

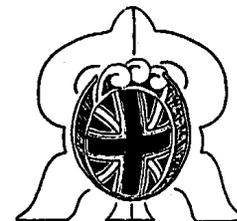


A  
**TREATISE**  
OF  
**Military Discipline**  
In which is Laid down and Explained  
**The Duty of the Non-  
Commissioned Officer,**  
Throughout Jaeger< Battalion of  
Roger< Ranger<

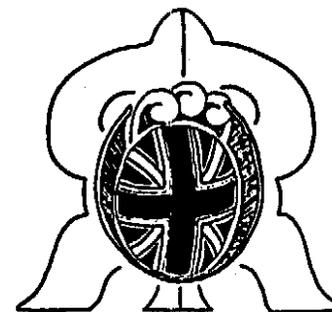
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By **TERRY COCHRAN,**  
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Roger< Ranger<

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North America, and it Colonie<  
A.D. MMIX



**Jaeger's Battalion**  
of  
**His Majesty's**  
**Independent Companies**  
of

# Rangers

Major Tim J. Todish, Commanding

Captain William J. Blair, Adjutant

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**This manual was created as a guide for the Non-Commissioned Officers of Jaeger's Battalion, Rogers' Rangers. It may not be reproduced without the consent of Jaeger's Battalion, His Majesty's Independent Companies of Rangers, Major Tim J. Todish, Commander or Captain William J Blair, Adjutant.**

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**First Edition**

## Mission Statement

*When directed, Rangers are to Seek-out, Observe, Engage, and Destroy the Enemy at Every Opportunity.*

The non-commissioned officers (NCOs) are the backbone of the Battalion. This has been true throughout history. As the first line supervisor of a unit's Rangers, NCOs conduct the daily business of the unit. They are charged with the welfare of their Rangers, seeing to the daily issues of their soldiers and ensuring they are cared for and that they care for themselves and their personal gear and weaponry.

They are the first line trainers in their unit, instructing their soldiers in basic tactical Ranger skills and drills. NCOs ensure the Officers are aware of any issues that affect the ability to effectively engage the enemy. Finally, NCOs lead by example, exhibiting skills above that normally expected of the average Ranger.

The intent of this manual is to provide basic information on Ranger NCO responsibilities. You should use this manual as a guideline of instruction rather than an all-inclusive, hard requirement. Consider it a living document that may be modified from time to time, as needed or as directed by the Battalion Commander or his Adjutant.

## **I. Instructions to NCOs**

Historically, Sergeants were responsible for mentoring/training Ranger recruits from day one, enabling them to become capable soldiers. Within Jaeger's Battalion there are only two official grades of NCOs, Sergeant Major and Sergeant. We realize when units need more than one NCO they often refer to them as First or Second Sergeant or Corporal. These are company designations only. We will explain some of the duties normally spread in this type of grade structure. A temporary acting Sergeant may be created by the senior officer commanding when he perceives such a need. In order to effectively lead, mentor, and train your Rangers, you should develop proficient knowledge of the various Battalion manuals:

- Jaeger's Battalion Manual
- Jaeger's Battalion Drill Manual (the Battalion Drill is available on a CD-Rom)
- Jaeger's Battalion Tactics Manual
- Jaeger's Battalion Safety Manual
- Jaeger's Battalion NCO Field Manual (this manual)

In addition, you must be well read on the skills required to conduct Ranger operations during the period we portray. The Reference section of this Manual provides ample resource material that you can use to expand your knowledge of Rangers and the period.

Finally, you must practice the art of leadership as often as possible. Important traits for leading your Rangers include:

- Set the example in all instances
- Develop and exhibit decisive leadership skills at all times
- Be tactically and technically proficient in Ranger skills
- Whenever possible or practical, train and mentor your Rangers
- Always support your chain of command

### **A. Responsibilities of the Battalion Sergeant Major**

The Battalion Sergeant Major is the senior non-commissioned officer of the Battalion, and he is assigned to the Battalion Staff. He is charged with the training and coordination of the various Company Sergeants. He is to give the utmost attention to their conduct and behavior and to the Rangers under them. He should attend every parade and muster. He is to be proficient in all required Ranger skills and have proficient knowledge of all Battalion Manuals. Moreover, he should be well-acquainted with the internal management of the Battalion and in the business of the Adjutant, to whom he is an assistant. Dependent upon the needs of his home Company, he may also serve as the First Sergeant of said Company.

### **B. Responsibilities of the Company First Sergeant**

The Company First Sergeant is the senior non-commissioned officer of the Company. In many instances he will be the only NCO of a company. He is the first-line trainer of the Company. He is to be

proficient in all required Ranger skills and have proficient knowledge of all Battalion Manuals. He should be well-acquainted with the duties and responsibilities as outlined in Sections II through VI of this manual. Moreover, he will carry out any additional duties as specified by his Company Commander. Note: As there is no 18<sup>th</sup> century equivalent title of “First Sergeant” or “Second Sergeant,” all Company Sergeants shall be addressed as “Sergeant,” as their seniority within the Company should be known to all the Private Rangers of said Company.

### **C. Responsibilities of the Company Second Sergeant**

In Companies that meet the criteria for additional Sergeants, as specified in the Battalion Manual, a Company Second Sergeant may be warranted. It is the duty of the Second Sergeants to assist the Company First Sergeant in all manner of training and discipline of the Company. He may be assigned special duties as specified by the First Sergeant or the Company Commander to aid in the efficient operation of the Company.

### **D. Responsibilities of the Company Corporal**

The rank of Corporal is not recognized by the Battalion. Historically, there were no Corporals in Rogers’ Rangers. The exception being that, in January 1757, the Ranging Companies of Captains Humphrey Hobbs and Thomas Speakman were integrated into the Ranger Companies commanded by Captain Robert Rogers. Those two Companies did have Corporals when they were added to Rogers’ command. When those Corporals were promoted, left the service, or died, no more Corporals

were warranted. In deference to those early Ranging Companies, Company Commanders may decide to appoint Corporals in order to groom men for Sergeants’ berths when a vacancy arises, or to assist in the efficiency of the operation of the Company. The roles of Corporals may be limited to Company responsibilities at Battalion events, or expanded, depending on the need of the Battalion with regard to NCO leadership. The decision to extend Battalion responsibilities to Corporals, by appointing them as acting sergeants, at Battalion events shall rest upon the Battalion Sergeant Major, the appointed Battalion Field Commander, and/or the Battalion Commander/Adjutant.

## **II. Training your soldiers**

Rangers should continue to improve their personal knowledge and skills. They should continue to refine and improve their clothing and equipment. It is the NCO’s business to enable growth in their assigned soldiers’ capabilities.

NCOs should oversee the development of Ranger recruits’ and Private Rangers’ individual field kits/interpretation. They should ensure that new recruits only purchase items that are period correct and appropriate for use by a Ranger. This will ensure that new members do not waste their money on inappropriate equipment. The NCO must take the time to accompany recruits when they visit sutlers to purchase their gear, or as a minimum, identify the appropriate gear from preferred sutlers online or at reenactor events. NCOs should inspect the equipment of new members who may have equipment from different periods of interpretation (Rev War, 1812, etc...) to ensure items are period correct. The Jaeger’s Battalion Manual includes a comprehensive guide to clothing

and equipment. For questionable articles, Company Commanders will provide final guidance on the use of said articles.

NCOs are responsible for ensuring Ranger recruits pass muster. Passing muster is the process through which Ranger recruits demonstrate their ability to participate in unit activities. The process includes inspection of the following requirements:

- Appropriate clothing
- Arms & Accoutrements
- Demonstrated proficiency in basic drill
- Demonstrated knowledge of firearms safety and the ability to safely load and fire their weapons

While it is important that Ranger recruits pass muster as soon as possible, it is not required for participation in Battalion events. NCOs should ensure that the new recruit understands and demonstrates basic firearms and tactical firing safety techniques before they are allowed to participate in collective actions involving the firing of weapons. Along with successfully passing muster, NCOs must ensure Ranger recruits attend a minimum of four unit events before they can apply for appointment to the rank of Private Ranger. NCOs should encourage their recruits to seek and attain this important first milestone as soon as practicable and assist them in the application process as necessary.

NCOs must strongly encourage their Rangers to get into the field whenever possible to practice their individual ranging and woodland skills. Whenever possible, NCOs should arrange for training events where they can lead individual and collective skills training.

Encourage your Rangers to improve their historic knowledge, not only topics concerning Rangers, but the entire Seven Years War period. Ensure your soldiers have a copy of both the reference section of this Manual and the required reading list in the Battalion Senior Ranger Program. Refer to the Jaeger's Battalion Manual for more information on the Battalion Senior Ranger Program.

Finally, knowledge of Roger's Rules for Ranging serves as a baseline for training your rangers in the field. The Rules are listed in the reference section of this Manual. Ensure your soldiers have a copy of the rules, can generally recite them, and use them during the basic training of their field skills.

### **III. Company Training**

For Battalion events, the Battalion Sergeant Major will develop and coordinate the Battalion training schedule. This training schedule will include site re-enactor events in addition to Battalion training time. Company NCOs should plan their unit training around those other events, when practical. These events are often times ideal for individual and collective unit training and can serve as a means of engaging the public and recruiting new Rangers.

As stated in Section II, whenever possible the Company NCO should arrange for training events where they, along with the Company Officers, can lead individual and collective skills training. During those training opportunities the NCO should stress proficiency training on the handling, maintaining, and firing of the individuals' firelock. Live fire greatly enhances a Ranger's ability and understanding of the capabilities of their chosen weapon and is highly encouraged. NCOs should also provide for the training of other basic field skills during those events, such as:

- Arm and hand signals
- Stealth and security methods for ranging and reconnaissance
- Critical terrain features
- Observation and fields of fire
- Camouflage, cover and concealment techniques
- Actions at obstacles
- Avenues of approach
- Methods for secure taking and handling of prisoners
- Techniques for actions upon enemy contact
- Techniques for fire and retreat
- Use of a rally point
- Basic individual survival skills
  - Health and first aid
  - Fire making
  - Finding water
  - Shelter and Bedding
  - Basic knots
  - Field hazards
- Crossing water
- Use of your Ranger rope for ascending and descending a steep grade
- Other basic skills as directed or required in the Senior Ranger program

When your soldiers build their basic individual and collective skills, you can add advanced skills to the training schedule. Some examples of advanced skills include; orienteering/land navigation, identifying edible plants and other foods, cold weather survival, etc.

#### IV. Battalion Training

The ability to conduct proper drill is the cornerstone that binds the various companies together. The results teach us to obey commands without hesitation, developing teamwork and enhancing our ability to execute rapid maneuver on the field. This ability instills discipline and pride, and is indicative of high standards. It also serves as a valuable recruiting tool for the units. However, it is counterproductive to spend an excessive amount of time rehashing basic drill. A recommended mix is about 20/80: 20% on basic drill and 80 % on advance drill and tactics.

- Basic Drill requirements:
  - Battalion Drill and Tactics Manual
  - Safety
  - Manual of Arms
  - Loading & Firing

In addition to the Battalion Drill manual, the publication “The Irregulars”, provides an excellent guide for the conduct of advance training. The following topics should be the basis of any Battalion training.

- Safety
- Marching and Tactical Formations
- Firings (Independent, Alternate, By Ranks, By Fire Teams, &c.)
- Special Training

#### V. Sample Event Training Plan

**SAFETY:** Throughout the entire evolution, **Safety is Paramount!** Safety is the responsibility of every individual regardless of rank or position. The leadership should take time to discuss safety topics such as: firearms, first aid,

special consideration for the event, heat/ water (everyone taking the field will have a canteen)

1. Morning Muster: This is an informal muster to see who is available and to put out any information as may be necessary.
2. Morning Parade: At least 15 minutes before assembly for morning parade all Rangers will turn out on the parade in complete kit, to include uniform coats, arms and accoutrements, water, knapsacks/bedroll and a full box of ammunition. The NCO in charge will conduct a muster and personnel equipment inspection. He will also conduct a safety inspection and morning drill exercise in accordance with standing Battalion orders. When directed the unit will march to the main parade for morning colors. Upon completion of colors, Rangers will prepare for any scheduled morning tactical exercise as directed.
3. Tactical Exercise: Following morning parade the unit should conduct a tactical exercise as warranted. This exercise should be designed as to enhance the unit's tactical abilities as well as that of the individual Rangers, NCOs and field officers. The exercise should be conducted to broaden the tactical flexibility in movement and firings. It may also cover specific movements pertaining to the scenario that the unit may be involved in that day such as scouting, special firing, assault drills, etc... The exercise should last no more than 1-hour.
4. Battle Engagement: Know what time it is. Rangers should ensure that they are in the company area and prepared to turn out at the appointed time. Ensure all leaders/officers and NCOs are aware of any special responsibilities. An equipment check will be conducted prior to leaving the company area. All Rangers will have a sufficient amount of

ammunition and a full canteen. A safety inspection will be completed as required by the command authority.

**Procedures for the pre-battle weapons inspection:** In accordance with Battalion/event instructions, NCOs should be prepared to supervise or conduct inspection by giving the following commands:

- a. "Poise your FIRELOCKS!," come to the poise and invert your firelock. Your right thumb should be on the trigger, maintaining the firelock with your left hand.
- b. As the inspector passes, suspend your firelock on your right thumb. The inspector will check the half cock of your firelock; that the hammer stall and flash guard are present and secure; and that the flint is secure in the jaws of the cock.
- c. Return to the poise position, then rest upon position, and prepare to spring rammer. Each Ranger will spring rammers when the inspector comes to his front. After the inspector passes, the Ranger will return his rammer, leaving six inches of the rammer above the muzzle, and prepare for the command to return rammer. Upon the command, "Return RAMMER!," return rammer and return to the rest position.
- d. The inspector will then pass again, inspecting cartridge boxes, edged weapons and canteens. Pull one cartridge from each man's box and inspect it for proper construction and volume.
- e. "Poise your FIRELOCKS! Shoulder your FIRELOCKS!"

Final planning for the scenario will be addressed. Officers will provide the order to prime and load the muskets.

During the battle, NCOs will take directions from assigned Officers and relay those commands to their Rangers. Command voice is required for effective battle presence. NCOs must practice the use of their command voice whenever convenient during training events.

Following the cessation of the engagement, NCOs will reform the unit and ensure that all soldiers are present or accounted for. NCOs will inspect all firelocks and ensure they are secured at the earliest opportunity. Upon dismissal, NCOs will ensure all Rangers attend to the inspection and cleaning of their firelock as soon as practical. NCOs should ensure new recruits are adept with the care and cleaning of their weapon.

If desired, conduct an after action debriefing with officers, NCOs and soldiers. This is the ideal time to discuss with individual soldiers or the collective unit, the things that worked well or not so well during the engagement. This is also an appropriate time to mentor new recruits on how to improve their historic impression.

5. Evening Muster: This can be as formal or informal as the officer in command desires.

## **VI. Camp Duties**

NCOs are responsible for coordinating the setup of their Company camp. Upon arrival at an event, the NCO should accomplish the following actions:

- Contact the event coordinator, commander, or quartermaster to determine the location of the Battalion or company camp.
- Identify the senior officer present as soon as possible and establish the chain of command.
- Direct camp set-up, establish tent lines and kitchen locations.
- Establish the event NCO Mess: Sergeant Major, Company Sergeants and Corporals, for the coordination of duties and event training schedule.
- When practical, all NCOs should exercise drill together to improve their confidence and ability to instruct.
- If required, establish a watch/duty roster.
- Coordinate camp duties such as wood/water/ice and mess duty.
- Coordinate for and lead or supervise public displays or demonstrations of basic Ranger skills. Examples of this type of activity includes:
  - Demonstration of how to roll a basic cartridge for your musket
  - Demonstration of how to make lead ball bullets over a fire
  - Demonstration of the Ranger basic kit (cartridge box, belt axe, bedroll, canteen, musket, etc.)
  - Conduct a raid on an enemy location or unit and take prisoners, for the public
  - Many other activities, intended to draw in and educate the public and to recruit new Rangers

## **VII. Marching**

When in the field or Ranging, the Ranger detachments should deploy according to Rogers' Rules. These are fully

explained in the Battalion Tactics Manual and are listed at the end of this manual. However, at events and encampments, it will be necessary to march your Rangers to training areas, color ceremonies, inspections, tactical areas, &c. Unless otherwise specified, NCO's will be in command of those marching columns. None of the other Battalion manuals specify procedures for marching a detachment, thus the Battalion standard marching procedures are listed herein.

Rangers are to fall in, in two ranks, Sergeants posted on the right. Prior to marching, the ranks will be faced, right or left, to form two files for marching. It is essential that the NCO in command use his command voice, so that commands can be heard along the entire column. Commands are in two segments: preparatory and execution. Example: "To the right!" (preparatory), FACE! (execution).

Very basic commands are needed to conduct the march:

- "Take care!" – This is an "alert" command indicating that something is about to happen.
- "To the front, MARCH!" – The column steps off on the left foot.
- ("Take care!") – "HALT!"
- "To the right (or left) – WHEEL!" – The front two Rangers of the column wheel, with each subsequent pair of Rangers wheeling when they reach the position in which the command was first given.
- On the command, "To the right (left) about – WHEEL!" the column will double back along its length.
- "Carry your firelock in your right, HAND" – From the shoulder, Rangers will come to the trail firelocks position.

- "Route, MARCH" – The column will break step, and march at their own step, maintaining pace.
- "Route, CARRY" – The Rangers may carry their firelocks in their choice of safe position.
- "Sergeants, POST" – Sergeants proceed to the opposite end of their rank or file, in order to expedite movement or to maintain command and control.

All evidence supports the fact that Rangers did a minimum of "parade ground" marching, so the use of wheels in ranks, should be extremely limited. Most wheels will be performed in column of march.

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## Roger's Rules of Ranging

**I.** All Rangers are to be subject to the rules and articles of war; to appear at roll- call every evening, on their own parade, equipped, each with a Firelock, sixty rounds of powder and ball, and a hatchet, at which time an officer from each company is to inspect the same, to see they are in order, so as to be ready on any emergency to march at a minute's warning; and before they are dismissed, the necessary guards are to be draughted, and scouts for the next day appointed.

**II.** Whenever you are ordered out to the enemies forts or frontiers for discoveries, if your number be small, march in a single file, keeping at such a distance from each other as to prevent one shot from killing two men, sending one man, or more, forward, and the like on each side, at the distance of twenty yards from the main body, if the ground you march over will admit of it, to give the signal to the officer of the approach of an enemy, and of their number, &c.

**III.** If you march over marshes or soft ground, change your position, and march abreast of each other to prevent the enemy from tracking you (as they would do if you marched in a single file) till you get over such ground, and then resume your former order, and march till it is quite dark before you encamp, which do, if possible, on a piece of ground which that may afford your centries the advantage of seeing or hearing the enemy some considerable distance, keeping one half of your whole party awake alternately through the night.

**IV.** Some time before you come to the place you would reconnoitre, make a stand, and send one or two men in whom you can confide, to look out the best ground for making your observations.

**V.** If you have the good fortune to take any prisoners, keep them separate, till they are examined, and in your return take a different route from that in which you went out, that you may the better discover any party in your rear, and have an opportunity, if their strength be superior to yours, to alter your course, or disperse, as circumstances may require.

**VI.** If you march in a large body of three or four hundred, with a design to attack the enemy, divide your party into three columns, each headed by a proper officer, and let those columns march in single files, the columns to the right and left keeping at twenty yards distance or more from that of the center, if the ground will admit, and let proper guards be kept in the front and rear, and suitable flanking parties at a due distance as before directed, with orders to halt on all eminences, to take a view of the surrounding ground, to prevent your being ambuscaded, and to notify the approach or retreat of the enemy, that proper dispositions may be made for attacking, defending, &c. And if the enemy approach in your front on level ground, form a front of your three columns or main body with the advanced guard, keeping out your flanking parties, as if you were marching under the command of trusty officers, to prevent the enemy from pressing hard on either of your wings, or surrounding you, which is the usual method of the savages, if their number will admit of it, and be careful likewise to support and strengthen your rear-guard.

**VII.** If you are obliged to receive the enemy's fire, fall, or squat down, till it is over; then rise and discharge at them. If

their main body is equal to yours, extend yourselves occasionally; but if superior, be careful to support and strengthen your flanking parties, to make them equal to theirs, that if possible you may repulse them to their main body, in which case push upon them with the greatest resolution with equal force in each flank and in the center, observing to keep at a due distance from each other, and advance from tree to tree, with one half of the party before the other ten or twelve yards. If the enemy push upon you, let your front fire and fall down, and then let your rear advance thro' them and do the like, by which time those who before were in front will be ready to discharge again, and repeat the same alternately, as occasion shall require; by this means you will keep up such a constant fire, that the enemy will not be able easily to break your order, or gain your ground.

**VIII.** If you oblige the enemy to retreat, be careful, in your pursuit of them, to keep out your flanking parties, and prevent them from gaining eminences, or rising grounds, in which case they would perhaps be able to rally and repulse you in their turn.

**IX.** If you are obliged to retreat, let the front of your whole party fire and fall back, till the rear hath done the same, making for the best ground you can; by this means you will oblige the enemy to pursue you, if they do it at all, in the face of a constant fire.

**X.** If the enemy is so superior that you are in danger of being surrounded by them, let the whole body disperse, and every one take a different road to the place of rendezvous appointed for that evening, which must every morning be altered and fixed for the.

**XI.** If your rear is attacked, the main body and flankers must face about to the right or left, as occasion shall require, and form themselves to oppose the enemy, as before directed; and the same method must be observed, if attacked in either of your flanks, by which means you will always make a rear of one of your flank-guards.

**XII.** If you determine to rally after a retreat, in order to make a fresh stand against the enemy, by all means endeavour to do it on the most rising ground you come at, which will give you greatly the advantage in point of situation, and enable you to repulse superior numbers.

**XIII.** In general, when pushed upon by the enemy, reserve your fire till they approach very near, which will then put them into the greatest surprize and consternation, and give you an opportunity of rushing upon them with your hatchets and cutlasses to the better advantage.

**XIV.** When you encamp at night, fix your centries in such a manner as not to be relieved from the main body till morning, profound secrecy and silence being often of the last importance in these cases. Each centry therefore should consist of six men, two of whom must be constantly alert, and when relieved by their fellows, it should be done without noise; and in case those on duty see or hear any thing, which alarms them, they are not to speak, but one of them is silently to retreat, and acquaint the commanding officer thereof, that proper dispositions may be made; and all occasional centries should be fixed in like manner.

**XV.** At the first dawn of day, awake your whole detachment; that being the time when the savages chuse to fall

upon their enemies, you should by all means be in readiness to receive them.

**XVI.** If the enemy should be discovered by your detachments in the morning, and their numbers are superior to yours, and a victory doubtful, you should not attack them till the evening, as then they will not know your numbers, and if you are repulsed, your retreat will be favoured by the darkness of the night.

**XVII.** Before you leave your encampment, send out small parties to scout round it, to see if there be any appearance or track of an enemy that might have been near you during the night.

**XVIII.** When you stop for refreshment, chuse some spring or rivulet if you can, and dispose your party so as not to be surprised, posting proper guards and centries at a due distance, and let a small party waylay the path you came in, lest the enemy should be pursuing.

**XIX.** If, in your return, you have to cross rivers, avoid the usual fords as much as possible, lest the enemy should have discovered, and be there expecting you.

**XX.** If you have to pass by lakes, keep at some distance from the edge of the water, lest, in case of an ambuscade or an attack from the enemy, when in that situation, your retreat should be cut off.

**XXI.** If the enemy pursue your rear, take a circle till you come to your own tracks, and there form an ambush to receive them, and give them the first fire.

**XXII.** When you return from a scout, and come near our forts, avoid the usual roads, and avenues thereto, lest the enemy should have headed you, and lay in ambush to receive you, when almost exhausted with fatigues.

**XXIII.** When you pursue any party that has been near our forts or encampments, follow not directly in their tracks, lest they should be discovered by their rear guards, who, at such a time, would be most alert; but endeavour, by a different route, to head and meet them in some narrow pass, or lay in ambush to receive them when and where they least expect it.

**XXIV.** If you are to embark in canoes, battoes, or otherwise, by water, chuse the evening for the time of your embarkation, as you will then have the whole night before you, to pass undiscovered by any parties of the enemy, on hills, or other places, which command a prospect of the lake or river you are upon.

**XXV.** In paddling or rowing, give orders that the boat or canoe next the sternmost, wait for her, and the third for the second, and the fourth for the third, and so on, to prevent separation, and that you may be ready to assist each other on any emergency.

**XXVI.** Appoint one man in each boat to look out for fires, on the adjacent shores, from the numbers and size of which you may form some judgment of the number that kindled them, and whether you are able to attack them or not.

**XXVII.** If you find the enemy encamped near the banks of a river or lake, which you imagine they will attempt to cross for their security upon being attacked, leave a detachment of your

party on the opposite shore to receive them, while, with the remainder, you surprize them, having them between you and the lake or river.

**XXVIII.** If you cannot satisfy yourself as to the enemy's number and strength, from their fire, &c. conceal your boats at some distance, and ascertain their number by a reconnoitering party, when they embark, or march, in the morning, marking the course they steer, &c. when you may pursue, ambush, and attack them, or let them pass, as prudence shall direct you. In general, however, that you may not be discovered by the enemy upon the lakes and rivers at a great distance, it is safest to lay by, with your boats and party concealed all day, without noise or shew; and to pursue your intended route by night; and whether you go by land or water, give out parole and countersigns, in order to know one another in the dark, and likewise appoint a station every man to repair to, in case of any accident that may separate you."

*"Such in general are the rules to be observed in the Ranging service; there are, however a thousand occurrences and circumstances which may happen, that will make it necessary, in some measure to depart from them, and put other arts and stratagems in practice; and which cases every man's reason and judgement must be his guide, according to the particular situation and nature of things; and that he may do this to advantage, he should keep in mind a maxim never to be departed from by a commander, viz. to preserve a firmness and presence of mind on every occasion."* -Robert Rogers

**Creed of the  
Noncommissioned Officer  
Excerpts...**

**No** one is more professional than I. I am a Noncommissioned officer, a leader of soldiers. As a Noncommissioned Officer, I realize that I am a member of a time honored corps, which is known as “The Backbone of the Army.” ...

**Competence** is my watch-word. My two basic responsibilities will always be uppermost in my mind – accomplishment of my mission and the welfare of my soldiers. I will strive to remain tactically and technically proficient...All soldiers are entitled to outstanding leadership: I will provide that leadership. I know my soldiers and I will always place their needs above my own. I will communicate consistently with my soldiers and never leave them uninformed...

**Officers** of my unit will have maximum time to accomplish their duties; they will not have to accomplish mine. I will earn their respect and confidence as well as that of my soldiers. I will be loyal to those with whom I serve; seniors, peers and subordinates alike. I will exercise initiative by taking appropriate action in the absence of orders...

## NOTES