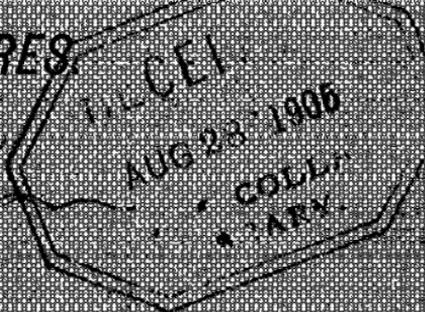


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XVI

GENERAL SERVICE & STAFF COLLEGE
LECTURES

By M. ...



FIELD ORDERS, MESSAGES,
REPORTS, ETC.

← BY →

Captain J. C. Dickman, 5th Cavalry.
Instructor, Department of Tactics.

JANUARY 1903.



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Captain J. T. Dickman, 8th Cavalry.
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PERFACE.

This article is largely a compilation, extra&s being freely made, sometimes verbatim, from the excellent lecture of Captain Eben Swift, 5th Cavalry, Assistant Instructor Department of Military Art, U. S. Infantry and Cavalry School, and from the following publications:

U. S. Army Regulations, 1902.

Felddienst- Ordnung of the German Army.

Taktische Unterrichtsbriefe, by Major Griepenkerl.

Maneuver Orders, by Major F. French, R. A.

The subject is an interesting one and should be studied and practiced by all who expect to exercise command of troops.

J. T. D.

FIELD ORDERS.

1. A military order is the more or less precise expression of the will of a chief conveyed to subordinates.

2. The art of giving proper directions and orders to troops is one of the most important features in the successful exercise of command.

3. The large size of modern armies has added immensely to the importance of this subject. The greater difficulties attending the transmission of orders due to increased dispersion of troops, however, have to a considerable extent been counterbalanced by improved means of communication, such as the field telegraph, the telephone, search lights and balloons. Further progress may be looked for, notably in the application of wireless telegraphy.

4. Napoleon's orders were as a rule excellent, but they do not always furnish a safe model. His defective orders to Desaix might easily have led to defeat at Marengo. At Wagram a single word in the wrong place produced dangerous confusion in his army of 150,000 men. At Bautzen the Allies escaped destruction because his orders were not clear enough to suit the capacity of Ney. Grouchy failed him at Waterloo because of vague and imperfect orders. In each case, however, he himself grasped the military situation clearly and well.

In the Crimean war a corps was misdirected and kept out of the battle of Inkerman because of an order which could be interpreted in *two* ways. At Shiloh General Grant's orders were not direct, positive and clear enough to bring a division,

which was six miles away, into a fight which lasted all day. Many a military career has been ruined by badly framed orders.

6. The higher the position of the commander, the more general in character will his orders be. At the beginning of operations, and from time to time there after, the plans and intentions of the supreme authority will probably be issued in the form of *Letters of Instructions*. These would regulate movements over a large area during a considerable period of time. In this way General Grant directed a million men over a space as large as half of Europe, from his headquarters at City Point. His instructions were in the form of letters and telegrams to the various commanders. They were of the most general character and prescribed little else than the general objective, namely, the hostile armies, and concert of action in attacking them.

6. It seems appropriate that the directions from the headquarters of an army-marching on several roads-covering dispositions for several days at a time, should be issued in the same way, although no uniform practice obtains. General Sherman's orders from the headquarters of the Military Division of the Mississippi, in his marches from Chattanooga to Atlanta and beyond, were almost too general to be called orders, although designated as such. Of the same character were the circulars issued by General Meade before the battle of Gettysburg.

7. As soon as it becomes necessary to prescribe matters of detail, orders are issued. They will, for instance, be issued to a command that is to march on a single road. The size of the different fractions of the command, the *task* of each, the sequence in which they take the road, and the hours of starting will have to be stated in detail. An order of this kind will serve very well as a model, because it contains all the essential points of any field order, and because it requires a precise phraseology.

8. Under the teaching of Von Moltke the German Staff has reduced the subjects of orders and correspondence to a scienti-

fic system, which has since been adopted as a guide in all well instructed armies.

8. In our service the orders of commanders of regiments or larger units, and of posts, territorial departments, or districts, are denominated "general orders" or "special orders," according to character; orders of smaller units are simply called "orders." They are numbered in a single series, beginning with the year, or with the establishment or organization of a new command.

9. General orders publish information or instructions to a whole command; special orders relate to individuals or matters not of general application.

Circulars are numbered in a separate series; they have the force of orders when they convey mandates or instructions.

Memoranda are sometimes issued to explain the provisions of orders or circulars.

An order may also be placed in the form of an official letter addressed to the individual concerned, or it may be a simple note. However courteously or informally the will of the commander may be expressed, it is to be cheerfully and promptly complied with.

10. During the Civil War such captions as "General Field Orders" and "Special Field Orders" were used, though we find no uniformity of practice in this regard. The use of the heading "Field Orders" by commands in campaign or in the field certainly seems desirable. The commanders of fractions of such commands should use the terms 'Detachment Orders,' "Advance Guard Orders" or "Rear Guard Orders," depending upon the character of the duty.

11. The term *Order of Battle* (*Ordre de Bataille*) so often met with in works on European armies, has no direct bearing on an impending engagement, nor on the arrangement of troops in battle. It has a purely technical meaning and might be called a *table of organization*, showing the units of the various arms and corps composing brigades, divisions and army corps, together with the names of the higher commanders.

12. Orders are issued (1) verbally, or (2) in writing. The verbal order may be given (a) directly, or (b) by orderly. An order may be given directly, by word of mouth, when the officers can be quickly assembled for that purpose; but even then orders of any length should be dictated and written down. For simple details or a single service a verbal order is given, which will often reduce itself to a word of command or a simple signal. The verbal order delivered by orderly should be avoided as much as possible, whether in garrison, in the field, or in campaign. In matters of importance it should be used only upon urgent necessity, bearing in mind that there is always a possibility of a controversy as to the nature of the order. Such an order should therefore not contain more than one definite point; for example, "The division will halt for three hours near - c r o s s r o a d s? A little more latitude may be allowed in sending verbal orders by officers, on account of their superior education and greater experience. The safe thing for the officer to do as a protection against further controversy, is to make a note, if possible, of the order and the circumstances of delivery. *The bearer of a verbal message should invariably repeat the same before starting off.* Orderlies should be required to form the habit of repeating verbal messages, even when not directed to so.

13. In the guidance of troops by the higher commanders the written order is the rule. Such orders must be short, clear, definite, and suited to the receiver's range of vision.

As to the general method of framing written orders, the practice has been various; for example:

- (a) To prescribe a precise line of conduct for subordinates, both in the details of execution of particular orders, and in the different emergencies deemed likely to arise.
- (b) To point out the object to be reached, leaving the method to the judgment of those who are charged with the execution.

The *first* lanp was followed by Napoleon, Wellington and other commanders during the first half of the nineteenth cen-

tury. Napoleon especially delighted in minute and voluminous instructions. He would specify the exact duties of every important commander, and would attempt to provide for every contingency. This was perhaps a necessary part of his system, for his marshals were not all men of conspicuous ability, except as fighters. The best of them often failed him when removed from the range of his personal direction, and many of his instructions were neglected or ignored. His practice of providing for everything himself worked to his disadvantage toward the close of his career when he was no longer able to work twenty hours a day. This is shown at several phases of the Waterloo campaign when his staff failed to assume the direction of affairs in his absence, or when he was resting. His defeat at Leipsic was largely due to the failure of his staff to provide means for a retreat-matters to which they should have attended without orders.

The method of Napoleon would not succeed in less skillful hands than his own, and can not be recommended. Few indeed are able to look so far into the future as to provide for every emergency. Even a prodigy of intellect and endurance would be unable to attend to all the important details of the large armies of modern times.

14. The *second* method, the advantages of which are now universally recognized, is based on the assumption that the recipient has been educated in the profession, that he knows his duties and that he has sufficient ability and initiative to use the advantage of being on the ground. In newly formed armies this fortunate state of affairs will not always exist; consequently, generals have often felt that they were compelled to go to extremes in regulating details. There is a marked contrast between the orders issued at the beginning and toward the close of our Civil War. The effort, at the beginning, to make good the well known deficiency of officers and men in military education by minute instruction, in orders, necessarily proved a failure. When the troops had become veterans, attention to details was taken for granted.

In the armies of the French Republic in 1871 this same

peculiarity was marked. Many pages of minute details were written, which the accounts of the battles show were not carried out. On the other hand, eighteen lines of the German official account give the orders of Von Moltke when the German armies, marching on Paris in 1870, were turned to the north to follow McMahon. Yet in the latter case not a battalion crossed another in its march, went hungry, or bivouacked in the open.

The Composition of Orders.

16. It is doubtless true that in the domain of Tactics cast-iron rules are to be avoided. Yet, for beginners, it is necessary that, they study a number of models of orders in order to form the habit of not omitting any important details. These models therefore are to be considered simply as aids to the memory, and are to be departed from when the circumstances of the case justify such action. The customary forms of orders are, however, not founded upon caprice, but on very practical considerations. It is one thing for a general of long experience, both in peace and war, to dictate orders; and quite another when a beginner has to be taught the use, for the first time, of the implements usually employed in the art of framing orders.

16. Assuming that officers are familiar with the drill regulations and functions of the three arms, as well as with the object and peculiarities of the auxiliary corps and departments, the considerations which should precede the framing of an order in the solution of a tactical exercise-also readily applicable in actual campaign-are stated by Major Griepenkerl about as follows:

1. *Read the exercise through carefully several times with the map in your hand.-The longer the exercise the more care is necessary.*

2. *Study carefully on the map the ground under consideration: especially the network of roads.-A general comprehension of the map is not sufficient for tactical purposes, least of all for the working out of exercises. You must be able to form in your mind an accurate and vivid picture of the country in question.*

3. *Realize accurately your own position and that of the enemy.*—Imagine yourself, for instance, in campaign, with the troops under your command in bivouac, on the march, or deployed for action.

4. *For movement of troops calculate the time required to march to important points.*—The distances should be measured on the map, not only for your own troops but also for those of the enemy. *In case of positions, measure their front and depth.*

5. *Consider the counter measures likely to be adopted by the enemy.*—While you are marching, or going into position, the enemy may also be doing something—which may interfere with your plans unless guarded against.

6. *Arrive at a definite decision.*—No half way measures should be adopted. Having decided to make an assault, attack energetically with all your troops; if you wish to retreat, do not come to a halt after the first few miles without very good reasons. Be perfectly clear in your own mind as to what you intend to do, and carry it out to the letter.

7. *Consider the distribution of your troops.*—Make a rough draft of the details in pencil and then check off to see whether you have disposed of all the troops of your command.

8. *Now proceed to compose the actual orders.*—Until practice has been acquired, write the first draft in pencil, following the customary models and then test them carefully to see whether they answer the following requirements —

(a) *Each set of orders must be logically arranged.*—After some practice the circumstances themselves will indicate when the mode may be departed from. Orders should be divided up into numbered paragraphs, corresponding matter being collected under the proper number.

(b) *Each order must be as brief as possible.*—Short sentences are easily understood; a verbose style is unmilitary. To prevent others from abbreviating your orders when copying them, make them so concise that they will have to be written down word for word.

“Conjectures, expectations, reasons for the measures adopted and detailed prescriptions for a variety of possible events are little calculated to raise the confidence of troops, and should therefore be omitted?”

Instructions for the care of the sick and wounded, police regulations, et@., are quite out of place in a tactical order.

(c) *Each order must be perfectly clear and intelligible.*—When misunderstandings arise, the fault generally lies with the wording of the order, though it must be admitted that some men have a remarkable faculty for construing language the wrong way. The wording of an order should be such as to leave no opening for mistakes. Put yourself in the place of the recipient and consider how you yourself would execute the order.

Clearness must not be sacrificed to brevity, brevity must never lead to superficiality. Expressions, the signification of which depend upon the point of view of the observer, such as, *right, left, in front of, behind, on this side, beyond,* are to be avoided. Replace them by reference to the points of the compass. The terms “right” “left” may apply to individuals or bodies of men, or to the bank of a stream—in which case the observer is supposed to be facing down stream—but should not ordinarily be applied to inanimate objects.

It may sometimes be necessary to give the phonetic as well as the correct spelling of proper names; for example, *Bois Blanc* on the map, is Bob-lo in conversation. When several names are alike in the same neighborhood, they must be located by reference to other points. A mistake might cause serious results.

A road is designated by connecting two or more names of places on the road with dashes thus, “Lima—Spencerville Road.”

An order in the field is issued under conditions of inconvenience and emergency. It is received sometimes in the midst of excitement and danger, perhaps it must be read in a rain-storm, or at night by a poor light. Every effort should therefore be made to reduce it to its lowest terms, consistent

with clearness and completeness. Plain English, devoid of ornate phrases or foreign terms, is best suited for this purpose.

The writing must be so distinct as to be legible even in a bad light. This a very important requisite. By resorting to vertical writing the legibility of many hands is much improved. Indifference to this plain and simple piece of education seriously impairs an officer's efficiency in many cases. Smaller things than this have had an important influence on men's future. An officer whose orders are so carelessly written as to be scarcely intelligible, has no right to expect accuracy and efficiency in his subordinates.

(d) *Orders must not be couched in uncertain terms:* fox ambiguous phraseology leads to loose execution. A 11 modifying expressions such as "as well as you can," "as far as possible," "according to circumstances" should be rejected; for the commander must accept the whole responsibility and shift none of it on to the shoulders of his subordinates. Precise orders give a subordinate confidence in undertaking a dangerous task with determination, for they appeal to a subordinate's most necessary quality, namely, his military obedience. The more difficult the position, the clearer and more definite must the order be. It would be most reprehensible in drawing up an order to choose intentionally an obscure, ill-defined, or ambiguous expression under which to hide one's own indecision. Still worse, if possible, is the form of order which simply repeats general instructions received from higher authority, without committing itself on difficult questions, with the intention of accepting credit for success or avoiding responsibility for failure. When the will of the commander is expressed by intimation, insinuation, hint, or gesture-without witnesses,-it leaves the recipient in a sorry plight to face the storm of public disapproval.

(e) *Orders must not trespass on the province of the subordinate.* This is an error only too often committed, both in the field and at exercises. Your order must contain everything that your subordinate can not himself arrange for the

carrying out of your intention, but nothing more. Orders the transmission of which will require a long time, during which the situation may change, must specially avoid detail. The same rule holds where an order may have to be carried out under circumstances which the person giving it cannot completely forecast; in that case a letter of guidance suffices. It must lay stress upon *the object to be attained*, and leave open the means to be employed.

(f) *Orders must not arrange matters too far in advance.* They should provide only for what can be seen with certainty at the moment of framing the orders; otherwise counter measures of the enemy and unexpected contingencies will often make it necessary to recall the original orders and substitute others. Frequent changes weary the men, shake their confidence in their commander, and tend to make subordinates uncertain in their action.

(g) *In each order particulars of time and place must be given so exactly that error is impossible.*—It is important that an excellent time-piece be kept at Headquarters and that commanders or staff officers of subordinate units set their watches by it.

17. It is not advisable that the orders of a subordinate leader be merely a copy of those of his superior, with his own additions tacked on. It will be clearer, and serve his purposes better, if he writes an independent order containing whatever is necessary. Where, however, large bodies are working together, the orders of the smaller units will usually be based on the divisional orders.

Arrangements for a possible retreat should be communicated only to the next senior officers, and always confidentially.

18. The following is a general model of orders for a march in advance of a detachment of troops composed of all arms :

DETACHMENT ORDERS

FIELD ORDERS,

No.....

PLACE.

DATE.

HOUR.

TROOPS.

1. *Advance Guard*: (C. O.)
 1. Information as to the enemy, and *our other forces*,
 2. *Intentions of the Commanding Officer*. (In the most general terms.)
 3. (a) *Order for the advance guard* (Time of starting; place whence it will start; road by which it will march; reconnaissance to be made; communication to be maintained with parallel columns, etc.; special duties.)
 - (b) *Order for the Main Body*. (Distance to be preserved from the Advance Guard, or time and place of starting.)
 - (c) *Order for the flank guard*. (Similar to Advance guard order, but with special mention, as a rule, of reconnaissance duty. Sometime & the point at which the flank guard is to be detached is stated.)
 - (d) *Order for the Outposts*. (Instructions as to how they are to join the column).
2. *Main Body* (in order of march).
 3. *Order for the Baggage*. (Party detailed to conduct it, distance from 'main body, or special arrangements.)
3. *Right (left) Flank Guard*. (C. O.)
 5. Position of the Commanding Officer-at the beginning of the march, and sometimes subsequent positions.

Cavalry.
Infantry.
Artillery.
Engineers.
Hosp. Corps. (rarely).

Cavalry.
Infantry.
Artillery.
Infantry.
Engineers.
Hosp. Corps.

Troops named as in
Advance Guard.

Signature :

Method of furnishing copies
to troops.

Notes.-a) Orders for operations should be headed either by designation of the leader's command (corps, division, brigade), or of his position in the distribution of troops (advance guard orders, detachment orders: etc.)

b) The heading must also show the place of issue, the date, and generally the hour and minute. Dates should be abbreviated in the manner employed in the Army Register; for example, 20 Nov. 95, 3 Mar. 02, 7Feb. 99. This method is as brief as any and leaves no room for the hesitation and doubt attending the use of numbers only. 5-6-99 may mean either 6 May 99, or 5 June 99, depending upon the system, to which the recipient is accustomed. In referring to a night, mention both days, thus, Night $\frac{1}{2}$ November. The words *noon* and *midnight* are written out in full.

c) With a view to keeping orders for operations separated from "general orders," "special orders," and "orders," the caption "Field Orders" should be used, forming a separate series.

d) In the column headed "Troops" we enumerate the different units composing the fractions of the command, and give the name of the commander of each fraction. No commander is detailed for the main body because the commander of the whole force generally assumes that duty. When the sequence of march of the main body is placed in the order, the heading is supplemented by the words "in order of march." The sequence for the troops of the Advance Guard and Flank Guard would appear in the Advance Guard and Flank Guard Orders issued by the commanders designated.

e) When the Cavalry is not attached to the Advance Guard, but is constituted "Independent Cavalry," it will form No. 1 in the column of "Troops," with an officer detailed to command it. In the column prescribing the duties of troops

the Order **for the Independent Cavalry** would appear under No. 3 - t i m e and place of starting, roads by which it will march, reconnaissance to be made, connection to be kept up, etc. There must, however, **always** be sufficient cavalry attached to the advance guard to provide for its own immediate security on the march. Independent Cavalry should seldom be less than four full troops in strength.

f) This portion of the order, No. 3, will often designate an *initial point* and the time it is to be passed by the head of the column. The time of starting for sub-divisions of the column will be calculated from that instant. All watches should, of course, agree with the standard time-piece at Headquarters.

g) In naming units from which a portion is to be excluded, the unit should be named and the word "less" appended, naming the excluded parts; for example, (4th Cavalry, less 1 squadron.) If more than half the unit is detached, it is sufficient to name the troops concerned.

h) In case there are no outposts, the paragraph of the order relating thereto would be omitted. In case a rear guard is detailed, it would be mentioned at the bottom of the left hand column, and in the last paragraph under No. 3 of the Orders.

i) In anticipation of action the light baggage should be separated from the heavy. Under the former we usually include (a) the led animals, (b) the company, battalion, or regimental ammunition carts, wagons, or packs, and (c) the ambulances assigned to the troops. The light baggage follows the particular unit to which it belongs, without further orders. The heavy baggage must be kept where it will not interfere with the movements of troops and where it will not be involved in any of the confusion of battle. When halted or parked for the night, it should usually be so placed that it can be started off in any one of several directions without delay or confusion.

k) The last paragraph gives the position of the commander at the beginning of the movement, and sometimes at subsequent stages. In certain cases it would state the hour at which staff officers are to report for orders.

When a commander changes his position he should make arrangements for prompt delivery of messages addressed to him.

1) "An order will state * * * * at its foot the name of the commander by whose authority it is issued."

It may be authenticated by the signature of the commanding officer, for example,

J. B. N-----

Brig. General, Commanding,

or, as is the general custom in our services, by the signature of his adjutant or adjutant general, as follows:

(a) By command of Brig. General 'N-----

A-----D-----

Asst. Adjutant General.

(b) By order of Colonel J- - -

H- - -P _____

Adjutant.

m) Under the order note briefly the manner in which it is to be communicated; for example,

"In writing to regimental, squadron and battery commanders, and to chiefs of staff departments?

"Dictated to Adjutants?

"Copy to commander of each camp."

19. The following is a *general example* of orders for the march of a detachment of all arms:

DETACHMENT ORDERS

Camp north of Z. 2 May 91. 11.15 P. M.

FIELD ORDERS.

No. 3.

TROOPS.

Advance Guard :
Lieut. Col. B.

1st Sqdr. 3d Cav. (less
Tr. D.)
1st Bn. 4th Inf.
Co. A 1st Bn. Engrs.

2. Main Body (in order of
march.)

1 Plat. Tr. D 3d Cav.
2d Bn. 4th Inf.
10th Battery F. A.
11th Battery F. A.
3d Bn. 4th Inf.
Bearer Company.

3. Right Flank Guard:
Major F.

2d Bn. 5th Pnf.
Troops E & F 3d Cav.

1. The enemy% Infantry has
been seen near X and Y,
and his Cavalry patrols
north of W.

Our 3d Division will march
to-morrow from M on N.

2. This detachment will
march to -morrow on O.

3. (a) The Advance Guard will
start at 6.15 A. M., and
move by the main road
through P on O, recon-
noitring towards D, E,
and F, and keeping up
communication with the
3d Division.

(b) The Main Body will fol-
low the Advance Guard
at 800 yards.

(c) The Right Flank Guard
will start at 5.45 A. M., and
move through S to T, re-
connoitring through V
and W in the direction of
u.

(d) The Outposts will stand
fast until the Vanguard
has passed the line of
supports.

4. The baggage, conducted
by Troop D 3d Cav. (less
1 Plat.) will follow the
main body at a distance of
one mile as far as C, where
it will remain until further
orders.

5. Reports will reach me at
the head of the main
body.

J. B. A. -----

Colonel, Commanding.

Dictated to officers representing
the various units (or verbally to
assembled commanding office rs.

20. The following is a specific example of orders for the
march of a, detached brigade consisting of

1st and 2d Squadrons, 5th Cavalry;
7th, 8th, and 9th Regiments of Infantry;
10th Battery, Field Artillery;
Company A, 1st Battalion of Engineers;
One Bearer Company;
 $\frac{1}{2}$ Ambulance Company.

SECOND BRIGADE, FOURTH, DIVISION, FIFTH ARMY
CORPS.

FORT LEAVENWORTH, KS., 7 MAR. 02, 7.30 P. M.

FIELD ORDERS,

No. 5.

TROOPS.

1. Independent Cavalry:

Col. A.

1st & 2nd Sqdrs. 5th Cav.
(less Troops G & H.)

2. Advance Guard:

Major B.

1 Plat. Tr. H 5th Cav.
1st Bn. 7th Inf.
I Section Engrs.
Detmt. Bearer Co.

3. Main Body

(In order of march):

Tr. H 5th Cav. (less 2
Plat.)
2nd Bn. 7th Inf.
10th Battery, F. A.
8th Infantry,
9th Infantry,
Co. A, 1st Bn. Engrs.
(less 1 Section)
Bearer Co. (less detmt.)
 $\frac{1}{2}$ Ambulance Co.

4. Right Flank Guard

Major C.

Troop G, 5th Cav.
3d Bn. 7th Inf.

I. The enemy is reported to be assembling near Valley Falls, Ks. Our Fourth Division will begin crossing the Missouri river at Leavenworth early tomorrow.

2. This brigade will occupy the line of the Big Stranger Creek to-morrow.

3.(a) The Independent Cavalry will start at 6.00 A. M., march rapidly to Easton, scouting the country to the north and south of the road, and after arrival will reconnoiter five miles to the west and towards Springdale.

(b) The Advance Guard will be ready to take the road at the cemetery at 6.15 A. M.

(c) The Main Body will start at 6.30 A. M. following at 1500 yards.

(d) The Right Flank Guard will start at 6.00 A. M. and march via Kickapoo to Millwood. Patrols will reconnoiter to the north of the line Kickapoo—Millwood, and connection will be kept up with the Main Body.

4. The heavy baggage will remain in park until 10.00 A. M., after which it will follow the command to Easton, under escort of 1 Platoon of Troop H 5th Cav.

5. Messengers will find the brigade commander at the head of the Main Body.

By Command of Brig. General N-----

J. M. V. _____

Asst. Adjt. General.

Dictated to Adjutants, Battery Commander, and Commander of Engineers.

Copy to Brigade Surgeon, and Brigade Quartermaster.

The issue and Transmission of Field Orders.

21. In campaign it will usually be impracticable to print orders and to distribute the number of copies prescribed in time of peace. The larger staffs will, however, often be able to carry typewriters and carbon paper, or other means of manifolding; or, owing to the present general use of such articles, they may be available in our own, or even in the enemy's country. In going into the field it is advisable for Headquarters to take along a liberal supply of stationery and facilities for writing orders and correspondence. There will be many demands, and when it comes to an emergency it is easy enough to drop all but the essential part. In addition, every adjutant general, adjutant, and aid-de-camp should carry a blank book with alternate perforated leaves (with carbon sheets in a pocket) of convenient size for the saddlebags. This book should have a waterproof cover; also compartments for pencils, etc. A similar book or pad of smaller size should be carried in the dispatch case or the coat pocket.

Another good reason for limiting the distribution of orders to the number of copies absolutely necessary lies in the fact that the plans of the commanding officer should be kept secret as long as possible, and the whole force not be converted into a debating school on the eve of operations, thus impairing its fighting efficiency.

22. Copies of Field Orders are furnished to the Commanders of the next lower units, to the chiefs of auxiliary arms or special forces attached to the command, to the chiefs of the Staff Departments, and to the commanders of independent organizations. When the troops are distributed in a theater of

occupation, copies of orders would be sent to the bodies created by such distribution.

23. The larger a command is the longer will it take for orders to reach the smaller units. A certain amount of time will be necessary to draw up and issue orders. Major Trench estimates this as an hour and a half for division, and one hour for brigade orders.

Regularity in the issue of orders is out of the question, depending as it often does on information waited for, but every effort should be made to get them out as early as possible. It should be remembered that minor staffs have to work several hours after receipt of orders, and that officers have to be assembled to receive them, or messengers sent out to deliver them. All this is likely to run so late into the **night** that some will not be as fit as they ought to be for the next day's work.

After orders have been dictated, one of the recipients should read them aloud for errors to be corrected, and notation should be made upon the original as to the mode of transmission of all the copies.

24. "Orders for any body of troops will be addressed to its commander. They will be executed by the commander present, and will be published and copies distributed by him when necessary."

"In the field, verbal and important written orders are carried by officers. Dispatches for distant corps should be intrusted only to officers to whom their contents **may be confided.**"

"Mounted enlisted men will be employed **to carry important** dispatches only in special and urgent cases. The **precise** hours of departure and the rates at which they are to be conveyed will be written clearly on the covers of all dispatches transmitted by mounted orderlies. (A. R. 861, 862, 863.)

25. "Orders and messages are transmitted by telephone, in writing, or by word of mouth, according to distance and other circumstances."—(F O. 27.)

To which we may add that an enterprising staff will use any means of conveying orders that may be conveniently available.

For the transmission of orders the higher commanding officers have their staff officers and mounted orderlies.

The mounted messengers required on the march, inaction, or an outpost duty, with headquarters or with temporary commands, are furnished by the Cavalry upon receipt of proper orders for that purpose. Infantry requires mounted messengers as soon as contact with the enemy is expected; every detachment must have some Cavalry with it for that purpose if for no other.

26. Moderation in the employment of mounted orderlies and messengers is imperatively required to prevent the reduction of the numbers of the Cavalry in the ranks. Messengers should always be sent back to their corps the moment their specific duties are at an end.

Wherever good roads are available cyclists may with advantage be employed instead of mounted messengers or orderlies.

27. Orders and messages should be transmitted in writing when time and circumstances permit. Telegraph and telephone will frequently break down, especially in the enemy's country, and often? even when it seems safe to rely upon them, a simultaneous written message will be indispensable. "Telegrams will be followed by official copies sent by first mail."

"It is the duty of every unit, without special orders, to do all in its power to assist the forwarding of messages and orders."

"A messenger on passing superiors does not alter his pace. It is unnecessary to dismount when handing in or repeating an order or message."

28. In spite of the modern development of means of communication there will still be occasions when relay lines of mounted men will have to be employed. They consist of groups

of a few mounted men stationed about six miles apart along an established line and ready to transmit instantly in either direction orders or dispatches from adjoining stations. It would not be an extraordinary performance to forward dispatches at the rate of 150 miles per day. Where roads are good and distances long, cyclists may be especially suitable for employment in the relay service, thus saving the cavalry which would be heavily taxed by an extensive relay service. One advantage of relay lines is that they can carry mail and important packages.

In marking the speed on the cover, "ordinary" would mean about five miles an hour for a mounted man; "rapid" would require principally trot, seven to eight miles per hour; "urgent" would require the highest speed possible with safety, depending upon the distance.

Information, Messages, Dispatches, Reports, Sketches and War Diaries.

29. In order to frame suitable orders the commanding officer must know the situation. Information will usually come in detail from a variety of sources. The higher commanders, adjoining troops, the statements of inhabitants, newspapers, letters, telegraph files, statements of sick, wounded, and prisoners—all contribute to the general fund.

Safe conclusions as to the present state of affairs with the enemy can however only be drawn from the actual reconnaissance which observes him, and from the collation of observations made at many different points. It is the duty therefore, of all persons connected with the military service who may come into the possession of information, to furnish it at once and as fully as possible to their superior officers. This is often put in the form of brief messages, for which blank forms are furnished.

30. A message is defined as "any notice, word or communication, written or verbal, sent from one person to another; an official communication sent by a messenger."

A dispatch is a message dispatched or sent with speed;

an important official letter sent from one public officer to another. In modern usage it means a message sent by wire, a telegram.

31. A report is an account or statement of conditions or events. It is usually drawn up at more leisure, is the supplement and expansion of short messages and thus gains the value of greater detail. A brief message should of course be sent after every fight, but the detailed report to be made later is also required.

All that has been said above with reference to the transmission of orders applies equally well to forwarding of messages and other documents.

32. The use of the message blank (copy printed below) requires no explanation, except, perhaps, that the heading "Sending Detachment?" should be filled in with the name of the body of troops with which the writer is on duty; as, "Officer's patrol, Troop "B" 3d Cav." The address is to be written briefly, the signature, simply the writer's surname and rank.

The message should be brief and clear, resembling a telegram. The writer should carefully separate what he has actually seen from information received second hand. The message blank may also be used to convey orders to subordinates.

The message should be enclosed in an envelope, when one is available. It is customary to leave the envelope open so that commanders along the line of march may read the contents. The messenger retains the envelope, with the hour of arrival authenticated thereon by the receiver, or he is furnished a receipt.

33. Although the perfection of modern maps has diminished the value of sketches, they will still be required when there are no good maps of the theater of operation in existence, or to supplement, poor ones. They are of great assistance in elucidating details of plans of operations, and are in most cases a necessary part of reports of engagements and

campaigns. Very little of the territory on which United States troops are likely to operate is represented by topographical maps.

Sketches must be made rapidly, often on horseback. All needless conventional signs should be omitted. Artistic effect should not be sought, but rather the application of the simplest forms to the case under consideration.

The back of the message blank is ruled in squares so that it can be used to make simple sketches of positions, on reconnaissance, or on outpost duty.

The value of a war diary depends upon its recording events as soon as possible after their occurrence. A record of events of this kind should be kept at every Headquarters.

The following are examples of a message blank. (obverse and reverse,) and of the printing on the envelope.

<p>TO</p> <p>.....</p> <p>.....</p>

<p><i>Departure:</i>.....</p> <p><i>Speed:</i>.....</p>	<p><i>Arrival:</i></p> <p><i>Sig:</i>.....</p>
<p>This envelope to be returned to bearer.</p>	

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