

"You, and each of you, do solemnly swear (or affirm) that you will, without prejudice or partiality, and having in view solely the special fitness of officers and the efficiency of the naval service, perform the duties imposed upon you as provided by law."

3. The names of all officers eligible for consideration for selection for promotion, together with their records, will be furnished the Board when it convenes. The Board is informed that such officers may not appear before the Board in connection with the consideration of their names.

4. The numbers of colonels, lieutenant colonels, and majors to be recommended by the Board for promotion to the next higher grade will be made the subject of a separate communication which will be attached to and made a part of this precept.

5. The proceedings of the Board will be conducted, in so far as may be practicable, in accordance with the provisions of Naval Courts and Boards. The report of the Board shall be signed by all the members and shall certify that the Board has carefully considered the case of every officer eligible for consideration by the Board, and that in the opinion of at least four (4) of the members, the officers therein recommended for promotion are the best fitted of all those under consideration to assume the duties of the next higher grade. In determining an officer's fitness for promotion, administrative staff duty performed by him under appointment or detail, and duty in aviation, or in any technical specialty, shall be given

weight by the Board equal to that given line duty equally well performed. The names of the officers recommended for promotion shall be entered in handwriting.

6. The Board may, in its discretion, designate for retention on the active list until the end of the next fiscal year, as authorized by section 7 of the Navy personnel act of March 3, 1931, any officer who has lost numbers or precedence and has been promoted after suffering such loss.

7. The members and the recorder of the Board and all persons through whose hands the record passes in its course to the President are enjoined to preserve the secrecy of the proceedings and recommendations of the Board, and to refrain scrupulously from divulging by any means to any person information thereof. The record of proceedings of the Board will be forwarded to the Judge Advocate General of the Navy, direct, but not before ten days have elapsed from the date of the convening of the Board.

CLAUDE A. SWANSON,
Secretary of the Navy.

NOTE: As the Secretary of the Navy has announced that Brigadier General Thomas Holcomb, USMC, will be appointed Major General Commandant on December 1, 1936, it is probable that Brigadier General Randolph C. Berkeley, USMC, will replace General Holcomb as a member of the selection board.

SELECTION AND TRAINING OF RECRUITS*

FIRST LIEUTENANT WALLACE M. GREENE, JR., U.S.M.C.

■ A tree is no better than the soil which nourishes it. It is likewise true that an organization like our Marine Corps is no better than the men it recruits. For it is these same men who, like the soil the tree, are to nourish or to kill the reputation, tradition and efficiency which have made the pages of our history so brilliant throughout the years.

Most of us believe in this and yet, a tour of recruit depot duty is apt to prove something of a disillusionment in many ways. We are not, today, paying sufficient and careful attention to the selection and training of our recruits. There are several reasons for this.

In the first place we are not carrying our publicity campaign to secure enlistments home to enough of the right sort of boys. There are large areas of our country containing excellent recruit material which have not been tapped. True, there may be recruiting stations in or near these sections but the people in them have not been made conscious of the Marine Corps. In many cases they have only the faintest of ideas as to what it is or has to offer. Yet the recruiting officer may be sitting almost on their front door step.

Recruiting must be carried on with a punch if it is to have satisfactory results. Time, money and sweat, not vacations, must be spent on recruiting if our influx of new blood is to be good.

I, admittedly, have never been on recruiting duty. I realize that there are recruiting problems with which I am not accurately cognizant nor able to appreciate; but I have talked with and observed recruiters, both officers

and enlisted men. Above all, I have measured the material, the green recruit timber, which recruiters have cut and sent on to us in recruit depot. The true measure of any job is results and that is my yardstick for the first part of this article.

Too many times have I heard the wail of recruit depot personnel in effectively descriptive, if not printable, language, to the effect that certain recruiters should have a chance to bring through recruit training the men they were sending in to the depot. And I imagine that there is a reason for similar howling from the opposite side of the fence—for quotas must be filled, too.

But I believe quotas can be filled and with not too much difficulty, either, in depression days or prosperous ones, provided the Marine Corps is sold to the men we want. I do not pretend to say how this is to be done; I have not had the opportunity to find out. But I feel sure that there is a solution and that our recruit standards can be bettered.

Certainly, there is no reason for sending men to the depot with flat feet, defective eyes and ears, semi-paralyzed arms and legs, or of such low intelligence that it is self evident from merely glancing at them that they are near-morons, simply because a quota must be filled. Yet this is what continually happens and it is neither pleasant to see nor to handle on this, the receiving, end.

Unlike the naval training stations we cannot even get rid of such men by a simple and immediate discharge on the part of the commanding officer—there is a long and tedious process of survey or inaptitude discharge to struggle through.

Many times men must be discharged after reporting

*First Prize Essay.

in to the depot because of a previous and concealed criminal record which has been uncovered through the fingerprint service of the Department of Justice. Time and money have been wasted in cases like these and an additional burden placed upon the recruit depot. It is my belief that such fingerprint checkage and elimination of undesirables should take place at the recruiting stations prior to the applicant's acceptance.

In spite of the differences in pay scale and promotion, the Marine Corps does have an attraction for the average boy which neither the Navy nor Army possesses. To him the Marine Corps spells adventure. It is up to us to capitalize to the maximum upon this invaluable aid to recruiting. A fertile field for such campaigning lies in the high school. The Navy Recruiting Service has realized this far better than we have.

Certain sections of the country invariably supply us with the best recruits. This fact should be appreciated and our recruiting efforts concentrated in these areas in order to get the best recruit material possible. Quite often men who prove to be excellent material have told us that they have been forced to travel hundreds of miles in order to enlist. They say that there are other boys in their home towns who want to enlist but who can't afford to make the long and sometimes doubtful journey to the nearest recruiting office. These are unexploited possibilities but to realize them adequately demands a closer tieup between recruit depot and recruiting service.

Often officers are detailed to recruiting duty who welcome the assignment as an anticipated vacation and who openly say so. Others have been passed over and are on the last leg of active duty, often with interest as well as career dying. More often recruiters, commissioned and enlisted, are sent to their posts with no accurate or adequate knowledge of what the recruit depot must have. They have not been properly trained or fitted for recruiting duty. Their basic training should have commenced in a tour of duty in the training depot. This appears logical but is not usually practiced.

So much for recruiting. I have tried to lay down fairly on this side of the problem the yardstick of my

recruit depot experience and it is plainly evident to me that we are not doing a very good job at recruiting.

With the disdainful howls of the recruiters in our ears, let us step across now into territory with which we are accurately acquainted, that of the recruit depot and recruit training, and with a practiced and not jaundiced eye look about us while we weigh this other and equally important half of the question.

Our present training schedule is six weeks long plus an additional week or two for those men selected for sea duty. Recruit training should be of a minimum of eight weeks for all men, divided as follows: three weeks of basic training; three weeks of instruction in weapons and firing on the range; two weeks of sea school training and review of basic instruction prior to transfer. The length of the training period for our recruits is less than that of foreign countries. Our Navy spends twelve weeks on its recruits. It is possible to turn out a good Marine from average recruit material in 30 days using high pressure methods and the best of instructors and instruction material. In eight weeks however a recruit can be taught more thoroughly; he can assimilate more and he will have gained his sea legs prior to his transfer to a regular unit.

The schedule of instruction should be in detail but flexible and controlled by the officer in charge of instruction and the officer in charge of each platoon who by intimate and daily contact with recruit and schedule can modify the course of the latter to suit the progress of the former. The practice of dividing each day's schedule into half hour periods of instruction which present the instruction in a constantly related, varying and interesting way has been found to produce excellent response from the present day recruit. To illustrate this drill schedule a typical day is presented below.

The heart of the basic instruction period is close order drill. It is believed by some officers that in time of war close order drill could be profitably eliminated from the schedule of instruction for recruits. This is a serious mistake. Any military training and particularly that in wartime should produce the habits of instant obedience, coordination, control, confidence and fighting team spirit that only close order drill can give.



—BEFORE—

This is a typical group of eight recruits as they arrived at the Recruit Depot

Close order drill is not wasted. There is an important niche for it in our training schedule.

We no longer issue a Private's Manual to each of our recruits. From my observation, I believe we are in serious need of an up-to-date manual containing a detailed explanation of close order drill, interior guard duty, extended order, combat principles, and similar subjects in which every marine should be thoroughly grounded. This manual could be issued to the recruit when he drew clothing and could be used as a text book during his recruit instruction and as a reference source thereafter. Recruits today are eager to learn in this fashion. This system of instruction has been experimented with using mimeographed sheets and pamphlets and it produces surprising and excellent results. The cost should not be prohibitive, certainly not, in view of the results possible of attainment.

SECOND WEEK FRIDAY

Typical Day from Schedule of Recruit Instruction

| Period | Time | Subject | Remarks |
|--------|-----------|---------------------|--|
| 121 | 0555-0610 | Physical Drill | Under Arms |
| 122 | 0800-0830 | Troop | |
| 123 | 0830-0900 | Drill | Close Order |
| 124 | 0900-0930 | Scout. & Patrol. | Patrol Formations and |
| 125 | 0930-1000 | Scout. & Patrol. | Operations |
| 126 | 1000-1030 | Chemical Warfare | See Subsidiary Schedule No. 1 |
| 127 | 1030-1100 | Chemical Warfare | See Subsidiary Schedule No. 1 |
| 128 | 1100-1130 | Drill | Close Order |
| 129 | 1300-1330 | Drill | Close Order. Heavy Marching Order |
| 130 | 1330-1400 | Infantry Pack | Heavy Marching Order Inspection on Field. Complete Inspection in One Period. |
| 131 | 1400-1430 | Bayonet | See Subsidiary Schedule No. 2 |
| 132 | 1430-1500 | Drill | Close Order |
| 133 | 1500-1530 | Bayonet | See Subsidiary Schedule No. 2 |
| 134 | 1745-1815 | Interior Guard Duty | See Subsidiary Schedule No. 3 |
| 135 | 1815-1845 | Interior Guard Duty | See Subsidiary Schedule No. 3 |
| 136 | 1845-1915 | Manual of Arms | |

With a course of instruction carefully outlined, and with a suitable manual available the next important matter we have to consider is that of instructors. It is my belief that we do not pay enough care in the selection of our recruit instructors.

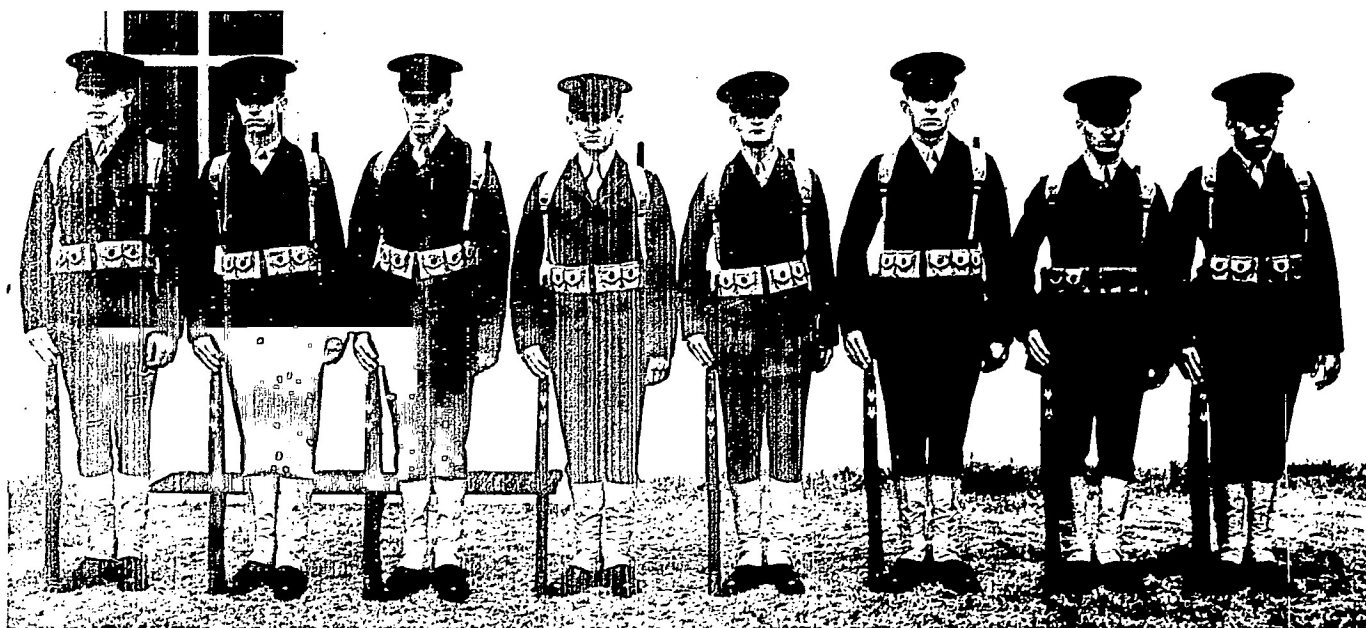
In the first place, an abundance of instructor material should be made available to the recruit depot. If the best non-commissioned officers in the Marine Corps could be made constantly available to the training depot we could turn out better recruits that we now do.

In addition, the non-commissioned officers who are made available at the present time often come to the recruit depot with little or no previous experience in handling recruits or at least sadly in need of brushing up on previous experience.

This necessitates the formation of a training school to be conducted by the officer in charge of recruit instruction or one of his assistants,—a school in which subject material, schedule and methods of instruction and handling could be carefully studied and made uniform. It is here in this training school for instructors that many of the non-commissioned officers selected for instructors could be judged as to their abilities and dropped, if unfitted, before they ever even reach the drill field. This training school would also serve as a means of constantly refreshing and introducing improvement in recruit instruction to instructors who would reënter the school for a short period following the transfer of the platoon to which they had been attached. It is here in this proposed school that the progress of each platoon, the suitability and application of the training schedule, and individual faults of instructors could be studied and corrected.

After leaving this training school the new instructor should be attached to a platoon starting through training under an old and experienced instructor. After a reasonable time on the drill field an accurate opinion can be formed of the ability of the new man as an instructor. If he fails to deliver the goods he should be immediately transferred from the depot.

The hardest job in the Marine Corps today is that of successfully training our recruits. It demands knowl-



—AFTER—

This is the same group of eight recruits as they appeared at the end of their basic training period of three weeks

edge and experience and especially character and loyalty. Time and again have I seen a non-commissioned officer with an excellent record arrive at the depot from regular line duty and fail miserably as a recruit instructor. Either he could not apply himself to study; he could not handle recruits because of his personality; he could not learn to teach successfully what he himself knew; or he was unwilling to work hard. Nowhere else in our service does so much responsibility rest upon a non-commissioned officer as here at the recruit depot. Every platoon which passes through training under his guidance will mirror his ability and efforts for the remainder of its time in the Marine Corps. That is why hard, conscientious, and unremitting work is necessary on his part. That is why I say that this job is the hardest in the Marine Corps today. That is why I likewise believe that not only must our instructors be carefully selected and trained but the job should be made attractive to them by stabilization and increased pay and rank.

If a non-commissioned officer proves his worth as a recruit instructor he should know that his job is good for at least two years. It is self evident that such stabilization is necessary for a man to do his best and to accomplish the most. Reliefs for instructors should be made in an orderly way. A certain percentage should be relieved throughout the year leaving enough experienced men at all times in the depot to carry on the schedule efficiently and at the same time to indoctrinate and assimilate the newcomers. This likewise applies to recruit depot officers.

Another point that I feel strongly about is the constant interference of outside activities and units with recruit depot training and personnel. Numerous parades, tours of guard duty, boards, post exchange councils and similar extraneous activities totally foreign to the recruit depot area and program seem to be continually demanding time and attention of recruit depot instructors from their training schedule. This certainly is not efficient as anyone realizes who has seen its general effect on morale. A definite goal—excellently trained Marines—should be set for the personnel of the recruit depot. They should be given every opportunity to attain this goal and the recruits leaving their hands should be carefully gauged and reported upon. In this manner a strict responsibility may be demanded and secured of those appointed to train the incoming recruits.

In the outside world of business an outstanding man is rewarded with a better salary and position. A good recruit instructor is an outstanding man and he is outstanding not only for his work at the recruit depot but for his ability anywhere in the line. Gun captains and pointers are rewarded with extra pay for excellence in shooting, expert rifleman qualification brings five dollars additional to a man's pay, carpenters, painters and other specialists draw additional for their services, even messmen can earn their five dollars more each month. But to those men upon whom rests the far greater responsibility of making good marines of green recruits, of training and instilling Marine Corps spirit and tradition into men who are to make up our Corps, to make it good or bad, there is given no extra pay. No one of us can deny that they are highly deserving of such additional compensation.

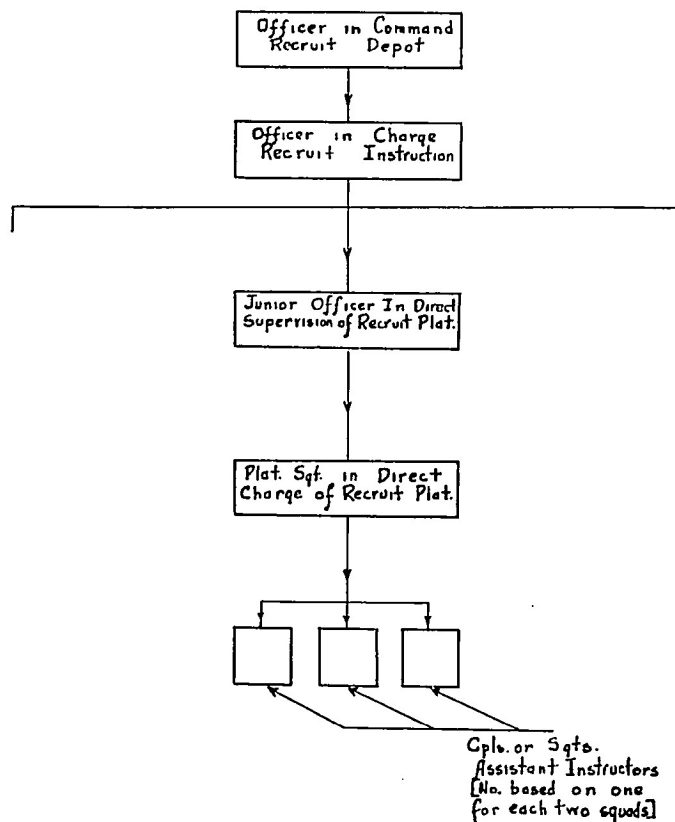
I consider that men selected as recruit instructors should likewise be ensured of promotion. This is an incentive to work hard and a reward for doing so. At

least a certain number of temporary warrants should be made available for recruit depots. An instructor making good would be advanced one grade and in addition would draw specialist pay during his stay in the depot.

Increased money and rank is not only an incentive and reward but what is more important a recognition of work well done.

To my mind the ideal personnel set-up for recruit instruction is as shown in the accompanying diagram. A trained junior officer should be in direct supervision of each recruit platoon. Under him there should be one platoon sergeant in charge of the platoons and one sergeant or corporal instructor for every two squads of recruits. The progress of the platoon would be carefully directed by the supervising officer. He could also take part in the instruction and be strictly accountable for its appearance, condition and progress. The officer in charge of recruit instruction could coordinate the movements of the platoons on schedule, the training school for instructors, keep an eye on schedule outline and exert a continuous inspection check on all platoons.

Instructors assigned to a platoon should take their platoon through their entire basic training period and rifle range schedule. Back from the rifle range the platoon should be turned over to an entirely new set of instructors for the last two weeks for a final polishing and different approach. Piecemeal instruction in the various training subjects by different instructors may appear conducive to teaching efficiency but it is not. Instructors must continuously remain with a platoon in order to know by constant contact and study the pecu-



ORGANIZATION OF INSTRUCTION
FOR RECRUIT PLATOON

liarities of the individual recruit and by so doing to govern their instruction so as to bring out the best in each man.

There are numerous officers in the Marine Corps who have no adequate conception of the mission of problems of the recruit depot and recruit training. It would seem a sensible and practical idea therefore to send all junior officers from the Basic School to a recruit depot for a short tour of duty and training in the recruit instructors' school and on the field prior to their transfer to active duty elsewhere. Their value as junior officers would be correspondingly enhanced and instruction throughout the service would be standardized to correspond with basic training. Preliminary recruit depot duty should be an essential requirement for every officer and man prior to his assignment to recruiting duty.

Now as to our equipment for recruit training. In general it is good but we are neglecting many possibilities for improvement. I have discussed the need for a training manual and I now want to mention the moving picture.

During the basic training period recruits are in quarantine and during that time and much of the remainder of their training schedule their evenings are used for various sorts of instruction. During this period moving pictures offer an excellent and rapid means of teaching and at the same time a method of entertainment and relaxation.

By presenting in an interesting film each evening various phases of the work to be taken up on the following day the recruit is given a vivid picture of what he is to do and how to do it. He learns basic essentials through pictures which are the simplest and most efficient way of teaching groups of individuals. The movie, like the half hour changing instruction schedule, furnishes punch to a training program. The use of such movies in large scale wartime training operations would be of particular value. We have experimented with instruction of this type but we lack suitable up to date films of Marine Corps operations. Let the recruit depot make its own movies. We realize the enormous possibilities; let us do something with them.

Athletics, and by that, I mean boxing, wrestling, rough and tumble, hard rough games, bayonet and dagger, all of which bring out confidence and courage in a man, have not yet found their proper place in our training schedule. The wails from the dispensary and the letters from mothers worried over Joe Recruit's black

eye or sprained ankle outweigh the value, as obvious as the blackened eye or sprained ankle, that Joe is learning to take care of himself and the Marine Corps and developing within himself and his comrades the most vital gift that the recruit depot can give him—Marine Corps spirit. Watch a platoon come out from a period of rough and tumble and strike into another period of close order drill and then listen to them later while they are washing clothes or talking in the squad room and you will have a measure of the value of such things in the schedule.

In the range training of recruits combat firing should find its place. The elements of musketry and fire control and operations of the various infantry weapons in the field should be actually learned on the ground. I feel that there is time in three weeks at the range in which to teach these things.

One of a Marine's prime duties is service at sea and it is my thought, founded on observation ashore and afloat, that every recruit whether he is to be transferred immediately to sea or not should have the last period of his training in sea school. In my discussion I have allowed a period of two weeks for this training and this is sufficient time in which to indoctrinate a man with his sea-going duties as well as to brush up on close order drill and other parts of his basic training. This additional period of sea school training whether it is to be used immediately or not in sea service gives a new Marine a better conception of his duties and life in the Corps and makes him of more value to the service anywhere he may be. His training has been well rounded.

I am in no sense an iconoclast but from close personal experience it does seem as if we make so many useless feints and lost motions in our handling of recruits. Recruit training can be organized as accurately as an efficient factory system. Instead of the placing of bolts and the fastening of gadgets on machines as they pass by trained mechanics on moving assembly belts the appurtenances which make recruits into good Marines can be just as surely instilled into a man's heart and mind and body by trained and intelligent instructors acting along a well constructed training program and system.

This problem of recruit selection and training is the most vital in the Marine Corps in peace time or war because it is the most basic and essential. It is deserving of far more attention and study, intelligent organization and handling than we are now giving it. What are we going to do about it? I ask YOU.

U. S. S. RALPH TALBOT

■ Destroyer No. 390 was christened "USS *Ralph Talbot*" by Mrs. Richard Talbot, mother of the late Lieutenant Ralph Talbot, U. S. Marine Corps, at 11:30 a. m., Saturday, October 31, 1936, as the vessel was launched at the Navy Yard, Boston, Mass.

Ralph Talbot was born January 6, 1897, in South Weymouth, Mass., and enlisted as a seaman, second class, U. S. Navy, on October 26, 1917. He was honorably discharged on April 7, 1918, to enroll as an Ensign, U. S. Naval Reserve. Enrolling in the Naval Reserve on April 8, 1918, he was assigned duty at the Naval Air Station, Miami, Florida.

Ensign Talbot was disenrolled from the Naval Reserve on May 25, 1918, to enroll as a second lieutenant in the Marine Corps Reserve Flying Corps. Enrolling on May 26, 1918, he was continued on active duty at Miami, Florida, and assigned to the First Marine Aviation Force.

On July 12, 1918, he was detached to Foreign Shore Expeditionary Service in France, embarking on the USS *DeKalb*; he sailed from Hoboken, N. J., with the First Marine Aviation Force on July 18, 1918.

Disembarking at Brest, France, on August 1, 1918, Lieutenant Talbot was assigned duty with the Northern Bombing Group.