

APPENDIX C

UNITED STATES ARMY BANDS**C-1. Morale Support**

Morale support is essential to the maintenance of our soldiers' will to fight and win. Morale and esprit can be seriously undermined by the stress of battle, and they are the primary targets of enemy psychological warfare. Consequently, they demand the continuing attention of commanders at all levels.

C-2. Army Bands as Effective Tools

To meet these challenges, the commander needs an effective means at his disposal that stimulates positive internal and external support for the Army's objectives. Army bands are particularly effective tools at the commander's disposal in building, reinforcing, and maintaining good morale and esprit, as well as countering enemy psychological operations (PSYOP).

C-3. Army Bands in Combat

During the US Army's past wars and conflicts, bands have ranged throughout the battlefield and rear areas performing music. Today's Army bands are CSS units allocated to theater armies, theater Army area commands, corps, divisions, theater defense brigades, selected major Army commands, selected installations, and other selected commands. Army bands provide live music for the troops whenever opportunities present themselves in peace and in war. Army bands are combat-ready units capable of assisting commanders with prescribed missions in the same manner that all CSS units provide support.

C-4. Mission

The mission of each Army band is specified in paragraph 1, Section I, of its TOE. This mission

may be slightly modified to fit local command needs and exigencies. Army bands promote readiness and relieve stress by enhancing troop morale and unit esprit. They provide music for troop gatherings and activities, military and religious ceremonies, and PSYOP.

C-5. Troop Gatherings and Activities

Army bands provide their most effective dimension of musical support at locations where troops are gathered such as points of embarkation and debarkation, stand-down areas, dispersal areas, hospitals and clearing stations, messing areas, training areas, and rest and recuperation centers. By providing live music for entertainment at such areas, bands help commanders relieve the stress of combat as well as counter loneliness, resignation, alienation, and other threats to the morale and esprit of their soldiers.

C-6. Military Ceremonies

Army bands provide music for military ceremonies such as reviews, parades, memorial services, and military funerals. This supports the objectives of the unit, building the common spirit that exists between soldiers, raising the soldier above himself, and helping to forge a strong regard for the honor and achievement of the unit by building enthusiasm, motivation, and continued devotion to duty.

C-7. Religious Ceremonies

Army bands enhance worship and religious and memorial ceremonies on the battlefield. This contributes to the strengthening of a soldier's

moral values, his commitment to his unit and fellow soldiers, and deepens his respect for the dignity of the individual embodied in his nationhood. Participation in religious ceremonies by an Army band is in accordance with AR 165-1.

C-8. Music in Support of Psychological Operations

a. Army bands can contribute significantly to the combat effort when effectively

integrated into strategic, operational, and tactical PSYOP. Army bands can reduce the effectiveness of enemy PSYOP directed toward friendly forces and supporting civilian groups.

b. In meeting his commander's needs for music in combat, the band commander tailors his unit to meet mission requirements. When manned and equipped at current authorized allowances, Army bands are capable of providing marching, concert, and popular (ethnic, cultural, or regional) music performances.