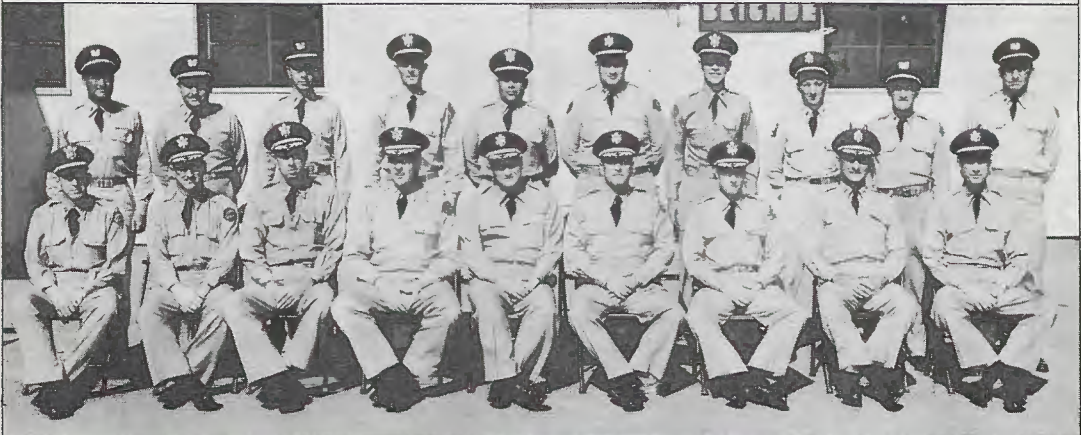


114TH AAA CALIFORNIA NATIONAL GUARD

Vol. 1 - No. 2

# ★ BRIGADE NEWS ★

TO INFORM ITS OFFICERS, WARRANT OFFICERS & NON-COMMISSIONED OFFICERS



Brig. Gen. BEYERS AND THE MEMBERS OF THE BRIGADE STAFF  
wish for all fellow Officers and their families a great big

# Merry Christmas

AND A HAPPY NEW YEAR

### LEADERSHIP PRINCIPLES

NOTE: The principles listed below are those presented in the instruction for LEADERSHIP GIVEN TO the Officer Candidates.

1. Be technically and tactically proficient.
2. Know yourself and seek self improvement.
3. Know your men and look out for their welfare.
4. Keep your men informed.
5. Set the example.
6. Ensure that the task is understood, supervised, and accomplished.
7. Train your men as a team.
8. Develop a sense of responsibility among subordinates.
9. Employ your command in accordance with its capabilities.
10. Seek responsibility and take responsibility for your actions.

### LEADERS WHO WILL LEAD

"The battle commander's principal primary task used to be the training of the UNIT as a whole. But new conditions now require that commanders concentrate on the development of subordinates." This is pointed out by Lieut. Gen. Reuben E. Jenkins in his article "Leaders Who Will Lead" in the November issue of "ARMY."

General Jenkins further points out that training for combat has been a principal responsibility of the Commander since armies began and it followed as a logical consequence that the training of his unit was the leader's personal primary task. That principle grew out of older and simpler means and methods of waging war and until Korea it was generally accepted as sound by almost all commanders. During the Korean conflict many commanders began questioning its correctness and today leaders who face problems of the future fully appreciate that,

(Continued on page 11)

**COMMAND RESPONSIBILITY** - From the Brig. CG's Policy Book

The commander at any level, whether corporal or five-star general, has sole responsibility for what his command does or fails to do. He cannot delegate this responsibility. It is discharged through the established chain of command - higher commander to lower commander.

The commander holds each subordinate commander responsible for all that the subordinate unit does or fails to do. All orders from a higher to a subordinate unit are issued by the commander of the higher unit to the commander of the next subordinate unit. Except in emergencies, commanders do not violate the chain of command since to do so is to jeopardize their subordinates' authority and destroy their initiative and sense of responsibility. In such emergencies, both the commander issuing and the commander receiving the order should notify intermediate commanders of the order as soon as possible.

Authority given to subordinates must be commensurate with their responsibility. Authority can be delegated, responsibility cannot.

Specific examples of a commander's responsibility include, but are not limited to, the following:

- (1) Execution of the Mission assigned to him.
- (2) Taking appropriate action in situations not covered by his orders. In such cases he deduces his mission from his knowledge of the general plan of operations and promptly reports the action taken.
- (3) Discipline (including supply economy), tactical training and efficiency, administration, and combat or operational readiness for war service of all organic, assigned, and attached units and personnel.
- (4) Command supervision of subordinate units.
- (5) Timely accomplishment and submission of reports.
- (6) Developing and maintaining appropriate lesson plan files.
- (7) Personally signing letters of command action.

**UNIMPORTANCE** is the sensation that comes when you make a mistake and nobody notices it.

GENERAL BEYERS IN VETERANS' DAY ACTIVITIES...

Long Beach 11 November 1957

The annual Veterans' Day parade was held at Long Beach, Calif., and as always was a very impressive affair. Its usual array of beautiful floats, marching bands, equestrian units, military equipment, and the colorful antics of the Long Beach Police Motorcycle Corps were received by a continuous round of applause from the visiting public.

Visiting dignitaries arrived in great number from all of the nearby military installations, and others representing all branches of the armed forces. Prominent among the guests was: Lt. General McKee from the Air Force Material Command, Dayton, Ohio, who served as Grand Marshal of the Parade. Others present were, Major General Frank W. Roberts, Commanding General of Fort MacArthur, Calif.; Brigadier General W. A. Perry of the 47th AAA Brigade, Fort MacArthur and Brigadier General Clifford F. Beyers, Commanding General of the 114th AAA Brigade, California National Guard. Col. Lyman of the 234th Group, Long Beach was one of the masters of ceremonies and narrated for the National Guard units participating in the parade.

The 720th Missile Battalion (SAM) of Long Beach had mock-ups of the Nike Ajax, mounted on trucks, which drew much applause from the public. Our 93rd Army Band, California National Guard, also participated in the activities.

In San Diego, General Beyers also took part in the annual Massing of the Colors ceremony at the organ pavillion in Balboa Park, on 4 November 1957. The 114th AAA Brigade was represented by color guards from the 730th and 746th AAA Battalions. A color guard from the 217th AAA Battalion (AW) also attended the ceremony.

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114th BRIGADE OFFICERS PISTOL TEAM CHALLENGES ALL COMERS

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Any five man pistol team desiring to compete with the Brigade Hqrs pistol team notify Major Brewer, Br 7-1607.

### WEDDING BELLS FOR LT. PILLSBURY

Announcement has been made that 1st Lieut. Warren D. Pillsbury, for the past several years Commanding Officer of the Brigade Headquarters Battery, will be married to Miss June Edwards on the 20th of December. The ceremony will be held at 8:00 that evening in the Kensington Community Church, San Diego.

The Officers of the Staff and the men of his battery join in wishing Lt. and Mrs. Pillsbury All Kinds of Luck and Happiness.

### NCO ACADEMY, FORT ORD

The NCO Academy at Fort Ord is again open to qualified N G E M. Attendance was curtailed when budgetary restrictions on the school's program were announced last August, but the Adjutant General protested to the N G Bureau and the Academy was placed back on the available list. Every EM who intends to apply for OCS should try to get this short course under his belt. See Schools Bulletin (Army) Nr. 3, 13 Mar. 57, for particulars. The course lasts 4 weeks. Starting dates: 3 Jan, 7 Feb, 14 Mar, 18 April, 23 May, 27 June, 1 Aug, 5 Sept, 10 Oct and 14 Nov.

### WHERE SOME OF OUR FORMER MEMBERS ARE NOW

Major Arthur F. Brindley, USA, is presently the Army advisor of the 746th AAA Gun Bn. located at the Linda Vista Armory, San Diego. He began his Army career by enlisting in Hq & Hqrs Det 1st Bn 251st CA (Commanded by Captain B. Kearney) 4 Jan. 1937. He went with the 251st to Hawaii in 1940, came back to the States in Nov '41, ETS. Re-entered the service 23 Dec. '41. He was commissioned a 2nd Lieut. 14 Aug. '42 and has been since.

Lieut. Col. Elmer W. Fox, Jr., USA, is presently the Army Advisor of the 251st AAA Group located at the Linda Vista Armory, San Diego. He began his army career when in June '31 he enlisted in the 116th Engrs. Idaho N. G. However, he enlisted on 15 Sept. '40 in Hqrs Det. 2nd Bn. 251st CA Long Beach (Commanded by Capt. Hugh Hixon). He went to Hawaii with the 251st. In June '41, he was returned to the States and entered in OCS at Ft. Monroe. He graduated in the same class with Lt. Col. C. D. Holliday, now S-3 of the 114th Brigade. He lives at 6467 Lanston, Linda Vista.

### TENTATIVE PLANS CALL FOR A BIG DANCE AND RECEPTION FOR

Tentative plans call for a visit by Maj. Gen. Earl M. Jones <sup>TAG</sup> on 22nd February, with the "Shindig" being held at Linda Vista Armory.

WHEN YOU GET THROUGH READING THIS BULLETIN,  
PASS IT ON TO AN NCO

Some people are starting a file of these Bulletins for reference on the instructional data being passed on by it.

GENERAL BEYERS OBSERVES NIKE FIRING AT RED CANYON

On November 13th General Beyers accompanied Brig. Gen. Willis A. Perry, USA Commanding General, 47th AAA Brigade and his party of VIPs, in a visit to Red Canyon in Texas, to observe the launching of several Nike Missiles.

THOSE INTERESTED IN OBSERVING A NIKE FIRING -  
CALL BRIG. HQRS.

OTAG has informally notified us that it might be possible to send to RED CANYON some persons interested in taking a couple days off and going over for the show. If you are ready, notify Maj. Brewer or Mr. Weber, giving the dates you would be able to go between 1 Jan. and camp time. It takes three days.

BATTALIONS WILL PROBABLY BE REQUIRED  
TO RECORD THEIR AAA FIRING

The word we get now is that, Army will not be in a position to provide personnel for the recording of the AAA firings of our battalions at field training. It will be up to Groups and their battalions to work out some plan to take care of this important function.

BRIGADE HQRS. BTRY. TO GET NEW COMMANDING OFFICER

Recently four officers, selected by the 251st AAA Group as most promising material among their Junior Officers, were interviewed by a Board with a view to nominating a successor to the present Battery Commander, 1st Lieut. Wallace E. Wolf, who is going inactive due to pressure of business.

The officer selected for this big job is 1st Lieut. Manuel A. Caudillo. He has much seniority and has had previous experience as a battery commander.

The members of the staff look forward to his joining in their project of making the 1958 field training the unit's most successful tour.

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Let's take the advice of our CALIFORNIA NATIONAL GUARD  
NEWSLETTER and "TALK GUARD... THE PUBLIC WILL LISTEN."

REMINDER FROM THE S-3 SECTION

The S-3 Section of the Brigade wished to remind all Officers and other personnel concerned, that the current applicable Training Memorandums of this Headquarters are as follows:

TM #6 - 1 Nov. 1956	TM #3 - 27 Mar. 1957
TM #1 - 18 Jan. 1957	Annex "A" TMB - 23 May 1957
TM #2 - 4 Mar. 1957	TM #10 - 22 May 1957
TM #11 - 15 Oct. 1957	

Lesson Plan files of most of the units are not being kept as required, according to many of the Annual Armory Training Reports arriving lately, covering current Armory Inspections.

Training Schedules are not coming in on time.

NEW IDEA FOR PLAN OF ORGANIZATION  
OF CALIFORNIA N G ASSOCIATION

A number of the Officers in the San Diego Area have for a long time been of the opinion that they are not associated closely enough with the functions of the California National Guard Association. Recently, when a number of the officers were discussing this subject, an idea was advanced by one.

His idea was that -- The various members of the California Association be distributed into Chapters, say, based upon geographical areas. He proposed that these Chapters conduct social functions and represent the cause of Guardsmen at major civic functions, rather than rely upon the various units which have too many responsibilities of a military nature. He proposed that there be a set of State Association Officers, with a Board of Executives, these Executive Committee members to be elected by the Area Chapters to assemble when necessary to conduct such business as, determine delegates for the National Conference, appropriate funds for necessary projects traditionally carried out by the State Association.

The BRIGADE NEWS would be happy to get a sensing of the feelings of its readers on this matter. If you are of the opinion that some action should be taken to bring such an important function closer to you - send your thoughts to The Editor, Lt. Busch.

P.I.O. . . . . A "Soft" Job?

To begin with, let me say NO!

Now that we have established that, let's get to the meat of the subject. . . . .

As P.I.O. for 114th AAA Brigade Hq., I am expected to, among other things, publish this paper, give news releases to the local and Long Beach area papers, and function as a recruiting officer. . . All of this could be easy. . . if I happened to be psychic. This small article has a dual purpose; (1) inform and amuse (2) enlist aid of all for good cause.

I would like to be given a lot of work to do editing news releases and articles for the Brigade News submitted by other officers of the Brigade. Also, I would like to have a "meeting of minds" with other recruiting officers to develop an over-all recruiting drive for from now to summer field training. If this interests you, contact me at this Headquarters.

Perhaps you have some news on a decoration or commendation to be given someone in your unit. IF so. . . Give it to your P.I.O. and Recruiting officer or submit it to the Brigade News, c/o 114th AAA Brigade Hq., Camp Elliot. . . . .

The EDITOR

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CODE OF CONDUCT

A brigade committee consisting of, Major R. P. Logan, Capt. R. Mitchley, and 2nd Lt. J. L. Busch has been working on a Code of Conduct program to be presented to the units of the Brigade.

The Program will consist primarily of a short play demonstrating the salient points of the Code by the "right and wrong" example method.



The Brigade Commander has assigned the highest priority to giving all members of the 114th AAA Brigade Code of Conduct training. The Brigade presentation, however, is not to be construed as usurping the training responsibility of subordinate commanders, but rather, as a supplementary training device. Times and dates that the program will be given to specific units will be published in the near future.

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X-MAS PARTY 20 DECEMBER

The Officers of the Brigade Staff will hold their annual Christmas Party at Admiral Kidd Commissioned Officers Mess (NTC) on Friday evening 20 December.

It is anticipated that the retired Generals of the Brigade will be in attendance. They include, Major General George W. Fisher (ret) and Brigadier General Allen G. Benson (ret).

Also in attendance will be honored guest, St. Nicholas, with his cheer. "Chief Elf" Captain William Hedrick is in charge of the arrangements. A good time is at hand for all.

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WEARING OF NEW BRANCH INSIGNIA

The specifications for the new Artillery insignia have not been approved by Department of the Army. When approved, this item will replace the present insignia. This Headquarters will inform all interested individuals when approval is secured. Until that time, the purchase of unauthorized items of insignia is to be discouraged and its wearing expressly forbidden in compliance with Memorandum No. 9 of 25 July 1957, this Hq.

### UNIT FUNDS

Unit commanders are reminded that their unit fund accounts are to be closed out on 31 December 57. In addition and in accordance with par 11 b OTAG SR 9-5, the unit fund will be inspected by a field grade officer covering the period ending 31 December 57, who will prepare and forward an inspection report to OTAG.

### PUNCHING SYSTEM

A new system for the reporting of monthly strengths and ACDUTRA personnel is being initiated by the National Guard Bureau. Certain officers, within the Brigade, have just recently completed a course of instruction on this new system, conducted in San Francisco.

Instruction in the new system will be conducted both in Long Beach and San Diego early in January for all full time employees in those areas and the new system will become effective in February.

### OCS

Unit commanders should note the provisions of OCS Memo #4, 24 Oct. 57, particularly as pertains to acting officer assignments and command responsibilities for officer candidates of Class VIII.

Information on Class IX, California National Guard OCS, has been furnished this headquarters and administrative details will be furnished subordinate units within the near future. For planning purposes the field training phase will be conducted at Camp Roberts from 19 July - 2 Aug. 58, continuing through an armory phase of ten (10) weekend assemblies, the first of which is scheduled for 6-7 September 58. All applications must be into OTAG by 15 May 58.

Let's all pitch in and encourage the personnel in our units, who possess the necessary prerequisites to become a commissioned officer, to participate in this outstanding program.

### MOBILIZATION PLANS

Information has been received from OTAG that SR 130-10-1 is being completely revised and will be in distribution shortly.

Until the new AR is distributed, units need not prepare a mobilization plan, but will be required to have on hand an up-to-date assembly plan.

LEADERS WHO WILL LEAD (Cont'd from page 2)

under modern concepts, that doctrine is as antiquated as the Model T Ford, and in any foreseeable war will serve a commander about as well as a band transmission in a Fireball Flyer-M 1958.

The principal responsibility for the training of a unit still rests squarely on its commander. But if he still believes the training of the unit is his personal primary task, he doesn't appreciate the nature of future battle and unwittingly is suggesting that he thinks he can do what will be physically impossible on the nuclear battlefield.

The personal primary task of today's commander is to train his subordinate leaders - all of his commissioned officers, if he has a unit of battle group size or larger, and all of his non-commissioned and commissioned leaders if his unit is smaller than a battle group. If he does his job properly, his subordinates will train the men they lead as their personal primary task.

ADVISOR'S CORNER

COMMANDER'S TROPHY FOR NATIONAL GUARD BATTALIONS  
DESIGNATED AS SPECIAL SECURITY FORCES.

Annually, the Commanding General, United States Army Air Defense Command will award the USARADCOM Commander's Trophy to the outstanding National Guard battalion designated as Special Security Force and assigned to the USARADCOM National Guard Task Organization. All battalions will be considered concurrently, with no differentiation between units having an assigned M-Day or on-site mission. The selection of the battalion to receive the award will be based primarily on the following criteria:

- a. Annual Service Practice score.
- b. Army Training Test Score.
- c. Pertinent information extracted from NGB Form 115.
- d. Recommendations of Regional Commanders.
- e. CG USARADCOM ratings.

More data should be available through OTAG before long.

FM 21-5 -- New Issue

Have you seen the new FM 21-5, Military Training, dated January 1957? It is a greatly improved manual. Material duplicated in FM 21-6 has been eliminated. The portions on tactical exercises and CPX's have been expanded. The latter is particularly valuable in view of SFT plans for command post exercises.

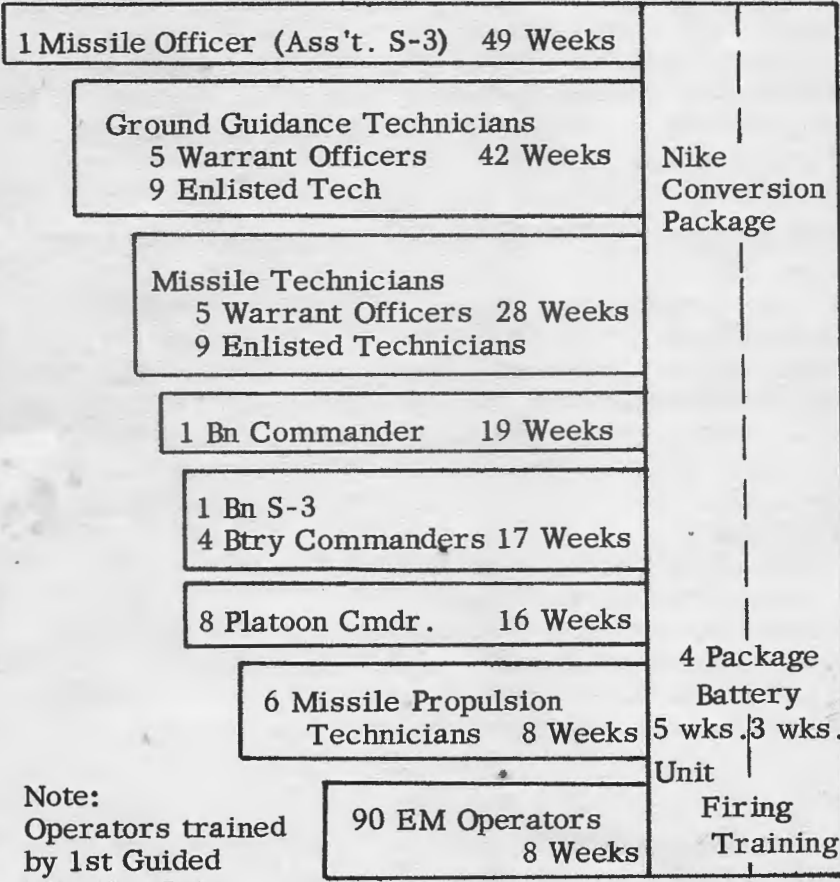
**TRAINING REQUIREMENTS**

**Nike Battalion Package**

15 Officers; 10 Warrant Officers; 114 Enlisted Men 4-8 Weeks

Technicians  
AA & GM Trained

AA Gun Bn  
Converted



Note:  
Operators trained  
by 1st Guided  
Missiles Brig.

Nike AJAX Btry T/O - 106

Alert Crew - 19