

POLICY: SUMMER ENCAMPMENT 1953

STAFF DUTY OFFICER

old
Field
Duty
Field grade Officers, Div Hq Gen and Spec Staff, will be designated as Staff Officer. Tour of duty will be from 1600 to 0700 and 1200 to 1400 hrs daily. *except he will report at 1200 hours*

On 4 and 5 July
Duty Officer will report to Chief of Staff or Asst Chief of Staff at 1600 hrs daily.

Duty Officer will be required to acquaint himself with name and location of Field Officer of the Day, and Medical Officer of the Day.

Charge of Quarters will be furnished by Hq Det, 36th Inf Div

One quarter ton vehicle will be furnished by Hq Co for use of Charge of Quarters and Duty Officer during the hours of 1600 to 0700 daily.

4118
Incoming calls for Div Hq will be routed to Phone ~~3264~~ (G-1's Office beginning 1800 hrs daily. Locator service for individual members of the Div will be furnished thru 36th Inf Div Postal Section (Phone 4210) on 24 hour basis. Duty Officer will be responsible for notification of individuals on emergency call only from ~~1800~~ to 0700 daily.

D.O.
FIELD PHONE
#40 →

1700
Duty Officer will make immediate report to CG, ADC, and/or Chief of Staff on any incident involving serious accident or injury to Div personnel or damage to Post, camp or station property being used by division.

Duty Officer will make written informal report covering tour of duty to the Chief of Staff at 0700 daily.

INTERIOR GUARD

Individual units will be responsible for security of assigned areas.

Division Guard will be established by PM for Div and general services installations. Guard detail to be furnished from major commands of Div by schedule, to include Field Officer of the Day (AG)

Field Officer of the Day will establish and maintain contact with staff Duty Off and Medical Off of the Day.

POLICE DETAILS

Units will be responsible for police of assigned billeting areas as outlined in billeting plan.

Division and general service area police will be accomplished by detail from major commands of Div by schedule (G-1)

~~1. Except 4 July and 5 July, Duty Officer will report at 1200 hours~~

~~2. Duty Officer will arrange to eat noon meal at 1130 hrs and be on duty in Chief of Staffs office from 1200 to 1400 hrs~~

WEEK END PASSES

Issue of weekend passes will be controled by unit commanders, and may be issued to personnel not required for duty. Personnel participating in field exercises will be required to return in sufficient time to insure maximum effeciency of the exercises.

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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

MEMORANDUM

9 June 1952

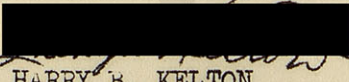
CRITIQUE OF FIELD TRAINING 1952

1. The critique of the 1952 Field Training Period of the 36th Infantry Division will be held at Post Theater (Bldg. 35), North Fort Hood, Friday 13 June from 1915 to 2015.
2. All officers of the Division will attend except the necessary Duty Officers, Officers of the Guard, and those Class "A" Agent Officers who have not cleared payroll accounts.
3. Uniform will be cotton khaki without ties.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

*Policy
File*

MEMORANDUM

9 June 1952

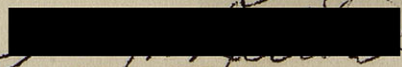
ORDERLY SERVICE

1. The Commanding General 36th Infantry Division requires that all officers of Headquarters 36th Division and Division Separate Companies devote the maximum possible time to training activities and that they be relieved of all possible personal housekeeping duties in their quarters.
2. To provide maximum training time for officer personnel orderly service (civilian) has been procured for all Division Headquarters and Separate Company Officers.
3. A nominal charge will be assessed each officer for this service and will be collected at the pay table.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

13 June 1952

OFFICER'S FINAL SIGN OUT ROSTER

This is to certify that I have:

(1) checked in all organizational and individual equipment and property drawn from Hq Co, 36th Inf Div or charged to me, and ^{that} I have been cleared by CO, Hq Co and Div Hq Commandant of all property liability. (Cancelled M. R.'s constitute proper clearance)

(2) paid the orderly fees assessed by the 36th Div Officer's Mess Council.

(3) paid the Officer's Club dues.

(4) paid the annual National Guard Association dues.

(5) completed any special inspection detail assigned me by this headquarters.

(6) been cleared by the proper officer for relief from duty and departure from this camp to return to home station.

SOP
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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

MEMORANDUM

11 June 1952


FIELD SANITATION SOP

1. Each unit commander, sanitation officer, and mess officer will acquaint himself with and carry out the sanitation measures found in FM 21-10.
2. Garbage pits will be constructed 4 feet square and 4 feet deep, and will be placed 30 yards from the kitchen (FM 21-10, par 73).
3. Each kitchen will have hand washing facilities within its area. There should be one can of soapy water and one can of rinse water (FM 21-10, fig 16, page 57).
4. Soakage pits will be 4 feet deep and 4 feet square, and filled with broken rock. It should be 30 yards from the kitchen (FM 21-10, par 73a).
5. Straddle trench latrines should be 100 yards away from the company kitchens. A trench is dug 1 foot wide, $2\frac{1}{2}$ feet deep, and 4 feet long. Two feet of length are allowed per man for at least 8% of the command. For 100 men, there should be four such 4 foot trenches. They should be placed on the leeward side of the kitchen as to the prevailing wind. (FM 21-10, par 59).
6. Each unit commanding officer, sanitation officer, and mess officer will acquaint himself with Section III, FM 21-10, pp 87-93.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

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MEMORANDUM

10 June 1952

APPOINTMENT OF INVESTIGATING OFFICERS

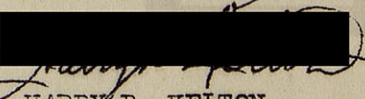
Memorandum this Hq dated 1 June 1952, subject as above, is revoked and the following substituted therefore:

1. Regimental and separate unit commanders will appoint an investigating officer under provisions of Par 3 NGR 28 to investigate and Determine LD Status of personnel sick or injured.
2. Provisions of NGR 28 and changes thereto will be complied with. Particular attention will be given to Par 8 of NGR 28.
3. Reports of investigations on NGB Form 60 will be submitted to this Hq not later than 24 hours prior to termination of summer encampment.

FOR THE COMMANDING GENERAL:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTER 36TH INFANTRY DIVISION
North Fort Hood, Texas

30 P
File

MEMORANDUM

9 June 1952

MUSTER-PAYMENT OF TROOPS

1. Units of the 36th Inf Div and attachments will be mustered for pay on Thursday 12 June 1952 at an hour and place prescribed by the Mustering Officer, who will normally be the unit Army Instructor. (Have quadruplicate copy of payroll available for Mustering Officer.) It is requested that Mustering Officers complete muster certificates at the Finance Office as soon as possible following muster. Muster certificate must show total number of military personnel present at anytime during camp period.
2. Uniforms will be the same the troops are to wear for the day's duty.
3. Unit commanders will instruct all personnel on the importance of troop muster. No member can be paid unless mustered for pay.
4. Troops will be paid on Friday 13 June 1952. Class A Agents will report to the Finance Officer, 36th Inf Div, Bldg 104, at 0730 with adequate armed guard.
5. Officers and enlisted men will sign the payroll when paid by the Class A Agent Officer. An individual whose name is listed on the payroll as Doe, John J. will sign his name John J. Doe.
6. The Witnessing Officer (NOT THE AGENT) must witness payment and verify signature at the time of payment and ascertain that signature agrees with the name as typed on payroll and that the signature is on the CORRECT LINE of the payroll.
7. All men not present for pay, or who cannot be reached in medical installations, etc, will be redlined by the Agent Officer. All redlines will be marked "Not Paid" in signature column and initialed by the Agent Officer. Corrections made by Fin Office in amount paid column will be initialed by the Witnessing Officer. Corrections made by Fin Office in section, "Days Pay Claimed", etc, must be initialed by the CERTIFYING OFFICER.
8. Returns will be made by agents to the Finance Officer promptly upon completion of payments and AFTER payroll clerk has extended amounts to organization file copy of payroll. Agents are cautioned to verify initialing required of both Witnessing and Certifying Officers in order that their account can be cleared promptly.
9. After completion of paying all individuals present for pay, the Witnessing Officer will sign the original roll in the lower right hand corner, and the duplicate roll at the bottom of the page. (The Original and Duplicate rolls, together with returned funds, will be returned to the Finance Officer).

Page 2, MEMORANDUM, Muster-Payment of Troops

10. Extreme care must be exercised in making payments, and it is suggested that money be placed in separate envelopes with the individual's name thereon, showing the amount due the individual.

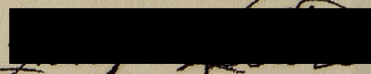
11. Necessary supplemental payrolls should be presented to the Finance Officer promptly in order that every individual entitled to payment may be paid prior to their departure from camp. Such payrolls as are not paid by agents will be paid at the Finance Office beginning at 1300 on payday. It will be necessary that a Witnessing Officer be present for the payment of such rolls.

12. All payrolls where check payment will be necessary (individuals who have departed prior to payday) should also be promptly turned in at the Finance Office in order that preparation for payment can be made. Such payrolls should be marked "SUPPLEMENTAL - FOR CHECK PAYMENT". Correct mailing address of claimant must be shown. Such payrolls as cannot be turned in prior to 1200 on Saturday 14 June 1952, must be mailed to USP&DO, Camp Mabry, Austin, Texas. DO NOT mail them direct to Finance Office at Fort Sam Houston, Texas.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTERS 36TH INFANTRY DIVISION
P O Box 5068, West Austin Station
Austin 31, Texas

MEMORANDUM

17 April 1953

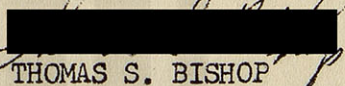
TO: All Officers and Warrant Officers,
Hq, 36th Division

1. The AG Texas has revised the procedure for renewing membership in the National Guard Association in order to effect a more timely collection and remittance to the Association of all dues paid. Renewal collections will not be made during Field Training as in the past.

2. It is requested, therefore, that a check or money order made payable to the National Guard Association of the United States be mailed to this Hq to arrive no later than 15 May 1953. This payment will establish membership for the year 1953-1954, and your membership card will be issued during the month of June.

3. Amount of annual dues are as follows:

General Officers: \$10.00
Field Grade Officers: \$7.50
Company Grade and Warrant Officers: \$5.00


THOMAS S. BISHOP
Colonel, GS
Chief of Staff

HEADQUARTERS 36TH INF DIV

MEMORANDUM:

POLICY - PRISONERS OF WAR

1. Division POW collecting points will be established at CP of RCTs and will be operated by Div MP Personnel under control of Div PM. POW's will be delivered to Div POW Collecting points, together with such effects as should be retained for use by Div and higher IPW. POW's searched and screened at collecting points and then delivered to Div Enclosure.
2. Division POW Enclosure will be established in vicinity of Div CP and will be operated by Div MP Personnel under direction of Div PM. POW's searched and segregated according to status and grade, branch also essential. Made available at this point for examination and interrogation by Div IPW Team. Documents, equipment, etc., sent to Div POW Encl by capturing units and made available to IPW Team
3. Evacuation of POWs on call from Div Encl to Army Encl. Army PW Escort Guard Personnel and Transportation for evacuation secured from Army PM by Div PM.
4. ~~PWS~~ POWS furnished water and Type "C" Rations.
5. Treatment of POWs in accordance with principles and procedure established by regulations of Department of Army.

REY W. STEWART
Lt. Col, GSC,
G-1

HEADQUARTERS 36TH INF DIV

MEMORANDUM:

POLICY AND PROCEDURE
AWARDS AND DECORATIONS

1. Recommendations for awards and decorations as authorized in AR-600-45, C-1 and in accordance with policy defined by higher headquarters, will be submitted to this Hqs not later than 10 days after performance of act or deed for which award is recommended.
2. Person or persons initiating recommendations will include certificates from eye-witness where possible; otherwise from individuals who have first-hand information and knowledge of incident or action which resulted in recommendation of individuals for award.
3.
 - a. Unit commanders will include in approving indorsement recommendation for specific award to be granted.
 - b. Recommendations of disapproval will include full and specific reasons for such disapproval.
4. Div Arty, Regt'l and Sep. Unit Commanders will carefully screen all recommendations prior to forwarding to this hqs. Board of Officers, consisting of 3 or more officers, may be aptd if desired.
5. Personnel of Awards and Decoration Section will be placed under direct supervision of G-1 and during field operations will become part of fwd echelon.
6. A Board of Officers, consisting of not less than 3 Div Stf Officers will be responsible for screening and making final recommendations to the Commanding General on all awards and decorations.
7. Awards, when granted, will be presented as appropriate formations of divisional units.

REY W. STEWART,
Lt. Col., GSC,
G-1

36th INFANTRY DIVISION

DIVISION POLICY*REPLACEMENTS

1. Division Replacement Company will be located at Hq. Rear Echelon.
2. Requests for replacements will be made by:

| Grade | MOS | No of each needed |
|-------|-----|-------------------|
|-------|-----|-------------------|

Requests to be submitted on estimated need as of 2400 hrs daily or at such period as may be set by the Division Commander.

Where practicable, requests for replacements will be made on a definite basis of skilled and non-skilled personnel.

The replacements assignment will be made in accordance with the information on ~~Form~~ AGO Form 20, Soldier's Qualification Card.

3. Regt S-1 will instruct the Military Personnel Officer to interview certain types of needed skilled replacements on basis of AGO Form 20, and determine their qualifications for filling vacancies.
4. On request from units have AG issue Division Special Orders to include assignment of personnel down to Co level.
5. Inform men they can arrange any personal affairs such as allotments, insurance, and money orders through the Military Personnel Officer.
6. Notify the Regt S-1 when replacements are to be assembled, if guide is needed request that such be furnished. Arrange that the Regt CO welcome the replacements. This may be held in the Regt Sv Co area. S-1 to furnish the replacements with a brief history of the Regt, list of Comdrs, and other key personnel. Regt S-1 is responsible for the prompt arrival of transportation to move replacements from the Div Repl Co to their areas.

HEADQUARTERS 36TH INFANTRY DIVISION
Box 291-B Camp Mabry, Austin, Texas

1 March 1948

STANDING OPERATING PROCEDURE (SOP)

1. General

a. Purpose - To standardize procedure and to shorten operation and administrative orders. This SOP applies unless otherwise prescribed.

b. Unit procedure - Subordinate units will issue SOP's to conform.

2. Organization.

a. General

(1) Formations

(a) For marches numerical order of Combat Teams, 141, 142, 143.

(b) For bivouacs - 141CT - Right forward area
142CT - Left forward area
143CT - Right rear area
Div Arty, Tank Bn - Left rear area
Div Trps - Center

(c) For development - Leading CT develops to right, 2d CT in order of march develops to left of leading CT.

(2) Senior line officer present commands.

(3) Combat teams cease wholly or in part on Division order.

(4) Division Command Echelon:

(a) Forward: CG
ADC
C/S
G-1 (w/forward A & D Section of 4 EM)
G-2
G-3 and Liaison Officers
G-4 and Transportation Officer
Engineer
Signal
Ordnance
Chemical
Hq Comdt
PRO
Surgeon*

PM
Chaplain *
IG *

* Officer and one EM only - main office in rear echelon.

(b) Rear: AG

IG *

Chaplain *

Surgeon *

JA

Finance

Unit Personnel Sections of all subordinate units and of units attached for Administration.

Hq Comdt (also maintains Fwd Ech Office).

b. Special.

(1) Reconnaissance echelon - 36th Rcn Co., Engineer Rcn Section.

(2) CT 141 - 131 FA Bn

A/111 Engr

A/136 AAA AW Bn

(3) CT 142 - 132 FA Bn

B/111 Engr

B/136 AAA AW Bn

(4) CT 143 - 133 FA Bn

C/111 Engr

C/136 AAA AW Bn

(5) Div Trps 36th Rcn Co

Such other units as may be atchd.

3. PERSONNEL.

a. Troop strengths and locations - Unit (company, battery) returns to Division headquarters for 24 hours ending 2400 by 0800 daily. Location to be shown of Battalion headquarters or Separate Company.

b. Replacements - During combat, units requisition when below 90% authorized strength. Immediately upon relief from combat, special attention to indoctrination, familiarization and care of replacements for first week.

c. Law and order.

(1) Straggler line rear of artillery, collection point near MSR.

(2) Division stockade operated by Provost Marshal

d. Prisoners of War

(1) Provost Marshal establish Division collection point near MSR

(2) PW's to Division collection point by organization.

e. Burial and graves registration - Division cemetery by organizations.

f. Morale

(1) Mail to units and evacuees daily.

(2) Recommendations for awards to Division Headquarters without delay. Awards to be presented at appropriate ceremony of battalion or larger.

(3) Division paper will be published.

g. Civil affairs - Units "freeze" civilians initially, modifications later.

h. Personnel adjustments.

(1) Outstanding acts deemed to warrant battlefield promotion will be reported promptly.

(2) Acts deemed to warrant reclassification of an officer will be reported promptly.

i. Quartering - Unit responsibility, coordinate with CAO in towns.

j. Civilian employees - Will be employed on authority this headquarters. Requests daily.

k. Personnel Reports - Units report 24 hours ending 2400 to Division Headquarters 0800.

l. Funds - All unit funds will be turned over to Division Finance Officer who will pay unit bills when certified for payment by unit commander.

4. Intelligence.

a. Combat intelligence.

(1) Unit reports 24 hours ending 0600 to Div Hq 0800.

(2) PW's to be made available to IPW teams without delay. PW's to be given no food, water or cigarettes before interrogation.

- (3) Flash warnings will be used to report enemy mechanized aviation, naval or airborne. Code as prescribed in SOI is preferred. In the clear is authorized.

b. Maps: Initial issue automatic; resupply by requisition.

c. Counterintelligence:

- (1) Marked maps will not be kept when in danger of capture.
- (2) All replacements will be cautioned that in case of capture only name, rank and serial number will be given.

5. Operations.

a. Security.

- (1) Units are responsible for own security.
- (2) When on open flank, division will extend its reconnaissance to 25 miles, infantry to 5 miles.
- (3) Division will coordinate anti-mechanized defense.
- (4) Observation of rear
- (5) Contacted will be maintained from right to left

b. Movement.

- (1) General - CTs maintain contact, provide own security. Commanders report location hourly in miles from IP. All motor movement habitually under cover of darkness, blackout. Commanders mark own routes, post own guides.
- (2) Motor movement.
 - (a) Rate: Trucks 20 MPH day, 10 MPH night. Heavy equipment and track vehicles as prescribed in each case.
 - (b) Halts, on even hours for 15 minutes
- (3) In case of air attack, troops open fire on command only. Foot troops disperse, seek cover.
- (4) Motorized troops dismount and disperse at halt. Trucks disperse, seek concealment.

c. Development for combat. Intensify reconnaissance on contact. Advance guard only will attack immediately. Avoid detrucking prematurely. Road priority: Tank Units, Command and Signal Vehicles, combat elements, munition vehicles.

d. Chemically contaminated areas will be marked and reported through channels at once.

6. Logistics.

a. Supply

(1) Class I: Ration cycle begins with supper. In addition to reserve ration each vehicle will carry one C ration as extra reserve. Recon vehicles, two C rations per individual.

(2) Class III: Organizations report shortages to Division supply agency for 24 hours ending 2400 at 0800 daily.

(3) Ordnance.

(a) Class II and IV: Replacement by requisition to Division Ordnance Supply. Combat losses replaced from battle casualty reports to be submitted daily to the Division Ordnance Office by 1800 hours.

(b) Class V - In combat zone, basic load to be maintained at all times. Replacement supply issued on transportation order submitted to the Division Ammunition Office.

b. Evacuation. Organizations will report location of collection station to Division Surgeon. Aid Stations that can be reached by ambulance will also be reported.

c. Service. Organizations responsible for collection of salvage in own area and delivery to salvage collection points.

d. Transportation.

(1) Organizations furnishing 12 or more vehicles will form them into march units with personnel as follows:

1 Officer to each 20 vehicles or major fraction thereof.

1 NCO each 10 vehicles.

1 Driver and assistant to each truck.

Maintenance detachment if 12 or more vehicles.

(2) Kitchen trucks and ammunition trucks will be prepared to dump loads on 30 minutes notice.

7. Command.

a. Command Posts: During movement at head of main body. In combat Div Arty and Res CT with Division.

b. Liaison Officers: Sent by Div to Higher Hq; adjacent units; sent to Division by Infantry Regiments, Division Reserve, attached units. Sent by Inf Regts to unit on left.

c. Signal Communication:

(1) Commanders will maintain close supervision to prevent violations of security by radio.

(2) Operational messages having immediate tactical effects to be sent by radio in the clear.

(3) Radio repair: Signal Company

d. Orders.

Distribution A includes: (Corps(or Army))

Adjacent units

Supporting units

Each Inf Regt

36th Div. Arty

36th Ren Co

111th Med Bn

111th Engr Bn

36th QM Co

736th Ord Co

36th Sig Co

Div Reserve

Staff

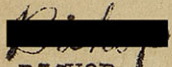
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Attached units must be listed

OFFICIAL:

WEATHERRED

Major General


BISHOP

G-3

HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

MEMORANDUM

1 Sep 1950

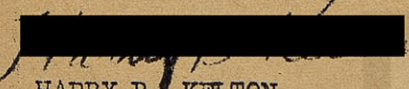
RECOMMENDATIONS FOR STAFF PROCEDURE
TO BE COMPLETED AT HOME STATIONS

1. In order to establish a policy file for staff procedure for this Headquarters, each staff section chief will prepare and submit to the Chief of Staff not later than 1 November 1950, his recommendations for policies concerning these functions appropriate to his staff section.
2. The Staff functions outlined in FM 101-5 may be used as a guide for subjects.
3. As an example of this policy procedure the Division G-1 submits to the Chief of Staff his recommendations concerning Awards and Decorations (one of his responsibilities). The Chief of Staff determines the Commanding General's desires as to award recommending by units, the personnel to process, and the procedure to be followed. The Chief of Staff submits the plan for the Commanding General's approval. Once approved, the policy is placed in the Personnel policy file and the Adjutant General operates the policy without again consulting the G-1, Chief of Staff, and the Commanding General until the policy is to be changed or revised.
4. It is desired that policy recommendations be submitted in detail.
5. This procedure saves the time of the G-1, Chief of Staff, and the Commanding General, but does not relieve them of their responsibility for supervision and coordination.
6. Mail to Chief of Staff, 36th Inf Div, Box 291-B, Camp Mabry, Austin 3, Texas.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

DISTRIBUTION:

"Special"

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HEADQUARTERS 36TH INFANTRY DIVISION
North Fort Hood, Texas

MEMORANDUM:

2 June 1952

UNIFORM REGULATIONS

1. All personnel will present a clean, neat and military appearance at all times.

2. Uniforms are prescribed as follows:

A. Drill Uniform:

Enlisted Men

Trousers, HBT
Jacket, HBT
Belt, Web, Waist
Boots, Combat
Liner, Helmet
Arms, if required, with
field belt, canteen, and
first aid packet.

Officers

Trousers, Cotton Khaki
Shirt, Cotton Khaki
Belt, Web, Waist
Boots, Combat or Brown Shoes
Liner, Helmet
Arms, if required, with
field belt, canteen and
first aid packet.

B. Class "A" Uniform:

Trousers, Cotton Khaki
Shirt, Cotton Khaki
Belt, Web, Waist
Low quarter tan shoes or
combat boots
Garrison Cap, Cotton Khaki or
Cap, Service, Cotton Khaki
Tropical Worsted, Shade 61, may
be substituted.

3. Class "A" or Drill Uniforms are authorized within division area during off duty hours. Personnel will be permitted to enter PX's, theatre and service club while wearing either uniform. Personnel leaving division area after duty hours will wear Class "A" uniform, with tie.

4. Raincoats will be worn in formations, during duty hours, when prescribed by unit commanders.

5. The wearing of civilian clothing and mixing of uniforms is not authorized.

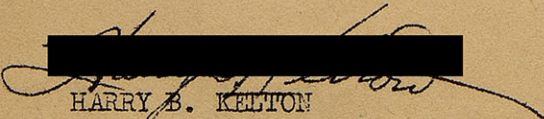
6. Officer personnel will wear ties when visiting division officer's mess and club after 1800 hours daily and when leaving division area during off duty hours.

7. This memorandum will be posted on all unit bulletin boards.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff


HARRY B. KELTON
Lt Colonel, AGC
Adjutant General

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HEADQUARTERS 36TH INFANTRY DIVISION
PO Box 5068, West Austin Station
Austin 31, Texas

MEMORANDUM
NUMBER 6

31 July 1951

DISTRIBUTION OF PUBLICATIONS

1. Memorandum No. 1, this Headquarters, dated 1 Jan 1949, is rescinded.
2. The following distribution will be made of General Orders, General Court-Martial Orders, Special Orders, Memoranda and Bulletins issued by this Headquarters. Numbered memoranda indicate permanent policies of the Division Commander. Unnumbered memoranda are issued for temporary duration. Bulletins are to indicate specific announcements of general interest:

Distribution "A" - to include:

AG Texas, 2 copies
Instructor 36th Division, 40 Copies
Each Staff Officer this Hq, 1 Copy
Each Staff Section this Hq, 1 Copy
Hq, Div Arty, 2 Copies
Each Regimental Hq, 2 Copies
Each Battalion Hq, 2 Copies
Each Separate Co, 2 Copies
Each Inf Co, FA Btry, or Det, 1 Copy

Distribution "B" - AG Texas - 2
Instructor, 36th Division, 40
Each Staff Section this Hq, 1
Hq, Div Arty, 2
Each Regimental Hq, 2
Each Battalion Hq, 2
Each Separate Co, 2
Each Inf Co, FA Btry, or Det, 1

Distribution "C" - AG Texas - 2
Instructor, 36th Division, 2
Each Staff Section this Hq, 1
Hq, Div Arty, 2
Each Regimental Hq, 2
Each Battalion Hq, 2
Each Separate Co, 2

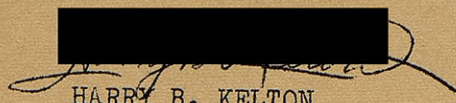
Distribution "D" - AG Texas - 2
Instructor 36th Division, 2
Each Staff Section this Hq, 1
Hq, Div Arty, 2
Each Regimental Hq, 2
Each Separate Bn, 2
Each Separate Co, 2

Distribution "E" - AG Texas - 2
Instructor, 36th Division, 2
Each Unit, Staff Section, or individual
concerned - 3

Distribution "F" - AG Texas - 2
Instructor 36th Division, 2
Each Staff Section this Hq, 2

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:


HARRY B. KELTON
Lt Col, GSC
Adjutant General

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff

DISTRIBUTION:
"A"

*Promotion Policies
AG Tex*

STATE OF TEXAS
ADJUTANT GENERAL'S DEPARTMENT
AUSTIN

AGTEX-P

15 October 1951

SUBJECT: Military Educational
Requirements for Promotion

TO: All Unit Commanders

1. Reference paragraph 19b NGB Cir 7 1951
2. The above reference established additional requirements for promotion of officers which were not included in previous publications.
3. Applications for promotion of officers should be investigated to ascertain that one of the following conditions have been met in satisfaction of minimum military educational requirements.
 - (a) Officer has performed satisfactorily on active duty in same or higher grade between 7 December 1941 and 30 June 1947.
 - (b) Has successfully completed the prescribed course at the appropriate school as indicated in subparagraph 19b (1), (2), (3) and (4), NGB Cir 7 1951.
 - (c) Has successfully completed the Army Extension Course applicable to the branch and new grade and has demonstrated his professional qualification by excellent, or better performance of military duty in the grade from which promoted as evidenced by his efficiency report.
 - (d) Officers unable or prevented from completing the above requirements may be considered if they have clearly demonstrated their qualifications through actual performance of the duties for the higher grade by:
 - (1) Having served in position vacancies calling for higher grades at least six months and are rated excellent or better as evidenced by their efficiency reports.

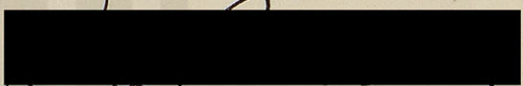
(2) Have performed the duties of the higher grade in an acting capacity for at least six months when such additional duty shall be substantiated by orders of the major commander and the officer is rated excellent or higher as evidenced by efficiency report for the period duty in the higher grade was performed.

(3) Periods of duty as described in (1) and (2) above may be cumulative or combined except that no officer will be recommended for promotion until he has, in addition to the requirements of (1) and (2) above, served in the position vacancy in which promotion is to be made for a minimum of 60 days.

4. Since lieutenant vacancies may be filled by either second or first lieutenants, a second lieutenant who has served satisfactorily for a period of two years is considered to have clearly demonstrated his qualifications by actual performance of duties for promotion to first lieutenant.

5. Officers are not eligible for promotion until one of the above defined requirements has been met.

6. The new and additional requirements for promotion should be called to the attention of all officers of each command in order that those officers may prepare themselves to meet requirements for promotion.


K. L. BERRY
Major General
The Adjutant General

DISTRIBUTION:

A B C

HEADQUARTERS 36TH INFANTRY DIVISION
Bay City, Texas

MEMORANDUM
No. 5

19 February 1949

AWARDS AND DECORATIONS

1. Members of this command, including attached units, eligible for awards and decorations as provided under provisions of AR 600-45, as amended, will be subject to procedure outlined below.

a. Recommendations:

Unit commanders, to include separate companies, will make recommendations for awards as deemed appropriate for members of their organizations. Battalion and regimental commanders will review recommendations for awards and note their comments thereon before forwarding to this headquarters.

b. Awards:

(1) Medal of Honor:

Awarded in the name of congress to a person who, in action involving actual conflict with an enemy, distinguishes himself conspicuously by gallantry and intrepidity at the risk of his life above and beyond the call of duty.

(2) Distinguished Service Cross:

Awarded to persons who distinguish themselves by extraordinary heroism in connection with military operations against an armed enemy.

(3) Distinguished Service Medal: Awarded to persons who distinguish themselves by exceptionally meritorious service to the Government in a duty of great responsibility.

(4) Legion of Merit:

Awarded to persons who distinguish themselves by exceptionally meritorious conduct in the performance of outstanding service.

(5) Silver Star:

Awarded to persons who distinguish themselves by gallantry in action not warranting the award of the Medal of Honor or the Distinguished Service Cross. Authority to make award of the Silver Star has been delegated to Division Commander

(6) Bronze Star Medal:

Awarded to persons who distinguish themselves by heroism in combat against the armed enemy; or the persons who distinguish themselves by meritorious achievement or meritorious service. Awarded by Division Commander.

(7) Soldier's Medal: Awarded to persons who distinguish themselves by heroism not involving actual conflict with an enemy.

(8) Purple Heart:

Awarded to persons who are wounded in action against an enemy of the United States; or as a direct result of an act of such enemy.

(9) The Army Commendation Ribbon:

Awarded to persons who distinguish themselves by meritorious achievement or meritorious service, not in connection with military operations against the enemy.

2. Procedure: It is the responsibility of each unit commander concerned to render recommendations for awards promptly and judiciously. In combat operations it is directed that such reports be rendered on the date of the act involved, or as soon thereafter as practical.

b. Recommendations for awards and decorations involving acts of gallantry and heroism in action against an enemy must be accompanied by proper supporting documents. (See par 20, C-11, AR 600-45)

c. Recommendations for awards and decorations involving meritorious service will be initiated by the immediate commander concerned.

3. This headquarters will review each recommendation for awards and decorations received. Awards approved and subject to issue by this headquarters will be published in General Orders and such presentation will be made with appropriate ceremony.

4. Recommendations approved and subject to action of higher headquarters will be sent forward bearing indorsement of recommendation by the Division Commander.

BY COMMAND OF MAJOR GENERAL AINSWORTH:

OFFICIAL:

JAMES E. TAYLOR
Colonel, GSC
Chief of Staff

HARRY B. KELTON
Lt Colonel, AGD
Adjutant General

DISTRIBUTION: "A"

HEADQUARTERS 36TH INFANTRY DIVISION
P O Box 5068, West Austin Station
Austin 31, Texas

MEMORANDUM

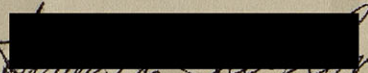
17 July 1951

COMPLETED STAFF WORK

1. As an enclosure to this memorandum, is a brief article concerning Completed Staff Work. This material was used by the 141st Infantry in its NGTP staff training.

2. Each Commander and staff officer down to Battalion level should read and study this enclosure as it clearly points up one of the most difficult problems of staff technique. In studying this Inclosure at Battalion level substitute the term "Commander" for "Chief."

BY COMMAND OF MAJOR GENERAL AINSWORTH:


JAMES E. TAYLOR
Colonel, GSC
Chief of Staff

Incl: Article "Completed Staff Work."

INCLOSURE to
Memorandum, Hq 36 Div
dtd 17 July 1951

21 May 1951

SUBJECT: Completed Staff Work.

TO : All Officers, 141st Infantry Regiment TNG.

COMPLETED STAFF WORK

1. "Completed Staff Work" is the study of a problem, and presentation of a solution, by a staff officer, in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action. The words Completed Action are emphasized because the more difficult the problem is, the more tendency there is to present the problem to the chief in piecemeal fashion. You should not consult your chief in the determination of these details, no matter how perplexing they may be. "YOU MAY AND SHOULD CONSULT OTHER STAFF OFFICERS". The product, whether it involves the pronouncement of a new policy or affects an established one, should, when presented to the chief for approval or disapproval, be worked out in finished form.

2. The impulse which often comes to the inexperienced staff officer to ask the chief what to do, recurs more often when the problem is difficult. It is accompanied by a feeling of frustration. It is so easy to ask the chief what to do, and it appears so easy for him to answer. Resist that impulse. You will succumb to it only if you do not know your job. It is your job to advise your chief what he ought to do, not ask him what you ought to do. He needs answers, not questions. Your job is to study, write, restudy and rewrite until you have evolved a single proposed action--the best one of all considered. Your chief merely approves or disapproves.

3. Do not worry your chief with long explanations and memoranda. Writing a memorandum to your chief does not constitute completed staff work, but writing a memorandum for your chief to send to someone else does. Your views should be placed before him in finished form so that he can make them his views simply by signing his name. In most instances, completed staff work results in a single document, prepared for the signature of the chief, without accompanying comment. If the proper results are reached, the chief will usually recognize it at once. If he wants a comment or explanation, he will ask for it.

4. The theory of completed staff work does not preclude a "rough draft" but the "rough draft" must not be a half-baked idea. It must be complete in every respect except that it lacks the requisite number of copies and need not be neat. But a "rough draft" must not be used as an excuse for shifting to the chief the burden of formulating the action.

5. The "Completed Staff Work" theory may result in more work for the staff officer, but it results in more freedom for the chief. This is as it should be. Further it accomplishes two things:

a. The chief is protected from half-baked ideas, voluminous memoranda, and immature oral presentations.

b. The staff officer who has a real idea to sell is enabled more readily to find a market.

6. When you have finished your "Completed Staff Work" the Final Test is this:

If you were the chief would you be willing to sign the papers you have prepared, and stake your professional reputation on its being right?

If the answer is in the negative, take it back and work it over, because it is not yet "Completed Staff Work."

/s/ C. P. Chapman
C. P. Chapman
Colonel Inf.
Instructor.