

INDOCTRINATION COMMITTEE HANDBOOK (63-64)

ABSTRACT

In the Spring of 1963, Bill Carr, then a Thirdclassman, formed an Indoctrination Committee to document and implement a standardized approach for the Swabs of the class of 1967 in an attempt to improve upon the indoctrination his Class of 1965 had received. Two classmates from each of the six companies plus several other classmates participated through that summer of 1963 on through Christmas leave and the last regimental rework in 1964.

SECTION ONE is a digitized copy of the retyped original mimeographed booklet published and distributed to all classmates. The original source document is on file on the shelves of the Academy Special Collections Library.

SECTION TWO consists of six pages and several photographs of the Purge and Welcome Party just before that 1963 Christmas Leave.

Upon return to the Academy for the new year of 1964, classmate Russ Hebert took over the Presidency and had the foresight to ask for and receive feedback from each of the 1965, 1964 and 1963 classes (SECTION THREE) regarding how well that indoctrination year had gone along with suggestions for improvement and changes for the incoming new class of 1968.

SECTION FOUR is a composite indexing of the Running Light (61-62) and the Indoctrination Committee Handbook (63-64) rearranged according to 39 Primary Leadership Principles (PLPs) as detailed on the reverse of this page. This composite has been entitled "Cadet Leadership" as it is a reflection of the leadership training afforded the very junior incoming class (1967) by the Class of 1965 as a result of their responsibilities of providing that indoctrination and training.

PRIMARY LEADERSHIP PRINCIPLES (39)

1. ACCOUNTABILITY & RESPONSIBILITY

- A. Authority of Position/Mission/Money
- B. Decision-Making
- C. Drive to Achieve/Delegation
- D. Effective Use of Resources

2. CAPACITY TO CARE

- A. Recognition
- B. Discipline/Training
- C. Example/Expectations/Followership/Team-Building

3. SELF-AWARENESS

- A. Ability to Embrace Change/Attitude/Creativity
- B. Credibility
- C. High Energy/Inspiration
- D. Intellectual Abilities
- E. Spirituality/Stress

4. PERSONAL CONDUCT

- A. Character/Courage
- B. Continual Learning
- C. Military Core Values
- D. Political Savvy

5. COMMUNICATIONS

- A. Active Listening/Feedback
- B. Connectivity
- C. Field Presence/Information

Primary Leadership Principles – + 17 L/P + 5 L/P + 10 L/P + 7 OTHER = 39 L/P

YELLOW – GOL alone BLUE – AOL alone GREEN – GOL/AOL COMBINED OTHER

PRIMARY LEADERSHIP PRINCIPLES (39) & SYNONYMS (62)

1. ACCOUNTBILITY & RESPONSIBILITY
 - A. Authority of Position (*Command*)/Mission (*Preparation=Performance*) ((*Semper Paratus*))
(((*Vision & Goals*)))/Money
 - B. Decision-Making (*Consistency*) ((*Decisiveness*))
 - C. Drive to Achieve (*Attention to Detail*) ((*Focus*)) (((*Initiative*))) ((((*Perseverance*)))) ((((*Self-Starter*))))
 - D. Delegation (*Empowerment*)
 - E. Effective Use of Resources (*Problem Solving*) ((*Process Improvement*)) (((*Work Ethic*)))

2. CAPACITY TO CARE (*Compassion*) ((*Support*))
 - A. Recognition (*Merit-Based*)
 - B. Discipline (*Fairness*)/Training (*Indoctrination*) ((*Teaching*))
 - C. Example/Expectations/Followership (*Fraternization*)/Team-Building (*Alliances*)
((*Coaching*)) (((*Relationships*)))

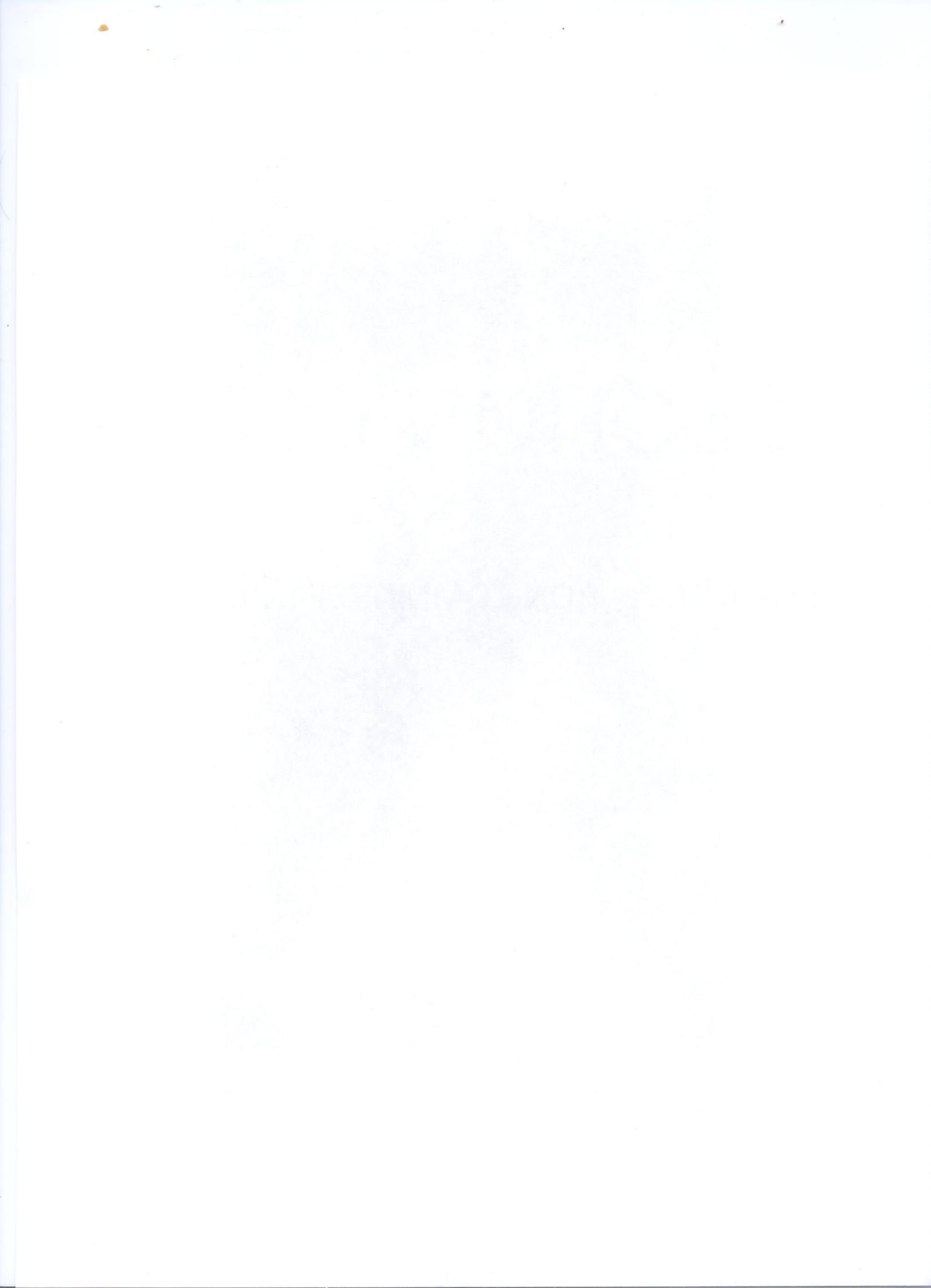
3. SELF-AWARENESS (*Oneself*)
 - A. Ability to Embrace Change (*Flexibility*)/Attitude/Creativity (*Innovation*)
 - B. Credibility (*Honesty*) ((*Integrity*)) (((*Trust*)))
 - C. High Energy (*Enthusiasm*) ((*Passion*))/Inspiration (*Persuasion*)
 - D. Intellectual Abilities (*Personality Styles*) ((*Understanding Human Nature*))
 - E. Spirituality (*Ethics*)/Stress (*Resilience*)

4. PERSONAL CONDUCT (*Professionalism*)
 - A. Character (*Confidence*) ((*Reputation*))/Courage (*Opportunity*) ((*Risk-Taking*))
 - B. Continual Learning (*Curiosity*) ((*Experience*)) (((*Expertise*))) ((((*Knowledge*))))
(((((*Seamanship*))))))
 - C. Military Core Values (*Commitment*) ((*Country*)) (((*Duty*))) ((((*Honor*)))) ((((*Respect*))))
 - D. Political Savvy (*Humility*) ((*Humor*))

5. COMMUNICATIONS
 - A. Active Listening (*Observant*)/Feedback (*Ask*) ((*Reflection*))
 - B. Connectivity (*Collaboration*) ((*Discussion*))
 - C. Field Presence
 - D. Information (*Power of the Pen*) ((*Public Speaking*))

SECTION ONE

INDOCTRINATION COMMITTEE BOOKLET



THIS PAMPHLET IS THE
PROPERTY OF

To the class of "65"

Well, here it is. This is the policy as proposed by the entire class and put together by the Indoc Committee. As you read through it, you will undoubtedly have questions about some of the phases of it and so forth. So I had a meeting with the Executive Council and explained the policy to them so that they understand it real well. If you have any questions then, you have at least one guy in your company who can most probably answer it. Please don't leave questions unanswered. Ask those on the council or else one of the embers of the Indoc Committee. In order to carry through on our policy, everyone must fully understand it. We must first of all understand it before we as a class can make it work. And we must all stick to the policy. It is the class's policy – by the class and for the class. As a class we will do the work and take the credit. It cannot be overemphasized that we must all work together to make the Class of "67" the best class to go through here.

Another thing. If anyone gets hold of the pamphlet from "67" we might as well give up the ship. So therefore, keep this pamphlet to yourself and don't let anybody else wind up with it. Either put it in a safe place such as your cashbox so that it is out of sight, or else rip it up and throw it away after you have read it. It has been put together so it will keep well. This was done so that later on when we have other things to add to the policy or amend or cut out, there will be a place to put those changes. Much more will be handed out as time goes on. Such things as the schedule for indoctrination for the year and for swab summer, etc. will be among them. All ready included is some material concerning this summer.

Finally, we, the Indoc Committee would like to thank the class for the terrific support it has given us. Without your suggestions and ideas, this policy would never have been. It is a good policy. This administration is also pleased and is backing it all the way. But it is only the start for things to come. It is one thing to talk, and another to do. We'll do.

THE INDOC COMMITTEE

President
Bill Carr

Secretary
Dennis Kurtz Tom Sides

Bob Luckritz Paul Blaney

Gene Foster Angie Arecchi

INDOCTRINATION COMMITTEE HANDBOOK - Page 1A

Note: Insert in Class '65 Policy Book behind introduction page as page 1A and page 1B

A. LEADERSHIP TECHNIQUES IN GIVING COMMANDS

1. A command must be definite.
2. A command must be positive (given in a tone of voice that leaves no doubt that it is to be executed).
3. The leader must look at his men when giving them a command.
4. A command must be concise (not contain so much that men can not remember it).

Unquestioning obedience to a command is the basic concept of military life. A command given by proper authority demands the follower's immediate response to do the will of the leader. When a command is issued, there can be no question on the part of the follower as to whether the command is correct or whether there is any option as to carry it out. He must be so trained that he immediately carries out the instructions contained in the command to the very best of his ability.

B. LEADERSHIP TECHNIQUES IN GIVING ORDERS

1. Explain what is to be done. Discourage the tendency of the junior to ask how to do it.
2. Don't talk down to the men in giving instructions.
3. Give orders to the man in charge, and not to the group.
4. Encourage and coach the men when they encounter difficulties.
5. Remember that the man is serving his country, not you as an individual.
6. In giving an order, try to get across the feeling of "Let's go" instead of "Get going."
7. Avoid the overbearing attitude.
8. Show confidence in the ability of the men.
9. Don't use a senior's name to lend weight to your own orders.
10. Give a reason for your order if time permits, or if it appears that the orders will be clearer if the men understand the reason behind them.

C. LEADERSHIP TECHNIQUES INVOLVED IN GETTING COOPERATION

1. Stimulate organizational pride by showing one's own pride and enthusiasm for the services.
2. Don't criticize another cadet officer, or another organization before your men.
3. Keep your subordinate informed so that they may have an intelligent sense of participation.
4. Use "we" instead of "I" whenever appropriate and possible.
5. Accept responsibility for corrections from higher authority and take remedial action.
6. Give full credit to those of the organization whose work and ideas have brought progress.
7. Let your men know that you think they are good, and maintain high standards thru alert supervision.
8. Make sure that all subordinates know your policy.
9. Don't be sarcastic.
10. Don't threaten punishment to make an order effective.
11. Don't think up jobs just to keep men busy unless there is absolutely no other way to keep them occupied.

D. LEADERSHIP TECHNIQUES INVOLVED IN DISCIPLINE

1. Praise in public, censure in private (never reprimand a cadet in front of people with whom he works).
2. Give the man the benefit of the doubt.
3. Punish the individual concerned not the group
4. Take into account whether the infractions was intentional.
5. Consider a man's record.
6. Be impartial, consistent and humane in giving rewards and punishment.
7. Never use severe punishment for minor offenses.
8. Teach understanding of discipline rather than fear of it; punish the guilty promptly, defend innocence stoutly.
9. Support the correct actions of subordinates.

E. LEADERSHIP TECHNIQUES INVOLVED IN IMPROVING FEELING OF SECURITY

1. Let the men know just what is expected of them.
2. If pleased with the men's work, tell them so.
3. Keep men informed as to what is in store for them if possible.
4. Don't make promises which cannot be kept.
5. Grant deserved favors willingly.
6. Know the state of the morale of our men.
7. Never "pick on" a man.

F. LEADERSHIP TECHNIQUES INVOLVED IN GIVING RECOGNITION

1. Praise when praise is due – don't flatter.
2. Be on the job whenever your men are working.
3. Be interested in the promotion of your men. Encourage them to be preparing for advancement.
4. See to it that you are the first man that your men turn to in case of trouble.
5. Express interest in a man's ideas even through you might disagree with him.
6. Take a keen interest in your men's quarters and mess.
7. Study your men. Learn all about their interest, problems.

G. LEADERSHIP TECHNIQUES INVOLVED IN IMPROVING ORGANIZATIONS AND ADMINISTRATION

1. Require the use of the chain of command.
2. Conform to the rules of the organization.
3. Be alert to discover weaknesses of organization by observing and questioning.
4. Never issue an order that is not going to be enforced.
5. Do not allow or condone incompetence.

THIS OUTLINE CAME FROM THE U.S. COAST GUARD TRAINING STATION IN GROTON IN THEIR LEADERSHIP PROGRAM AND MAY BE OF HELP TO YOU SWAB SUMMER AND IN THE FUTURE.

Conduct of second and fourth class during swab summer

- A. The first week will be of a completely serious nature. There will be no jokes, fooling around, or even asking about their homes; just straight indoctrination with nothing to lighten the seriousness. After the first week small breaks may be afforded by asking for jokes at the table or about their homes at the table or at swabs out, however, too much is not encouraged; use your own judgment.
- B. Leave at least two minutes at the end of swabs out for the swabs to all take showers. Use the first eight minutes or so for indoctrination ("how is the cow?" boreass, bitch-outs, explanation of duties, maybe a little fun toward the later part of the summer, such as a poem night or skit night.)
- C. Most important of all is that the new swabs will have absolutely no opinion or ideas about the Academy when they get here. They are going to form most of their early opinions from us. These guys will look up to us and accept our opinions so don't spoil the Academy in their eyes:
 1. Don't say anything against the Academy or its officer in front of them, not even implications. If you've got to bitch, make sure no swabs are around to hear it. Build up the Academy in their minds.
 2. Set a good example. Be an ideal Cadet in front of the fourth class.

Ideas to be Impressed on Swabs During Swab Summer

I. Respect

Swabs must respect all members of the upperclass. A swab might lose respect for an individual upperclassman, which does happen at times, but he must never lose respect of that upperclassman's rank. The firstclass are to be considered as "gods" in the eyes of swabs, but all upperclass are on a plane so much higher than the swab that it can not be justifiably described.

When answering upperclassmen the swab will show absolutely no facial expressions. When given a command, the only proper answers are: a) "Aye, aye, sir" or b) "Command sir?" The only proper answers to a question are: a) the correct answer or b) "I don't know, sir." If a swab does not know the answer to a question, he will find out the answer as soon as possible and report back to the upperclassman with the correct answer immediately. Failure to do this will result in a personnel special inspection. The phrase "I cannot say, sir" will never be used.

A swab will salute all officers, civilian instructors, and upperclassmen when off the reservation, accompanied with the proper greeting. A swab will give the proper greeting when on the reservation. A swab will give the proper greeting to all officers and civilian instructors in academic buildings.

A swab must report back after every detail and report whether the detail was carried out or not. If it was not carried out he must explain why it wasn't. Even upperclass must report back to their superiors.

We will have a mass meeting on the "honor concept" during Swab Summer.

II. Position of Fourthclass

We must impress on the swabs that they are the lowest things on the face of the earth at the Academy. Yet we must explain that they have to prove themselves to us individually and as a class. They must have pride in themselves as a cadet and their class. Stress the importance of first impressions.

Swabs must carry out all their duties to the highest performance level possible. They must always be willing to lend a helping hand to their classmates and should know their classmates first names.

We must explain to the swabs exactly what the military way of life consists of and tell them why CGA is a military academy.

We must explain and make perfectly clear the principles of the "Chain of Command." Explain the meaning of "aye, aye, sir" and express the importance of complete obedience to all orders.

III. Duties and indoctrination of swabs

We must point out exactly what "slashing" is. Giving a correct answer to a direct question is not slashing, even if a classmate previously gave an incorrect answer or did not know the answer to the same questions.

Swabs are in charge of answering phones properly. Pay phones are answered, "United States Coast Guard Academy, Chase Hall" and will never ring more than three times. If a swab doesn't answer a phone before the fourth ring, he will receive a special personnel inspection.

All swabs must know all regulations. Not knowing what the regulations contain is a demeritable offense.

A swab must place personal cleanliness high. He must take showers when needed and change clothes regularly. Personal appearance must always be excellent.

A swab must be familiar with all types of etiquette.

The section leader and/or the section's senior man will go on report if sections are not orderly in marching and in classrooms.

IV. The U.S. Fighting Man's Code will be learned and understood by all swabs before taking the oath.

V. Standardization

A. Flat hands – the hands will be flat completely with no reverse bends. The thumbs will be in a straight line with the fingers and will not be rigged in. This helps eliminate improper saluting.

B. A cap will be carried in the crook of the arm so as not to crush it or have it stained by the blues. Hat will be carried under the straight arm as in the past.

C. All square corners will be flanking movements – not stop and go corners.

D. All swabs will have cupped hands in formation after "fall in" is given and also while they are marching.

E. When entering an upperclassman's room, swabs shall take two steps into the room and shall make no facing movements.

F. When sounding off in front of the upperclassman's room and the door is closed, the swab will first open the door slightly and then sound off.

G. No greetings will be given by swabs while they are double-timing. They must slow to a walk first.

H. A committee will be set up to make rifle indoctrination (LPM) uniform.

I. Collar stays will be worn by all swabs on all shirts with collars.

Indoctrination for Swab Summer

- A. The Coast Guard
 1. They should know the mission and what it means.
 2. How you can expect to live as an officer.
 - a. Your duties and privileges.
 3. How enlisted men live.
 4. Rates and ranks in the service.
 5. Traditions, functions, and history of Academy and Service.
 6. By accepting an appointment we have stated our willingness to give our lives for the country and humanity. (Code of Conduct).
- B. Swab duties
 1. What orderlies do and how to write notes, answer phones, enter offices of officers.
 2. Position of swabs in chain of command. Lowest thing on earth at Academy. First class are "gods."
 3. Junior-senior relationship all the time.
 4. We will strictly enforce the regulations, trying to set the example in the way we ourselves live. Their rooms will be inspected every day. Swearing, vulgarity, and profanity will not be tolerated.
 5. They shall be told of the yearly academic routine.
 6. They must memorize parts of the Running Light This will be frequently revered as boreass.
- C. We must impress on them the honor of the Academy. Much faith was placed in them when they were given an appointment. They are a few selected from many. We live in close contact with one another and must be able to trust each other.
- D. One indoc period will be designated as a time to explain to them liberty, how they act and things to do. We should stress greetings, good personal appearance (one man can give the whole corps a bad name) and snappy salutes. They should conduct themselves in a military manner while on liberty.
- E. Before the end of summer they should be proficient in marching and handling of the rifle. There should be frequent contests of disassembling and assembling of their rifles.
- F. We will try to instill class unity to them. One of the first things they must do is learn their classmates names.
- G. It is up to us to enforce their own personal hygiene. Two possibly three showers a day will be taken and at least every night for the last two minutes of the break. Remember we live and attend classes in the same buildings.
- H. Each swab will maintain a notebook of all indoc handouts and Comm. Of Cadets notices. 2/c should frequently check to insure that it is up to date. Each handout will be numbered to facilitate this.
- I.
 1. They must use "sir" as a title of respect for all instructors.
 2. They will salute all officers and civilian instructors on base and render the proper greetings.

Eagle Indoctrination During Swab Summer

- A. Because of the short time, only important Eagle Indoc will be covered in the summer:
 - 1. General layout and approximate location of compartments.
 - 2. General locations of pins, exact locations of yard halyards only (exact location of rest of pins will come during the year).
 - 3. Logical reasons for commands used in setting sail and what the lines do.
 - 4. Proper way to make up lines.
 - 5. Proper line handling commands (heave around is incorrect unless a power winch is being used. "Haul away" is the correct command when using good ole muscle on the lines).
 - 6. Proper terminology (remember – some of these guys never heard the word "starboard" before – we've got to teach them).
 - 7. What billets are (billet numbers).
 - 8. Procedure in officer's country.
 - 9. Impression of safety.
 - 10. Relationship to enlisted men.
- B. There will be lectures and handouts on watchstanding.
- C. There will be no unnecessary talking when handling lines.
- D. We are going to try to purchase twelve built up scale models of the Eagle to use during the summer, and the rest of the year for the purpose of making swabs more familiar with the Eagle in a short space of time.

First semester of Academic Year

From the first day the swabs arrive we will act the highest of standards. There is always something you can correct them for. Never let them get by with anything or else they will try again.

Don't let the year get hot and then cold, but keep them going at all times. Whenever things slacken in the least, clamp down. Rifle exercises are always a good way of impressing on them that we won't lower our standard for them.

It's our duty to teach them the value of time. Therefore, utilize everything but the time needed to shine shoes and brush off. The less time they have the more they value it. They should never have a free moment to themselves on any morning.

There will be no carry-on during swab summer except a weekend for drill down winners. During the academic year only at the Sunday noon meal, Thanksgiving overnight, and to drill down winners will carry-on be given.

The whole first part of the year should build up to the purge. We should be constantly building up their bodies for it. At no time should there be any mention of the purge or an "Intensified indoctrination."

The weekend of December 7 and 8, our whole system will go completely flat, with us completely ignoring them until Wednesday. As far as we are concerned they can take carry-on. Wednesday we begin. We gave them their chance and they completely let us down. We tested them and they failed to make the grade. We will do this so we can give a real good and legitimate reason for the purge.

REGULAR YEAR'S INDOCTRINATION

The indoctrination subjects for the regular year will be drawn up into a master plan, which will include the subjects to be covered, time to be allotted to each subject and approximate dates when they will be covered.

Some of the subjects which will definitely be covered and a brief summary of each are listed below:

- A. Navigation and meteorology - related subjects only as needed on the thirdclass cruise. Since there are classes on each during thirdclass year, these subjects will receive less emphasis than they have in the past.
- B. Flag cards – working knowledge; to be included in pre-cruise indoctrination period.
- C. Morse code – code and message format must be learned well; also in pre-cruise indoctrination.
- D. Duties of the Coast Guard – not just a memorization of facts in the Running Light. Know what the Guard does; this topic to include many lectures and movies.
- E. Current Coast Guard events – a bulletin board will be set up and maintained for this purpose. The one at the post office will also be used. Fourthclass will remain informed on day-to-day happenings in the Coast Guard.
- F. Other service academies – cover differences and similarities, history and lay out in period preceding exchange weekends.
- G. Academy history – a complete knowledge of the history of the institution they are attending will be required of all fourthclass. This will probably be stressed in the period before Christmas Leave.
- H. Table indoctrination – in addition to regularly scheduled indoctrination material, will include current politics and “intellectual discussions on controversial topics.” Reports may be used if they have a meaning behind them, i.e. the life and loves of the battalion commander in 1940” doesn’t mean too much, but “the effects of screw current on a rudder” might prove beneficial. International and national news and Academy sports results will also be discussed.
- I. Post-Graduate opportunities – these should be explained along with the obligations which they include. Also related is advancement in rank and fitness reports.
- J. Enlisted men and their rates – fourthclass will know what enlisted life is like, what his relation to them is now and should be after graduation, their rates, how they advance and what is to be expected of them. Some lecture material and some for evening indoctrination.
- K. Academy team captains – a necessary part of the set-up to be learned and also beneficial to “esprit-de-corps.”
- L. Deck seamanship – small boatmanship – a very large area to be covered with all means available, much of it during pre-cruise indoctrination.
- M. Income tax – at least one lecture and possibly more time should be given to explaining to fourthclass where they stand “legally.”
- N. Set-ups – each regimental set-up and room numbers will be learned by fourthclass.

Indoctrination schedule for Academic Year of 1963-1964

- J. Scheduled periods of indoctrination shall be as follows:
- A. There shall be regular rifle indoctrination after the noon meal on Mondays, Tuesdays, Thursday, and Fridays. Special rifle indoctrination shall be carried out on a platoon and/or company basis.
 - B. There shall be period for service indoctrination after the noon meal on Wednesdays. This period of indoctrination is not to be a discussion period or bull session but is to be utilized completely to cover the scheduled material.
 - C. After the evening meal, there will be a period of indoctrination Mondays, Tuesdays, Thursdays, and Fridays with will start promptly at 1850. (1) Monday there shall be a lecture in a designated place. This lecture will usually be given by an officer who was involved or knows about that part of the Coast Guard which is covered in that week's indoctrination. (2) On Tuesday and Friday nights there will be a study hour for the fourthclass beginning at 1850 and terminating t 1925. During this time, there shall be a twenty minute maximum written exercise completed by the fourthclass. This exercise shall be handed out at noon and completed and handed into the second class in charge by 1925. The remaining fifteen minutes shall be utilized by the fourthclass to review that week's indoctrination or also it shall be used to go over the exercise with the second class. The second class will check the exercises to see that they have properly been completed and that they are correct. Penalties for failure to complete exercises will be up to the second class in charge (3) On Thursdays there shall be a film pertaining to that weeks indoctrination.
 - D. On Sunday night from 1900 to 1025 there shall be a discussion period of indoctrination. This shall be used to cover such questions as the fourthclass may have such as cruises, conduct on liberty, etc. There shall be certain scheduled material to be covered also.

II. Other aspects of indoctrination

- A. All indoctrination schedules and handouts will be distributed before liberty on the Saturday before the week involved. This is to avoid the confusion resulting from late distribution.
- B. All fourthclassmen in sick bay shall receive all handouts and exercises. They are entirely responsible for all indoctrination covered while in sick bay.
- C. After the lecture on Monday night and the film on Thursday night, company reports shall be handed to the senior second class of each respective company by the break that night. The second class involved are to take steps to insure that all absences are accountable and excusable. Penalties are to be left up to the discretion of the second class; however, it is recommended by the indoctrination committee that strong measures be taken in order to insure no unaccountable absences. Demerits are felt to be a very good means to that end.

III. The indoctrination committee

- A. This committee is solely responsible for the selecting of all films, materials for lectures, and selection of lecturers.
- B. It will be explained to the fourthclass why we are having these movies and lectures dealing with the actual Coast Guard service life. We are trying to instill within them a pride in the service as well as the Academy. We must get their interest focused on leading a future life, not as a fourthclassman, but as an officer in the United States Coast Guard.

Rifle Indoctrination

- A. During rifle indoctrination throughout the year personal appearance should not be neglected; however, the stress will be on braces and rifle manual.
- B. Give praise where praise is due and vice-versa. Swabs should be told when they are doing a good job.
- C. During good weather rifle indoctrination will be held outside and will cover June Week competition.
- D. (1) Starting the first week in October, every Friday during the scheduled rifle indoctrination periods each company will hold a drill down, the winner to receive carry-on from reveille Saturday until commencement of liberty Saturday.
(2) Regular drill down participants will not go to company drill down.
- E. A committee has been set up for the purpose of standardizing rifle indoctrination. If anyone sees corps-wide differences in things like dressing right, cupped hands, etc. then he is to see a committee member and work will be passed as to the correct way it is to be done.
- F. If, in the opinion of the class, the swabs have done well on rifle indoctrination the first semester then second semester rifle indoctrination will end a few minutes earlier.

SPECIAL INSPECTIONS

I. Indoc specials

- A. Indoc specials will be handed out:
 - 1. If the secondclassman in charge of indoc feels that a swab has done a poor job or has shown lack of interest.
 - 2. If a swab does poorly compared to his classmates on Friday's written exercise. The grading will be done on a company basis and will decide which swabs receive the specials.
- B. The indoc committee shall pick the secondclass to run the special at least two weeks before the special.
- C. The purpose of the special is to make sure the swabs know the weeks indoc. Specials will be conducted in Saterlee Hall commencing at 1330 Saturday afternoon, room number to be announced. This special shall be two hours in length. All swabs shall be required to bring Runnigng Light, CGM, Duttons, Knights, Indoc handout book, paper and pencil to indoc specials. Some suggestions as to how this could be conducted are:
 - 1. Give the swabs a certain amount of time to read the indoc then give them a test. Those who pass can go, those who fail read some more and take another test. Tests could be written or verbal. (This would be a good way to handle a large number of swabs).

II. Rifle Specials

- A. The purpose of the special is to help the fourthclass work in rifle manual. It is to be constructive and not a 'bore-ass' period.
- B. Specials shall be handed out for:
 - 1. Poor job at daily rifle indoc.
 - 2. Poor job at drill.
- C. The secondclass in charge will come out of the guard squad. He will be picked by the JOOD.
- D. Rifle inspections will be one hour in length.
- E. At the special the secondclass may:
 - 1. Have swabs clean rifles.
 - 2. Hold marching manual.
 - 3. Hold rifle manual.
- F. Require full drill gear to be worn. However, working blues and not service dress blues will be worn because we don't want the swabs to be going on liberty in sweaty, wrinkled blues.

III. Personal Specials

- A. To be handed out for anything not concerning indoc or rifle specials and not actually a demeritable offense, but which is serious enough to require a special.
- B. The JOOD will pick a secondclass for the special from the guard squad.
- C. Specials will be strict, and personal appearance will be stressed. The length of the special shall be two hours of complete 'bore-ass'.

IV. Platoon Specials

If the second class in the platoon feel that the swabs have as a whole done poorly, instead of handing out indoc specials, rifle specials, and the like they may conduct their own special for the whole platoon. The platoon picks the secondclass in charge and conducts the special as they see fit. This type of special takes lowest precedence.

V. Miscellaneous Comments

- A. Don't hand out too many specials of they lose their meaning.
- B. Pool and rec hall specials have been eliminated.
- C. Always make the penalty fit the offense.
- D. Do ot hand out specials when fives would do the job. This may make specials loose their meaning.

TREATMENT OF FIVES, SPECIALS AND DEMERITS

The general policy of the class is to try to make any disciplinary action more meaningful than it has been in the past. To do this, constructive measures will be applied in place of the usual 'bore-ass' methods.

- A. The attitude to be taken by secondclass (and thirdclass) in administering disciplinary action should be: "That will correct the situation."
- B. Make the penalty fit the crime.
- C. Special Inspections (as planned) will take precedence as follows:
 - 1) Indoc
 - 2) Rifle
 - 3) PersonnelThis is to enable an indoc special to cover the material a fourthclassman was weak in.
- D. Secondclass will insure that penalties are followed through by checking attendance, etc. This is a most necessary aspect because without it, the punishment loses all purpose.
- E. Mike fives hard – don't use primarily for 'bore-ass' but be hard on indoc or subject for which fives were given. Make sure you are there when fives are to be served.
- F. All fives will be given out on a one day basis only. A fourthclassman receiving a set of fives will serve 15 minutes during the three five minute period before brace-up for meal formations. If a poor job is done during a day's set of fives, another day's set may then be given for the next day.
- G. Fives and special slips of the form indicated below will be printed:

_____ 4/c _____ 4/c _____
(name) (CO) (date) (name) (CO) (date)

Attendant

award recommended

_____ 2/c _____
(signature) (code) PC CCo Bat OP

- H. Fourthclassmen will be inspected at all restricted mens formation by a restricted thirdclassman selected by the JOOD. This thirdclassman will have the power to use any corrective measures he deems necessary via the proper channels.
- I. On the spot corrections shall be used more often. No slight offence is to slide by. It is an upperclassman's duty to inform and correct the fourth class of their mistakes.
- J. As a normal rule, no fourthclass will be used for work formation if they are to be serving a special inspection during that time. If the situation should arise that it is necessary to use men serving specials, only those men serving personal inspections may be used. If this is the case, no work hour credit will be given.

- ✓ K. Give swabos according to conduct grades. When a secondclassman calls a swabo, he shall first ask "who is on third conduct for this month?" and shove all others off. A shake out will then be held. If no swabs are on third, ask about second. The purpose of this is to give restrictions more meaning.
 - ✓ L. There shall be no fourthclass tables whatsoever at the Sunday noon meals.
-

Physical Penalties

1. Physical penalties should be used as a corrective measure only. Moderation is the important idea for the abuse of this corrective measure would not only cause its elimination but endanger other phases of our policy.
2. Physical penalties that are to be used:
 - (a) Double timing in and around the barracks.
 - (b) Rifle exercises as described in the Landing Party Manual
3. When correcting two or more swabs, the second classman must lead the penalty. This refers to rifle exercises.
4. Penalties should fit the offense.
5. Make sure the swab realizes what offense he is being punished for.

The Third Class

Duties of the third class:

We must give the third class enough duties so that they will not become disinterested in the system. This situation was a big problem in our third class year. We must be careful, however, not to put our secondclass duties on thirdclass shoulders.

The thirdclass must just observe for the first month so that they may learn just exactly what indoctrination is. They are permitted and must make on the spot corrections whenever they see a swab acting improperly. This is an important duty of the third class. They should never overlook swab errors.

Thirdclass are also in charge of swabs in all academic buildings. Little corrections should be made immediately in the academic buildings but big "chewing out" should not take place in the classroom buildings. Thirdclass must not overlook any infractions.

The thirdclass are also in charge of keeping swab sections orderly. Swabs must double-time out to all class formations and stand at attention with eyes in the boat and cupped hands and a brace. There should be absolutely no talking in swab sections. Marching should be as it is on the drill field.

It is the definite duty of the third class to tutor fourth class having trouble with subjects. However, this should not be done on a friendly basis. The senior thirdclass will post a list on the platoon bulletin board telling which thirdclass a swab may go to for help in such subjects.

We now have two evening indoc study periods a week. The third classman in charge of indoc for that week will make sure the periods are used only for study of indoc.

Third class in charge of indoc should check for clean caps and uniforms if they arrive at brace-ups before the second classmen do. They should check for clean uniform, caps, gloves and drill belts before the Secondclass appear at rifle indoc. They must also maintain an accurate attendance sheet for brace-ups, rifle indoc and evening indoc.

Relationships between third class and swabs.

One of the big problems of our third class year was that many of us lost the respect of swabs too early in the year. We have devised a new plan. Third class should not have swabs in their room except for official purposes. And due to this loss of respect problem, thirdclass will not give swabs carry-on in their rooms or in the swabs room for the first two months of the academic year. We truly believe this policy will give the swabs more respect of the third class. It is important that this be enforced!

Third class must set the example in all ways. Third class shall never mention the purge or give any indication of a purge to any swab. In order to gain respect, third class should never joke with a swab in his room in the corridor or in the mess hall. One thirdclassman must stay at each table in the messhall

until all swabs have left that table. Thirdclass shall never ask swabs anything at the table that does not pertain to indoc.

Thirdclass are also discouraged from calling fourthclassmen by their first names, going on liberty with them, playing cards and any other aspects in violation of the four class system.

Thirdclass shall never call "swabo's" or send swabs on details. This is a first class and second class rate only.

Thirdclass relationship with the upperclass:

Thirdclass should report all demeritable offenses to the senior secondclass in his platoon. He may also ask any secondclassman to give fives and specials to swabs who they see breaking swab-type rules.

Thirdclass must be reminded that the administration and the Class of '65 insist on a Four-class system. They must extend proper courtesies to all upperclass. They must report back from all upperclass details also.

Thirdclass must also keep away from "Swabs Out." This is a second class rate only.

All secondclass policy regarding the thirdclass will be given to their class president.

Thirdclass are reminded to stand at attention whenever correcting swabs or addressing swabs at rifle or brace ups.

Whenever a thirdclassman has a question regarding his rates that you cannot answer, please refer this to one of the members of the Indoc Committee and we'll try to find out the answer. If any thirdclassman has a good idea which may help us in indoctrination, please let one of us know about it.

CONDUCT OF FOURTHCLASSMEN IN ACADEMIC BUILDINGS

- I. All fourthclassmen shall carry a military brace in all academic buildings.
 - A. Fourthclassmen shall make "chins", make flat hands, keep their "eyes in the boat", and shall carry themselves in all ways deemed necessary for the maintenance of a good brace.
 - B. Fourthclassmen shall not square corners in any academic buildings.
 - C. Fourthclassmen shall move swiftly and quietly through the corridors. They shall travel on the outside of all ladders and near the bulkhead opposite the coat hooks. There shall be no lingering in the corridors for such things as waiting in line for the water fountains. All fourthclassmen will proceed directly from one classroom to another only using the heads as necessary.
 - D. Fourthclassmen shall use the least congested ladders as much as possible. This means that the mainstream of traffic entering a building might need to break off to use the other available ladders.
 - E. Fourthclassmen, upon finding the room for their next class occupied, shall, whenever possible, use any empty rooms available to wait in. While waiting in these rooms, no military brace is required, but there will be absolutely no talking whatsoever. If there is any noise, fourthclassmen will be required to maintain a military brace while waiting in these rooms also. If no empty rooms are available, fourthclassmen shall stand at attention against the bulkhead opposite the coat hooks.
 - F. There shall be silence through all the day in academic buildings.
- II. All fourthclassmen shall make way for all officers, all civilian instructors and all upperclassmen in all academic buildings at all times! They shall also give the proper greetings to instructors and officers.
- III. At this time, all academic buildings refers to Satterlee and McAlister Halls. Changes, when deemed necessary, shall be made at a later date.

Other Policy

1. Raunch will be kept at a definite absolute minimum. No one respects a senior with a filthy mind and vocabulary.
2. No swearing or extreme foulness.
3. Swabs as well as any underclassman will be placed on report for swearing.
4. Secondclass shall stand in a military manner when giving orders to swabs.
5. Always have swabs out! Either utilize time with indoctrination, joking, skits or send them to the showers.
6. The Indoctrination Committee shall work through the executive committee to keep class posted on indoctrination policy.
7. Swabs shall brace up completely at class formations and shall march as if at drill.
8. Differentiate between using "sir" and "please, sir". Use "Please, sir" only when requesting something.

Ex: "Sir, the _____ is on the table."

Ex: "May I have the bread, please sir?"

Ex: "Attention in the wing, please sir. Is Mr. _____ in the wing, sir?"

9. Give the third class very few orderlies and no afternoon orderlies. Check to see what classes have tests the following day when making up the duty list.
10. No hats will be worn below decks on the Eagle by swabs.
11. The class will check with the doctors at the infirmary to find out any hazards of early morning exercises.
12. All neckerchiefs will be tied in a square knot.

To the Class of "65"

These following few pages of notes are comments on the general and overall drill of the last summer's indoctrination programs. As I read them, I felt that they could make quite a few things clearer to our class and thus help us out. All dates, schedules, etc. are to be disregarded! This is not our schedule although it will undoubtedly be similar to the one we receive. Take the comments for what they are worth. This is merely an aid and a "familiarizer." These comments were made by Ens. Henn, the officer in charge of drill, and also by Ens. Wahnquist, and Ens. Discenza. The score sheet and Commandant of Cadet's Notice are also not to be taken as finality. There undoubtedly could and will be changes made.

The Indoctrination Committee

The basic manuals used during this summer program were (1) Landing Party Manual, ed. 1960: (2) Procedure and Equipment Manual.

SUMMARY OF DRILL PROGRAM

During processing week drill was not held until Friday Morning. The drill period from 0-730 to 0830 on Friday morning was used to rehearse the swearing in ceremony. The ceremony took place at 1300 that afternoon. The procedure for the swearing in ceremony is outlined in 2-3-01 of the Procedures and Equipment Manual.

Saturday morning was the first day of regularly scheduled drill. This period was used to size the Fourthclassmen in the platoons and for the Secondclassmen to familiarize themselves with the Battalion formation. The remainder of this drill period was used for platoon drill, both rifle manual and marching. The next week was a continuation of platoon drill plus instruction in the procedure for Guard Mount. By the third week platoon drill was improving well enough to start company drill. Company drill was carried out by practicing for a Battalion Review. This is a very effective use of the time allotted to drill, since the Fourthclassmen are getting the experience of marching in company formation and at the same time practicing for the final Battalion Review.

It was found that the secondclass need as much instructions as the fourth class when it comes to drill. Remember that it is the first time the Secondclass will have had command of large units and their first time at carrying a sword, sabre and cutless. Most of the problems encountered with sword manual can be eliminated by scheduling a drill period with the Secondclass to go over the finer points of sword manual. Show them the proper way, point out the problem spots, and then make spot corrections at drill. After the first week there was a great improvement in the sword manual and overall appearance of drill.

Some of the points to stress in sword manual are:

1. When at eyes right, the sword is held against the leg, the arm is held rigid, and there is absolutely no arm swing.
2. When holding a sword at the carry position, the arm is not bent.
3. The left arm should swing naturally when marching with no break at the elbow. If the arm is allowed to break it appears that the men are running instead of marching.
4. When at the order the sword should not be allowed to point left or right of the vertical plane of the arm.

At the end of the second week the Fourthclass could march fairly well in platoon formation. However, the rifle manual was very poor and continued to be a big problem. Some of the points to stress in rifle manual:

1. The forearm should be kept parallel to the ground. This is basic but most often forgotten.
2. When at the position of port arms, the left hand should not be used to form a cup to hold the rifle but should form a straight line with the forearm.
3. At the order, port arms, inspection arms and going to right shoulder the thumbs should be rigged in.
4. When dressing right, left or center the thumb of the hand extended should be rigged in and lie in a plane parallel with the hand.

Note that item number two took the longest time to correct. It is felt that if this point is stressed as soon as they begin rifle manual the Fourthclass will not have as much difficulty.

Since Morning Colors and Guard Mount are scheduled during drill, it is not possible to have a Battalion Review before 0800. Schedule used this summer was inspection formation at 0730, platoon drill until 0800 and company drill in a form of Battalion Review from 0800 to 0830. Some of the points to stress in company drill are:

1. Staffs keep six paces in front of the company. Company commanders note that when back stepping, the size of your step will be about two-thirds of a normal step. Therefore, an effort must be made to take larger steps or the staff and company will close on one another.
2. Inform the men of your company when to dress left and when to dress right.
3. When passing in review, the squads of the third platoon causing the company to appear to be marching away from the reviewing stand.
4. When giving eyes right, the company staff and platoon commanders execute sword manual together. This requires a great deal of practice both on and off the drill field.

Guard Mount was held at 0750. The procedure for Guard Mount is outlined in the P&E Manual. This formation will only be carried out successfully if the Secondclassmen involved are familiar with the procedure. It was found that the Secondclass failed to do this until the relieving Cadet Officer of the Day was made responsible for the entire formation. Having one man responsible, and, in a sense holding the bag, improved the formation 100%, and in only one day. Since the P&E Manual does not designate the person responsible for the formation, it is recommended you place this early and make it well known.

Platoon competition consisted of three parts:

1. Platoon Drill
2. Drill Down
3. Room Inspection

Platoon drill was held every morning in preparation for the competitive drill on Saturday mornings...
Recorders were Secondclassmen from the Battalion Staff.

Drill Downs were held at the start of the Saturday morning room inspections. The Battalion Operations Officer was in charge of the Drill Down and gave the commands. The Landing Party Manual was used as the drill manual, and there were no deviations from it. Commander Norris wants only this manual to be used so there should be no problems concerning the rules of Drill Down.

Room inspections were held similar to those during the regular term with the Ensigns inspecting the Secondclass and the Secondclass inspecting the Fourthclass. The only difference was that points were awarded to the two platoons having the least and second least demerits. In totaling the demerits, in totaling the demerits for a platoon, Secondclass demerits were not included.

When scoring a platoon, points were awarded to the platoon commander for his ability in sword manual, his voice command and his military bearing. However, these points were not totaled with those for marching and rifle manual since the competition was primarily on a Fourthclass level. It was felt that a Second classmen's ability should not be rated and placed in a score that would not have any effect upon him, but it was felt that this opportunity should be used to show the Secondclassmen his weak or strong points.

COMMANDANT OF CADETS NOTICE NO. 121-62

Subj: Platoon Competition

1. Fourth Class Platoon Competition will commence Saturday, 21 July 1962 and terminate at 1200, 11 August 1962.
2. Competition will be divided into three parts: Platoon Drill, Individual Drill and room inspection.
3. Platoon Drill competition will take place Saturday during the regularly scheduled drill period. Each Platoon will be judged by two Platoon officers and the Battalion Commander on set movements published in the weekly drill procedures. The winning platoon of the weekly competition will be awarded ten (10) points. The second place platoon will be awarded five (5) points.
4. Individual Drill Downs will be held in the Quadrangle at 1100 Saturday according to the rules published for regimental drill downs. Each platoon will send two representatives. The Drill Down will be judged by a platoon officer and the Battalion staff. The weekly Drill Down winner will be awarded "carry-on" for the weekend and his platoon will be awarded five (05) points,
5. The final platoon drill competition will be conducted on 11 August. This competition will be judged the same as the weekly competition. The winning competition will be awarded twenty (20) points, second place ten (10) points and third place five (05) points.
6. The final individual Drill Down competition will be conducted also on 11 August. This competition will be judged the same as weekly competition. The final Drill Down winner will receive ten (10) points for his platoon.
7. The room inspection competition will be conducted each Saturday during scheduled inspection. The Platoon receiving the least number of demerits during this inspection will be awarded ten (10) points and the second place platoon will be awarded five (05) points.
8. The overall winner of the platoon competition and the final Drill Down winner will be awarded an afternoon at Ocean Beach on Saturday 11 August.
9. This NOTICE is cancelled on 12 August 1962.

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COMMANDS	SCORE (1-5)	REMARKS
"Present, Arms"		
"Order, Arms"		
"Right Shoulder, Arms"		
"Left Shoulder, Arms"		
"Port, Arms"		
"Inspection, Arms"		
"Order, Arms"		
"Right, Face"		
"Right Shoulder, Arms"		
"Forward, March"		
"Column Right, March"		
"Forward, March"		
"Close, March"		
"Forward, March"		
"Extend, March"		
"Forward, March"		
"Column Right, March"		
"Forward, March"		
"Right Oblique, March"		
"Forward, March"		
"Left Oblique, March"		
"Forward, March"		
"To the Rear, March"		
"To the Rear, March"		
"By the Right Flank, March"		
"By the Left Flank, March"		
"Column Left, March"		
"Forward, March"		
"Left Shoulder, Arms"		
"Right Shoulder, Arms"		
"Column Right, March"		
"Forward, March"		
"Platoon, Halt"		
Overall Appearance (10 possible points)		
TOTAL		
_____ 2/C		Performance Rating
		Circle Score
Military Bearing		5 4 3 2 1
Voice and Commands		5 4 3 2 1
Sword Manual		5 4 3 2 1
REMARKS		

2-1-01 - GUARD MOUNT

Procedure:

1. Termination of inspection formation.
2. Relieving Platoon marches to Hamilton Hall facing north.
 - P.C.: a. ORDER ARMS
 - P.C.: b. Color Detail FALL OUT. (Facing Hamilton Hall – 4 riflemen, 2 flag bearers)
 - P.C.: c. Parade REST. (Platoon and Color Detail). P.C. returns sword—posts east end.
3. Relieved Platoon:
 - P.C.: a. Color Detail FALL OUT, PPO take charge of the color detail. (4 riflemen, 1 flag bearer)
Platoon marches to Hamilton Hall facing south.
 - P.C.: b. Order ARMS.
 - P.C.: c. Parade REST. P.C. returns sword—posts west end.
4. Color Detail of Platoon being relieved
 - P.C.: a. PPO, march the color detail to Chase Hall.
 - PPO: b. Order ARMS.
 - PPO: c. Flag Handlers FALL OUT. (Obtain colors). PPO fires salute gun; obtains shell, insures flag is of proper size. PPO goes out before flag bearers.
 - PPO: d. Present ARMS. Flag handlers come out and take position.
 - PPO: e. Marches Color Detail to Hamilton Hall facing west.
 - PPO: f. Detail HALT.
 - PPO: g. Order ARMS.
 - PPO: h. Right FACE.
 - PPO: i. Parade REST.
 - PPO: j. Goes to rear squad of platoon.
5. Guard Mount

Relieved and Relieving JOOD take positions in front of respective platoons.
Relieved and Relieving COOD take positions on platform of Hamilton Hall facing west.
Color details do not take part in Guard Mount. They come to attention and remain there when JOOD's call respective platoons to attention.
Sounding of bugle.

 - Both JOOD's: a. FALL IN
 - Both JOOD's: b. REPORT. JOOD's report to COOD's: "Sir the Guard is mustered and all are present" (or, and _____ is absent).
 - R-ing JOOD: c. Open ranks MARCH. Inspection by COOD.
 - R-ing JOOD: d. Close ranks MARCH.

- R-ing JOOD: e. Three (3) Steps Backward MARCH.
- Both JOOD's: f. (facing guard) Present ARMS.
- R-ing JOOD: g. (about face) (salutes) "Sir, I relieve you."
- R-ed JOOD: h. (about face) (salutes) "Sir, I stand relieved."

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- Both JOOD's: i. (about face) Order ARMS.
 - Both JOOD's: j. Present ARMS
 - Both JOOD's: k. (face COOD's) (salute) "Sir, the Guard has been properly relieved."
 - Both JOOD's l. (face Guard) Order ARMS.
- Termination of Guard Mount.

6. Morning Colors:

- R-ing COOD: a. ADVANCE THE COLORS (At this command, the entire formation, both platoons and color guards are under the command of the 2/c in charge of colors.)
- 2/c ICC: b. Present ARMS. (entire formation – cadets without rifles remain at attention.)
- 2/c ICC: c. ADVANCE THE COLORS.
Flag handler with flag of Color Detail being relieved takes one pace forward.
- 2/c ICC: d. RECEIVE THE COLORS.
Two flag handlers from relieving Color Detail march forward to flag handler with flag.
When one pace in front of him, they halt, salute and then accept the flag.
The flag handler returns salute.
All flag handlers do an about face, rejoin respective Color Details and do another about face.
- 2/c ICC: e. About FACE (to his Color Detail).
- 2/c ICC: f. Flag Handlers FALL OUT (to his Color Detail).

Time of execution of colors.

- 2/c ICC: g. ATTENTION TO COLORS
- 2/C ICC: h. Detail ATTENTION (if not already there); Present ARMS.
- 2/c ICC: i. FIRE. (about face) (salute)
- 2/c ICC: j. CARRY ON.
- 2/c ICC: k. Order ARMS.
- 2/c ICC: l. COLOR DETAILS REJOIN YOUR PLATOONS.

P.C.'s take charge, return platoons to parade grounds and remain for drill.