to complete, indicating schooling completed, previous assignments, longevity, and three job preferences for his next position. The S-1 can then compile these and transfer the data to a master spread sheet that makes the information readily available. The S-1, using another spread sheet, then graphically depicts each officer, his duty position, time in that position, expected promotion window, and date of rotation from the unit. From this data, the adjutant can make sound officer management recommendations to the battalion commander and can react quickly to short suspense taskings from brigade or division.

Using a similar system, the battalion commander can anticipate and predict officer changes and identify potential officer manning problems well in advance.

Perhaps the single greatest effect an adjutant can have on the soldiers of a battalion result from his management of those programs dealing with morale and with legal matters. The S-1 must implement efficient systems for dealing with soldier pay problems, family issues, awards, and legal actions. An adjutant who genuinely cares about the soldiers and their families will make sure the battalion chain of concern and family support programs are responsive to the needs of all the families. He should pay particular attention to any unresolved problems. The caring adjutant will fight for the soldiers and families of his battalion. Further, an S-1 can never underestimate the positive effect of the rapid and just processing of awards and legal actions.

Another important role for an S-1 is managing his commander's administrative tasks. Many officers have problems trying to manage part of another person's workload. Likewise, many commanders are equally uncomfortable dividing administrative responsibilities between themselves and their adjutants. In the absence of guidance, an S-1 must take the initiative and do as much as possible.

The adjutant will be deluged with paperwork that comes in through daily distribution, and he must be able to distinguish the important from the trivial. As distribution arrives in his in-box, he should immediately wade through it, first scanning the material for commander-to-commander messages and placing these in the center of the battalion commander's desk. He should then determine the items the commander needs to sign or review that day and place them in a "HOT" file folder in the commander's in-box. Finally, he should collect the information that is not as critical and place it in a reading file in the commander's secondary box. He should do the same when each new distribution arrives.

If he has time, the adjutant should research what he can and attach written information and recommendations to the basic correspondence. His commander only has to miss one suspense date for the S-1 to understand the true importance of helping his commander in administrative management. Although the adjutant is not the commander's secretary, he is a staff officer with specific duties and loyalties in the area of command administration.

A battalion adjutant cannot neglect his many other responsibilities, such as strength accounting, casualty reporting, and his staff relationship with the battalion executive officer. But neither can he ignore his duties of command administration, soldier caring, and personnel management.

The commander who uses extra care in selecting his S-1 will thus free himself to concentrate on other matters and can proceed with the comforting knowledge that his adjutant is representing his battalion well and is taking care of his soldiers.

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Forgotten Heritage

CAPTAIN ROBIN M. CATHCART

Companies from Pennsylvania, Maryland, and Virginia formed the Continental Army on 14 June 1775. The Third Infantry Regiment, "The Old Guard," joined the Regular Army on 3 June 1784.

We are justifiably proud of the achievements of these distinguished Army units. But all too often we forget that some units of the Army National Guard pre-date the formation of these units by more than 100 years, and that these National Guard units also frequently pre-dated the creation of their respective territories or states.

Although militia units had been formed earlier in Virginia, the creation of three regiments from existing companies by the Massachusetts Bay Colony on 13 December 1636 is officially recognized as the beginning of the modern Army National Guard. These units were the North, South, and East Regiments. The North Regiment, later renamed the Middlesex

Bunker Hill, 17 June 1775—one of the Revolutionary War battles in which both the 181st and the 182d Infantry Regiments fought.

Regiment, was formed from companies already in existence in Charlestown, New Town, Cambridge, Watertown, Concord and, later, Dedham. This was the beginning of the two oldest infantry regiments in the country, the 181st and 182d Infantry Regiments, Massachusetts Army National Guard.

The term "National Guard" was first adopted by the 2d Battalion, 11th New York Artillery, in honor of the Marquis de Lafayette's celebrated *Garde Nationale de Paris* on the occasion of Lafayette's final passage through New York City enroute to France on 24 August 1824. It later became the official title of the American militia after the passage of the National Defense Act of 1916.

The 181st and 182d Infantry Regiments served throughout the American Revolution. The 181st participated in the Battles of Lexington, Bunker Hill, Trenton, Princeton, Saratoga, and Monmouth; the 182d fought at Lexington, Bunker Hill, Quebec, and Saratoga. In the war of 1812, both regiments were mobilized (in 1814) as elements of the Elite Brigade, Massachusetts Militia.

During the Civil War, the 181st Infantry was the first regiment to reach Washington, D.C., after the call-up in April 1861. It helped form the 26th Massachusetts Volunteer Infantry Regiment, which saw service for nearly the entire war and fought at Petersburg, in the Shenandoah Valley, and at Vicksburg. The 182d, then known as the Fifth Massachusetts Volunteer Infantry Regiment, fought at Bull Run and in the North Carolina campaigns of 1862-1863.

During the Spanish-American War, the 181st and 182d Infantry Regiments were on Federal service for nine months and served in Puerto Rico.

When the United States entered World War I, these two regiments again entered Federal service and were redesignated pioneer infantry regiments, which were corps- or army-level combat engineer units. They took part in the St. Mihiel, Meuse-Argonne, and Lorraine campaigns. After the war, the 181st and 182d Infantry Regiments were assigned to the 26th Infantry Division.

The 181st served during World War II in the Northern France, Rhineland, Ardennes-Alsace, and Central Europe campaigns The 182d Infantry served in the Pacific as part of the Americal Division. Its campaign credits include Guadalcanal, the Northern Solomons, Leyte, and the Southern Philippines. It was awarded the Navy Presidential Unit Citation for Guadalcanal and the Philippine Presidential Unit Citation.

Both regiments exist today as the 1st and 2d Battalions, 181st Infantry and the 1st Battalion, 182d Infantry, both assigned to the 26th "Yankee" Infantry Division, Massachusetts Army National Guard. In their state role they serve civil authorities in the preservation of life, the protection of property, and the maintenance of order. In their Federal role, the 181st and 182d, along with the rest of the Army National Guard, continue their primary mission of serving as an integral part of the United States' first line of defense.

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