

# **School of Tactics and Leadership**

**For Officers & Non-Commissioned Officers**

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**Commanding Federal Volunteer Brigade**



**Civil War Officer / NCO Training School 1**

# Leadership

## Leadership

according to WEBSTER'S DEFINITION. The capacity to lead: the act or an instance of leading others.

## Leadership Style

The manner and approach of providing direction, implementing plans, and motivating people.

## Styles of Leadership

### I. There are three basic styles:

#### A. Authoritarian or autocratic

1. This style is used when the leader tells his subordinates what he wants done and how he wants it done, without getting the input of the subordinates.
  - a. To use this style correctly all the information to solve the problem should be known, you are short on time, and your subordinates are well motivated.
  - b. Should be used on rare occasions.
  - c. This style is not yelling, using demeaning language, and leading by threats and abusing their power.
2. It has no place in a good leader's repertoire.

#### B. Participative or Democratic

1. This style involves the leader including the subordinates in on the decision-making process of what to do and how to do it.
  - a. The leader maintains the final decision making authority.
  - b. This style is not a sign of weakness; rather it is a sign of strength that your men will respect.
  - c. This is normally used when you have part of the information, and your subordinates have other parts.
2. Using this style is of mutual benefit
  - a. It allows them to become part of the team
  - b. Allows you to make better decisions.

#### C. Declarative or Free Reign (AKA laissez faire)

1. The leader allows the Officers under his command to make the decision.
  - a. The leader is still responsible for the decisions that are made.

- b. Is used when subordinates are able to analyze the situation and determine what needs to be done and how to do it.
    - c. You must set priorities and delegate certain tasks.
  - 2. This is a style to be used when you have the full trust and confidence in the Officers below you.
    - a. Do not be afraid to use it, however, use it wisely!

**II.** In all people who are leaders, one style is normally dominant.

- A. Weak leaders tend to stick with one style in all situations.
- B. Good leaders use all three styles
  - 1. Which style to use depends on what forces are involved between the followers, the Leader, and the situation.

**III.** Forces that affect style can be:

- A. How much time is available.
- B. Who has the information - you, your subordinates, or both?
- C. How well your subordinates are trained and how well you know the task.
- D. Type of task.

**IV. Vision**

- A. To maintain that sense of purpose in the face of adversity and setback and to ensure that course corrections are made to reach the desired objective is the hallmark of the leader with vision.

**V. Ability to Motivate**

- A. Subordinates must be included in all parts of the process, every step of the way.
- B. Teamwork is the key here, not hierarchy.
- C. People must be treated as individuals. Always acknowledge their importance and show them respect. They're people first, subordinates second.
- D. Superior work must be encouraged, recognized, and rewarded. Everyone responds to expectations. If you treat people as if they are capable and smart—and get out of the way—that's exactly how they'll perform. Motivation can never be forced. People have to want to do a good job."

**VI. Ability to Communicate**

- A. Effective communication is difficult.
  - 1. Speaking and writing are certainly important
  - 2. A more important element of communication is the ability to listen

## **VII. Personal example**

- A. Leadership by example is straightforward. All we need is awareness that we affect others, all the time. No matter our rank, we're important, we influence, and we determine outcomes and performance. Leaders are subject to constant scrutiny. We hope and expect they will maintain high standards.

## **VIII. Decisiveness**

- A. Acknowledged as being part of one's natural personality, decisiveness is a leadership tool that can be acquired in the development of one's leadership style by those that may not be overly decisive by nature.
- B. The leader who uses his analytical skills correctly and his judgmental instincts intelligently to amass a positive decision making record will inevitably miss one or more. In those instances, it is better to admit the error, communicate same to subordinates and get on with the business at hand.

## **IX. Willing to take risks**

- A. If a leader is afraid to take new steps or explore new territory, then opportunities for improvement and advancement are lost.
- B. Leaders who are risk-takers are trying to generate, or stimulate others to generate original, creative ideas, and to come up with new processes, new ways of doing things.

## **X. Ability to delegate**

- A. As leaders we must give others the opportunity to learn, to think and develop initiative.
- B. Delegating enables us to sharpen other leadership tools such as communication and personal investment.
- C. Delegating also gives others the opportunity to make mistakes--another sure way to learn.

## **XI. Willingness to empower**

- 1. Making those under you important, whenever possible, to change and structure, within reason, their duties to accomplish the tasks for which they are responsible.
- 2. If results are what you're seeking, empowering each and every subordinate to the maximum extent possible is the way to go.

## **XII. Responsibility**

- 1. In the military, we are all subordinates and therefore accountable to someone.
- 2. The key words and central ideas that ought to motivate the subordinate are reliability and dependability.

## **XIII. Personal Investment**

- A. Investing your personal assets of time, effort and caring will pay back big dividends to you, to those you work with and to the mission at hand.
- B. People identify more and are willing to overlook more of a leader's shortcomings if he cares about those being lead and the cause or goal they ask others to achieve.

- C. If you check your own personal "give a damn locker" and find it empty, it may be time to step down from the officer /NCO position from your unit.

#### **XIV. Consistency**

- A. A quality most admired by subordinates because of the stability it brings to the situational environment.
- B. Knowing what to expect creates an atmosphere of predictability, and facilitates start-up activity with easy interaction and creativity.
- C. Consistency promotes effective communication, encourages risk taking, motivates subordinates, supports delegation, solidifies empowerment and responsibility, and facilitates leadership by personal example.

#### **XV. Organizational Ability**

- A. The ability to amass information correlate it, analyze it, and make better use of subordinates, and follow through to achieve a desired outcome are marks of organizational ability.
- B. This leadership tool is a necessity for anyone aspiring to seniority, and it is one that can be acquired through study of those that are organized and through conscious exercise of one's own abilities in the day-to-day circumstances calling for interaction with others.

#### **XVI. Sense of Humor**

- A. A leader, to be successful, must be able to get beyond adversity and to relax subordinates when tensions are high, when edges are rough, or when the situation is going downhill.
- B. A task is more likely to be accomplished successfully when performed by personnel, who are relaxed, alert, thinking on their feet, well trained, and absent the tensions and pressures that are either self-created or superior-induced.

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## **The NCO's**

- I. NCOs should be examples to the soldiers in the neatness and cleanliness of their uniform, arms, accoutrements, and inside and around their tent.
- II. The Company Officer should be able to depend on the NCOs to oversee all duties of the company and ensure that they're done in a proper military manner and that good order and discipline is followed.
- III. NCOs should provide themselves with a pencil and notebook in which to record the names of the company and persons on details, and to record any orders passed down to them.
- IV. On all occasions of police, fatigue, or guard duty the details are to be marched to and from their work in an orderly and military manner.

## **Duties of NCOs (Corporal / Sergeant)**

### **General NCO Information**

#### **The Corporal**

**“They are selected from the most intelligent privates who have been longest in service and who are noted for their military appearance and attention to duty.”**

- I. Familiar with the sergeants' duties.
- II. Examples of neatness, cleanliness, and promptness.
- III. Firm and fair but not arrogant; obedience
- IV. Perhaps in charge of a mess.
- V. Reports discipline problems to the 1<sup>st</sup> Sergeant
- VI. Should be able to instruct privates on the “School of the Soldier” for their arm of the service.
- VII. Should be the first in line for Roll Call and Formations
- VIII. Fatigue duty
  - A. Is a working supervisor of small groups of men for all duties where men are required, without arms, for short periods of time.
    1. Examples: forage parties, wood parties, building field works, water details.

#### **Corporal of the Police**

- I. Is under the direction of the Officer and/or Sergeant of the Police
- II. Usually turned out twice a day

- A. Once after reveille
  - B. Once before evening parade
- III. Is a working supervisor of a group of men and responsible for pick up and cleaning of a portion of the regimental or entire company parade ground.

### **Corporal of the Guard**

- I. Is responsible to the Sergeant and Officer of the Guard
- II. Is in charge of a relief of sentinels whose size depends on the posts required in camp.
  - A. If the guard is small there may be only one corporal of the guard.
  - B. As soon as a relief is assigned to him he will make a list of the names and numbers (Posts).
  - C. Starting on the right, odd numbers in the front rank and even numbers in the rear rank.
  - D. When his relief is to be posted he marches it off and posts it; and marches the old relief back to the guardhouse.
  - E. He should visit his relief and check to see that the sentinels know their duties.
- III. He answers the call of the sentinels of his relief for “Corporal of the Guard”

### **The Sergeant**

- I. Examples of neatness, cleanliness, and promptness
- II. Firm and fair but not arrogant; obedience
- III. Reports discipline problems to the 1<sup>st</sup> Sergeant
- IV. Preliminary instruction of the troops
- V. Fair and impartial
- VI. File closers – keeps men in ranks
- VII. Knows the duties of the 1<sup>st</sup> Sergeant.
- VIII. Commands a platoon if necessary.
- IX. Should be able to instruct privates on the “School(s)” of tactics for their am of the service above “School of the Soldier.”
- X. Sergeants generally have a “supervision of men role” more than does a corporal.

### **Duty-sergeant**

- I. The company usually is divided into squads proportional to the number of sergeants available.
- II. Whereby one sergeant would be in charge of a squad.

- III. He would be in charge of the preliminary instruction of the men in their various duties, preserve order in the squad, and see that the men of the squad are not absent without proper authority.
- IV. The assigning of duties would be rotated through the squads

### **Sergeant of the Guard**

- I. Is responsible to the Officer of the Guard.
- II. Has the general supervision of the Corporals of the Guard and members of the guard.
- III. Sees that the reliefs are turned out at the proper times and that the Corporals obey the calls of the sentinels.
- IV. Responsible to ensure that the prisoners' sentences are carried out each day.
- V. Prepares the "Guard Report" for the Officer of the Guard in the Guard Report book.
- VI. Whatever happens during the tour of guard should be noted.

### **Police Duty**

- I. Performs two types of details:
  - A. *Company Police* that is alternated between the duty-sergeants and corporals taking charge of this detail.
    - 1. Is in charge of policing the company grounds
  - B. *General Police* that is assigned to the guard, which is coming off duty.
- II. The Sergeant of the Guard with his corporals supervises the cleanup.
  - A. Is to police the grounds in general use by the regiment, quarters of the field officers, and anywhere else outside of the company grounds.
- III. Fatigue Duty
  - A. Placed in charge of larger details than a corporal.
  - B. Reports to an officer in charge of the detail or may be in exclusive charge of the party.
- IV. File Closer
  - A. His duty to see that the men pay attention to their duty, preserve order, march properly and keep closed.
  - B. In battle, he is to prevent them from misbehaving before the enemy and not allow them to fall out for any reason.

## The 1<sup>st</sup> Sergeant

- I. Arranges all details.
- II. Keeps a roster of details.
- III. Leads large details.
- IV. Parades details to the Sergeant Major.
- V. Morning, absentee, sick reports.
- VI. Supervises the company cooks.
- VII. Keeps the roster.
- VIII. Responsible for all company equipment.
- IX. Supervises the company police.
- X. Superintends the company clerk or acts as clerk in the absence of one.
- XI. Gets orders directly from the commanding officer and/or company commander.
- XII. Goes to orderly and NCO calls.
- XIII. Discipline in the ranks and in camp.
- XIV. Company safety officer.
- XV. Has prominent role in Dress Parade.
- XVI. Commands the company if necessary.
  - A. He has the immediate supervision of the company and can be thought of as the foreman.
  - B. He is to hold all Duty Sergeants and Corporals responsible for their areas of camp and the proper completion of their duties.
- XVII. He should be the go-to man for training on drill and tactics.
- XVIII. Like the Company Officer, the First Sergeant should ensure that his command goes on and off the field safely; and can account for anyone missing.
- XIX. He is to form the company for all formations.
  - A. Read Paragraph 426 from Customs of Service for NCOs page 133.
  - B. Roll Call (Para. 427-29)
  - C. The men should fall in two ranks whether with or without arms.
  - D. The First Sergeant takes his place six or eight paces in front and opposite the center of the company.
  - E. If forming without arms they should fall in at *Parade Rest*.
  - F. Under arms they men should fall in at Shoulder Arms.

- G. Once formed, the First Sergeant then orders Attention!; and with arms the Sergeant will then order "Support Arms!"
  - H. The roll is then called, commencing with sergeants, then corporals, the buglers and musicians, then privates.
  - I. As each name is called, the person responds with "Here!"; and if with arms goes to *shoulder arms* and finally to *order arms* immediately upon answering to their name.
    - A. If with sabers and pistols they'll return them to their scabbards.
- XX. The First Sergeant is to make out the Morning Report; signs it and submits it to the Company Commander for his signature, then forwards it to Battalion Headquarters.
- A. To fill out your morning report, check the roster after the First Sergeant has called roll.
  - B. Only account for people actually attending a weekend reenactment. You only need the columns for "present," "total" (the number of enlisted men), and "aggregate" (the total of enlisted men and officers), as well as changes from the previous day.
  - C. Avoid listing people as sick or on detached duty, if you do you'll may confuse and irritate the adjutant; unless of course you actually do have someone from your company serving at headquarters.
  - D. Keep your own record of the morning report. This will make it easier to keep track of changes and save you from embarrassment should the adjutant have questions. This will help you remember who attended the event and when, which your unit might have some interest in tracking.

**"He is, in fact, the foreman; the men are the artisans."**

### **WHITHER GOEST THE SECOND SERGEANT?**

- I. To look at reenacting companies, the position of the *second sergeant* is on the left flank of the company when in line. However, if we consult General Hardee's Title First, *Formation of a Regiment*, we find in paragraph 14 the placement of the *first sergeant*, which we generally do correctly. In paragraph 15 we see:
 

"The remaining officers and sergeants will be posted as file closers,  
and two paces behind the rear rank."
- II. By consulting paragraph 19, we find his exact position in the line of file closers:
 

"The *second sergeant*, opposite the second file from the left of the company.  
In the maneuvers, he will be designated *left guide* of the company."
- III. The second sergeant actually has two functions, that of file closer, and that of left guide. The second sergeant should take a position on the flank only when there is a need for a left guide. Our mistake was compounded by School of the Company, where most movements require a left guide. This gives us a mistaken impression when in battalion line.

## In School of the Company

- I. In School of the Company (SotC), whenever the company is in line and at a halt, the second sergeant is assumed to be in the line of file closers. If the captain wishes to open ranks, he must direct the second sergeant to take the position of left guide. Once the opened ranks are aligned, he should return to the file closers, who have stepped to the rear with the rear rank. When ranks are closed, he closes with the file closers.(SotC, 8, and following.)
- II. In the directions for advancing in line, ( SotC, 84, and following) it is interesting to note that no mention is made of positioning the second sergeant as a guide. This is because the company is considered to be part of a battalion marching in line. We simply assumed that he was supposed to somewhere he wasn't.
- III. In all directions which suppose the company to be part of a column, such as breaking into platoons (SotC, 263 and following), or the countermarch (SotC, 334 and following) the second sergeant is assumed to be already posted as a guide.
- IV. The following excerpt is quite important:

SotC, 160. "Thus, in a column by company, right or left in front, the covering sergeant and second sergeant of each company will always be placed on the right and left, respectively, of the front rank . . ."
- V. Thus, in our company drills, we must decide whether we are practicing the advance in line, or the advance in column, and direct the second sergeant accordingly.
- VI. A left guide is also required when marching by the left flank. Here the directions are quite clear:

SotC, 141. "At the instant the company faces to the left, the left guide will place himself at the head of the front rank . . ."
- VII. At the command "Front" he returns to his place in line, i.e. as a file closer. (SotC, 146.)
- VIII. However, when marching by the right flank, there is no need for a left guide. The second sergeant should be in the line of file closers, where he will march in file with the lieutenant, or lieutenants, and any other sergeants. This file will have moved one step to the right, to provide room for the doubling, and will still be at a distance of two paces from the doubled rear rank, now on their left.
- IX. The second sergeant will march two paces from, and abreast with, the last group of four men (remember that the first file from the left will have doubled up), if the last group is a complete four or at least three men. If the last group is two men or one man, he will be abreast with the last complete group. (Wherever the men who make up the second file from the left are marching.) If the march by the right flank is in two ranks, he will be abreast of the second file from the end. Our first goal, however, is to get him out of ranks, and into the line of file closers. Never should he march behind the company.
- X. If the company, marching by the right flank forms by company into line, the second sergeant does not post as guide until the command "guide left" is given. I apologize to those whom I have instructed differently, I was teaching as I was taught.
- XI. Regardless of whether or not the sergeants are on the flanks, or not, they are not considered to be in the ranks. Sergeants should routinely carry their weapons at the shoulder. When the manual of arms is instructed, they should remain at the shoulder, unless demonstrating the correct movement. When the company presents arms, they should give the rifle salute instead.

## **Battalion Sergeant Major**

- I. A Sergeant Major is the highest ranking Non-Commissioned officer in the regiment. He is promoted through the ranks to this honorable position as a result of his outstanding record, dedication to detail and displaying an example of a model soldier. He is appointed by the regimental commander. Each regiment is entitled to one sergeant major, each of the nine battalions are also entitled to one also. His pay is twenty six dollars per month, an allowance of clothing, and one ration. He aids in keeping rolls, reports and regiment records, he maintains rosters of sergeants and corporals and of various details for guard and detachments. At orderly call he would give the orders for the day and details for the morrow. The sergeant major assists the adjutant, making certain details and regulations are carried out properly, in other words he is the “Sergeant of all sergeants.”
- II. There is not much written about all the duties of the Sergeant Major during the civil war; although their functions and responsibilities on and off the battlefield were quite varied. In camp he would see that guard and picket duties were carried out, at dress parade formations he set the left side of the line and continuously monitored the formations. An additional duty of the sergeant major was to, in the absence of a band leader to lead the band in dress parades and battalion formations, music was very important to all the army as a form of communication and a way of moving large numbers of troops.
- III. On the field the sergeant major would have been assigned as staff to a colonel or general, keeping track of troop numbers and detachments. A sergeant major, if he performs his job well, in recognition of his efforts would be first to succeed to a commission in the regiment.

## **Duties of a Battalion Adjutant**

- I. Formation of the Battalion
- II. Musicians Call
  - A. Call used to assemble the Musicians
- III. Assembly
  - A. Also referred to, as “First Call” when the First Sergeant and NCOs form up their companies on the company parade ground.
- IV. To The Colors (See figure 1)
  - A. The Color Company forms on the line established by the Adjutant and Sergeant Major of the Battalion.
  - B. This line is established by two markers facing right that indicate where the left and right of the color company will be.
  - C. Once on Line, the Color Company will “*Left Dress!*” on the Color Company Captain.
  - D. The Captain will “give way” to the left wing company captain coming to his left. (See figure 2)
  - E. The Companies will come on line in order from innermost from the Color Company to the outermost.

1. Once on line and dressed, the Captain will order the company to “Support Arms!”
- F. The **right wing companies** will come up to the line marching by the left flank, by file left so they are 3 paces behind the line, where they will halt behind the position they would be in line. **(See figure 3)**
- G. The outermost guide of this company (First sergeant) will automatically align himself on the line of markers, facing inward towards the colors, in front of where one of the 3 outermost files of his company will lie.
- H. The Captain will post himself on the right of the senior corporal of the company on the left of his company (towards the color company) and dresses his company on him.
  1. The *Adjutant* will ensure the alignment of the First Sergeant.
- I. The **left wing companies** will come up to the line marching by the right flank, by file right so they are 3 paces behind the line, where they will halt behind the position they would be in line. **(See figure 4)**
- J. The outermost guide of the this company (Second Sergeant) will automatically align himself on the line of markers, facing inward towards the colors, in front of where one of the 3 outermost files of his company will lie.
- K. The Captain will post himself (his normal position in line) on the left of the junior corporal of the company on the right of his company (towards the color company) and dresses his company on him.
  1. The *Sergeant Major* will ensure the alignment of the Second Sergeant.
- L. Once all companies are on line and the Adjutant is satisfied with the alignment, he will order: *Guides – Post!*
  1. The Guides, Markers and Captains will return to their position on line of battle **(See figure 5)**

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## Camp and Company Streets

Note: This shows the importance of setting up camp according to the wings. Captain of color company “left dresses” company on Colors then 1st Sergeant facing toward colors.

### **Figure 1: To the Colors**

### **Figure 2: Color Company coming on line**

### **Figure 3: Right wing company comes on line**

-  1st Sergeant of next Right Wing
-  Company facing toward colors
-  Captain stands next to corporal of company to his left and “left dresses” company
-  Color Company

### **Figure 4: Left wing companies comes on line (once Color Co. is dressed)**

### **Figure 5: All companies are on line, dressed, and at Support Arms. The Adjutant then orders, “Guides Post.”**

-  2nd Sergeant facing towards the colors.
-  Captain stands next to corporal of company to his left and “right dresses” company

## In School of the Battalion

### In Line

- I. The quote from SotC, 160, clears up any question about the second sergeant's position in column. School of the Battalion does not tell is where the second sergeant is to be, because General Hardee has already instructed us in this, in Title First, Formation of a Regiment. Here, however, we must also note paragraph 23:

"In the left or tenth company of the battalion, the second sergeant will posted in the front rank, and on the left of the battalion."
- II. Obviously, in battalions of less than ten companies, this would be whichever company is on the left flank. That company's second sergeant becomes the functional left guide for the battalion.

- III. In opening ranks for a battalion in line, many of us have picked up that our second sergeants are not supposed to step back, unlike opening ranks in a company formation. What we have missed is that they were not supposed to be in line in the first place. The exception is the left guide of the left flank company, who steps back with the line of first sergeants, and remains on that line, closing with the rear rank. (SotB, 25.)
- IV. In firings, the second sergeants do not step back to act as file closers, they should already be there. The manual does not specify the position of the left guide of the left flank company, but I believe he should step back, as all first sergeants, including that of the right flank company, who is the functional right guide of the battalion, are clearly directed to do. (SotB, 31.)
- V. When advancing in line of battle, the second sergeant's position is clearly exactly that when at a halt, marching two paces behind the rear rank, opposite the second file from the left of his company, remembering the exception on the left flank.

### **In a Flank March**

- I. A battalion marching by the flank is not considered to be in a column. Rather, it is in line of battle and maneuvering to a flank. The term "column" is never associated with it in the manual. This is why the correct command for changing direction should be "by file right (left)". It should not be "head of column to the right (left)", because, technically, the formation is not that of a column.
- II. The march by the right flank is exactly as specified in company drill for the second sergeants. They remain as file closers, and march where I specified earlier. The exception again is for the left flank company. This second sergeant (left guide of the battalion, should place himself to the left of last file of his company, covering the line of captains. (SotB, 724.) At the command "front", he returns to his position on the flank, just as the captains return to their positions.
- III. It is in the march by the left flank, that matters differ greatly. The second sergeants cannot each post themselves as left guides. There is no space for them. Rather than the captains transferring to the left of their companies and marching beside their own second sergeants, they should transfer and march beside the first sergeant of the company next on the left. The only exception is the left guide of the left flank company, who is already positioned as guide, and simply faces. His captain transfers and marches beside him. As an aside, the first sergeant of the right flank company should cover the line of captains in the same manner as described above for the march by the right flank. (SotB, 735.)

### **In Column Evolutions**

- I. While the need for left guides in column has been clearly specified, we need to address the various manners of forming into column from line and back.

### **By Company Right (Left) Wheel**

- I. When wheeling to the right into a column of companies, the second sergeant positions himself as left guide as soon as the marching (left) flank is disengaged from the battalion. He then conducts the marching flank exactly as we do. (SotB, 71.)
- II. When wheeling to the left into column, the left guides place themselves on the flank at the conclusion of the wheel, at the command "Halt." (SotB, 74.)

### **By the Right of Companies to the Rear, into Column**

- I. This movement will have a slight difference from our usual practice. We can no longer stop our second sergeant as he goes by. He will be marching in the line of file closers. Rather, we should do as the manual specifies, and halt our companies when the last file has completed its wheel by file. (i.e. when it is square to the new direction.) The left guide posts himself when the company fronts, forming the column. (SotB, 90.)
- II. Should we ever perform the movement by the left of companies, we must extrapolate. I would suggest that the left guide post himself as soon as the companies break files after facing, which has the effect of disengaging them from the battalion.

### **By the Right of Companies to the Front or Rear**

- I. This is exactly as above, the second sergeant remains with the file closers. Should the colonel command "by companies into line", remember that the left guide does not go immediately to post as guide. Since we have formed line of battle by this command, the only left guide to take a flank post will be that of the left flank company. Be careful of inversions. While company designations do not change, left is still left. If the company order is inverted, the first company is now on the left, and its left guide is now left guide of the battalion.

### **By Companies into Line**

- I. When marching by the flank, the companies form as in School of the Company. Remember that the left guide posts himself as guide at the command, guide left.

### **Left into Line, Wheel**

- I. This may seem complicated, as it involves a somewhat different procedure of wheeling. To simplify a bit, it will work if we realize the guide is not the pivot of a stationary wheel. The pivot is the corporal on the left of the company. The left guide should stand fast. At the conclusion of the wheel, the guide's right arm should be against the breast of this corporal. He is then, by the way, in an excellent position to judge the alignment of his company, in front of its left file, facing right. After the company is aligned, at the command "Front", the guides will return to their places as file closers, passing through the nearest captain's interval. The captain will step before the first file of his company, and the first sergeant behind that same file, to allow him to pass. (SotB, 391, and following.)
- II. If desired, this can be further simplified by having the guide continue as pivot for now, since we are all accustomed to this. Just before the guide reaches the line, he can step back to the file closers, before the line engages. While this might make it easier in the short run, the actual procedure can be used to simplify the upcoming evolutions, and I would recommend it.

### **By Inversion, Right into Line, Wheel**

- I. Since the first sergeant does end up in the line, how we accomplish the wheel is of no consequence to the end result, although the correct procedure is the same as described for the stationary wheel to the left. Unfortunately, the manual does not prescribe how or when the left guides return to the rank of file closers after conducting the marching flank.

- II. Again, if we were to follow the manual exactly, the captain would halt his company three paces before the marching flank reaches the line. He would then cause them to dress upon the line, giving a perfect opportunity for the left guide to step out and return to the line of file closers.
- III. Since are not going to try to correct all the minutia at once, the second sergeant can step out just before the completion of the wheel, or he could post himself before the left file as in the left into line wheel, and then retire through the next captain's interval, as above. I recommend the latter, since it is very close to the prescribed procedure, and, depending on how you read it, could be seen as exactly right.
- IV. The manual states that the left guide should post himself "opposite one of the three left files" of his company. My proposal fits that, and creates a consistent position, making it easier to remember.

### **On the Right into Line**

- I. The guide being shifted to the right, the company turns to the right at its appointed time. The left guide of the first company retires to the file closers at the command "Halt", when the company has reached the line. (SotB, 420.)
- II. The proper disposition of the other left guides requires the halt three paces before the end of the wheel, as above. To come close to the manual's specification, we can have the left guide post himself before the man on the left of his company, as in the Left into Line, Wheel, and as recommended for the formation by inversion.

### **Forward into Line**

- I. Here the manual does not specify how or when the left guide of the first company retires to the file closers, but it is reasonable to suppose that it will be the same as on the right into line, retiring when the company halts.
- II. For the other left guides, we can also follow the suggestion of having them post as in Left into Line, Wheel. This is very close to correct, as seen before, without tinkering with too many matters of detail all at once.

### **Change Front Forward**

- I. While this is not a column to line evolution, the mechanics are so similar to Forward into Line, that it makes more sense to address it here.
- II. Assuming the change is on the first company, the captain wheels his company to the right. There is no mention of the left guide, so we must assume that the corporal on the left flank conducts the marching flank, and the second sergeant remains as a file closer.
- III. The other left guides post as guides in the right half wheel, as soon as the flank is disengaged. (SotB, 747.)
- IV. I would suggest the same method for returning them to the line of file closers suggested for Forward into line.

## **Into Line in Two Movements**

- I. This being a combination of Left into Line, Wheel, and Forward into Line, the directions have been given above for those movements.

## **Into Line, Faced to the Rear**

- I. Here, the left guide of the first company will march as in the flank march for School of the Company. The left guide of each succeeding company must detach himself before his company reaches the line, and place himself so as to be near his last file, facing to the right, as if the battalion had wheeled into line.

## **Ployment, and Deployment**

- I. While these evolutions are less familiar, all are dependent on companies maneuvering by the flank to their positions in line or column. From the second sergeant's standpoint, follow as for flank marches in school of the company, holding himself ready to post as left guide when the company fronts after entering the column in the ployment, and to step forward before his last file facing right when his company dresses on the line in the deployment.
- II. I must point out an inconsistency in the manual. In the directions for deploying column on the rearmost division (or company) the first three divisions are marching by the right flank, in order to unmask the fourth. General Hardee gives the following direction to the chief of the third division:
- III. SotB, 546."..... The chief of the third division will not follow its movement; he will see it file past, halt it when its left guide shall be abreast with him...."
- IV. Unfortunately, according to all directions previously given for the flank march, the left guide would be in the rank of file closers.
- V. Does this mean that there is an unspecified exception? Should the captain halt them when the 2nd sergeant is abreast him in the line of file closers, which would seem to be at least two paces too soon? Or is this an error, which was in the manuals as early as Scott's in 1835?
- VI. The directions are reversed from those of deploying on the first company. In those directions, it works perfectly, since the right guide has replaced the captain in the front rank, and is trailing the company when it marches by the left flank. But when a company marches by the right flank, the left guide is in the rank of file closers.
- VII. In Scott's Abstract of Infantry Tactics of 1829, the entire question of deployment from close column is omitted, giving the idea that it was little used. This is certainly the case in reenacting today, so perhaps the point is moot. Yet, should we ever reach the point of studying this evolution, I would suggest that the captain halt his company after the last file has passed him, as the directions for the ployment provide. (SotB, 125.)

## **Conclusion**

- I. However, I would recommend that, in our own sovereign and independent ways, we take this step. First of all, let us realize the dual role of the second sergeant as file closer and left guide, and let us make an effort to place him on the flank only when truly needed.

- II. This monograph began as that simple a statement. It grew from there into a more complex work. In the body of this paper are many suggestions for the mechanics of posting and reposting the second sergeants, mostly according to Hardee's, but with some minor simplifications to facilitate learning. These are guides to get us started. I don't mean to say we will accomplish this all overnight.





## Manual of Arms

- I. “Attention – *Company!*”
- II. “Shoulder – *Arms!*”
- III. “Right Shoulder Shift – *Arms!*”
- IV. “Shoulder – *Arms!*”
- V. “Present – *Arms!*”
- VI. “Shoulder – *Arms!*”
- VII. “Trail – *Arms!*”
- VIII. “Shoulder – *Arms!*”
- IX. “Support – *Arms!*”
- X. “Shoulder – *Arms!*”
- XI. “Secure – *Arms!*”
- XII. “Shoulder – *Arms!*”
- XIII. “Arms – *Port!*”
- XIV. “Shoulder – *Arms!*”
- XV. “Charge – *Bayonet!*”
- XVI. “Shoulder – *Arms!*”
- XVII. “Order – *Arms!*”
- XVIII. “Rest on – *Arms!*”
- XIX. “Order – *Arms!*”
- XX. “Parade – *Rest!*”
- XXI. “Attention – *Company!*”
- XXII. “In place – *Rest!*”

## **On Forming the Company**

- I. There is likely no issue in reenacting which has as many variants as the seemingly elemental action of forming the company in two ranks, in preparation for drill or battle. This is because our primary sources, Hardee's and Casey's, give no direct information on how this simple but vital task is to be accomplished.
- II. The chore is so mundane, that no military historian has recorded it, nor did any first person account outline it. We are left to extrapolation and educated guesswork.
- III. Both General Hardee and General Casey wrote drill manuals, designed for instruction of the regular army. Much of the minutia of military life was simply assumed. Hardee tells us in his *School of the Company*, that "the company will always be formed in two ranks" (SotC. para. 4) but gives no direction as to how.
- IV. Gen. Casey, in his SotC, gives an enigmatic instruction that the company will be formed in two ranks "with any preliminary formation" (SotC, para. 4.) This brings to mind a picture of a thought I once had, that all soldiers should keep a file card with them, with their exact height to the quarter inch! With the aid of their sergeants, they would mill about comparing their cards and place themselves in ranks accurately.
- V. While this is an amusing notion, I suspect it is far more likely that Gen. Casey assumed that the company would have been formed earlier, say at morning roll call. The men would then fall in for drill in their pre-assigned places in ranks. Indeed, this is exactly what we do, reforming the company only in the case of additions or deletions from the earlier formation.

## **The Three Assumptions**

- I. We begin our search for a system with three general assumptions, which are pretty well taken for granted throughout reenacting. I will comment on the assumptions at the end of the article.
  - One. The company will be formed in two ranks by height, with the taller men to the right.
  - Two. In each file, the slightly taller of the two file partners will be placed in the rear rank.
  - Three. If the number of men in ranks be uneven, the one man file will be placed at the left side of the company.
- II. Believe it or not, I have actually been aware of companies that form with the taller men to the left! I will not go into detail, except to point out that this flies in the face of the explicit direction of every period manual from Gen. Scott's on.

## **The Traditional Procedure**

- I. When I began to reenact, most companies formed by counting twos in one rank, facing to the right to double, and fronting in two ranks. Many companies still form in this manner. However, this causes several problems.

- II. First, it is an involved procedure, with a command sequence as follows:

**FALL IN.**

*Attention.* **COMPANY.**

*Count.* **TWOS.**

*Right.* **FACE.**

*In two ranks.* **FRONT.**

*Right .* **DRESS.**

**FRONT.**

*In each rank, count.* **TWOS.**

- III. All this must be commanded and performed before the company is formed. Second, this involves a double count, which many soldiers, particularly new recruits, find confusing. Third, and most significant, it violates the second assumption, by placing the shorter men in the rear rank.

### **A Nice Thought Falls Short**

- I. Early in my reenacting career, I fell in under the command of an experienced sergeant, who adapted a command found in the back of Hardee's SotC (the same command appears in Casey's), for the purpose of forming the company. "In two ranks form company" (SotC. para. 364.) does indeed eliminate the double count, and simplify the process. The command sequence is as follows:

**FALL IN.**

*In two ranks form company. Company, Right.* **FACE.**

**MARCH.**

*In each rank, count.* **TWOS.**

- I. The task is performed with half the commands, and the men only count once. Still, the second assumption is still violated.
- II. In this movement, the tacticians supposed a company properly formed in two ranks, which has been reduced to one by the command "In one rank form company." The men, while they will be in one rank, will not be in the order in which they fell in.. At the command "march", the front rank man (shorter of the first file) steps off, and his rear rank file partner steps behind him forming the one rank, but in exactly the reverse order from which they first fell in by height. While the "In two ranks" command will reform the company correctly in context, when used independently, it violates the second assumption.

### **Traditional And Improved**

- I. Our company solved the problem by reversing our original process of the double count, replacing "right" with "left". This met all assumptions, but is still cumbersome and potentially confusing. Yet it remains the most common method in use in reenacting today.

## Early Manuals

- I. To try to shed some light on the issue, I researched earlier drill manuals. Baron von Steuben, the great Prussian tactician who converted the Continental "rabble" into the Continental Army, was silent on the matter. Early on, in Chapter III, (his "chapters" are paragraphs), he states "A company is to be formed in two ranks, with the tallest men in the rear, and both ranks sized with the shortest men of each in the centre." However, he gives no instruction as to how this is accomplished. His first instruction in company drill is to open the two ranks, which he already assumes to be formed. The good Baron is of little assistance to us here.
- II. There are two different manuals associated with Lieutenant General Winfield Scott, the Abstract of Infantry Tactics, an abridgement of the manual which supplanted von Steuben's in 1812, condensed by a committee in 1826, which Scott chaired. Then there is Scott's great work, a translation of the Napoleonic manuals published as the three volume Infantry Tactics. For clarity, I will refer the former as Scott's Abstract, or the Abstract. I refer to the larger work as Scott's Tactics, or simply as Scott's.
- III. The Abstract actually details a procedure for forming a company. (SotC. para. 430-440.) It is a fascinating and involved process using temporary platoon divisions to work the company into two ranks aligned with the tallest men at either end, sloping down to the shortest in the middle of the line! Clearly this must be the method von Steuben imagined. While delightful reading, and of great interest to the student of drill, it is of little practical use in the question at hand.
- IV. The most pertinent point for us in the Abstract on this matter is the very beginning (SotC. para. 430). The men are directed to form in one rank, by height, but quickly, and, to correct any errors, are commanded as follows:

***Company. Right. FACE.***

***Size. MARCH.***

**FRONT**

This clearly beats the file card idea.

- V. Scott's Tactics, on the other hand, provides more up to date information. This manual was the accepted drill manual from its adoption in 1835, for 20 years, including the period of the Mexican War. It was supplanted in 1855 by the first edition of Hardee's work, even though Hardee had set out to supplement Scott's with rifle tactics, not replace it entirely. Thus Scott's is far more detailed in scope than Hardee's.
- VI. Scott's can be confusing on the matter of forming the company, since the manual is based on a system of three ranks, not two. However, by reading the brief forward by Lewis Cass, of the Department of War, we find that the three rank formation was suspended in 1835, and was probably never used.
- VII. Scott begins by sizing the men, exact commands unspecified, although the Abstract gives us guidance. He then outlines a method remarkably similar to Hardee's "In two ranks form company", but doubling by the left rather than the right. (SotC. para. 421.) The only difficulty is a violation of the third assumption. Here is the command sequence:

***In three (or two) ranks form company.***

***By the left flank, Left. FACE.***

**MARCH.**

Since Scott's did not double when marching by the flank, we would have to add counting in twos to the procedure.

## The Volunteer Manuals

- I. Perhaps our best hope of information is in the form of the volunteer manuals. These books, often mere booklets, were intended to provide the information needed by the volunteer soldier, eliminating much and adding some important information for those who had little or no military background.

### Cooper's

- I. The first of these manuals we will consider was written in 1836 by Brevet Captain Samuel Cooper, who, of course, became Adjutant General of the Confederate States Army. His manual consists of abridged directions for all three arms. Although Scott is not mentioned by name, his work clearly forms the basis for the first section of Cooper's manual.
- II. While he bases his work on Scott's, Cooper does put his own stamp here and there. At the command "Fall in", the soldiers fall in faced to the right flank, rather than front, and size themselves. When the first sergeant is satisfied that the alignment by height, he commands "Front FACE." (SotC. p. 33. paragraphs are not numbered.) From there, Cooper gives much the same directions as appear in Scott's Tactics, sizing the company and doubling them by the left. Again, we are left with a violation of the third assumption. There is instructive material in Cooper's, but little more to help us in this situation.

### Gilham's

- I. The magnum opus of volunteer manuals is surely that of William Gilham, professor and infantry instructor at VMI during Jackson's tenure. It was Major Gilham who was truly the most respected military mind at the Institute.
- II. Similar to Cooper's, Gilham included drill instructions for all three arms, and much other material from Army regulations, material the regular army man would know, but the volunteer would need. He also elaborates much that Hardee and Casey take for granted. For example, in marching by the flank in two ranks, Hardee and Casey simply say that the officer will "caution" the men not to double, or undouble. Gilham says the same, but adds the exact command, "In two ranks. Right (or left, or front) Face."
- III. Gilham's was the first manual I studied outside of Hardee's. I was most excited to find explicit directions, which I now know came from Scott's Tactics. Note the addition of a command of execution to "fall in", which, so far as I know is unique to Gilham. (SotC. para. 216.)

***Fall in. COMPANY***

***In two ranks form company.***

***Left. FACE.***

**MARCH.**

***In each rank, count. TWOS.***

## Lee's

- I. J. K. Lee, a Virginia militia officer, published a slim Volunteer's Hand-book an infantry only manual, in 1860, the same year that Gilham published his more extensive work. He calls it Hardee's abridged, and adapted for the musket, meaning the use of the musket manual of arms, as well as the rifle manual. His company formation, however is most similar to that outlined by Cooper. The men in the ranks (privates and corporals) fall in one rank faced to the right flank, and are sized with the help of their sergeants. Yet, amazingly, he forms company to the right rather than the left, violating the second assumption. (Part 2, para. 199-203.)

## Baxter's

- I. The last of the volunteer books we will examine is the Volunteer's Manual, by D. W. C. Baxter, published in 1861. This slim book, containing School of the Soldier only, has much to recommend it, most particularly in its excellent series of illustrations.
- II. Baxter begins with a well deserved homage to Scott, on whose work he bases his own.
- III. While the manual does not contain School of the Company, there is a most instructive snippet hidden away in directions for the flank march by squad. In place of Hardee's standard doubling, we find the following (SotS. "To march by the flank". Paragraphs are not numbered.):

*In two ranks, form squad.*

*By the right flank. Right . FACE.*

**MARCH.**

- IV. In reading the commands, it appears to have the same flaw as Lee's version. However, on close reading we find that the man on the far right of the rank faces, not to the right flank, but to the rear. On "march", he takes one step to the rear, and the files form successively, faced by the rear rank. At the conclusion of the movement, the first sergeant faces them about, and the company is formed, quickly and correctly, into two ranks, all assumptions fulfilled. If we translate this to the context of company formation, and accounting for doubling, we have the following:

**FALL IN**

*In two ranks form company.*

*By the right flank. Right. FACE.*

**MARCH.**

*About. FACE.*

*In each rank count. TWOS.*

- V. Despite the number of commands, it is quick, efficient and effective. This is the basic process by which we form our company.

## Later Manuals

- I. For the sake of completeness, we examine the post war manuals, especially Upton's.
- II. Emory Upton had a brilliant career, commanding in all three arms during the American Civil War, most notably in his assaults in column formation. His 1866 manual gives us great insight into how drill developed during the war. For a detailed analysis, see my article on Upton's.
- III. Unfortunately, in this matter General Upton gives us no guidance. He gives an explicit form for morning roll call, ( SotC. para. 435.), but does not cover the formation into two ranks.
- IV. The Infantry Drill Regulations, of 1891 takes much of its close order formation work from Upton. Without going into detail, the directions for forming in two ranks violate the second assumption. By this time, of course, fighting in close order was not a likely occurrence.

## The Three Assumptions Considered

- I. Before drawing conclusions, it is appropriate to consider the validity of the three assumptions.

**One:** ***The company will be formed in two ranks by height, with the taller men to the right.***



This assumption cannot be questioned, as Title First of every manual from Scott's Tactics on specified it.

**Two:** ***In each file, the slightly taller of the two file partners will be placed in the rear rank.***



For this assumption there is less direct evidence. The only manuals which make a direct reference are von Steuben's, and Scott's Abstract, which, in its lengthy procedure notes that "the men of the rear rank respectively taller than their file leaders," as though to reassure the reader that this does work.



Even though the manuals closer to the period do not state this specifically, there is much to recommend it. From the period standpoint, aiming over a taller file leader is most awkward. From the reenacting perspective, the safety issue of placing properly the rifle bands is much more awkward. For this reason alone, the assumption should be upheld.



Hardee and Casey do not specify it, but we have seen that there is much that they have omitted as being understood.



Scott's, Cooper, Gilham, and Baxter did not specify it, because in their manuals, they gave explicit directions to form in two ranks, which made further direction superfluous. There can be little doubt as to the validity of Assumption Two.



As to the third assumption, I begin to have doubts.

**Three:** ***If the number of men in ranks be uneven, the one man file will be placed at the left side of the company.***



No manual refers to this in any way whatever. When I believed Gilham was alone in violating the assumption, I was willing to see some aberration. Now we see Gilham, Cooper, and the great Winfield Scott all specifying procedures that violate the assumption.

- ✎ Why should a one-man file be placed on the left instead of the right? If we look at reenacting rather than history, we see that the doubling of files is more awkward with a one-man file at the head. Remembering that reenactors not so long ago only marched by the right flank, we can see why they would resist an odd file at the right. Now we realize that we should march by the left as well as the right, and we have relied on the flank march too much.
- ✎ With these thoughts in mind, the one-man file at the right of the company is not such a problem. Indeed, the problems of doubling are easier, as the group of four (comrades in battle) will be a group of three on the right, while on the right it might be three or one. This makes doubling to the right easier. Also, in skirmish drill, there will not be a soldier on the left who is not associated with a group of four. The odd man on the right will be part of a three man skirmish team, at least.
- ✎ With these points in mind, it seems to me that the third assumption is a *reenactorism*, which can be safely ignored if we wish.

## Conclusion

- I. We see that we must observe the first two of the assumptions, but not necessarily the third. Yet there is a period procedure that allows all three. Baxter's gives us the key.

***Fall in. COMPANY.***

**(Gilham's.)**

***Right. FACE.***

***Size. MARCH***

**FRONT**

**(Scott's Abstract.)**

***In two ranks form company.***

***Right. FACE.***

**MARCH**

***About. FACE.***

**(Baxter's)**

***In each rank count. TWOS.***

**(Hardee's)**

This could certainly be a suggested procedure. Since we have cast doubt on the third assumption, the Gilham's procedure could serve as well.

***Fall in. COMPANY.***

(Soldiers will fall in faced to the right, by height from right to left.)

**FRONT.**

***In two ranks form company. Left-FACE. MARCH.***

(The left guide and the man on the left will stand fast, the rest of the company will face to the left. At MARCH, the second man from the left will place himself in the rear rank, behind the man next to the guide, and face to the front. The remainder of the men will form in two ranks in a similar manner.)

***In each rank count. TWOS.***

Either procedure should serve the purpose.

## Forming the Company in Two Ranks

### I. Preparation – Falling in

Upon the sounding of Assembly or the call to fall in, the company will fall in, in one rank tallest to shortest right to left.



### II. Forming two ranks

The 1<sup>st</sup> Sergeant will then give the commands, “Attention – *Company!* Shoulder – *Arms!* In two ranks form company! By the right, double files! Company, Right – *Face!* *March!*” At the command to right face, the tallest private will face about and take one pace forward. At “*March!*”, the files will be fill sequentially and will achieve the formation shown here:



The 1<sup>st</sup> Sergeant will then command, “About - *Face!*” and place the corporals accordingly. Then he will command, “In each rank, count – *Two!*” Once counted in two ranks, the company will then be considered formed.

## **ARTICLE XXVIII. HOURS OF SERVICE AND ROLL-CALLS**

230. In garrison, reveille will be sounded immediately after day-break; and retreat at sunset; the troop, surgeon's call, signals for breakfast and dinner at the hours prescribed by the commanding officer, according to climate and season. In the cavalry, stable-calls immediately after reveille, and an hour and a half before retreat; water-calls at the hours directed by the commanding officer.

231. In camp, the commanding officer prescribes the hours of reveille, reports, roll-calls, guard-mounting, meals, stable-calls, issues, fatigues, and &ea

- A. To go for fuel-poing stroke and ten-stroke roll.
- B. To go for water-two strokes and a fiam.
- C. For fatigue party-ioneer's march.
- D. Adjutant's call-firstpart of the troop.
- E. First sergeant's call-one roll and four taps.
- F. Sergeant's call —one roll and three taps.
- G. Corporal's call-one roll and two taps.
- H. For the drummers-the drummer's call.

233. The drummer's call shall be beat by the drums of the police guard five minutes before the time of beating the stated calls, when the drummers will assemble before the colors of their respective regiments, 39,

232. **SIGNALS.** and as soon as the beat begins on the right, it will be immediately taken up along the line. **ROLL-CALLS.**

234. There shall be daily at least three roll-calls, viz., at reveille, retreat, and tattoo. They will be irade on the company parades by the first sergeants, superintended by a commissioned officer of the company. The captains will report the absentees without leave to the colonel or commanding officer.

235. Immediately after reveille roll-call (after stable-duty in the cavalry), the tents or quarters, and the space around them, will be put in order by the men of the companies, superintended by the chiefs of squads, and the guard-house or guard-tent by the guard or prisoners.

236. The morning reports of companies, signed by the captains and First Sergeants, will be handed to the Adjutant before eight o'clock in the morning, and will be consolidated by the Adjutant within the next hour, for the information of the Colonel; and if the consolidation is to be sent to higher authority, it will be signed by the Colonel and the Adjutant.

### **Morning Parade**

#### **I. Preparation**

- A. The company having been formed in two ranks and at the shoulder, The 1<sup>st</sup> Sergeant shall command, "To the rear, open order – *March!*" After the command of preparation, the 2<sup>nd</sup> Sergeant takes four paces to the rear. At "*March!*", the rear rank falls back to the line established by the 2<sup>nd</sup> Sergeant. The sergeants of the company will automatically post themselves 2 paces in front of the company facing the 1<sup>st</sup> Sergeant once the ranks have been opened. The 1<sup>st</sup> Sergeant will then command, "Support – *Arms!*"

## II. Roll Call

- A. The 1<sup>st</sup> Sergeant, posted 4 paces in front of the company, will then call the roll in descending rank. Each soldier, upon hearing his name called, will go to the shoulder, report, and then return to the order.

## III. Conclusion

- A. The 1<sup>st</sup> Sergeant, upon completing the roll, will return the sergeants to their places in line.

## IV. General

- A. Morning parade will be held each morning promptly at 8:00 am. Saturday mornings, an N.C.O. call will be held prior to the parade so that the roles that each N.C.O. shall play during the parade and inspection can be defined for each day.

# Morning Inspection of Troops

## I. Preparation

- A. The ranks already having been opened, the 1<sup>st</sup> Sergeant shall post himself 4 paces in front of the center of the company. He will then give the commands, "Attention – *Company!* Inspection – *Arms!*" The men in the ranks, except the inspecting NCOs, will fix bayonets and spring rammers and return to the order. The 1<sup>st</sup> Sergeant will then post the inspecting NCOs 2 paces in front of the center of the company, facing forward. He will then order, "Open – *Boxes!*" and direct the inspectors to conduct the inspection.

## II. Weapons Inspection

- A. The inspecting NCO of each rank will pass sequentially down the line, inspecting each man's musket. He will follow this procedure:
  - 1. Trigger / hammer
    - a. Bring the hammer to half-cock and squeeze the trigger. *If the hammer falls, the weapon has failed.*
    - b. Bring the hammer to full-cock and apply pressure to it using the thumb. *If the hammer falls to half-cock, the weapon fails.*
    - c. Check the tightness of the hammer screw and the cleanliness of the nipple.
  - 2. Rammer
    - a. Lightly drop the rammer on the breech. *If no metallic "ping" is heard, the weapon fails*

### **III. Gear Inspection**

- A. Reaching the end of the line, the inspecting officer will return to the right of the company, passing behind the rank he is responsible for inspecting. At this time, he will inspect the rest of the men's gear following this procedure:
1. **Canteens**
    - a. All soldiers, whether members of our company or not, will have a full canteen or will be prevented from taking the field.
  2. **Bayonet scabbards / knives**
    - a. All knives must be tied in or removed prior to taking the field. The tips of the scabbards must be intact or the bayonet will not be allowed in the field.
  3. **Cartridge boxes**
    - a. Cartridge boxes must be full. Staples, paper clips, metal of any kind, or live rounds will result in immediate banishment from the field.

### **IV. Report**

- A. Upon completing the inspection, the inspecting NCOs will once again post themselves 2 paces in front of the center of the company, facing the 1<sup>st</sup> Sergeant. They will then report, "Front (or rear) rank inspected and all passed." If there is a failure/discrepancy, the report must reflect it so that corrective action can occur. The 1<sup>st</sup> Sergeant shall then dismiss the inspectors back to their places in line. He will then order, "Close – *Boxes!* Unfix – *Bayonets!*" and will provide replacement equipment for those that need it.

### **V. Capping off**

- A. The 1<sup>st</sup> Sergeant will command, "Shoulder – *Arms! Prime!*" and post the 2<sup>nd</sup> Sergeant 2 paces in front of the center of the company, facing forward. He will then instruct the 2<sup>nd</sup> Sergeant to inspect the rear rank. One cap will be fired by each soldier into the ground. If no movement is observed when the cap is fired, a second one will be fired. *If the second discharge fails to produce movement, the weapon fails.*

### **VI. Report**

- A. Upon completion of capping off, the 2<sup>nd</sup> Sergeant will again post himself opposite the center of the company, facing the 1<sup>st</sup> Sergeant. He will report, "Rear rank inspected and all passed." If there is a failure/discrepancy, the report must reflect it so that corrective action can occur. The 1<sup>st</sup> Sergeant will then order him back to his post.

## Musket Home Cleaning

- I. Home cleaning takes the field cleaning principles and expands upon them. As indicated, these additions are not necessary in the field. Follow all of the field cleaning steps. However, before reassembling the musket, there are a few more things to do. They are:
- II. Remove the barrel from the stock and clean it. Three barrel bands and a tang screw (located at the breech end of the barrel) hold the barrel in place. Loosen the tang screw 2-3 turns. Then remove the bands. For Enfields, this requires loosening the screw that close each band. *Do not remove the screws completely.* Springfields barrel bands do not have screws and are spring released. Carefully slide each band off over the front sight of the musket. Remove the tang screw the rest of the way and slide the barrel forward and out. To clean the outside of the barrel, use gun oil on blued (a black finish) barrels. For muskets with a bright finish, metal polish can be applied with very fine steel wool to remove rust before oiling.
- III. Clean and oil stock. It is a good idea to clean and oil all of the wood with lemon or gun oil regularly. Lemon oil takes out small scratches, removes dirt, and moisturizes the wood while it prevents rotting under the barrel. *It is as important to maintain the stock as it is to maintain the rest to the musket*
- IV. Clean and oil the lockplate. Place it into a pot of soapy water and boil it. If, once removed from the water, there is still some rust and/or dirt still present, scrub it with an old tooth brush and put it back in the pot for a while. Once removed from the water and it is clean, oiling it is not quite as easy. Do not over-oil the inside mechanisms. Too much oil attracts dust and dirt. In fact, only four small drops of oil are needed to lubricate an Enfield lock properly. No further disassembly is necessary.
- V. Reassembly can now be done. After it is all back together, it is a good idea to give the outside metal one more going-over with an oily cloth just to remove any moisture that might have been transferred during reassembly.

## Musket Field Cleaning

- I. Field cleaning is the cleaning that should be done after each battle or drill in which powder is expended. When field cleaning, there is a certain amount of preliminary disassembling of the musket that needs to take place. Here are the steps for field:
- II. Remove the lockplate. When pouring water down the barrel, there is a really good chance that some water will spill over and flow down the side of the barrel. This spillage very often finds it's way in behind the lockplate, thus rusting the internal mechanisms of the lock. To take the lockplate off, put the musket at half-cock and lay it across your lap with the heads of the lockplate screws facing upward. Loosen each screw approximately one turn and lightly tap on each screw head. What this does is prevents chipping of the stock while trying to pry the lockplate out. When the lockplate has been dislodged from the stock, loosen and remove the screws and the lockplate should fall right out. *Insert the lockplate screws into the now removed lock and tightened 1-2 turns.*
- III. Remove the nipple. By removing the nipple, a larger opening is available to push the dirty water, i.e., the powder, out. Leaving the nipple in can result in a build-up of a residue under it. *Put the removed nipple in a safe place.*
- IV. Pour boiling water down the bore. Hot water cleans better, but what is more important, it evaporates, not allowing time for rusting to occur. Furthermore, no moisture will remain inside the barrel that can deaden the powder.
- V. Push patches down the barrel. There are two preferred "tools" that are used for pushing patches down the bore. One is using a cleaning rod and the other is using the ramrod. *The size and thickness of the patches that you use are determined by which tool you use.* For example, a rod and .54 cal. jag (the little brass piece on the end) works very well with the 0.01" thick patches. For this setup, the patch doesn't fall off the jag and doesn't get stuck. Using a ramrod, however, is a different situation. The ramrod has a jag on the end of it and has a rectangular hole cut through it. The jag is much too small to use 0.01" thick patches. If attempted, the patch is going to stay in the bore. Furthermore, the ramrod gets stuck if the corner of a 0.01" thick patch is pushed through the opening. Thinner, smaller-sized patches are required. If this is the method you use, push one corner of the patch through the loop and fold the rest back over the head of the jag. This will allow you to clean the breech (the bottom of the bore) effectively. *Whichever method used, run patches until they emerge from the bore clean, making sure to go all the way down.* Twist the rod around a couple of time with the patch resting in the breech to ensure a thorough cleaning. A scraper or worm can be used as well for scraping the residue out of the breech. The musket is not clean until the last patch comes out clean.
- VI. Clean the area where the nipple is inserted and the hole leading into the breech. This is the single step most overlooked by inexperienced gun cleaners. Upon removing a nipple from a brand-new, never-fired musket, a hole leading into the breech is visible. This hole is commonly referred to as the "touch hole." This is the hole that allows the explosion of the cap to ignite the powder charge. *This hole must be 100% clear.* A partial or complete blockage can result in misfires and/or fractured caps that can injure the user or those around him even if the nipple itself is O.K. To clean this hole out, use a stiff piece of wire (not a drill). Also, scrape all of the powder residue out of the threaded opening until the metal at the bottom of the opening is exposed.
- VII. Clean and return the nipple. Again, this is best done by using a nipple pick or stiff wire. Many people have suggested that using a drill one size larger than the clogged hole works well, but this should be done with extreme caution. Any time that a firearm is modified, which is done by enlarging the size of the hole by one drill size, serious problems can be introduced. Guns were

designed a specific way for a reason. Soaking the clogged nipple in hot, soapy water or, even better, hydrogen peroxide, loosens the powder. When reinserting the clean nipple, *tighten it down with a nipple wrench*. Be prepared to periodically replace the nipple with a new one.

- VIII. Run one oiled patch, followed by one dry patch. When oiling the bore, it should be a light oil, and not much of it at that. Since the musket is in almost constant use during an event, there is little or no time for rust to build up inside the barrel. If too much oil is used, it will not be burned off when capping off and may deaden the powder.
- IX. Reassemble the musket, following the above steps in reverse.

# **Manual of the Sword**

## **Instruction for Officers in the correct use of the Sword Getting the point!**

- I. Basic sword parts and terminology
- II. Why wear a sword anyway?
  - A. In an age of 'modern' firepower
  - B. A sign of authority
  - C. Sword exercise/ fencing place in society
  - D. Should be comfortable with the sword
- III. When should an officer draw his sword?
  - A. The company
  - B. Dress Parade
- IV. How to carry a sword
  - A. Sheathed
  - B. 'The Carry'
- V. Drawing a sword...now what?
  - A. How it should look
  - B. Charge Bayonet?
  - C. Changing the direction of March-the sword as an indicator?
  - D. Order Arms
  - E. Out of Ranks
  - F. Parade Rest
  - G. Reverse Arms
- VI. To Present Arms or Salute with a Sword
  - A. points to remember
- VII. Using the sword as a Weapon
- VIII. Conclusions

### **Bibliography**

Ref: H.C. Wayne( Brevet Major, U.S. Army) The Sword Exercise for Military Instruction 1850  
Revised U.S. Army Regulations 1861 w/ appendix to 1863 pgs. 51-53  
Scott Abstract of Infantry Tactics; For use of the Militia of the United States 1830 No. 778

*Sword Manual of the Officers.*

*Mode of Carrying the Sword in the Ranks.*

777. The gripe of the sword in the right hand, which ought to be placed as high as, and against, the right haunch, the blade against the shoulder.

778. When the ranks order arms, the officers will drop the blade of the sword by the right side, the point a little advanced, and about two inches from the ground.

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*Position of the Sword out of the Ranks.*

779. The gripe in the right hand, which shall be placed in front at the right haunch; the blade in the left hand, the point a little above the hand; the thumb extended on the blade, the left elbow bent, the fore-arm a little in front, the left hand opposite to, and four inches lower than, the left shoulder.

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*Sword Salute, whether in or out of the Ranks, Halting or Marching.*

780. **FIRST MOTION.** Raise the sword perpendicularly, the point uppermost, the flat of the blade opposite the right eye, the guard as high as the right breast, the elbow against the body. If the sword be in the position described for carrying the sword when out of the ranks, let fall summarily the left hand by the left side.

781. **SECOND MOTION.** Bring down the blade smartly, by extending the arm in such a manner that the right hand may be placed at the side of the right thigh, and rest, in that position, until the person saluted shall have passed, or been passed, two paces.

782. **THIRD MOTION.** Raise the sword again smartly, holding it as prescribed at the first motion.

783. **FOURTH MOTION.** Carry the sword to the right shoulder, if in the ranks, or sink the blade into the left hand, if out of the ranks.

## Dress Parade

- I. One of the great unifying factors in military history is the tradition of dress parade, that formal ceremony in which the troops are formed, assessed, reports of roll calls received, and important orders read. Dress parade was a fact of everyday military life during the American Civil War, as reported in many first person accounts, and, in reliving the military life of the time, it is important that we do it as accurately as possible.

## An Overview

- I. The Regulations of the Confederate States Army, published in 1861, calls, in paragraph 324, for one daily dress parade, at Troop, or Retreat. The time of retreat is clearly specified as sunset, but that of the morning Troop is left to the discretion of the commander. Samuel Cooper, in his Volunteer's Manual, notes that the commander may choose to call parades at both hours.
- II. Our practice has been to hold dress parade at 10:00 AM. Truth to tell, this is very late in the morning, but it seems to make little sense to hold the ceremony at a time when spectators will be unable to see it.
- III. If we are to follow the form exactly, a drum signal would be given one half hour before troop, in our case, at 9:30, at which point the music would assemble on the parade field, and each company would form on its own parade for roll call and inspection. Usually this task has already been done prior to 8:00 company drill.
- IV. 10 minutes later, or 9:40, the Adjutant's call would be played. At this point, captains should march their companies to the regimental parade. The music will continue to play throughout the forming of the battalion, stopping when the adjutant indicates to them that the battalion is formed.
- V. Since roll calls have already been made, and company inspections held, it seems more logical for our purposes to have the drum signal at 9:40, 20 minutes before the parade, and the Adjutant's Call at 9:50, 10 minutes before the parade.

## **Forming the Battalion**

- I. The color-company forms the basis of the formation, and should fall in first, on the right of the color-guard, which the adjutant has formed and pre-positioned on the line. Other companies, should they arrive early, should wait until the color-company is on the line.
- II. Companies should fall in on the right and left of the color-company, in order, rather than falling in and leaving gaps. Thus, in a four company battalion, the 2<sup>nd</sup> (color) company would be first to take position, then the 1<sup>st</sup> company, 3<sup>rd</sup> company, and 4<sup>th</sup> company.
- III. Companies are to fall in on the principle of successive formations, such as Forward into Line, on the Right into Line, etc. Remember that, once the captain is satisfied with the dress, the company is to be put at Support Arms, NOT Order Arms. This is true, not only for dress parade, but also for any battalion formation. I suggest that there is no need to arrive 10 minutes early. The adjutant takes post two paces from the right of the battalion, and the sergeant major two paces from the left. The music is in two ranks, to the right of the adjutant. Field and staff officers and non-commissioned staff are in their proper place in line of battle. The colonel, if he is the ranking officer present, will place himself a suitable distance in the front of the battalion.

## **The Parade**

- I. The adjutant is in total control of the formation. When he is satisfied with the alignment, he will direct that the captain of the first company put his company at Parade Rest. That captain will take one step forward, and command, Shoulder-ARMS, Order-ARMS, Parade-REST.
- II. When the first company is at Parade Rest, the captain of the second company will repeat the procedure. Each company should be brought to Parade Rest successively, from right to left.
- III. When the adjutant sees each company at Parade Rest, he will order the music, under the command of the principal musician to Beat-OFF. The music will play a slow march, as they march from right to left in front of the battalion, and then back to return to their position. Note that trooping the color is NOT part of the dress parade.
- IV. Once the music has returned to its position, the adjutant will command, Attention-BATTALION, Shoulder-ARMS, Prepare to open ranks, To the rear open order- MARCH. This executed exactly as in SotB, except that all company officers including lieutenants not in command) should march four paces forward, captains opposite their position in line, lieutenants opposite their place, in other words in front of their commands, (platoons or sections). Lieutenants will pass through the captain's interval to take position. The lieutenant colonel and major will dismount, and march from their positions behind the line to a place six paces in front of their wings, or two paces in front of the line of company officers. Once the ranks are aligned, and the commissioned officers in their places, the adjutant should command, FRONT.
- V. The adjutant will then march along the battalion front to the center, face right in marching, and pass the line of company officers eight or ten paces, face about, and command, Present-ARMS. He will then face front, salute the colonel, and report, Sir, the parade is formed.
- VI. The colonel, still with sword in scabbard, will return the salute with a hand salute. The adjutant will take post three paces to the left, and one to rear of the colonel, passing around his right. The colonel will draw his sword, command Battalion, Shoulder-ARMS, and drill the battalion in the manual of arms, as he sees fit, ending with Order-ARMS.

- VII. The adjutant will then pass around the colonel's right, taking post midway between the colonel and the line of company officers. He will then command First Sergeants, to the front and center-MARCH. At the preparatory command, (all that before March) they will shoulder arms, march two paces forward, and face inward. At the command MARCH, they will march to the center and halt. Note that they do not face to the adjutant until his command.
- VIII. The adjutant will then command, Front-FACE, REPORT.
- IX. At this, each first sergeant, beginning on the right, will give the rifle salute, and report the result of the roll call. Remember that, while each of our companies portrays a different regiment historically, in the dress parade, we are supposed to be one battalion. Thus, the report should be on the order of, 1<sup>st</sup> company, all present or accounted for, Sir. It is not necessary to give actual numbers. Neither is it necessary to report missing soldiers, unless they are missing without permission. All others are "accounted for".
- X. After the reports, the adjutant will command, First sergeants outward-FACE. To your posts-MARCH. The sergeants will face out and return to their positions in line.
- XI. The adjutant will face to the colonel, salute, and report the results of the roll to the colonel, who will then direct that the orders be published. The adjutant will face about, and command Attention to Orders, at which time he will read such orders as the colonel may direct. He will then face to the colonel, salute and report that the order has been carried out.
- XII. At this point, our practice differs from regulations. Remembering that we have moved the dress parade to later in the morning, in order to make the ceremony accessible to spectators, and in order to minimize the number of formations the troops must attend, we combine the parade with formal inspection in column, and then with drill. Inspection in column is properly the subject of an independent article.
- XIII. In our practice, the adjutant should announce that the Parade is dismissed. Then the colonel would take command, close ranks, and wheel the battalion into a column by company, and begin the inspection.
- XIV. According to regulations, the dress parade is a stand alone formation. When the adjutant announces that the Parade is dismissed, the company officers would return their swords, face inwards, and march to side of the adjutant, who will have moved to the center of their line. The field officers would step back to the line of company officers and close on their flanks. Note that they do not face front until the adjutant's command. The adjutant will command Front-FACE, Forward-MARCH. They will march forward, dressing on the center, with the music playing, to a point six paces from the colonel, when the adjutant will command HALT. The officers will render a hand salute, and remain as the colonel conveys such orders as appropriate. He shall then indicate that the ceremony is concluded. The officers will again salute, and disperse to their camps. The first sergeants will then take charge of their companies, and march them back to their company parades.
- XV. Take note of this procedure, as we may find use for it in the future.

## **Individual Responsibilities**

### **Commissioned and non-commissioned Staff**

#### **Duties of the Company Officer**

- I. Two duty types for the Company Commander
  - A. Government
  - B. Administration
- II. Government
  - A. This is the instruction of tactics and maneuvering.
  - B. The preservation of order and discipline.
  - C. The appointment and reduction of Non-Commissioned Officers.
    1. Instruction of tactics includes daily drills, and implementing that for use in the field.
    2. Preservation of order and discipline includes enforcing rules and punishments for breaking of the rules.
    3. The commander also has the duty of promoting and demoting non-commissioned officers within his company.
- III. Administration
  - A. Keeping the company rolls, pay call, musters, and sick reports.
  - B. The Commander should have the following books:
    1. Morning- Report Book
    2. Roster
  - C. The following reports are the Commanders responsibility:
    1. Morning Report, in the Morning-Report Book
    2. Details of Men for Guard, Detachments, and Fatigue
- IV. These soldiers have perhaps the easiest job in the parade. They take their positions in line of battle and stay there. As arms commands are given, they obey them to the extent that either the sword manual or rifle manual for sergeants permits. Note that sergeants carrying a sword as an arm salute differently than officers, bringing their swords to a *poise*.
- V. The sergeant major does take a different position. Rather than being behind the line on the left flank, he takes position two paces from the left of the front rank of the battalion. Once there, he has no other duties, save obeying arms commands.

- VI. As we operate as a legion, with a chief of cavalry and a chief of artillery, these officers would march to the front of their proper commands, in the line of field officers.
- VII. Do take note that any of these soldiers might be called upon to perform the adjutant's part, or take command of the parade in the absence of those officers. Being prepared remains a watchword.

### **Privates, corporals, and sergeants, other than first sergeants**

- I. One of the great joys of being in the ranks is the need to know almost nothing. All these soldiers need to do is to obey the familiar commands of their officers. Nothing in the parade is any different than company drill.
- II. Still, as interested historians, we all want to understand as much as we can. Note that any soldier may be called upon to act as first sergeant, or even company commander in the absence of those officers.

### **First Sergeants**

- I. The first sergeant, for the most part, acts as though he were in company or battalion drill. When the adjutant commands To the rear open order, he steps back four paces as he usually does. When the captain marches to the front, he replaces him in the front rank. If lieutenants are present, he may need to step to the front, in front of the first file of his company, to allow them to pass to the front of their companies.
- II. The most important function of the first sergeant is the report of the roll call. ON the adjutant's command of First Sergeants to the front and center, all first sergeants will shoulder arms, march two paces forward, (midway between the front rank and the line of company officers) and face inwards. On the command MARCH, they march to the center, and halt, still facing inwards. On the command Front-FACE, they face the adjutant. On the command REPORT, the first sergeant of the first company gives the rifle salute, and reports the result of the roll. The suggested form is First Company, all present or accounted for, Sir. If there are soldiers absent without permission, report them as such. All others are accounted for.
- III. On the command, First Sergeants, Outward Face, all face out. At To your Posts-MARCH, all return to their posts and order arms.

### **Lieutenants**

- I. The only real duty of the lieutenant in the parade is to take post in front of the company. On the command To the rear, open order-MARCH, they should march to the front of their commands, passing by the captain's interval, the first sergeant stepping to the front to allow them to pass. A first lieutenant would stand four paces in front of the second platoon. A second lieutenant would stand four paces in front of the second section of the first platoon. A third lieutenant would stand four paces in front of the second section of the second platoon. All will obey the manual of arms commands as far as the sword manual permits. Of course, all lieutenants should be familiar with the duties of captains, in the absence of those officers.

## Captains

- I. Captains should see that their companies are formed and aligned at the first drum call before the parade. They should march their companies to the parade ground only on the sound of the Troop, which is the second music heard after the initial drum call. Do not bring your company early, as they will then have to wait for the color-company to form on line.
- II. The captain of the color company, however, will form his company and march to the parade ground as soon as possible, preparing for the adjutant to place it next to the color-guard.
- III. Remember that the formation of the battalion is according to the principles of successive formations. **DO NOT BRING YOUR COMPANY TO ORDER ARMS.** Bring them to the support instead. Remember that this is true in all formations of the battalion, nit just for dress parade.
- IV. When the adjutant directs the captain of the first company to bring them to parade rest, he will step one pace forward and command Shoulder-ARMS, Order-ARMS, Parade-REST. He will then step back into line and take the position of parade rest. The captain of the second company will then repeat the procedure, and so on successively down the line.
- V. At the adjutant's command, To the rear open order-MARCH, all captains will march four paces forward and halt. From that point, simply obey manual of arms commands as allowed by the sword manual.
- VI. Remember that the end of our parade usually rolls into a formal inspection in column. When the adjutant commands Parade is dismissed, await further orders. If we are going to do something different, you will be forewarned.

## Field Officers and Chiefs of Cavalry and Artillery

- I. The lieutenant colonel and major, after seeing that the companies are forming on their parades, will take their positions twelve paces behind their respective wings in line of battle. This distance will probably need to be adjusted to a small battalion front. On the command, To the rear open order-MARCH, they will march to the front, passing through the two pace interval between the adjutant or sergeant major and the battalion. Their position is six paces in front of their respective wings. As a matter of practicality, it is well to step off when the preparatory command is given. Thus you should be at the battalion line in time to remind the company officers to march four paces forward.

## Colonel

- I. The colonel directs the adjutant as to the exact location of the line. He then takes position a suitable distance from the front of the battalion, depending on the length of the front. His sword should be in the scabbard until the adjutant takes post behind him, and he instructs the battalion in the manual of arms. He should be familiar with the adjutant's job, as he is in an excellent position to remind him of the order of the parade. He is responsible for informing the adjutant of the orders to be read.

## Adjutant

- I. The adjutant is the main player in this particular drama. He prepares the line for the parade, and forms it before turning it over to the colonel. Even then, most of the actions of the parade are initiated by him. Rather than repeat, I suggest that all who wish to learn the adjutant's part study the overview. Most of that refers to the adjutant. If you know the adjutant's part, you know the parade!!

## Duties of Regimental Adjutant

-  Receive all Regimental correspondence.
-  Collect the names of companies coming to an event, and the approximate number of rifles they will be bringing.
-  Assist in setting camp as needed.
-  Be familiar with the camp set-up and be ready to help any companies arriving.
-  Establish contacts with Division and overall command, while knowing the location of other command camps.
-  Relay directions and orders as needed.
-  Catalog all orders received by Regiment.
-  Ensure Colonel is aware of any orders and correspondence received.
-  Establish daily time line and schedule for the Regiment.
-  Ensure the Colonel is aware of any orders, meetings, walk-through, etc. that will require his presence.
-  Collect company morning reports from 1<sup>st</sup> Sergeants.
-  Create combined strength Regimental report for the Colonel.
-  Create combined strength Regimental report for Headquarters.
-  Work with Sergeant Major to make sure companies have adequate and accurate information regarding the daily activities.
-  Complete and deliver safety reports as needed.
-  Establish Regimental parade ground and staging point.
-  Ensure there are Colors, Color Guard and Guide-ons available and ready for each Regimental function (Dress Parade, Inspection, Battle, etc).
-  Along with the Sergeant Major, set the Regimental Line.
-  Ensure bugle calls are blown at the prescribed time.
-  Command dress parade and turn the Regiment over to the Colonel.
-  Direct Regimental Inspection, until the Colonel takes command.

### **Before battle:**

-  After Regimental Line is set, march at the head of column, echoing the Colonel's orders to make sure the Regiment is in the correct position.
-  Maintain position at the head of the column, until the battle line is set, then be at the right of the Regiment.

### **During battle:**

-  Mark the right side of the Regimental line - While:
-  Keeping eye contact with the Colonel and First Battalion Commander.
-  Echo any orders as needed.
-  Extend, shift and refuse the line as the battle calls.
-  Ensure there is clear communication between the Colonel and Battalion Commanders.
-  In the event a situation requires the Regiment to pull back, establish the Regimental line in advance.

### **After battle:**

-  Reform the Regiment in order to clear weapons and then return to camp. After returning to camp check with company commanders to make sure the troops are safe and content.
-  As needed, insure the company commanders and battalion commanders are available to post-battle briefings.
-  Attend after action briefings with staff, and company commanders.

## Dress

- I. Interestingly enough, none of the period sources I consulted, CS Regulations, US Regulations, Gilham's, Lee's, Viele's, Cooper's, or Dal Bello's PIE say anything about uniform requirements for the parade. I surmise that was understood military practice, which did not need to be spelled out at the time.
- II. The term "dress parade" refers back to the English tradition of "dress" and "undress" uniform. In that tradition, the ceremony did require the full dress uniform. In unusual circumstances, such as inclement weather, an "undress parade" might be called, which would require only the undress uniform, and a shortened ceremony.
- III. In the Confederate, there was no codified distinction between "dress" and "undress" uniform. Indeed, the infantry uniform as specified in CS Regulations, double breasted frock coat, with blue trim, light blue trousers, light blue kepi with dark blue band, was virtually never worn. Thus, we have no direction.
- IV. As a surmise, I would suggest that the best uniform available would have been worn. Early in the war, frock coats, sashes and white gloves would have been common, though not universal. Sergeants would have worn swords rather than rifles.
- V. As we progress to mid and late war, many of these items would have been discarded, or have worn out and not been replaced. Still, even in the late war, there would be some dandies who would dress to the fullest.
- VI. Soldiers on active campaign would have been unlikely to bring such items. If on an active campaign, one would wear the only uniform available, the one on the soldier's back.
- VII. As far as I know, blousing of trousers was not a common period practice. I have seen no images, either photographic, painted, sketched, that show bloused trousers, although I am told by good authority that they exist. Regardless, I would suggest that they not be bloused for dress parade, unless we are in a known tick infested area.
- VIII. Buttoning of uniforms is another point. CS Regulations, in Para. 1477, do state that the jacket should be "buttoned or hooked at the collar". I would suggest though, 15. An officer, non-commissioned officer or soldier shall indicate respect for women when passing by them in public by touching the brim of the cap in the manner of a salute, or removing the hat. that for dress parade, the jacket be buttoned completely. The ceremony lasts only 10 minutes or so. In extreme heat, this could be adjusted, as the British did with the "undress parade".

## Conclusion

- I. Dress parade is an important military ceremony, with a rich history. It is important that we represent it as accurately as possible. I hope that all will read the overview, and copy the instructions for their particular part. Learn the part next above your station, since you can never tell who will be "on furlough", and prepare accordingly.

# The Three Arms

- I. The three combat arms of a Civil War period army are: Infantry, Cavalry, and Artillery. Each has certain characteristic strengths and weaknesses, which result in rules for their best usage.
- A. **Infantry** is the most numerous arm, the easiest to train, and the least expensive to equip.
1. Advantages: Can employ firepower at a distance, or engage in close combat. Can attack or defend itself against any other arm (except artillery at long range). Steadiest pace in marching - veteran infantry will outmarch cavalry over a long distance.
  2. Disadvantages: Slow movement. Vulnerable to fire when massed. Needs support from other branches to break through strong defense.
  3. Best uses: As a “main” force of any attack or defense. As outposts when defense is static. As skirmishers in advance of an assault. As main body of advance or rear guard.
  4. Worst uses: Massed in the face of artillery. Scattered in the face of cavalry.
- B. **Cavalry** is next most numerous, the most mobile, and probably the most versatile.
1. Advantages: Fastest moving arm, especially over short distances. Terrifying shock effect.
  2. Disadvantages: Weak or nonexistent firepower (exception may be dismounted cavalry with repeaters). Highly vulnerable to fire when massed. Cannot defend itself while mounted - can only attack or counterattack.
  3. Best uses: Scouting and reconnaissance. As vedettes in mobile defense. Can find and turn open flanks. Surprise attacks from behind covering terrain.
  4. Worst uses: Against massed infantry or artillery with a clear field of fire.
- C. **Artillery** is the most expensive, least numerous, but the longest ranged.
1. Advantages: Long range and heavy firepower. Relatively fast moving in open ground or on good roads.
  2. Disadvantages: Cannot defend itself in close combat, Slow rate of fire.
  3. Best uses: In support of infantry attacks or defense. Posted to defend key positions with wide fields of fire.
  4. Worst uses: Isolated.

## Posts of the three arms on the march

- I. **Advancing:** The cavalry goes in front, or on the flanks, to scout enemy positions and the route of march.
- II. The infantry advanced guard is next. Artillery is posted near the head of the main column, where it is protected but can be brought up quickly if needed to support an assault. The rest of main body follows. An infantry rear-guard follows at a distance, supported by a cavalry detachment if necessary.
- III. **Retreating:** If the route is known and secure, only a small infantry advance guard is necessary. The artillery is near the head of the column, so it can be protected and can quickly cross obstacles to set up defensive positions if desired. The main body of the infantry follows. A strong rear-guard follows, made up of infantry, cavalry and possibly a small artillery detachment. This rear-guard seizes every opportunity to delay the enemy without getting cut off from the main column.

## Bugle Calls

### **An underused resource**

- I. Use of Bugle by Field Commanders and Garrison Commanders
  - A. Why use bugle calls ?
  - B. What duties does a bugler perform?
  - C. Where does the bugler hangout/play/march?
  - D. What is a “functional” bugler?
- II. The types of bugles
  - A. Clairon d’ Ordonnance
  - B. G Cavalry Trumpet
  - C. Officer’s Bugle
  - D. F, Eb Trumpets
  - E. What is NOT acceptable
  - F. Cord and mouthpiece
- III. What do the Calls mean?
  - A. The “must know” Calls for Infantry (Camp calls/Skirmish Calls)
  - B. Calls of the ‘Three Arms of Service’
  - C. Prelude Calls and call of execution
  - D. Who is required to “know” the calls?
- IV. Learning Calls for the non-bugler
  - A. Sources
  - B. Ditti’s

# **Field Music**

81. When it is desired to have bands of music for regiments, there will be allowed for each, sixteen privates to act as musicians, in addition to the chief musicians authorized by law, provided the total number of privates in the regiment, including the band, does not exceed the legal standard. Regimental commanders will without delay designate the proportion to be subtracted from each company for a band, and the "number of recruits required" will be reported accordingly. The companies from which the non-commissioned officers of bands for artillery regiments shall be deducted, will in like manner be designated, and vacancies left accordingly. At the artillery school, Fort Monroe, the non-commissioned officers and privates of the band, will be apportioned among the companies serving at the post

82. The musicians of the band will, for the time being, be dropped from company muster-rolls, but they will be instructed as soldiers, and liable to serve in the ranks on any occasion. They will be mustered in a separate squad under the chief musician, with the non-commissioned staff, and be included in the aggregate in all regimental returns.

83. When a regiment occupies several stations, the band will be kept at the head-quarters, provided troops (one or more companies) be serving there. The field music belonging to companies not stationed at regimental head-quarters will not be separated from their respective companies.

## **A practical guide**

- I. Military Bands
  - A. Regimental Bands
  - B. Field Music
  - C. Folk Musicians
- II. Field Music
  - A. Camp Calls
  - B. Field Signals
  - C. Parade (Marching) Music
- III. Instruments
  - A. Fifes
  - B. Drums
  - C. Bugles
  - D. Music manuals
- IV. Organization and Duties
  - A. Uniforms
  - B. Music Ranks

- C. Posting
- D. Daily Schedule
- E. Fatigue Duty
- F. Guard Honors
- G. Honor's to VIP's
- H. Funeral Honors
- I. Inspection of Troops
- J. Retreat, Dress Parade and Reviews
- K. Marches
- L. Disciplinary Actions
- M. Recruiting

**792. To Ground Drums.**

- 1. *To put up drumstick,.*                      **Grasp the staff under the pommel, and raise it as high as the eyes, extending the arm to the front.**
- 2. *To unsling drums.*                      **Draw the pommel to the breast.**
- 3. *To ground drums.*                      **The same signal as for putting up drum-sticks.**

- 1. *To take up drums.*
- 2. *To suspend drums*
- 3. *To draw out drumsticks.*

**{ Make the same signals with the staff as for putting up drumsticks, for detaching drums and for grounding drums.**

**796. Drummers will be designated as markers, and employed accordingly, in the evolutions.**

**Instructions for the Drum-Majors**

- 787. The place of the drummers in line has been determined in the first section.
- 788. In column of manoeuvre, the drums will march on the reverse flank, abreast of the left centre company.
- 789. In column of route, as also in passing defiles, they must march, in the interval, at the head of their respective battalions.

**790. Signals of the Drum-Major for the various Beats.**

1. *The generale.* Extend the right arm, seize the staff by the middle, and raise the pommel as high as the chin.
  2. *The assembly.* Extend the right arm, raise the staff nearly a foot from the ground, placing the thumb on the pommel.
  3. *The long roll* Put the staff on the right shoulder, the ferrule to the rear.
  4. *The troop.* Raise the arm, turn the wrist inwards, so that the staff may be horizontally across the body as high as the chin.
  5. *To the field.* Raise the staff perpendicularly, the ferrule upwards, the arm extended in high as the right shoulder.
  6. *Quick time.* Project the ferrule or the staff direct and horizontally to the front, the arm extended.
  7. *The retreat.* Carry the staff round, and hold it diagonally across the back.
  8. *Church call.* Carry the pommel of the staff on the right shoulder.
  9. *Fatigue.* Take the staff by the tassel, and extend the arm as high as the shoulder.
  10. *To Arms.* Carry the staff on the left shoulder, the ferrule to the rear.
- 

**791. Signals for the Evolutions of Drums.**

- 1st. To march by the right flank, take the staff by the middle, and extend the arms to the right.
- 2d. To march by the left flank, make the same signal, extending the arm to the left.
- 3d. To diminish the front, let the ferrule fall into the left hand, held as high as the eyes.
- 4th. To increase front, let the pommel of the staff fall into the left hand, held as high as the eyes.

## **Infantry Camp Layout**

### **CAMP OF INFANTRY.**

515. Each company has its tents in two files, facing on a street perpendicular to the color line. The width of the street depends on the front of the camp, but should not be less than 5 paces. The interval between the ranks of tents is 2, paces; between the files of tents of adjacent companies, 2 paces; between regiments, 22 paces.

516. The color line is 10 paces in front of the front rank of tents. The kitchens are 20 paces behind the rear rank of company tents; the non-commissioned staff and sutler, 20 paces in rear of the kitchens; the company officers, 20 paces farther in rear; and the field and staff, 20 paces in rear of the company officers.

517. The company officers are in rear of their respective companies; the Captains on the right.

518. The Colonel and Lieutenant-Colonel are near the centre of the line of field and staff; the Adjutant, a Major and Surgeon, on the right; the Quartermaster, a Major and Assistant Surgeon, on the left.

519. The police guard is at the centre of the line of the non-commissioned staff, the tents facing to the front, the stacks of arms on the left.

520. The advanced post of the police guard is about 200 paces in front of the color line, and opposite the centre of the regiment, or on the best ground; the prisoners' tent about 4 paces in rear. In a regiment of the second line, the advanced post of the police guard is 200 paces in rear of the line of its field and staff.

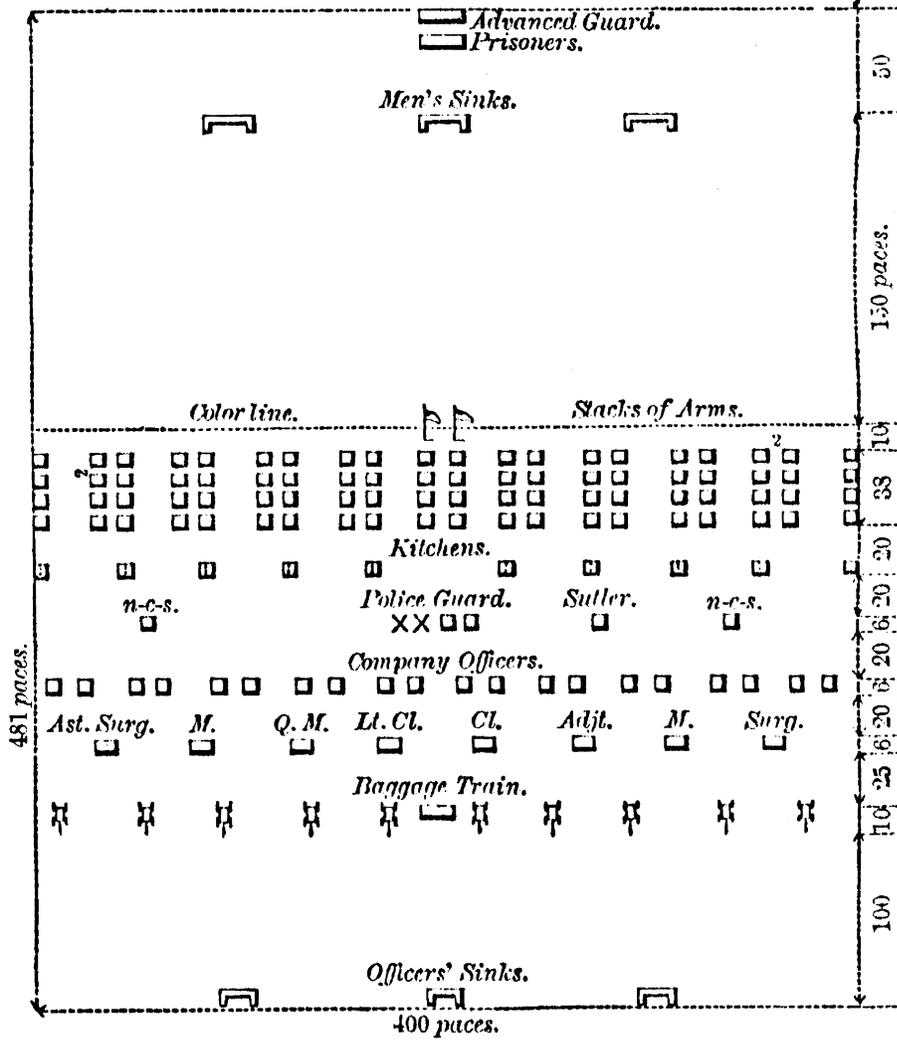
521. The horses of the staff officers and of the baggage train are 25 paces in rear of the tents of the field and staff; the wagons are parked on the same line, and the men of the train camped near them.

522. The sinks of the men are 150 paces in front of the color line those of the officers 100 paces in rear of the train. Both are concealed by bushes. When convenient, the sinks of the men may be placed in rear or on a flank. A portion of the earth dug out for sinks to be thrown back occasionally.

523. The front of the camp of a regiment of 1000 men in two ranks will be 400 paces, or one fifth less paces than the number of files, if the -115 8

Cl.—Colonel.  
 Lt. Cl.—Lieut. Colonel.  
 M.—Major.  
 Surg.—Surgeon.

Ast. Surg.—Asst. Surgeon.  
 Adjlt.—Adjutant.  
 Q. M.—Quarter Master.  
 n-c-s.—Non-Com.-Staff.



## **Front / Rear Guards and Flankers on the March**

- I. Advanced Guard: The term applied to the forces disposed for the protection of the troops when they are moving.
  - A. They act as a Grand Guard when the troops are in camp.
  - B. Their purpose is to:
    1. Guard against sudden attack, or ambush, by the enemy
    2. Discover the position of the enemy
    3. Conceal the operations of the main body from the enemy
  - C. **Figure 1** shows the arrangement of the advanced guard as per General Order No. 69, Headquarters Army of the Potomac, February 25, 1862.
- II. Types:
  - A. **Advanced Guard** (Distances are for one Division on the march)
    1. Composed of a line of skirmishers that extend four to five hundred yards beyond the flanks of the column on each side.
    2. Should have troops from all arms and is one tenth of the entire force.
    3. One hundred yards behind the skirmishers are three groups of supports.
      - i. The center group of supports keeps to the road followed by the column.
      - ii. The flank supports are about three hundred yards to the left and right.
    4. The Reserve of the advanced guard marches about one hundred and fifty yards behind the supports.
    5. The main body of the column is about one half of a mile behind the reserves.
  - B. **Flankers**
    1. Composed of a line of skirmishers marching by the flank on both sides of the column.
    2. Their dispositions and distances from the main body are the same as the advanced guard.
      - i. The supports and reserves will also be marching by the flank so their “front” is facing out towards the enemy.
  - C. **Rear Guard**
    1. Composed of a line of skirmishers that extend four to five hundred yards beyond the flanks of the column on each side.
    2. Their dispositions and distances from the main body are the same as the advanced guard.

3. Should have troops from all arms and is one twentieth of the entire force.
4. Additional Duties:
  - i. Collect and bring forward all stragglers
  - ii. Defend the rear of the column from an attacking enemy by holding for a time every favorable position, such as bridges, fords, ravines, and defiles.
    - a. A hold and fall back tactic is used.
    - b. For small forces hold position longer.
    - c. Most likely a reconnaissance by enemy.
    - d. For large forces fall back to next defensible position behind your main body.
    - e. Just prior to main bodies attack fall back.
    - f. The enemy will need to form column and take time to follow/pursue.

### **Bibliography**

Butterfield, Daniel, Camp and Outpost Duty for Infantry, Harper & Brothers Publishers, New York, 1862. Reprinted by Stackpole Books, Mechanicsburg, PA, 2002.

Kautz, August V., Customs of Service for Non-Commissioned Officers and Soldiers, J.B. Lippincott & Co., Philadelphia, PA, 1864. Reprinted by Crescent City Sutler, Evansville, IN

Kautz, August V., Customs of Service for Officers of the Army, J.B. Lippincott & Co., Philadelphia, PA, 1866. Reprinted by Stackpole Books, Mechanicsburg, PA, 2002.

## **Color Guard and Color Company**

- I. General Make-up of the Color Guard
  - A. 1 Sergeant (Color Bearer)
  - B. 8 Corporals
  - C. When formed, the Guard will form 3 ranks with the 3rd rank in the file closers rank. (See Figure 1)
- II. Color Company
  - A. The Color Guard is always at the left of the color Company. (See Figure 2)
  - B. Color Company is usually in the center of the Battalion.
  - C. The Color Company takes commands from the Battalion Commander only.
- III. Movements
  - A. On the advance; the Guard on the command “Battalion Forward...” will take one step forward with the first rank of the guard taking an additional 5 steps forward. (See Figure 3)
  - B. On the halt the advanced rank will about face and return to there original spot in the battle line along with the other two ranks.
  - C. When the battalion is firing and when the command “Fire by Battalion (or companies)” the guard will then take on step back. (See Figure 4)
    1. The color guard DOES NOT FIRE unless defending the colors.

*Content in development*

**Figure 1: Formation of the Guard**

1B2 Key  
345 B=Color Bearer  
678 1-8= Corporals

**Figure 2: Position of the Guard in the Color Company**

1B2 \_\_\_\_\_ O Key  
2S345 \_\_\_\_\_ 1S O= Officer  
678 FC FC FC 1S= 1st SGT  
2S= 2nd SGT

**Figure 3: Color Guard advancing with Battalion**

LG 1B2 RG  
Key  
LG= Left Guide  
\_\_\_\_\_ 345 \_\_\_\_\_ RG= Right Guide  
\_\_\_\_\_ 678 \_\_\_\_\_

**Figure 4: Color Guard while Battalion Firing**

\_\_\_\_\_ 1B2 \_\_\_\_\_  
LG \_\_\_\_\_ RG  
345  
678

- Courtesy of 47th Virginia; <http://www.47thva.org/articles/colorguard.html>

## The Principles of War

- I. These are assumed “primary rules” which theoretically will lead to victory in war if properly applied.
  - A. The list below comes from Antoine Henri Jomini, a Swiss national in French (and later Russian) service. He was considered one of the greatest authorities of the age on Napoleon Bonaparte’s methods.
  - B. Acronym: MOSSMOUSE
- II. Mass: Bringing maximum force to bear on the critical point
  - A. Objective: Choosing a good goal for your battle plan and Sticking to it
- III. Simplicity: Other things being equal the simplest plan is Usually best
- IV. Security: Avoiding surprises
- V. Maneuver: Getting there first with the most men
- VI. Offensive: Fighting to win, rather than avoiding defeat
- VII. Unity of Command: Troops can only effectively answer to one Boss
- VIII. Surprise: Upsetting the enemy’s expectations and plans
- IX. Economy of Force: Keep your main force for the main mission by using smaller forces to conduct other missions
  - A. Some of these principles are natural corollaries, or opposites.
    - 1. Mass at one point calls for economy of force at others.
    - 2. Simplicity goes with unity of command.
    - 3. We require security in order to avoid surprise, and maneuver in order to surprise the enemy.
  - B. While widely studied (including at West Point) at the time, strict application of Jomini’s principles carries a risk of excessive formality and oversimplification.
- X. Another contemporary military theorist was the Prussian general Karl von Clausewitz.
  - A. While best known for his statement that, “War is a mere continuation of political discourse with an admixture of other means”,
  - B. Clausewitz took a much broader and more flexible look at the subject than Jomini.
  - C. In particular, he introduced the concept of “friction”, the idea that nothing ever goes quite as planned, for all manner of reasons.
  - D. Wise military planners will do well to remember Clausewitz’s less famous dictum that, “In war, everything is very simple; yet even the simplest thing is difficult.”

# Grand Tactics

## I. Principles of Attack

- A. **Offensive force** can be applied in two ways: firepower, or shock effect.
  - 1. **Firepower** is achieved by massing fire on the enemy (long arms or cannon). This requires deployment in line (ordre mince).
    - a. **Advantages:** Acts on the enemy from a distance: ease of command and control.
    - b. **Disadvantages:** Slow individual rate of fire leads to dense lines, which are vulnerable to enemy fire. Once two ranks are packed shoulder to shoulder, no more can fire from a given length of front; so numerical advantage can't be achieved (more men just make a bigger target for the enemy). High level of training and discipline is needed.
  - 2. **Shock** effect is achieved by large numbers on a limited front. This is generally achieved by massed columns (ordre profondet). Based on the effect of massed bayonets rather than fire.
    - a. **Advantages:** Large numbers can be put on a limited front. Easily used by "green" troops.
    - b. **Disadvantages:** Column cannot be recalled once launched. Only the front ranks can fire. Vulnerable to fire, especially artillery. Column will be disorganized once attack is over.
- B. Every attack should have a clear and useful objective. Know in advance what you are trying to accomplish, and you will know if you have accomplished it.

## II. Allocation of Forces

- A. Always use the maximum "practical and prudent" force in the attack. If you know the enemy's strength and dispositions, keep only a small reserve. If you are uncertain, keep a larger reserve.
- B. Remember that there is a limit to how much force you can employ effectively on a narrow front. Finally, the most disastrous mistake is allocating "almost enough" force to an attack.

## III. Frontal and Flank Assaults

- A. It is better to turn a flank than attack the enemy in the front; however, it is often not possible. If the enemy does not present an open flank, we must "create" one, or fall back on a frontal assault.

## IV. The Approach March

- A. Save your men's strength as much as possible. Try to find a covered and concealed route to the desired starting point. Use formations appropriate to the tactical approach. Remember the enemy may try to pre-empt your attack, and be prepared.

V. **Attack Formations**

- A. If time permits these should be carefully selected (sometimes fleeting opportunities require immediate action). Forces may be spread evenly across the front, or weighted toward the objective. An attack “en echelon” may draw the enemy’s reserve away from the objective. Our own reserve should be used to exploit success, not reinforce failure.

**Principles of Defense**

- I. Two types, static and mobile. Choice based on situation, mission and terrain.

A. **Static Defense**

1. Denies key terrain to the enemy or gains time to resume the offensive.
2. Advantage: Maximum opportunity to use terrain and fortifications as force multipliers.
3. Disadvantage: Yields initiative to the enemy.

B. **Mobile Defense**

1. Delays or confounds enemy assault or pursuit. May trade space for time, or entice enemy to unfavorable ground.

II. **Allocation of Forces**

- A. Since the enemy has the initiative, reserve should generally be as large as possible.

III. **Tactics for Static Defense**

- A. Occupy ground with good cover, observation and fields of fire. Cover likely avenues of approach. Improve your position (fieldworks). Anchor or cover your flanks. Get the most out of your available firepower. Occupy interior lines if possible. Maintain security.

## Military Planning and Orders

- I. Estimate of the Situation: This consists of the following elements; mission, enemy, troops available, terrain and weather (acronym: METT).
  - A. **Mission:** List, as clearly and simply as possible, what you have been asked to accomplish.
  - B. **Enemy:** List the enemy's estimated strength. This includes position, organization, and level of experience as well as raw numbers of troops and guns. Consider his probable intentions. Put yourself in his place; what would you do in his situation?
  - C. **Troops available:** List your own strength. (Consider your own men's level of experience and morale. Are they well-rested or tired? How well are they supplied with food and ammunition? Have they been in action lately and how well did they perform? Consider other friendly troops as well. Are your flanks covered? How strong is the covering force?)
  - D. **Terrain and weather:** List key terrain features and consider how they can be used to your advantage, and to counteract enemy advantages. Consider the weather. Are the roads trafficable? Do you need to make a reconnaissance to be sure?
- II. If time permits, this situation can be formally prepared and written out. However, even when planning "on the fly" during a battle, consideration of the METT factors gives you a way to organize your thought process.
- III. Once the estimate is prepared, the commander's next step is to consider alternatives. Make a list (written if time permits) and consider the enemy's likely responses. Pick the one you consider most likely to succeed. This becomes the basis of your battle plan.
- IV. In formal planning, the staff now gets to work and produces all the necessary paperwork (schedules, personnel estimates, march routes, ration requisitions, etc.) necessary to "flesh out" the plan. The outcome is a "five-paragraph field order" consisting of: situation, mission, execution, administration and logistics, as well as command and signal.
  - A. **Situation:** This is a broad, general statement explaining how your unit fits into the overall scheme of things, and gives your subordinate commanders "the big picture".
  - B. **Mission:** List, as clearly and simply as possible, what your unit is supposed to accomplish. Save the details for the next three paragraphs.
  - C. **Execution:** Explain how the mission will be accomplished. This includes the general concept, maneuver plan, timetable, a map or sketch if available, and additional details. Details might include the order of march, actions to be taken on reaching the objective, how artillery will be employed, combat formations to be used, and contingency plans in case the enemy doesn't follow the script.
  - D. **Administration and logistics:** How your force will be supplied, inspected, assembled, fed, and fitted out. Address rations and ammunition at a minimum.
  - E. **Command and signal:** List the chain of command (against casualties). List any special signals (music or otherwise) to be used. Designate couriers and messengers, and make sure they know the commanders.

- V. Try to cover all the essentials, but keep the order as brief and simple as possible. There is a story that General Grant gave all newly drafted orders to a captain of limited intelligence at his headquarters. If the captain could understand it and explain it in his own words, the order was ready for transmittal.
- VI. At battalion level and below, orders will often have to be given verbally and quickly. However, the five-paragraph format still gives you a frame work for your thoughts.

## Reconnaissance

- I. In Civil War usage this means “an exploration or survey of ground conducted as part of an advance or other maneuver to gain knowledge of the territory in which the army will operate”. This is similar to the modern idea of “reconnaissance in force”; sufficient numbers are involved to defend themselves if the enemy is encountered in strength. A smaller party assigned purely to gain information is called a “patrol”.
- II. Reconnaissance is necessary for two reasons. The first is to learn the ground over which the army will operate; the key terrain, the roads, bridges, obstacles, and possible ambushes; and to prepare accurate maps. For this reason reconnaissance parties typically include staff officers and/or topographic engineers and cartographers. The second is to locate the enemy and determine his strength, dispositions, and probable intentions.
- III. Reconnaissance and patrols should be carefully planned. These expeditions are dangerous, and specific information is desired, not just casual observations. See “Military Planning and Orders” for recommended procedures (METT factors, five-paragraph field order). These operations also need to be coordinated. For example, if you are passing out of (and hopefully returning to) an outpost line, the officers in charge need to know about it, as well as when to expect you. Plan for “actions on contact” in case the enemy is encountered unexpectedly.
- IV. Patrols are of two kinds: defensive and offensive.
  - A. Defensive patrols are used to cover gaps in an outpost line.
  - B. Offensive patrols are used to reconnoiter a short distance to the front.
  - C. For both kinds, remember that the object of a patrol is to gain information, not to start a fight. Patrols are not large enough to defend themselves against organized enemies and are likely to be cut off if discovered.
  - D. Opening fire at night is particularly ill-advised, since our position and buys the shooter 20 minutes of night blindness. Soldiers on patrol at night should open fire only as an extreme last resort, such as to give the alarm to their comrades.
- V. In daylight, a patrol will take a covered and concealed route if possible. Move “through the green” if woods are available, and make use of “defilade” (terrain cover) if not. At night, patrols generally move in the open, unless there is a bright moon. Specific formations are recommended in Kautz’s “Customs of Service for Officers”. These look complicated, until you realize the principle is the same as for larger formations, i.e. advanced guard, rear guard, and flankers.

## Police Guard/ Grand Guard –Outposts

- I. Primer for Guard Duty
  - ☞ Preface: The importance of Guard Duty clearly implied in Articles of War.
- II. There are several different types of Guard Duty, but the basics are same for each
  - A. **Police Guard** –known as camp , garrison, post or quarters guard, keeps order and discipline in the camp, prevents desertions, protects supplies and gear/stores and gives the alarm in case of emergency
  - B. **General Officer’s Guard** – provides escort and protection for General Officers, protects Headquarters and it’s stores
  - C. **Pickets**- posted in front of and on flanks of a command in order to give early warning of the approach of an enemy
  - D. **Grand Guards or Outposts**- large detachments posted to watch the enemy and support the Pickets.
    1. Posted near enough to camp to be supported by it and far enough away so main body has time to form if enemy advances
  - E. **Advanced and Rear Guards**- mobile security while on the march (covered by Col. Baltzer)
- III. The **Battalion Police Guard** is a first class detail provided on a 24 hour basis. The guard personnel are drawn from all companies in Battalion.
  - A. Purpose of **Police Guard** to provide for internal and limited external security
  - B. Composition is **Camp Guard** and **Advance Guard**
  - C. Duty rosters in accordance with paragraphs 562-574 of Army regulations
  - D. Soldiers on duty not to remove their clothing while on duty and sentinels on guard perform duties wearing knapsacks.
- IV. **Watchwords**- The countersign and Parole issued daily from Headquarters.
  - A. Countersign...usually the name of a battle (Bunker Hill, Manassas) given only to those who are permitted to visit and pass the line of sentries after dark (Officers and NCO’s on guard duty) and members of the Guard. (note: all others need passes)
  - B. Parole....usually the name of a General (George Washington, Dan Butterfield) given ‘only’ to Commander of the Guard, or officers that may inspect, give orders or make Grand Rounds. Also, OD ‘Officer of the Day’ ,Battalion, Brigade, Division Commanders are included .Not company officers as the Guard ‘belongs’ to the Battalion, Brigade or Division.
- V. **Guard Mount**- basically a small scale Dress Parade and Review.
  - A. Guard is mounted once per day at time set by unit commander, typically between hours of 8 and 10 a.m.

- B. At first call men for Guard duty fall in on company parade ground for inspection by 1st Sgt. At 2<sup>nd</sup> call report to Battalion Parade grounds.
  - C. Ceremony- assembly of the Guard
  - D. Changing the Guard
  - E. Advance Post/Outpost located towards and nearest the enemy, provides early warning of enemy advance
- VI. **The Sentinels** - take orders from and only allow themselves to be relieved by, an officer or NCO of their own Guard, Officer of the Day OD or Commander of unit which Guard belongs.  
(Battalion, Brigade or Division Commander)
- A. General Orders (all posts)
  - B. Special Orders- (for a particular post)
- VII. Challenging
- A. Will allow no one to come closer than end of bayonet
  - B. A Sentinel KNOWS NO ONE!

**Sources:**

1. Kautz, Customs of Service for Noncommissioned Officers and Soldiers
2. Articles of War
3. Mahon's Outpost

# Field Engineering

## I. Field Fortifications

- A. A fortification is any natural or artificial feature of the terrain that could be used to enhance the defensive strength of an armed force.
- B. **Natural fortifications** included such features as woods, marshes, water-courses, hills, and mountain ranges that could be used to cover an army's front and protect its flanks or rear as it maneuvered or assumed a position to prepare for battle.
- C. **Artificial fortifications** consist of constructed or adapted features that either improved the defensive strength of natural fortifications or supplied this strength where no natural fortifications previously existed.
  - 1. **Classes of Artificial fortifications**
    - a. **Permanent fortifications** were generally sited in positions of lasting strategic value and were constructed using durable materials (brick and stone) capable of resisting the destructive effects of weather for many years.
    - b. **Temporary fortifications** were constructed using perishable, but readily available, materials (wood and earth) to defend positions of temporary strategic or tactical importance.

## II. Basic Design of a Parapet

- A. The parapet served as the protecting mass of earth which sheltered the interior of the work from enemy fire and, in conjunction with the ditch, served as a commanding obstacle to enemy troops attempting to enter the work during an assault.
- B. Profiles of all major field works included two basic elements: the parapet and the ditch. (See Figure 1)
  - 1. The ditch was both an obstacle and the primary source of soil used to construct the parapet.
  - 2. The ditch was the single most important obstacle that an attacking body of troops would be compelled to surmount to gain the superior slope of a work's parapet.

## III. Hasty Entrenchments

- A. Includes all unplanned shelters, which are quickly constructed, in a few hours at most, from materials found upon the spot where shelter is needed.
- B. **Types**
  - 1. Shallow Trench (See Figure 2)
    - a. Also known as shelter-trenches or rifle pits.
    - b. Its depth is one foot and its width is five feet, where the dirt is thrown in front it provides a fifteen inch high mound of dirt to hide behind.

- c. It can provide protection for troops lying down 4. In one more hour's time it can be dug another eighteen inches deep so that the soldier can now kneel while firing.
  - d. In two to three more hours the trench can be dug out more to allow for a three foot mound of dirt and a means for the soldier to now stand while firing.
  - e. This last trench allows for an obstruction of forward movement by the attacking force.
2. Defense of a house or building
    - a. Is a ready-made fortification of considerable strength
    - b. Must have the space in front open so it does not screen the approach of the enemy.
  3. During the Civil War, "loopholes" were cut into the walls to allow for rifle fire from the defenders.
    - a. The first floor loopholes were cut at a kneeling or standing height.
    - b. The second floor loopholes were cut close to the floor.
  4. Stone Walls
    - a. Short walls can have trenches dug behind them and the dirt thrown over and against the wall.
    - b. Tall Stone wall can have loop holes dug into them
  5. Hedges
    - a. Act as an obstruction
    - b. Can have a trench dug behind them.
  6. Woods
    - a. Could be cut along edge to act as an abatis.
    - b. A hasty trench dug just inside of the woods.

**IV. Accessory or Secondary Measures of Defense**

- A. One of the defects of temporary fortifications was their vulnerability to assault.
- B. Placing a series of obstacles in the path of an attacking body could diminish this inherent defect.
  1. Which would disrupt the momentum of its advance.
  2. Destroy its orderliness and ability to act with cohesive force.
  3. Delay it under a close and destructive musket and artillery fire delivered from the parapet of the attacked fieldwork.

- C. Artificial obstacles could either be positioned within the ditch of a temporary work or on ground in front of the ditch that an attacking body of troops would probably advance across to reach the ditch.
- D. All obstacles were only effective for breaking up the momentum and ensemble of an attacking body of troops when covered by close defensive fire and none are capable of stopping or repulsing a well arranged attack.
- E. **Types** (See Figure 3)
  - 1. Abatis of felled trees stripped of their smaller branches were generally positioned parallel to and immediately beyond the crest of the counterscarp of the ditch, but could also be used within the ditch to prevent attacking troops from moving freely through the length of the ditch.
  - 2. Chevaux-de-frise, composed of lances pierced through a horizontal beam, could be used in front of a work in situations where it was too dangerous to construct a more permanent obstacle, or to block roads and defiles, and could be placed along the bottom of a ditch to inhibit attacking troops from advancing from the foot of the counterscarp to the foot of the scarp.
  - 3. Palisadings (either inclined or vertical) and stockades could be placed parallel to the crest of the counterscarp or along the bottom of the ditch to delay the necessary reorganization of an attacking body of troops before it attempted to scale the scarp of the ditch.
  - 4. Pickets
    - a. Small pickets could be placed in the open parallel to the crest of the counterscarp, at the bottom of the ditch, or in belts in front of a work hidden from enemy view by a low glacis.
    - b. Small pickets could also be driven into the ground at wide intervals and connected using wire or thorny vines to create entanglements intended to catch the feet of attacking troops as they advanced rapidly toward the crest of the counterscarp of the ditch
  - 5. Military pits (trous-de-loup) consisting of an unavoidable pattern of conical or rectangular pits with vertical stakes at the bottom were placed well in front of the crest of the counterscarp and could be hidden by covering them with light hurdlework topped with a thin layer of dry soil and grass.

**V. Attack and Defense of Field Fortification**

**A. Attack**

**B. Reconnaissance**

- 1. Ideally done without the defenders knowledge.
- 2. To determine:
  - a. The natural features of the ground outside the fortification
  - b. The obstacles natural and artificial around the fortification

- c. Cover afforded to attacking troops
  - d. Number and kind of forces composing garrison.
  - e. The weak and strong points of the fortification
- C. The weakness of a fortification is known as the **Key-point**
- 1. **Type**
    - a. **Open Assault**
      - i. Done by infantry with bayonet alone or by a combination of bayonet and artillery
      - ii. Parts of the Assault
      - iii. Preliminary operations and artillery attack
      - iv. Advance of assaulting troops from the end of the artillery attack till they arrive at the ditch.
    - b. The assault of the parapet (at key-point) and the capture of the work.
    - c. When Artillery is used
      - i. Use an enfilading fire to rake the line of the work.
      - ii. Destroy obstacles in front of fortification
      - iii. Silence guns inside fortifications
      - iv. Create confusion and casualties of defenders
    - d. Several false attacks should be made at the same time to divert defenders from true point of assault.
  - 2. **Attack by Surprise**
    - a. Done with the same preparation as the Open Assault, but the opening of the attack should catch the defenders off guard.
  - 3. **Organization of Attack**
    - a. Guides who are briefed on the information gathered from the reconnaissance
    - b. Skirmishers used to screen Pioneers / Engineers
    - c. Pioneers / Engineers using axes, picks, shovels, gunpowder they clear the obstacles for the assaulting troops.
    - d. Storming Party to breach and exploit the fortifications
    - e. Reserves to act as a rallying point for the Storming Party and to reinforce any success made by the storming party.

- f. Pioneers / Engineers again using axes, picks, shovels, gunpowder they clear the obstacles for the assaulting troops path for retreat if forced back or to allow more troops and artillery to be moved forward.

**D. Defense**

1. Be on the alert of the enemy approaching
2. Sentries inside fortification
3. Outpost guards surrounding fortification
  - a. Defend the obstacles around the fortification with well-aimed fire.
4. Loaded Hollow projectiles (hand grenades) should be on hand.
5. Additional obstructions should be on hand to close up a breach in your fortification.

**VI. Group Activity**

- A. Defend Birneysburg from the enemy approaching from the east by building field fortifications.

**VII. Discussion**

**Bibliography**

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- b. Mahan, D. H., A Treatise on Field Fortification containing Instructions on the Methods of Laying Out, Construction, Defending, and Attacking Intrenchments. Third Edition, Revised and Enlarged, John Wiley, 56 Walker St. New York, 1861;  
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*Content in development*

## **Small Arms Safety on the Field**

- I. Only the Officers, First Sergeants and the Sergeant Major should carry a Small Arm (Pistols)
- II. All Small Arms will have a Safety check before use in the field.
- III. Never use anything other than toilet paper for wadding.
- IV. You may use Crisco or peanut butter (smooth only) as grease.
- V. All pistols must be in a holster and only one per person.
- VI. Do not over fill the black powder in the cylinder. 40 grains is plenty.
- VII. A pistols my only be fired when you are Even with the front rank never from the back rank or in ranks.
- VIII. Never cap the small arm until you are ready to go to the field
- IX. You may carry 1 (one) extra cylinder with you on the field.
- X. When you return to camp you should empty the small arm and store it properly in a safe place.

**NEVER FIRE YOUR SMALL ARM POINT BLANK AT ANYONE OR AT ANY HORSE.**

## **Artillery Safety for the Infantry Commander**

- I. The safety range of a cannon is 50 yards No one should be in front of a cannon mussel with in the safety range when the guns are firing, or loading.
- II. All Officers and NCOs should know the rules about when a cannon is safe or not.
  - A. Crossed rammers over the mussel means that the gun is HOT (loaded). Do not approach.
  - B. Rammers on the hubs of the gun means that the gun is being loaded do not approach.
  - C. A rammer down the mussel means that the gun is down and is safe.

## **Medical Emergencies**

### **I. KNOW YOUR TROOPS**

- A. Company Commanders should keep a confidential record of all troops with any type of medical condition or special needs.
- B. To Include:
  - 1. Medications
  - 2. Any physical limitations
  - 3. Allergies
  - 4. Asthma or any breathing problems
  - 5. Heart conditions
  - 6. Diabetes
  - 7. Seizure disorders
  - 8. Eye disorders or impaired vision
  - 9. Ear disorders loss of hearing or balance
- C. Knowing about a pre-existing condition can give someone the vital time to receive emergency treatment that could make a great difference to the welfare of that individual.
- D. The extreme heat that is a constant problem for reenactors must be watched very closely on everyone young and old. Someone who is not properly hydrated and does not continue to consume liquids is in great danger of heat exhaustion or worse heat stroke. Troops should avoid soda and carbonated liquids, coffee is not a replacement for water and of course never any alcoholic beverages. Just standing in the sun causes us to lose a great deal of liquid, moving around on a battlefield can dehydrate a soldier in a very short period of time. Make sure everyone in your company hydrates themselves before each battle and continues to hydrate themselves during and after each outing.

### **II. WHAT TO DO IN THE CASE OF AN INJURY OR ILLNESS:**

- A. If someone does go down, make certain they are made comfortable and safe; if possible open their outer clothing remove belts and any restrictive items have onlookers step back and have someone raise their arms and sound out that there is a medical emergency, get the attention of a medical person or an officer so they can locate Paramedics. Never try to move or treat an individual unless you have medical training, you could do more harm than good.