to support the specialized training and experience that will necessarily be his. While the Academy instructional program is now considered to

be only a first step in its graduates' military education, still it is their basis for orientation in all of the many branches of the Service.

Some of the men who are now in the various officer training programs will become famous as troop commanders and will spend almost all of their military years in this assignment. Others will build upon their reputations as fine troop commanders and find renown in Army activities essential to the support of troops. Still others will be known best as specialists in technical matters, as associates of political leaders or as administrators within the military establishment.

All of these are essential contributions. Officers will go in different career directions and will be recognized in the variety of contributions they make. But, their combined contributions—forming as they will, an efficient and well balanced structure of military management—will protect the future of America in a free world.

Our Job Today

Our job today is to be better informed than the Soviets, to use our men more effectively, to have a mobilization base capable of out-producing them, and most importantly to maintain our lead in new ideas.

In doing so we must be prepared to fight a war if the Communists should start one. If that is to be, military leadership must address itself to those more technical fields of production, intelligence, personnel, and research and development, as well as the combat fields with comparable rewards for a career in each. This in no sense means that our emphasis on that indispensable quality of leadership in men need be any less, but rather that other facets of leadership receive attention in accord with the requirements of the times. The great hope of mankind for peace lies in the close working of our civilian and military to generate the strength which will make war unpalatable even to those who might seek it.

Conclusion

I urge you all to think about the subjects which I have discussed and their application at your own level. Discuss your ideas with others, and come up with conclusions of your own.

The Army is always looking for new and better ways of conducting its business which is to maintain the best Army possible. When you have suggestions or recommendations to improve Army operations or equipment pass them on to your superiors. Ideas which flow only one way—from the top down—soon lose originality and vitality. Current improvements in today's Army stemmed from an idea conceived by a private, a lieutenant—or a general.

To maintain our technical superiority over communist armies, we must first maintain our leadership in the field of ideas. This is a clear challenge and responsibility for us all.

Discussion Leader's Outline

1. Introduction

- a. The mission of the Army today is to help prevent global war or to help win it if it occurs.
- b. Success in the event of war would depend on superiority in our firepower, mobility, and utilization of military skills.
- c. Today's battle is in the field of ideas.

2. Superiority in firepower means fitting atomic weapons into an over-all perspective and new study of our defense problems within the context of military, economic, psychological, and political factors; problems for which there are no "pat" solutions.

- a. Some conclusions to these problems have been reached:
 - (1) There is no such thing as an absolute weapon.
 - (2) No single arm or service can win a war by itself.
 - (3) We could not win a global war without strong allies.
- b. The Army seeks atomic weapons fashioned for use against an enemy on the battlefield where the challenge of superior communist manpower will be met.
 - (1) We have a tactical atomic bomb.
 - (2) We have developed an atomic gun and are training atomic artillerymen to use it.
 - (3) We are developing guided missiles and rockets which may be armed with atomic warheads.
- c. Ultimate effects of atomic weapons on ground warfare are not yet known but they will necessitate greater dispersion of forces, create new problems of control and communication, and place high premium on combat intelligence.
- d. Training in the use of atomic weapons extends to participation by Army personnel at joint service schools, Army schools, maneuvers, and

observation of atomic blasts such as Desert Rock.

- e. Our program of atomic development, directed primarily to establishing a defense for the free world, is insurance for peace.
- 3. The Army cannot choose the time or place of war, therefore our plans must be flexible. To this end, we are creating a new, highly mobile Army exploiting the potentials of air transportation.
 - a. Aircraft extend and augment the soldier's fighting power by supporting him with fire, providing a means for long-range vision, and transporting men and supplies.
 - b. Airborne operations are battle tested. During World War II we proved the feasibility of large airborne attacks.
 - c. Korea has demonstrated the value of the helicopter; it is not affected by poor roads or limited runways; does everything trucks can do; and saves lives and boosts morale.
 - d. Our Army has more airborne "know-how" than any other; with two airborne divisions maintained to form nucleus for expansion, all divisions trained for air movement, and new cargo planes developed to lift men and matériel.
 - e. The expansion of Army air transport will continue and as larger, speedier helicopters are developed the Army will use them. We are looking forward to the development of the convertiplane.
 - f. Increased mobility, especially through air, is the answer to the enemy's large masses of soldiers.
- 4. The strength of our Army is vital to America's security. More than ever, the *active* Army must be prepared to develop its potential strength to maximum efficiency. The need for specialists has increased along with the Army's size.

a. Officer training programs are the first step in laying a basis for later specialization which will be required of most career officers.

- (1) Skill in leading men is still the primary training mission.
- (2) The development of new skills and future staff work in special fields require a broad educational foundation.
- b. Success in specialized assignments will earn rewards comparable to those given for command duty.
- c. The current period of partial mobilization demands the most economical and efficient use of available skilled manpower.
 - (1) Military leaders must know how to find and use civilian specialists.
 - (2) They must also provide a fair share of the specialized talent which is indispensable to a modern Army.
- d. The opportunity for acquiring specialized knowl-

edge and experience provides strong career motivation among young trainees and officers.

- e. Our job today is to maintain technical superiority over the communist armies.
 - (1) We must be better informed.
 - (2) We must use our manpower more effectively.
 - (3) We must out-produce them.
 - (4) Above all, we must maintain our lead in new ideas.

5. Conclusion.

- a. Discuss your ideas with others and come up with conclusions of your own.
- b. Pass along your ideas for new and better ways of conducting business which is to maintain the best Army possible.
- c. To maintain our technical superiority over communist armies we must first maintain our leadership in the field of ideas.



OFFICERS' CALL SALUTES

THE 2D ARMORED DIVISION

Currently stationed in Germany—its old battleground during World War II—the 2d Armored Division is on guard against aggression and ready to close with the enemy.

On 1 July 1945, less than two months after V-E Day, the 2d Armored Division moved into Berlin to garrison the capital of the late Third Reich. After its return to Fort Hood, Texas, in 1946, the Division assumed a vital role in the peacetime Army of the United States. At that time it was the only active U. S. armored division in existence. During the years immediately following the war, the Division continued its own training and contributed materially to the training of National Guard and Reserve units and ROTC students.

Immediately following the outbreak of hostilities in Korea, the 2d Armored Division was called upon to furnish large quotas of men and material to the Far East Command. Four complete battalions and thousands of individual replacements were trained and sent to the Far East. More than 20,000 Enlisted Reservists were also given refresher training during the critical weeks immediately following the urgent call for fighting men for Korea.

In April 1951, the 2d Armored Division was alerted to move to Europe to become part of SHAPE forces. The first elements arrived in Germany on 15 July 1951 and the Division closed into its permanent stations by the end of September.

Following a successful fall maneuver with the First French Army, the Division continued its program of unit training at home stations and in more distant areas. Throughout its training and preparation, the Division has kept its defensive mission constantly in mind, never forgetting that the men and machines of the 2d Armored are one of the most powerful deterrents to aggression in free Europe.

Activated: 15 July 1940, Fort Benning, Georgia.

World War II: Sicily, Normandy, Northern France, Ardennes-Alsace, Rhineland, Central Europe.

Present Commander: Major General George W. Read, Jr.

Shoulder Patch: Standard red, blue, and yellow triangle of all armored divisions with an arabic 2 in the upper portion of the triangle.

Nickname: Hell On Wheels.