CAREFULLY AND DILIGENTLY

SUGGESTIONS FOR THE NEWLY COMMISSIONED
OFFICER OF THE ARMY AIR FORCES

474190 O U. S. GOVERNMENT PRINTING OFFICE: 1942

"He is, therefore, *carefully and diligently* to discharge the duty of the Office to which he is appointed by doing and performing all manner of things thereunto belonging."

—*Language of the Commission, WD AGO Form No. 0662,*
October 1, 1940.

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Introductory Notes

THIS BOOKLET has been prepared at the direction of Lt. Gen. Henry H. Arnold, Commanding General; Army Air Forces. It is intended to serve as a collection of suggestions and hints to new officers in the Army Air Forces. It is hoped that it will assist the newcomer in adjusting himself to his new environment and his new responsibilities. The thought which prompted its preparation was not altogether altruistic. The easy adjustment of new officers, the readiness of their indoctrination and the rapidity with which they learn, accept, and discharge their duties all assist in the efficient accomplishment of the mission of The Army Air Forces as a whole.

We are all members of a great team. This booklet suggests the manner of your play as a member of that team. It does not tell the whole story. You must be familiar with *Army Regulations,* the *Articles of War,* and many other "rules of the game." Many suggestions contained herein were taken or adapted from official documents or unofficial publications. Grateful acknowledgment is made to Col. James A. Moss, U. S. A. (Retired) for suggestions taken or adapted from his *Officers' Manual,* 8th Edition (Revised 1941), George Banta Publishing Co., Menasha, Wis., and to A. H. S. for ideas taken or adapted from two booklets prepared by him for the guidance of Royal Air Force officers. The booklets are *Customs of the Service* (Advice to those newly commissioned), 6th and War Edition, Aldershot, Gale & Polden Ltd., 1942, and *Thou Shalt Not*—Hundred Hints to Newly Commissioned Officers, Gale & Polden Ltd., Aldershot, 1941. Acknowledgment is also made to the authors of *The Officer's Guide*, 5th Edition, May 1941; The Military Service Publishing Co., Harrisburg, Pa., for suggestions taken from their book. The glossary of Army Air Forces slang is adapted from one prepared by The Public Relations Officer, Headquarters Army Air Forces.

CHAPTER ONE

The Officer Himself

"Know Ye, that reposing special trust and confidence in the patriotism, valor, fidelity and abilities of (name of officer) I do appoint him (rank of officer) in the Army of the United States."

Language of the Commission.

The knowledge and practice of the amenities of life are not suspended for the duration. Bravery, efficiency, courtesy and gentility are not incompatible one with another.

Make it a point to familiarize yourself with the "ground rules" of your station, its surroundings, your associates and your job. Do not hesitate to seek advice. Choose your advisers with care.

Napoleon said, "He who would command must first obey."

Colonel Moss, quoting from The Crimes of the Tongue, by William George Jordan, notes; "The

crimes of the tongue are words of unkindness, of anger, of malice, of envy, bitterness, of harsh criticism, gossip, lying and scandal." A true gentleman and a good officer is guilty of none of these.

The energy of a leader is sapped by worry. Debt is a frequent cause of worry. Do not exceed the limitations of your purse.

Keep your personal and financial affairs in such state that they can be rearranged readily if, when and as you are ordered to change station on short notice.

You will find it desirable to keep a "Personal 201 file"; a permanent collection of all papers and records which pertain to your service as an officer.

Join and share in the activities of the Officers' Club. You will enjoy the good fellowship, develop friendships, and learn much from your associates.

You don't have to drink if you don't want to, nor do you have to drink to excess. A strong character

can control his appetites. Good leaders are strong characters.

Be interested in the other fellow's achievements. He, too, has "lived." Be a good listener. Don't be a bore, no matter how much of a "big shot" you are.

Arguments over who will pay for meals and drinks are not proper. Accept or courteously refuse proffered hospitality. Offer hospitality on your own part. Don't be a "moocher."

Accept cheerfully your share of "playing host" to visiting officers. Lend a helping hand and a warm welcome to officers newly joined. You would be grateful for such kind and thoughtful treatment. Reciprocate in kind. The Army Air Forces have a high tradition of thoughtfulness and courtesy as hosts.

It is unfair to take advantage for yourself of a relative or intimate personal friend who is in a position of authority. It will not help your standing with brother officers if you remind them constantly of your well-placed or affluent relatives or friends.

Your word as an officer in the Army Air Forces can never be subject to question, nor your signature, nor your promise. It is your personal and direct responsibility to yourself and your brother officers to maintain the highest possible standards of conduct. Each officer throughout the chain of command will assist you in the maintenance of those high ideals.

Whiners, naggers and growlers have no place in a military organization.

There is no man with whom you cannot "get along." Quarrels and rows with brother officers are positive detriments to military efficiency.

Political and religious discussions are frequent sources of quarrels and rows. Avoid them.

"Passing the buck" is weak. Accept and discharge your responsibilities.

Official business is not be to discussed except in line of duty. Resist the impulse to appear to be "in the know." This rule applies also to your correspondence.

Be exact in accomplishing introductions and addressing letters. Use proper titles. Aren't you sensitive to slovenliness in such matters when your name and rank are involved?

All general officers are addressed as "General," lieutenant colonels as "Colonel" and both first and second lieutenants as "Lieutenant."

All chaplains, regardless of rank, are addressed as "Chaplain."

Warrant officers are addressed as "Mister."

A Flight officer is addressed as "Flight Officer."

Members of the Army Nurse Corps are addressed as "Nurse."

A junior walks (or rides horseback or rides in a vehicle) on the left of his senior, and keeps step with the senior.

Unless directed otherwise by the senior, a junior enters an automobile, boat, or other vehicle ahead of his senior, and leaves the vehicle after his senior.

An enlisted man usually occupies the front seat of an automobile. An officer occupies the rear seat.

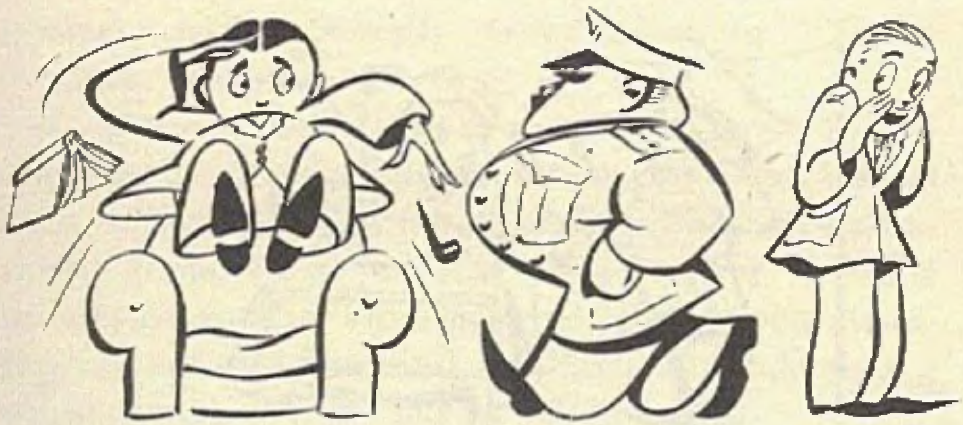
An enlisted man walks on an officer's left and a couple of paces to the rear.

An officer does not walk hand in hand with a lady in public. He walks on the side nearer the curb when accompanying a lady, proffering his arm as may be necessary.

A soldier is not expected to perform personal services for you, nor is a Government vehicle available to assist you in the transaction of your personal business.

The salute is an act of recognition, an element of military courtesy. It is not an act of servility. It is not a method of marking inferiors.

Colonel Moss adjures us to remember always "that



the military salute is a form of greeting that belongs exclusively to the armed forces—to the soldier, the sailor, the marine—it is the mark and prerogative of the military man and he should be proud of having the privilege of using that form of salutation—a form of salutation that marks him as a member of the profession of arms—the profession of Napoleon, Wellington, Grant, Lee, Sherman, Jackson, Foch, Pershing, and scores of others of the greatest and most famous men the world has ever known."

The salute identifies us, also, with those officers and men of the Army Air Forces who in this struggle for survival have made the supreme sacrifice. We are proud of them and their heroic exploits. The snap and precision of our salutes, the crisp kindliness of the greetings which accompany them, the bearing of our heads, and the forthrightness of our glances should always reveal the fierce pride of our kinship with them.

Army Regulations prescribe the occasions on which the salute is rendered; when indoors, out-doors, uncovered, during recreation, in uniform, out of uniform, armed and unarmed, and when honors are rendered to the Colors and to the National Anthem. Each officer and enlisted man of the Army Air Forces is expected to know and to comply with the provisions of those Army Regulations.

There are, however, a few simple reminders regarding the salute which it might be helpful to set down here.

1. When out-of-doors, officers are required to salute when meeting. The junior will initiate the salute. If several officers together are saluted, they all return it. An officer will not salute when he is driving a vehicle of any description.

2. Salutes are not ordinarily exchanged by officers when indoors.

3. Except when salutes are rendered while in formation an officer saluting accompanies his courtesy with a friendly "Good morning," "Good evening," or other greeting.

4. When meeting out-of-doors, officers and enlisted men exchange salutes. The enlisted man salutes first. Enlisted men at mess, playing baseball or another game, in a public conveyance, at outdoor movies or another amusement or social event, leading an animal, standing "to horse," or driving a vehicle are not expected to salute.

5. An enlisted man in ranks does not salute unless he is in command of a formation.

6. An officer is not saluted if he is in a formation unless he commands the formation.

7. An enlisted man, if seated, rises when an officer approaches, faces him and salutes. A soldier at work does not salute an officer unless addressed by him.

8. Indoors, salutes are not exchanged between officers and enlisted men or officers and officers except when formal reports are being rendered.

9. Enlisted men in a group out-of-doors when an officer approaches will be called to attention by the first soldier to observe the officer. All will salute. Indoors, a group will be similarly called to attention and will remain thus until the officer directs otherwise or leaves the room.

10. Prisoners are denied the privilege of saluting.

11. An officer passing a senior or an enlisted man passing an officer from the rear will salute when the senior is reached.

12. Officers and enlisted men salute the casket when it passes in a military funeral by standing at attention facing the casket, and placing the hat or cap over the left breast.

13. Outdoors all officers and enlisted men will salute on the first note of the National Anthem or "To the Colors" and will face the music while saluting. The salute is held until the last note is sounded. Indoors, when uncovered, officers and enlisted men

salute the National Anthem or "To the Colors" by standing at attention. Similarly, all salute when the national anthems of the United Nations are played.

14. All salute the uncased national colors.

15. Officers and enlisted men of the Army render courtesies to officers of the Navy, Marine Corps, and Coast Guard, and to officers of the armed forces of the United Nations.

16. Since the salute is a mark of courtesy and a form of greeting it is well to follow this rule—*If in doubt, salute.*

Officers of the Army boarding and leaving vessels of war are required to conform with United States Navy regulations as follows:

All officers and men, whenever reaching the quarter-deck either from a boat, from a gangway, from the shore, or from another part of the ship, shall salute the national ensign. In making this salute, which shall be entirely distinct from the salute to the officer of the deck, the person making it shall stop at the top of the gangway or upon arriving upon the quarterdeck, face the colors, and render the salute, after which the officer of the deck shall be saluted. In leaving the quarter-deck the same salutes shall be rendered in inverse order. The officer of the deck shall return both salutes in each case, and shall require that they be carefully made.

Equip yourself with a bare minimum of uniform clothing before reporting at your first station. Be

sure it is "regulation" in style and material and that it fits. After reporting for duty, you should endeavor to learn what articles of uniform are required. Then stock yourself with everything you need. Consult AR 600–35, 600–38, and 600–40 and the changes thereto for information on the uniform and adhere strictly to those regulations.

Be correct in the wearing of the uniform. Your appearance reflects your character. Be sure that your uniform is complete and that it conforms to the instructions of your post, camp or station. Flying clothing is intended for wear solely for flying. Keep your shirt, coat and overcoat buttoned throughout. Keep your uniforms clean and neatly pressed at all times. Your example will be emulated by your men.

A slouchy carriage is unmilitary. Stand erect. move briskly. Be smart.

Unless your orders direct performance of travel on a specific date, when you are ordered without

troops from one post of duty to another, you are expected to proceed without unnecessary delay. Any unnecessary delay will have to be explained to your new commanding officer.

Arrive before noon, preferably as early as 8:30 or 9:00 a. m. when you report for duty at a new station.

Upon arrival at a new station, report to the adjutant. You will find him in post headquarters. Uncover, knock on his door or door frame smartly, stand at attention, salute and report: "Sir, Lieutenant Blank reports for duty." Have copies of your orders in your hand, ready for the adjutant's inspection of them.

An officer newly arrived at a post, camp or station who is to remain there for more than a day will pay a courtesy visit to the Commanding Officer. After he has made this visit he will in turn visit his immediate commanding officer, and the commanding officer of the regiment, group, or similar organization to which he is assigned or attached. An officer about to depart permanently from a station will make similar visits of courtesy.

Although other visits of courtesy are not required for the duration an officer after arriving at a new station will do well to consult the adjutant as to local "ground rules" covering visits and calls.

You are required to "sign in" and "sign out" of Army posts, camps and stations and Washington, D. C., when making a visit of more than 12 hours or

when you report for duty or go on leave. In Washington, all officers register at the office of The Air Adjutant General, at a post, camp or station at the headquarters thereof, and, if a service command headquarters is located at the same post, in that headquarters. In a place where United States troops are on foreign service, all officers register in the local headquarters of such troops. You will be expected to register your name, grade, arm of service, date of arrival (or departure) authority for presence (or departure), probable date of departure, if known, address and telephone number.

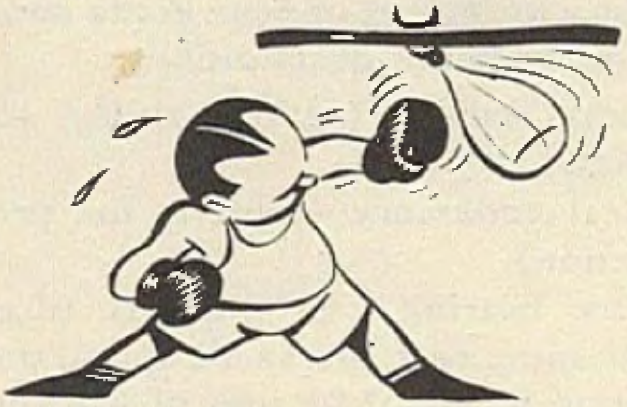
Avoid making yourself conspicuous in public places whether your desire to do so is naturally or artificially stimulated. Your behavior will influence the attitude of civilians toward other officers. You represent the Army Air Forces.

Officers of the Army Air Forces in the perform-

ance of their duties visit many foreign countries in addition to those included in the United Nations. They are expected to conduct themselves in such manner as to elicit nothing but high praise and favor for the United States of America, the Army, the Army Air Forces, and themselves.

When you travel as a passenger in a military airplane, remember that the pilot is your "boss." Obey his instructions to the letter. You're not on a skylarking junket. Don't be a "wise guy."

Keep fit. Army regulations define "physical fitness" as freedom from any physical or mental



abnormality which disqualifies, or which may ultimately incapacitate the individual for full military duty. Exercise regularly in the open air.

The Chief of Staff has directed that:

> You must be well conditioned and tough physically and mentally;

You must be prepared to withstand the most trying rigors of campaign;

You must be resourceful and determined in your attitude;

You must take nothing for granted;

You must not complacently accept routine procedures;

You must not be merely casual in handling men in ranks, at drill, and at exercise;

You must not be slack in cantonment, camp, or in training, for slackness in these places inevitably means fatal weakness in battle discipline.

You will be rated on your efficiency report in comparison with others of your grade and experience on the following qualifications:

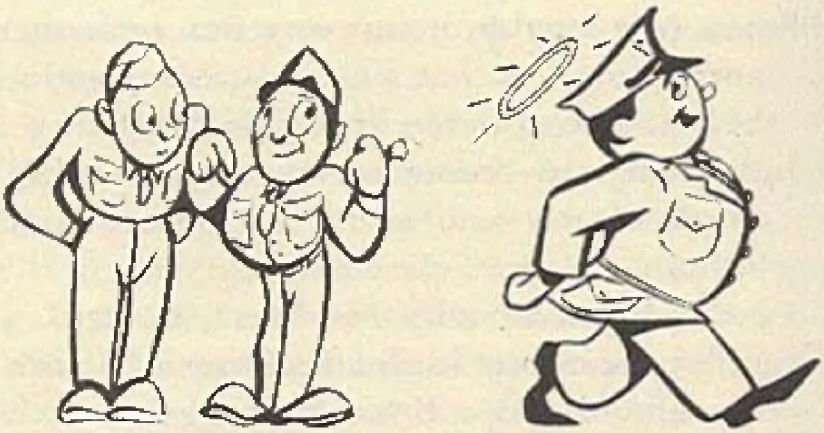
1. Physical activity (agility; ability to work rapidly).
2. Physical endurance (capacity for prolonged exertion).
3. Military bearing and neatness (dignity of demeanor; neat and smart appearance).
4. Attention to duty (the trait of working thoroughly and conscientiously).
5. Cooperation (acting jointly and effectively with another or others, military or civilian, to attain a designated objective).
6. Initiative (the trait of beginning needed work or taking appropriate action on your own responsibility in absence of orders).

7. Intelligence (the ability to understand readily new ideas or instructions).
8. Force (the faculty of carrying out with energy and resolution that which on examination is believed reasonable, right, or duty).
9. Judgment and common sense (the ability to think clearly and arrive at logical conclusions).
10. Leadership (capacity to direct, control, and influence others in definite lines of action or movement and still maintain high morale).

How will you measure up?

Remember Stonewall Jackson's motto, "Any man can do anything that he really wants to do."

CHAPTER TWO



The Officer and His Subordinates

"And I do strictly charge and require all officers and soldiers under his command to be obedient to his orders as an officer of his grade and position."

Language of the Commission.

The comfort and welfare of those responsible to you is your first responsibility.

Until you are satisfied that those for whom you are responsible are being properly fed, you should not eat. Be sure that the enlisted crew of your plane is properly fed and otherwise provided for.

A man's name is important to him and, therefore, to you. Learn and remember the names of those with whom you are associated, particularly the names of your subordinates. "What-you-may-call-'em" or "Hey, you" will not do.

Call for or refer to *Corporal* Jones, *Sergeant* Smith, and *Lieutenant* Brown; not "Jones" "Smith" or "Brown"; grades and rank are given to be used; use them.

There is no call for frigid formality in dealing with enlisted men. Be comfortable and at ease with them and encourage a similar attitude on their part.

Familiarity with enlisted men is prejudicial to respect and morale. They like you to keep your place.

Officers who have served as enlisted men will appreciate the necessity of exercising common sense in dealings with enlisted men and can be helpful in advising younger officers accordingly.

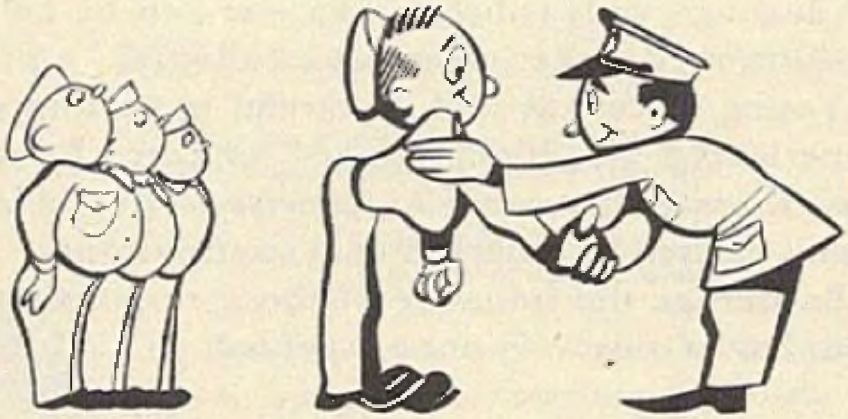
Young officers should be careful in dealing with experienced noncommissioned officers. Preserve your dignity. Use common sense yourself and insist that it be used by others in such relationships.

Encourage the initiative of those responsible to you, but be sure it is not misguided.

Check occasionally on the performance of the duties you have assigned to your subordinates. They expect it.

Your subordinates may be unduly severe with those placed in your charge. Demand that they reflect your attitude in their dealings with your men.

Uphold the hands of your subordinate officers and noncommissioned officers when they are right. Commend them in public. Reprove or correct them in private, not within the hearing of juniors.



Study your subordinates; their weaknesses, their strong points, their origins and their interests. A good commander knows his men.

There is a limit to the productive efficiency of any staff, no matter how capable its members. A good commander will be sensitive to this limitation.

You should help in the organization of the off-duty entertainment of your men. It is part of your

responsibility, but not yours alone. Amusement by order is not amusement.

Share in the recreational activities arranged for your men. What better opportunity to study them and their personal characteristics? Furthermore, your display of interest will be repaid in cooperation and support.

Keep out of the Day Room and squad rooms except as duty demands. Let the men relax.

Attendance on social events at the invitation of enlisted men should be limited by the dictates of courtesy. Don't cramp their style.

Enlisted men are not entertained by officers in an Officers' Club or mess.

Officers do not visit in the quarters of noncommissioned officers. Time is not available for visits to all such quarters. A visit to one or two invites charges of favoritism and unfairness.

An officer sacrifices the respect of his subordinates when he joins them in heavy drinking. If you wish to join in drinking with an enlisted man who is your brother, father, or an intimate friend, find a private place. Avoid embarrassment to him and to yourself.

If a married enlisted man or subordinate officer wants your advice in the solution of his domestic problems he will request it. Don't be a Paul Pry.

Complaints should be investigated. Where there is smoke there may be flames. Be careful, however, that your leg is not being pulled.

Favoritism cannot be tolerated. Injustice and partiality will ruin the best outfit.

Be correct in all dealings with offenders. Be just. The careers of your subordinates are in your hands while they are under your charge.

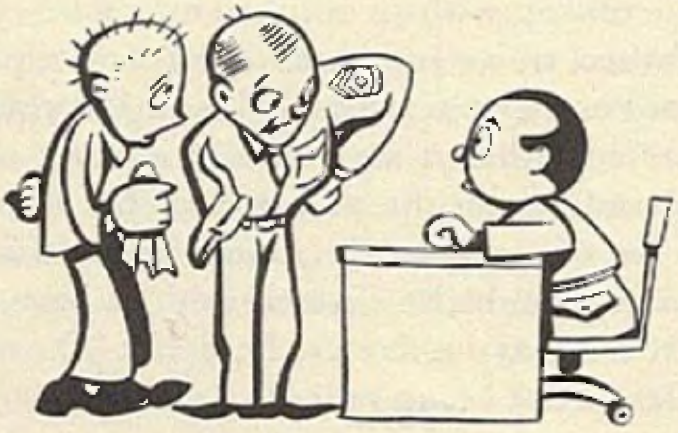
The existence of reasonable doubt of guilt is cause for deferment of judgment of an alleged offender.

Investigate a charge against an alleged offender without prejudice. Don't look up his "record" in advance of your investigation.

Explain to an offender why you are punishing him. Your reasons will include the following: Because he deserves it; to prevent him from repeating the offense; to prevent others from offending similarly.

Caprice and malice are insufferable as reasons for preferring charges, rendering judgment, or meting out punishment.

The commission of a minor offense by a man



with a good record does not warrant punishment. A word to the wise is usually sufficient.

A sick man must not be allowed to remain on duty. When he is below par in health, he is below par in efficiency.

A bully has no place in a military organization, nor is it at all necessary to issue orders with the demeanor of a bully. The manner in which an order is issued begets the response to that order. Sarcasm breeds contempt. Swearing at a soldier can never be condoned. He can't swear at you.

Courtesy is not a sign of weakness. Pomposity and bluster are not signs of strength.

No man should be carelessly recommended for promotion to greater rank and responsibility. The safety of the unit, the Service and the Nation may be at stake.

An expression or even an attitude of contempt for the decisions or action of higher authority is bootless. When revealed in the presence of subordinates it is destructive of respect and morale.

Give orders so they can be understood. Organize your thinking. Ambiguity of expression is symptomatic of ambiguity of thought.

In the minds of your subordinates you are set up on an eminence which increases in height as your rank and responsibilities increase. "The bigger they are, the harder they fall."

The respect of enlisted men so essential to success

as an officer, is not gained by an accident of birth, graduation from a particular institution of higher learning, manners, or success in civilian business or professional life. It is gained by knowledge of the job, self-discipline, devotion to duty, courtesy, justice, enthusiasm, intelligence, and tact in the handling of men.

CHAPTER THREE

The Officer and His Superiors

"And he is to observe and follow such orders and directives, from time to time, as he shall receive from me, or the future President of the United States of America, or the General or other Superior Officers set over him, according to the rules and discipline of War."

Language of the Commission.

Study your superiors; their weaknesses and strong points, their records and their interests, their hobbies and their tastes. Your success may depend on your appraisal of them and your tact in dealing with them.

Your commanding officer commands and deserves your complete loyalty. "A house divided against itself cannot stand." Criticism of superior officers, how-

ever well intentioned, is frequently misunderstood by your listeners, particularly if they are juniors.

Superaggressiveness, particularly at the expense of your superiors will yield no profits. Furthermore, it is in poor taste. Every junior officer should let senior officers open the conversation.

Be respectful of your superiors but do not fawn or cringe. Ceremonial manners are not called for, nor is it desirable to address a senior as "Pal."

Stand when a superior enters the room you are in and show your respect for his service and his responsibilities. It will not be arduous. Seniors will usually say "Don't get up, gentlemen," or something similar.

Be careful to address a superior with his proper title, as *Major* Smith, *Colonel* Jones; never as "Smith" or "Jones."

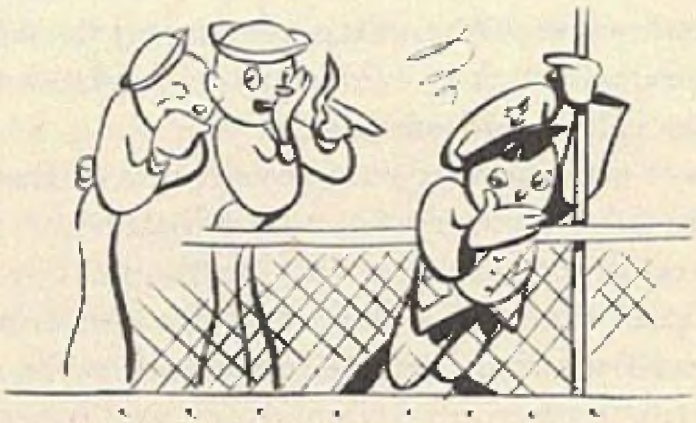
Never fail to address seniors as "Sir"; if necessary indicate to your subordinates that you expect to be similarly addressed.

Proper display of respect for superiors by an individual marks him as a courteous and well-disciplined officer. When displayed by all the officers of an organization, it is evidence of a high standard of unit discipline and efficiency.

Desks are not intended for use as chairs or leaning-posts, whether occupied by subordinates or superiors. Stand erect and state your business.

When you report for duty at a new station, the adjutant will see that you are presented to the commanding officer, assigned to quarters, and otherwise introduced to your new environment.

CHAPTER FOUR



Other Customs of the Service

In addition to "customs of the service" described as such or by inference in other sections of this booklet there are others which are worthy of the attention of officers of the Army Air Forces. No compilation of "customs of the service" has been made except that published in Chapter V, *Officers Manual,* by Col. James A. Moss, United States Army (Retired). Customs selected from Colonel Moss' complete and valuable volume are reproduced or briefed in the paragraphs which follow:

"Wish," "desire," and similar expressions when used by the commanding officer, his executive, or other staff officer are equivalent to orders.

One knock before entering a room is considered

the "official knock" and is the signal for everyone within to come to attention.

In the Navy, officers with the rank of commander and above in both line and staff are addressed socially by naval titles, whereas those with the rank of lieutenant commander and below are addressed as "Mister." Any officer in command of a ship whatever size or class is, while exercising such command, addressed as "Captain." A midshipman is addressed as "Mister." The chief boatswain, chief gunner, chief carpenter, chief machinist, chief pharmacist, chief pay clerk, chief electrician, and chief radio electrician are commissioned warrant officers, with the rank of ensign, signed by the President. They rank as ensigns directly after regular ensigns. Boatswains, gunners, carpenters, machinists, pharmacists, pay clerks, electricians, and radio electricians hold warrants or appointments signed by the Secretary of the Navy and are always addressed as "Mister." What has been said regarding the use of titles in the United States Navy applies in general to the navies of all other nations.

At stations where calls are made they are most frequently made in the evening. Under no circumstances should calls be made at meal hours.

Custom has caused it to be unmilitary for an officer or a soldier in uniform to use an umbrella. The raincoat is the normal protection of an officer against the rain. When walking with a woman who

is carrying an umbrella, an officer in uniform is expected to do the courteous thing of holding it over her. But for himself alone, the umbrella is considered bad form.

The term "soldier" in conversation and in writing is often used in contradistinction to the term "officer." Soldiers are properly spoken of as "enlisted men."

Relative Ranks of Army, Navy, Marine Corps, and Coast Guard Officers and Officers of the Armed Forces of Our Principal Allies

U. S. Army	U. S. Navy	U. S. Marine Corps	U. S. Coast Guard	Royal Air Force
General	Admiral			Air chief marshal.
Lieutenant general.	Vice admiral.	Lieutenant general.	Vice admiral.	Air marshal.
Major general	Rear admiral (senior).	Major general.	Rear admiral.	Air vice marshal.
Brigadier general.	Rear admiral (junior).	Brigadier general.		Air commodore.
Colonel	Captain	Colonel	Captain	Group captain.
Lieutenant colonel.	Commander.	Lieutenant colonel.	Commander.	Wing commander.
Major	Lieutenant commander.	Major	Lieutenant commander.	Squadron leader.
Captain	Lieutenant	Captain	Lieutenant	Flight lieutenant.
First lieutenant	Lieutenant (junior grade).	First lieutenant.	Lieutenant (junior grade).	Flying officer.
Second lieutenant.	Ensign	Second lieutenant.	Ensign	Pilot officer.

Ranks in the Royal Navy and Royal Army follow, generally, those in our Navy and Army. Ranks in the Soviet services and in other armies, navies, and air forces of the United Nations are usually indicated by the same titles and in the same relative positions as those shown in the table above.

CHAPTER FIVE

Glossary of Army Air Forces Slang

ACK-ACK—Antiaircraft fire.

A. F.—Audio frequencies.

Armored cow—Canned milk.

Army brat—Son or daughter of Army officer.

AT—Antitank.

AWOL—Absence without official leave.

Baby—Mustard.

B-Ache—Complaint, or to complain.

Bail out—Parachute jump from plane.

Bathtub—Motorcycle sidecar.

Battery acid—Coffee.

Beam, flying the iron—Pilot following railroad track.

Beam, flying the wet—Pilot following river.

Beam, riding the—To pretend innocence; to look at ceiling.

Beans—Commissary officer.

Belly robber—Mess sergeant.

Bend the throttle—To fly plane or drive vehicle above normal speed.

Bible—Army Regulations.

Big John—Recruit.

Biscuit gun—Imaginary appliance for shooting food up to pilots who are having difficulty in landing.

Black strap—Coffee.

Black Wednesday—Calisthenics with rifles.

Blind flying—A date with girl you have never seen.

Blitz it—Polish it.

Blitz wagon, or buggy—Staff car.

Blitzes—Air patrols.

Blood—Ketchup.

Blow your top, to—Vocal loss of temper.

Bobtail—Dishonorable discharge.

Bog pocket—Tightwad.

Bone—To study or strive for something.

Bootlick—To flatter.

Brace—Exaggerated position of attention.

Brass—Empty cartridge shells.

Brass hats—GHQ officer; staff officer.

Bruss—An exaggerated "brace."

Buck—To work against or oppose.

Buck private—Any private soldier.

Bucking—Extra attention to personal appearance when competing for higher rank or favors.

Buddy—Close friend.

Bug—Instrument recording performance in Link trainer.

Built-in head wind—Implication that plane designer has intentionally lowered its cruising speed.

Bunk fatigue—To sleep or rest.

Bunk flying—Talking aviation in barracks.

Bunkie—Close friend, or one who shares same shelter.

Busted—Reduced in rank.

Butt—Remainder; as "butt of the month."

Button chopper—Laundry.

Buttoned up—Orders carried out.

Buzzing a town—To do the town, in Air Forces, to fly over it.

Cadet widow—A young lady who has known Aviation Cadets for several years.

Canned cow—Canned milk.

Canned horse—Canned meat.

Canned Willie—Canned beef.

Canteen soldier—One who wears nonregulation clothing or insignia.

Carrying a heavy load—Fatigued or melancholy.

Chow—Food.

Chow hounds—Men always at head of mess line.

Class A pass—Reward for efficiency and good conduct; permits absence at all times when not on duty.

Class B pass—Permits absence between retreat and reveille.

Clutch, slipping the—Criticising.

CO (KO)—Commanding officer.

Cockpit fog—Mentally lost.

Coffee cooler—One who seeks easy jobs.

Company punishment—Punishment fixed by company commander.

Company stooge—Company clerk.

Cosmolines—Artillery.

Cousin—Close friend.

Cow juice—Fresh milk.

CP—Command post.

Crab—Chronic complainer.

Crawl—To admonish.

Cream on shingle—Creamed beef on toast.

Crow—Chicken.

Crumb hunt—Kitchen inspection.

Daily bulletin—Orders issued to regiment by regimental commander.

Daily details—Daily work schedule issued by first sergeant.

Dawn patrolling—To arise before reveille.

Day room—Recreation room.

Deadlined—Vehicle laid up for repairs.

Decode—To explain.

Ding how—Everything O. K.

Dit-da artist—Radio operator.

Dodo—Aviation Cadet who has not yet made a solo flight.

Dog robber—Orderly.

Dog tags—Identification tags.

Dog show—Foot inspection.

Doodle bug — Reconnaissance car, or tank.

Dopes off—Acts stupidly.

Doughboy—Infantryman.

Dough puncher — Army baker.

Doowhistle—See Ducrot.

Doowillie—See Ducrot.

Draped—Intoxicated.

Drive it in the hangar—Stop "bunk flying."

Drive up—Come here.

Dry run—To practice; a dress rehearsal.

DS—Detached service; away from organization.

D. T.—Double time.

Dual—A flight with instructor; a date with chaperon.

Ducrot—Anything the name of which is not known; applied to all plebes, as "Mr. Ducrot."

Dud—Unexploded shell.

Duff—Any sweet edible.

Duffle bag—Clothes bag.

Dumbflicket—See Ducrot.

Dumbguard—See Ducrot.

Dumbjohn—See Ducrot.

Egg in your beer—Too much of a good thing.

Embalmed meat — Canned meat.

Ether—Radiotelephone.

Fag—Cigarette.

Fat friends—Balloons.

Fatigue—Work detail.

Fatigues—Work clothes.

File—A column of men one behind the other.

File—Waste basket.

First grader—Master sergeant.

First man—First sergeant.

Flash gun—Machine gun used for training.

Flower pot—Plane power turret.

Flying boxcar—A bomber.

Foot slogger—An infantryman.

Foxhole—Pit dug by a soldier, a one-man trench.

Freeze—Hysterical muscular spasm.

French leave—Unauthorized absence.

Freshman—A recruit.

Frog sticker—A bayonet.

Funeral glide—Plane out of control.

G-2—Inquisitiveness.

Garrison shoes—Army dress shoes.

Gashouse Gang—Chemical warfare instructors.

Gear—Radio equipment.

Geese—Bombers in formation.

Get eager—To strive to the utmost.

G. I.—Government issue.

G. I. haircut—One-inch trim.

G. I. hop or G. I. struggle—Dance held on the post.

G. I. Sky Pilot—Chaplain.

G. I. War—Maneuver.

Gig—Unfavorable report.

Gig getter—A rifle which, in spite of all efforts at cleaning, fails to pass inspection.

Goat—Junior officer in post, regiment, etc.

Goaty—Awkward, ignorant.
Going up—To take off.
Gold brick—One who gets by without doing his share of work.
Gold-fish—Salmon.
Goofs off—Makes a mistake.
Grandma—Low gear.
Grass—Vegetable or salad.
Grease—Butter.
Grease monkey — Air mechanic's assistant.
Grinders—Teeth.
Gripe—To complain.
Grunt—Electrician's helper.
Guardhouse—Army jail.
Guardhouse lawyer—A person who knows little but talks much about regulations, military law, and "soldier's rights."
Gun—To gun anything is to have the waiter get it.
Halt and freeze—Assume position of attention.
Ham—Amateur radio operator.
Hard money—Silver coins.
Hard rolled—Packaged cigarettes.
Hardtack—Hardbread, biscuits.
Hashburner—Cook.
Hash mark—A service stripe.
Hay burner—A horse or mule.
Hedge hop—Flying below the level of obstacles and hopping over them.
Hen fruit—Eggs.
Herd—To drive or direct.
Herdbound—Soldier or animal unfit for further military duty.
High frequency or V. H. F.—Ultra high frequency bands above 30 mc.
Hit the silk—Use a parachute.
Hitch—An enlistment period.
Hive—To discover, to catch.
Hold it down—Suppress the noise, as in classroom, etc.
Homing device—A pass or furlough.
Hop—A dance.
Hoosegow—Guardhouse.
Hot—Description of airplanes which land and take off at high speeds and which require careful use of the controls.
Hot pilot—One who is exceptionally good.
Hot shot—Anybody who is good at his job.
How—Form of salutation.

Hypo happy—Interested in photography.

IC — Inspected and condemned.

Ink—Coffee.

In the field—Campaigning against an enemy under actual or assumed conditions.

Java—Coffee.

Jawbone—Credit. To buy without money. To shoot a weapon over a qualification course when it doesn't count for record.

Jeep—A term applied to bantam cars, and occasionally to motor vehicles; in the Army Air Forces, the Link trainer; in the Armored Force, the 1½-ton command car.

Jeeter—A lieutenant.

Joker—Wisecracker.

Juice jerker—Electrician.

Jump—To admonish.

Jumping jeep — Autogiro with jump take-off.

Kaydet—A cadet.

Kick—A dishonorable discharge.

Kid—Bomber co-pilot.

Kiwi—A non-flying commissioned officer of the Army Air Forces.

KO—Commanding officer.

Knuckle Buster — Crescent wrench.

Lance Jack—A temporary or acting corporal with the same duties and authority as a regularly appointed corporal, but without the pay of the grade.

Landing gear—Legs.

Latrine rumors—Unfounded reports.

Laundry—Faculty board which passes on aviation cadets; see Wash out.

Lead and zinc mines—Planes.

Leaden breeches—Inert, lazy.

Let her eat—Drive at full speed.

Lid—Apprentice operator. An incompetent operator.

Limp line—Men reporting at sick call.

Little poison—37-mm. gun.

Live ammunition—Ball ammunition—full charge of lead and powder.

Low on amps and voltage—Lacks ambition and ideas.

Make—To appoint a cadet officer; one recently appointed.

Makings—Cigarette tobacco and paper.

Mash in—To push in the clutch pedal.

Max—A complete success.

Mechanical rats—Two-way loudspeaker system connecting barrack sleeping quarters with noncoms' room.

Meat wagon—Ambulance.

Medics—The Medical Corps.

Mess gear—A soldier's individual mess kit, knife, fork, spoon and cup.

Mice—Small balls of lint on floor.

Mill—Guardhouse.

Mitt flopper—A soldier who does favors for his superiors, or salutes unnecessarily; a "yes man."

Mole—Garage.

Motorized freckles—Insects.

Monkey clothes—Full dress uniform.

MP—Military police.

Mule skinner—A teamster.

Mustard—A smart pilot.

NCO, Noncom.—A noncommissioned officer.

Netted—Radio sender and receiver properly tuned on same frequency.

Number 1 man—A machine gun operator.

O. C.—Officer in charge.

OD—Olive drab; officer of the day.

Off the beam—Incorrect.

Officer's line — A row of houses occupied by officers and their families.

Old file—An old soldier.

Old fogy pay—Extra pay for additional service after 4 years.

Old issue—An old soldier.

Old man — Squadron or group commander.

Old settler—An old soldier.

On the carpet—Called before the commanding officer for disciplinary action.

One striper — Private, first class.

Orderly room — Squadron headquarters.

Over the hill—To desert.

Over the hump—To retire after service of 30 years.

Padre—The chaplain.

Paring knife—Bayonet.

Parted his teeth—Scored a bull's-eye.

P. C. S.—Previous condition of servitude; occupation before entering the Army.

Pearl diver—Kitchen police.

Peashooter—A pursuit plane.

Peep sight—An expert gunner.

Pencil pusher—Clerk.

Persuader—Inertia starter switch.

PFC—Private, first class.

Pick up your brass—Get out of the way.

Piece—The Army rifle.

Pill roller—Medical department enlisted man, or hospital attendant.

Pineapple—Hand grenade.

Podunk—A cadet's home town or its newspaper.

Police—To throw away; to clean up; to be transferred to a lower academic section; to be thrown from a horse.

Polishing the apple—Flattering your superiors; handshaking.

Poop sheet—Drill schedule or any written announcement.

Pour on the coal—Give it the throttle.

Power birds of war—Aviation cadets.

Prop wash—An expression of disbelief.

Punk—Bread.

Pup tent—Shelter tent.

Push button pilots—Pilots using PT-13's or PT-11's for training; easier to operate.

PX—Post Exchange.

Radio shack—Radio operating room.

Rain room—Bathhouse.

Ranked out—To be compelled to defer to a senior as to be ranked out of quarters.

Raunchy—A name applied to anything that is in bad shape or dirty.

Reck Hall—A name given to the Aviation Cadet recreation hall, Randolph Field.

Red Leg—Artilleryman.

Refugees—Recruits or newly arrived selectees.

Regimental monkey — The drum major.

Regular—A Regular Army soldier.

Re-up or Take-on—To reenlist.

R. F.—Radio frequencies.

R. H. I. P.—Rank has its privileges.

Rise and shine—Call used to awaken soldiers.

Roger!—Expression used instead of "Okay" or "Right."

Roll up your flaps—Stop talking.
Rollings—Cigarette tobacco.
Rookie—A recruit.
Runner—A messenger.
Run the guard—Leave or enter camp furtively.
Salavate—To knock out.
Side meat—Well pleased.
Side swiper—Speed key on a transmitter.
Six and 20 tootsie—Any bit of young enticing femininity who is responsible for an aviation cadet returning late from a week-end leave; "6" and "20" meaning 6 demerits and 20 punishment tours.
Skipper—Company commander.
Skirt patrol—Search for feminine companionship.
Sky scout—The chaplain.
Sky winder—Air Forces man.
Sky wire—An antenna.
Slapjacks—Pan cakes.
Slapping it on—Fining a soldier for a petty offense.
Slipping the clutch—Talking, or criticising.
Slum—Food.
Slum burner—A cook.
Slum gullion—Hash.
Snap to—Come to attention.
Snore jack—Sleeping bag.
Snow them under—To exaggerate.
Soft money—Paper currency.
Soup—Dynamite.
Soup—Rain, fog.
Sowbelly—Bacon.
Special duty—Soldiers used for special jobs; clerks, typists.
Speed artist—An expert radiotelegraph operator who can send at high speeds on a hand key.
Spin in—Go to bed or take a nap.
Salve—Butter.
Sand and dirt—Salt and pepper.
Sand rat—A soldier on duty in target pit at rifle practice.
Sarge—Sergeant.
Saw bone—The doctor.
Scandal sheet—The monthly pay roll.
Scatter gun—Machine gun.
Script—Special orders.
Sea gull—Chicken.
Second grader—First or technical sergeant.
See the chaplain—Stop grousing.

Self commencer—Engine hand crank.

Serum—Intoxicating beverages.

Sewer trout—White fish.

Shack man—Married man.

Shack rat—Garrison soldier who has made a friend in the city and usually goes to town every night.

Shave tail—A second lieutenant.

Shoot—Go ahead and talk.

Short circuit between the ear phones—A mental lapse.

Shots—Inoculation.

Shutter bugs—Camera fans.

Shutters—Sleeping pills.

Sick call—Hospital call.

Side arms—Cream and sugar.

Spin, in a—Mentally unsettled.

Spin on—To fall down or to get excited.

Static agitators—Radio students.

Static bender—Radio operator.

Steam shovel—Potato peeler.

Step out—To hurry.

Storm — Name applied to condition one is in when he is excited and doesn't know what he is doing.

Street monkeys—Members of band.

Strictly cut plug — Well pleased.

Sugar report—A letter from girl.

Superman drawers—Woolen underwear.

Swacked—Intoxicated.

Swamped—Intoxicated.

Swanks—A soldier's best clothes.

Sweating—Anticipating.

Swill—Beer.

Tailor mades—Factory-made cigarettes.

Take off—To leave at a high rate of speed.

Taxi up—Come here.

T C—Training cadre.

Tear 'em out—Clash gears.

Third grader — Staff sergeant.

Three striper—Sergeant.

Throw the book—Give maximum punishment.

Tiger meat—Beef.

Tin hat—Steel helmet.

Tommy gun—A Thompson submachine gun.

Top cutter—First sergeant.

Top kick—First sergeant.

Tough row of buttons to shine—Hard job.

Tub, in the—About to be "washed out."

Turn 'em over—Start engines.

Turned in—Reported for misconduct.

Two striper—Corporal.

Typewriter—.30-caliber machine gun.

U. H. F.—Ultra high-frequency bands.

Up and down—To run.

Wagon soldiers—Field artillerymen.

Walkie-Talkie—Portable radio receiving and sending apparatus.

Wash out—To be eliminated from flight training.

Washing machine—The flight commander's airplane.

Weather krock—Meteorologist.

Weed—Cigarette.

Windjammer—Trumpeter.

Wing-heavy—Inebriated.

Wooden—Dense, dull, slow.

Woolies—Winter clothing.

Yard bird—A raw recruit.

Yellow legs—Cavalryman.

CHAPTER SIX

Bibliography

The Army Regulations and Field Manuals listed below contain information which should be possessed by all officers of the Army Air Forces. The list is not exhaustive. There are many other official publications which contain information of value to an officer. The following list includes the material which is of primary concern:

Field Manuals

FM	21–5	Basic Field Manual, Military Training.
	21–15	Basic Field Manual, Equipment, Clothing and Tent Pitching.
	21–50	Basic Field Manual, Military Courtesy and Discipline.
	21–100	Soldiers' Handbook.
	100–10	Field Service Regulations, Administration.

Army Regulations

AR 605–110	Commissioned Officers, Maintenance of, and Tests for, Physical Fitness.
605–115	Commissioned Officers, Leaves of Absence and Delays.
605–120	Commissioned Officers, Personal Reports; Registration.
605–125	Commissioned Officers, Visits of Courtesy.
605–145	Commissioned Officers, Transfers, Details and Assignments.
605–155	Commissioned Officers, Rating According to Efficiency.
605–180	Commissioned Officers, Traveling on Duty.
605–230	Commissioned Officers, Reclassification Board.
380–5	Safeguarding Military Information.
420–5	Boards of Officers for Conducting Investigations.
600–10	Personnel, Military Discipline.
600–15	Personnel, Rank and Precedence.
600–20	Personnel, Command.
600–25	Personnel, Salutes and Ceremonies.
600–30	Personnel, Honors to Persons.
600–35	Personnel, Prescribed Service Uniform.
600–40	Personnel, Wearing of the Service Uniform.
600–45	Personnel, Award and Supply of Decorations for Individuals.
600–185	Personnel, Efficiency Reports.

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