MILITARY ORGANIZATION
of the
UNITED STATES

U. S. Army Military History Institute

Military Organization

OF THE

United States

UA
25
.U582
1923

THE GENERAL SERVICE SCHOOLS
FORT LEAVENWORTH, KANSAS

Revised November, 1923

Library
Office, Chief of Staff

THE GENERAL SERVICE SCHOOLS PRESS
FORT LEAVENWORTH, KANSAS
275—11-1-33—1M

1928

PROPERTY OF US ARMY

VA
25
.5
M55
1928

OCLC# 19225921

First published, September 1922
Second edition, revised November, 1923
Third edition, January, 1925
Reprinted August, 1925
Reprinted January, 1926
Reprinted November, 1926
Reprinted February, 1927
Reprinted August, 1927
Reprinted February, 1928

Preface

This pamphlet is prepared by The Command and General Staff School, Fort Leavenworth, Kansas, for the purpose of presenting in convenient form the announced policies and basic principles of military organization. It gives a brief outline of the general organization of the land forces of the United States, including a theater of war. It presents in considerably more detail the projected war organization of tactical formations, the functions of commanders and staffs, and the system of administration. It is a reference book rather than a text.

Organization for national defense affects the whole population. The obligation of every citizen to serve in the defense of the United States is an accepted principle. This places in military formations or categories all citizens who are able to perform service. The value of the forces so formed depends on the soundness of organization and on the individual and collective spirit, power, and will of our people. In war personal sacrifice extends to each family, as war affects deeply each town and village. Therefore, a democracy through its realization of the self-imposed horrors strives to avoid war, and our nation has generally been able to suppress efforts to bring on needless conflict with its consequent suffering. But when war is unavoidable, defeat is more bitter and more costly than success. In a nation possessing the resources of the United States, early success in war is insured by sound preparation. The most important form of preparation in time of peace is thorough provision for a war organization.

Thorough organization for national defense contributes to success in war, and what is more important, tends to prevent war. A nation is slow to attack another which is known to be prepared for national defense.

The organization of the several arms, branches, and services is given in *Tables of Organization*, W. D. The text-

books, *Tactics and Technique of the Separate Branches*, Volumes I and II, G. S. S., discuss and amplify the organization in detail. The strength, composition, and functional interdependence of the basic units and the association of these units into larger tactical commands are based on experience and the special equipment of the branch. Organization depends on the technique of the particular arm and the method adopted for its employment in combat. To understand the principles of the organization of a small unit, it is necessary to know the functions of the unit, the powers and limitations of the weapons with which it is armed, and the best means of utilizing this armament in the performance of its functions under probable conditions of combat. This pamphlet treats of the reason for all military organization and the purpose of combining the efforts of tactical and administrative units to secure the battle success of the whole. Such a framework of the authorized and projected military organization of the United States is presented to the reader in order that he may early visualize and grasp the complete picture.

ROBERT H. ALLEN,
Colonel of Infantry (D. O. L.),
Assistant Commandant.

APPROVED:
HARRY A. SMITH,
Brigadier General, U. S. Army,
Commandant.

Contents

SECTION I

Pages

INTRODUCTION ---------- 7-16

Purpose of Organization—Military Policy—Land Forces of the United States—Regular Army—National Guard—Organized Reserves.

SECTION II

ORGANIZATION AND DIRECTION ---------- 17-21

Basis of Organization—Classification of Troops—Organization in Peace—Peace to War Footing—The War Department.

SECTION III

TERRITORIAL ORGANIZATION ---------- 22-26

Theater of War—Zone of Interior—Theater of Operations—Communications Zone—Sections of the Communications Zone—Combat Zone—Coast Defense.

SECTION IV

TACTICAL ORGANIZATION ---------- 27-35

Functions of Large Units—General Headquarters—Groups of Armies—The Army—The Corps—The Division—The Cavalry Division—Special Troops—The Combined Arms and Branches.

SECTION V

COMMAND ---------- 36-46

Basis of Command—Exercise of Command—Principles of Command—Staff Principles—The General Staff—Technical and Administrative Staff—Staffs of Lower Units—Signal Communication.

SECTION VI

ORGANIZATION FOR ADMINISTRATION ---------- 47-54

Administration—System of Supply—System of Evacuation and Hospitalization—Transport System—Diagram of the Organization of the Supply System.

INDEX ---------- 55-58

Military Organization

	Paragraphs
SECTION I.—Introduction	1- 6
II.—Organization and Direction	7-11
III.—Territorial Organization	12-18
IV.—Tactical Organization	19-27
V.—Command	28-35
VI.—Organization for Administration	36-39

SECTION I

Introduction

	Paragraph
Purpose of organization	1
Military policy	2
Land forces of the United States	3
Regular Army	4
National Guard	5
Organized Reserves	6

1. PURPOSE OF ORGANIZATION.—*a.* Organization is the act of disposing, arranging, and combining constituent or interdependent parts into an organic and coordinated whole. Military organization comprises the correct and systematic arrangement of the man-power and economic resources of a nation for the accomplishment of a definite purpose. It provides that combination and unity of effort essential to success in war. The character, form, strength, and method of organization are dictated by the military needs of the nation, but, so far as practicable, they are made to conform to the economical, financial, social, and political factors of the country. Thus, these considered together, dictate the formulation of essential national policies, military laws, and departmental regulations. Based on regulations, tables of organization are prepared for all units and branches, both in peace and war. Other regulations prescribe the territorial organization for command and administration and define the method of extending this organization to meet war conditions.

b. Organization for war implies thorough and sound preparation therefor. Thorough preparation includes a correct organization of all arms, branches, and services, and plans for the transition of the nation from a peace to a war basis. Sound preparation results from the appreciation of correct conclusions as to the resources of the country, the characteristics of the people, and the lessons taught by experiences in prior wars.

2. MILITARY POLICY.—*a.* War between nations results from a conflict of national aspirations. National aspirations conflict as a result of racial, political, economical, and commercial competition or rivalries. These are questions of national policy. The national policy of a government dictates the character of its military policy. A sound military policy comprises the adoption and application of measures necessary for national defense and for the protection and the promotion of national policies.

b. Preparation and organization for war are based primarily on military requirements. Military requirements depend on the force needed by a nation to maintain its sovereignty, to promote its national aspirations, and to defend its national policies. The size and character of the force required are dictated largely by the extent to which national aspirations and policies conflict with the aspirations and policies of other nations. Preparation for war results from a correct national and governmental appreciation of military requirements and from the adoption and application of a military policy to meet these requirements.

c. The essential of a military policy is a correct scheme of national defense, supported by governmental provisions for its execution. The provisions for its execution comprise the necessary armament, equipment, and organized and trained man-power with which to conduct a war, and the efficient adaptation of national resources and industries to supply the provisions and munitions of war. The preparation, organization, mobilization, and operation of the national military resources made available by the government are functions of the War Department.

d. The military policy of the United States contemplates the maintenance of a small and highly trained peace establishment, consisting of the Regular Army, the National

Guard, and the Organized Reserves, all so organized and trained as to provide the framework on which the required man-power of the nation is mobilized, trained, armed, equipped, and supplied, and the necessary resources of the nation are organized. In addition, provisions exist for voluntary partial training of a part of the young men of the nation by brief and intensive training camp courses and by training in high schools, colleges, and universities throughout the country. The agencies for voluntary military training include at present, the Reserve Officers' Training Corps and the Citizens' Military Training Camps.

3. LAND FORCES.—The military forces of the United States consist of all citizens of the United States, male and female, who are able to render military service in any capacity, direct or indirect, as combatants or non-combatants. The organized land forces of the United States consist of the Regular Army, the National Guard, and the Organized Reserves. These three components of our military forces have a common mission—elements welded into an harmonious and efficient whole—and constitute the Army of the United States. The Regular Army, the National Guard, and the Organized Reserves form, respectively, the first, second, and third echelons of this army. These are coordinated echelons, and each reinforces the other. They will not be used as replacements one for the other, except in the case of unassigned officers of the Organized Reserves, who may be assigned to the Regular Army. Each echelon is distinct in its status and each has a specific mission, but at the same time is a necessary and correlated part of the national military system. In an emergency requiring the maximum mobilization, the three echelons will furnish six field armies, each army consisting of two cavalry divisions and three corps each composed of three divisions. In addition to the field armies, each echelon will supply its *pro rata* share of the General Headquarters Reserve units, and of the personnel necessary for the communications zone and the zone of the interior. Of the six field armies the Regular Army will furnish one, the National Guard two, and the Organized Reserves three. This scheme of mobilization contemplates, in principle, the initial employment of each echelon in succession, but ultimately combines them into

one effective and homogenous force. The first echelon, the Regular Army, from the beginning opposes an invasion and thus gains time for the second echelon, the National Guard, to complete its mobilization and preparation and come to the assistance of the Regular Army. These two echelons, together, undertake to gain further delay in order to permit the third echelon, the Organized Reserves, to be mobilized, assembled, and trained. This plan precludes any adverse decision at the beginning of a war and permits, without interruption, the development of such additional military forces as the particular emergency may require.

4. REGULAR ARMY.—*a*. The Regular Army constitutes the permanent military force. Its peace time strength, which is prescribed by Congress, is such as is deemed necessary to enable it to fulfill its special functions in peace and war. These functions in general are to provide:

(1) Garrisons for the continental frontiers of the United States.

(2) A covering force in case of a major war.

(3) A small but highly trained and completely equipped expeditionary force.

(4) Overseas garrisons.

(5) Garrisons for the permanent seacoast defenses.

(6) A national police force.

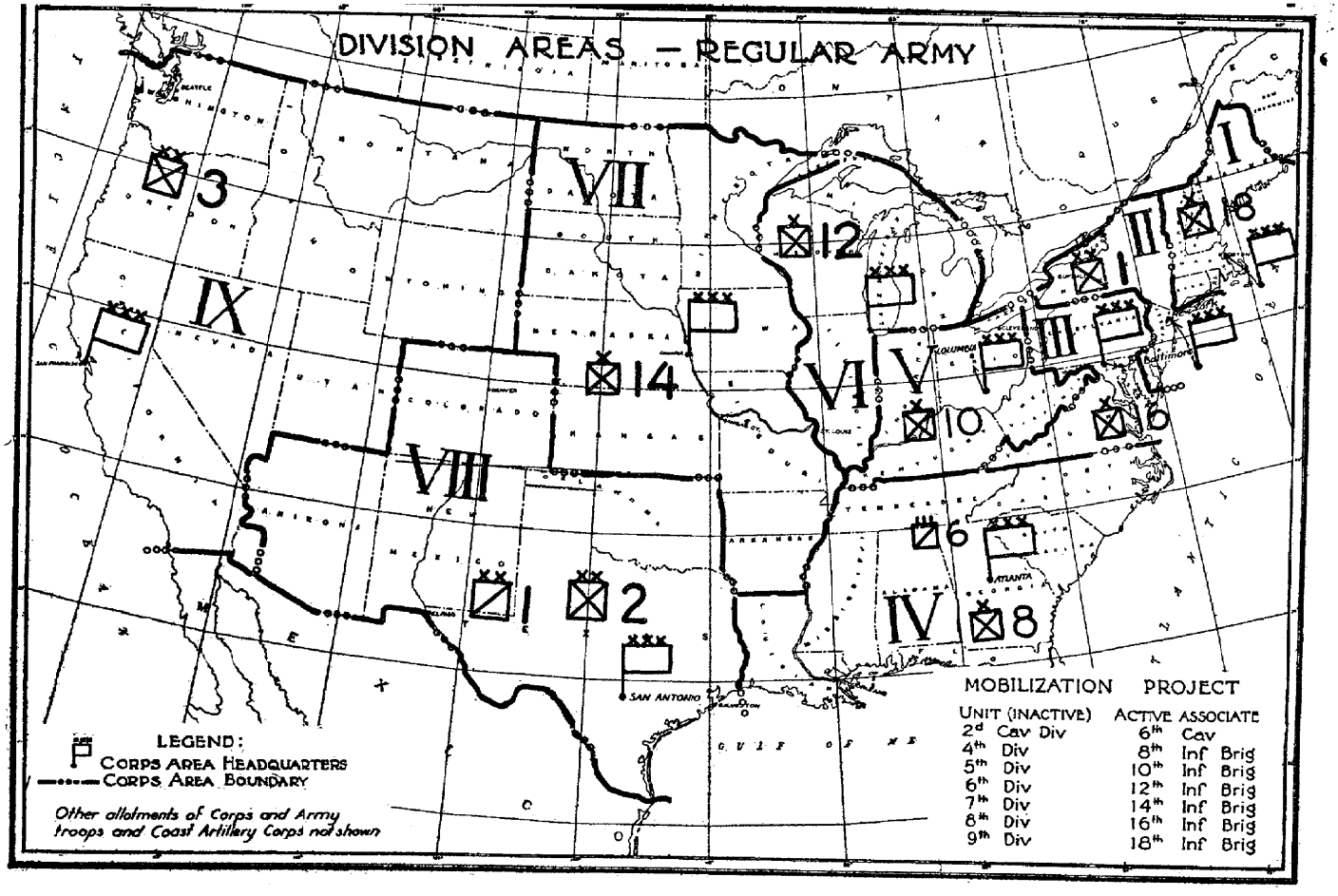
(7) Personnel for the development and training of the Regular Army and the National Guard.

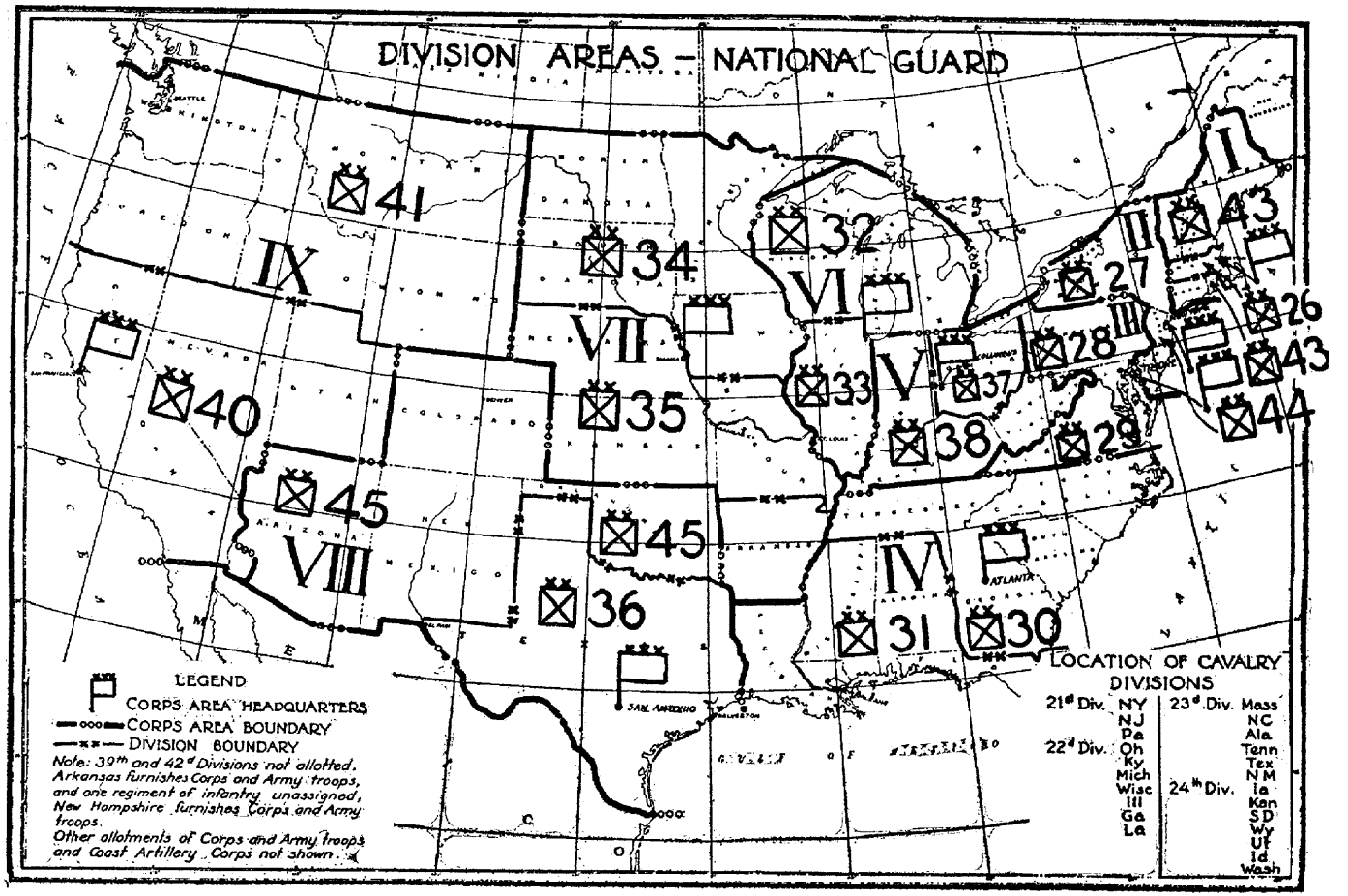
(8) Training *cadres* and other enlisted and commissioned personnel for the development and training of the Organized Reserves.

(9) An organization for the administration and supply of the peace time establishment.

b. The organization is based on a war establishment within the continental limits of the United States comprising nine divisions, two cavalry divisions, and corps, army, General Headquarters Reserve, harbor defense, communications zone, and zone of interior units. In time of peace, these organizations are maintained part on an active status and part on an inactive status, depending on the strength authorized by annual appropriations.

c. The active units consist of several divisions, reinforced brigades, and other troops, all maintained at a re-


DIVISION AREAS — REGULAR ARMY
I
II
III
IV
V
VI
VII
VIII
IX
3
12
1
18
14
10
6
6
1
2
8
SEATTLE
SAN FRANCISCO
COLUMBUS
Baltimore
ATLANTA
SAN ANTONIO
GULF OF MEXICO
MOBILIZATION PROJECT
UNIT (INACTIVE)
ACTIVE ASSOCIATE
2d Cav Div
6th Cav
4th Div
8th Inf Brig
5th Div
10th Inf Brig
6th Div
12th Inf Brig
7th Div
14th Inf Brig
8th Div
16th Inf Brig
9th Div
18th Inf Brig
LEGEND:
CORPS AREA HEADQUARTERS
CORPS AREA BOUNDARY
Other allotments of Corps and Army troops and Coast Artillery Corps not shown


DIVISION AREAS – NATIONAL GUARD
I
II
III
IV
V
VI
VII
VIII
IX
41
34
32
43
27
26
28
43
44
33
37
35
38
29
40
45
45
36
31
30
SAN ANTONIO
GALVESTON
ATLANTA
LEGEND
CORPS AREA HEADQUARTERS
CORPS AREA BOUNDARY
DIVISION BOUNDARY
Note: 39th and 42d Divisions not allotted.
Arkansas furnishes Corps and Army troops, and one regiment of infantry unassigned, New Hampshire furnishes Corps and Army troops.
Other allotments of Corps and Army troops and Coast Artillery Corps not shown.
LOCATION OF CAVALRY DIVISIONS
21st Div. NY NJ Pa Oh Ky Mich Wisc Ill Ga La
22d Div.
23d Div. Mass NC Ala Tenn Tex N M
24th Div. Ia Kan SD Wy Ut Id Wash

duced strength but so equipped and trained as to permit immediate employment in case of emergency. These units are stationed so as to provide for training activities and to facilitate mobilization.

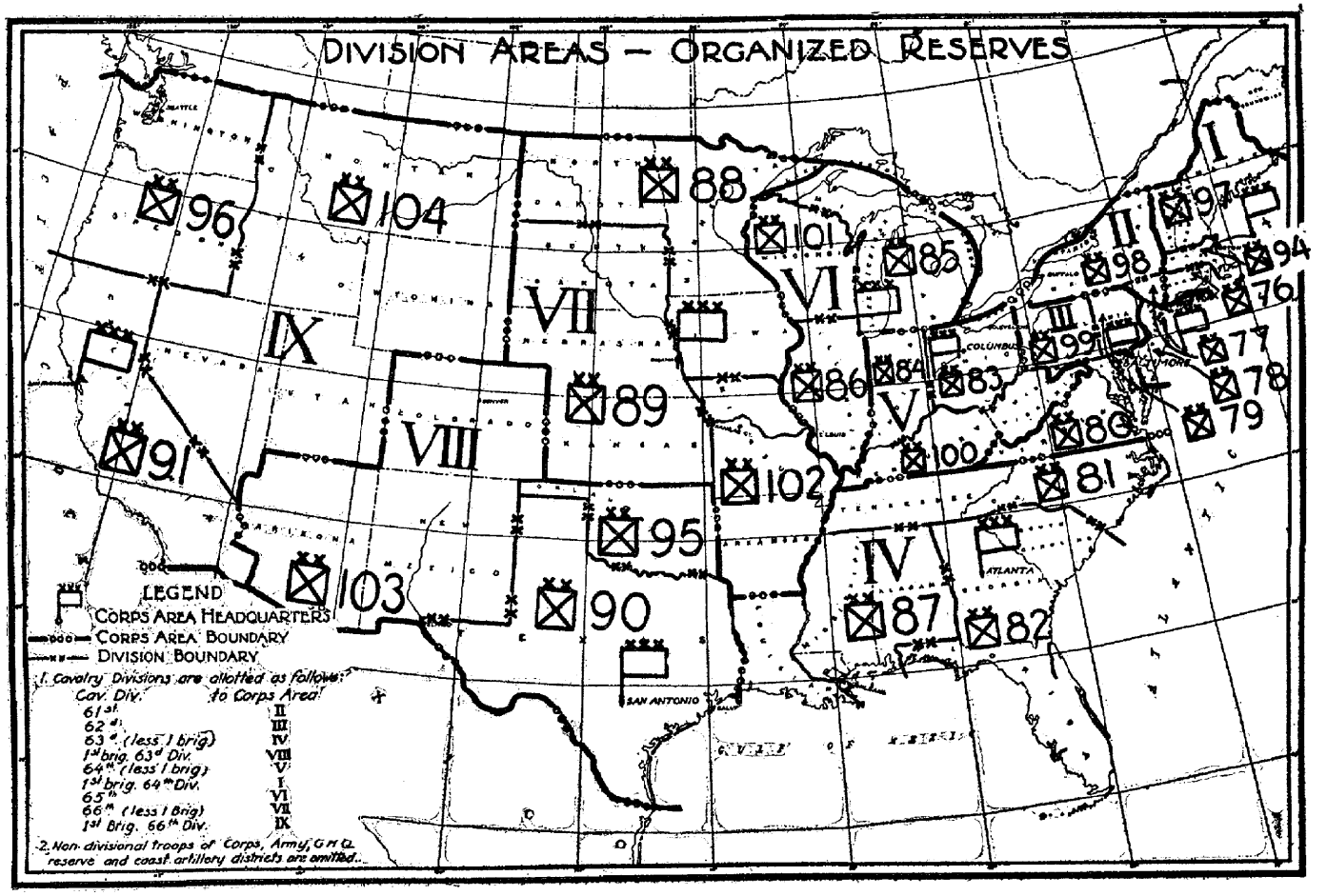
d. The inactive or "paper" units are associated with particular active units in order to provide a *cadre* therefor and to facilitate reconstitution.

5. NATIONAL GUARD.—*a.* The National Guard consists of an active and a reserve force. It is composed of enlisted citizens between eighteen and forty-five years of age and of commissioned officers between twenty-one and sixty-four years of age, who are enlisted and commissioned, armed and equipped, in accordance with Federal laws and regulations. The maximum authorized strength of the active National Guard is prescribed by Congress. No limitations are placed on the strength of the National Guard Reserve.

b. The National Guard has two aspects, first, as constituting the organized militia of the State to which it pertains and, second, as a component of the Army of the United States.

(1) As the organized militia, it constitutes the organized military man-power of the State to which it pertains. As such it may be employed by the State within limitations defined by the Constitution of the United States and Federal legislative enactments. It may, also, be called forth by the United States to execute the laws of the Union, suppress insurrections, and repel invasions. When it is so called forth, it is militia in the service of the United States and can only be used for the services specified in the Constitution and within the continental limits of the United States.

(2) As a component of the Army of the United States, it becomes the *National Guard.* It is supported wholly or in part by Federal appropriations and is given close Federal supervision. Likewise, when authorized by Congress, the President may draft any and all members of the National Guard and of the National Guard Reserve into the military service of the United States, to serve therein for the period of the war or emergency, unless sooner discharged. Also, the Secretary of War, under such regulations as the President may prescribe, is authorized to provide for the partici-


DIVISION AREAS — ORGANIZED RESERVES
LEGEND
CORPS AREA HEADQUARTERS
CORPS AREA BOUNDARY
DIVISION BOUNDARY
1. Cavalry Divisions are allotted as follows:
Cav. Div. to Corps Area
61st II
62d III
63d (less 1 brig) IV
1st brig. 63d Div. VIII
64th (less 1 brig) V
1st brig. 64th Div. I
65th VI
66th (less 1 Brig) VII
1st Brig. 66th Div. IX
2. Non-divisional troops of Corps, Army, G.H.Q. reserve and coast artillery districts are omitted.
SEATTLE
COLUMBUS
BALTIMORE
ATLANTA
SAN ANTONIO
I
II
III
IV
V
VI
VII
VIII
IX
96
104
88
101
85
97
98
94
76
99
77
78
79
86
84
83
89
91
100
80
81
102
95
103
90
87
82

Library
Office, Chief of Staff

pation of the whole or any part of the National Guard in encampments, maneuvers, and other training exercises, either independently or in conjunction with Regular Army troops.

c. The organization of all units of the National Guard is the same as that of the Regular Army. The President prescribes the particular unit or units of each branch of the service to be maintained in each state, territory, or the District of Columbia, and assigns these units to divisions, brigades, and other tactical units. The basis of this assignment contemplates an ultimate war establishment of eighteen divisions, four cavalry divisions, and other units. In time of peace these units have a reduced or "maintenance" strength.

d. On the outbreak of war, the National Guard supplements the Regular Army in constituting the first line of defense.

6. ORGANIZED RESERVES.—*a.* The Organized Reserves consist of the Officers' Reserve Corps, the Enlisted Reserve Corps, and the Organized Reserve Units. They include troops of all branches necessary to supplement the Regular Army and National Guard in order to complete the first line of defense in a mobilization of the Army of the United States. In time of peace, they are a potential, rather than an actual fighting force. The peace establishment is capable of rapid expansion by the reception of trained and untrained men, but will require a period of training in mobilization areas before becoming available for combat operations.

b. The Officers' Reserve Corps is composed of selected citizens who voluntarily accept commissions in that corps as general officers and as officers of all grades of the line and staff branches of the army. It provides the great mass of officers required for war. In time of a national emergency expressly declared by Congress, the President may order reserve officers to active duty for any period of time. Under other circumstances, he may order them to active duty at any time, but for not more than fifteen days in one calendar year without the consent of the officer concerned.

c. The Enlisted Reserve Corps is composed of persons voluntarily enlisted for service in this corps. Members of

the Enlisted Reserve Corps may be placed on active duty in the same manner as are members of the Officers' Reserve Corps.

d. The Organized Reserve Units are composed of officers of the Officers' Reserve Corps, enlisted men of the Enlisted Reserve Corps, supplemented by a small *cadre* of officers and enlisted men of the Regular Army. The projected war establishment consists of twenty-seven divisions, six cavalry divisions, the required corps, army, General Headquarters Reserve, and harbor defense troops, and the major portion of the communications zone and zone of interior troops. In peace time, Organized Reserve units are maintained as *cadres*, with a war strength complement of officers and a limited number of noncommissioned officers. This personnel constitutes the nucleus of the war time unit. The units are localized, as nearly as practicable, so as to constitute complete higher units.

SECTION II

Organization and Direction

	Paragraph
Basis of organization	7
Classification of troops	8
Organization in peace	9
Peace to war footing	10
The War Department	11

---

7. BASIS OF ORGANIZATION.—*a.* The organization of the land forces of the United States in both peace and war is based on territorial and tactical considerations.

b. Territorial organization is primarily for the purpose of decentralization of administrative and tactical operations. The command of organized territorial areas includes administrative and tactical command of all troops therein, unless specially exempted by higher authority.

c. Tactical organization is based on tactical employment and on command. Organization for tactical employment is based on the character of service that the various units perform separately and collectively. Organization for command is based on the factors of control, discipline, and administration. In the organization of all units lower than the division, the requirements of command in battle exercise a controlling influence, those requirements being harmonized, so far as practicable, with those of tactical employment. In the organization of the division and all higher units, the requirements of tactical employment are of primary importance.

8. CLASSIFICATION OF TROOPS.—*a.* The army is composed of two distinct types of troops, namely:

(1) Combatant. This classification includes all the combatant branches as prescribed in Army Regulations. The commissioned personnel of the combatant branches are *Line Officers.*

(2) Administrative. This classification includes all the personnel, supply, and technical branches. The commissioned personnel belonging to these branches, or detailed thereto under the provisions of law, are *Administrative Officers.*

b. Most of the combatant and administrative branches have administrative, supply, or technical functions in addition to their normal functions. However, in organization and operation, each of these branches maintains a clear distinction between its two functions, thereby avoiding confusion in control, administration, and operation, externally and internally.

c. Troops of the combatant branches are organized into tactical units, many of which, such as a company, regiment, division, and army, have administrative as well as tactical functions. The corps, except when operating independently, has administrative functions as regards corps troops only. Each of these units, therefore, includes within its organization the necessary personnel, supply, and technical agencies to perform the corresponding functions. Other than the medical department, which provides medical personnel for all units of the combatant and administrative branches, the personnel of the administrative branches normally do not constitute an inherent part of units below the division, and usually are not assigned to duty therewith. In these lower units the administrative functions generally are performed by combatant troops.

9. ORGANIZATION IN PEACE.—*a.* In peace, the Regular Army, the National Guard, and the Organized Reserves, are at all times organized, so far as practicable, into brigades, divisions, and corps. The peace organization forms the basis for a complete and immediate mobilization for national defense in the event of a national emergency declared by Congress.

b. For purposes of administration, training, and tactical control, the area within the continental limits of the United States is divided on a basis of military population into corps areas. Each corps area contains at least one division of National Guard, and one or more of Organized Reserves, and such other troops as may be directed.

c. The possessions of the United States lying without its continental limits are organized into territorial departments and are provided with garrisons of Regular Troops. The functions of these garrisons are to maintain sovereignty, to provide protection for Federal property, to preserve law

and order, and to constitute elements in the strategical scheme of national defense.

d. The Corps Area and Department Commanders control all forces and military establishments of the Regular Army within the territorial limits of their commands, not specially exempted. In accordance with policies enunciated by the War Department, these commanders are responsible for the development, organization, training, supply, and inspection of the National Guard, Officers' Reserve Corps, Reserve Officers' Training Corps, Enlisted Reserve Corps, and units of the Organized Reserves. They exercise actual command when any of these are in the service of the United States, or are on active duty, within the corps area or department.

10. PEACE TO WAR FOOTING.—*a.* In passing from peace to war footing, the Regular Army is increased to war strength by voluntary enlistments and by the application of selective service. The National Guard and the National Guard Reserves are drafted into the military service, and are increased to war strength in the same manner as the Regular Army. The Organized Reserves are mobilized, and such portion of the unorganized forces as are necessary are brought into the service by application of selective service and are organized, trained, and equipped for service. In time of war, when specially authorized by Congress, selective service is applied in order to secure in a just and equitable manner the additional man-power required for the conduct of the war.

b. Mobilization is the collection, conversion, and utilization of the man-power and the economic resources of a nation for the purposes of war. As limited to military organization for war it refers only to that phase which concerns the personnel required for military purposes. The successful conduct of war is dependent on prompt and efficient mobilization. This phase of mobilization involves:

(1) An increase of the organized units of the peace establishment from peace to war strength, and the assembling of these units at designated divisional or other group rendezvous.

(2) The induction into the service, the assembling, organizing, equipping, and training of the unorganized forces required for the conduct of the war.

THE ARMY LIBRARY
WASHINGTON, D. C.

c. For units organized and existing at approximate authorized peace strength on the date of mobilization, the general scheme of mobilization comprises:

(1) The mobilization of Regular Army divisions at designated division mobilization points and areas, before final assembly in the concentration area preparatory to active operations.

(2) The mobilization of Regular Army and Organized Reserve army and corps troops at designated army and corps mobilization areas.

(3) The mobilization of National Guard divisions, first by battalions or regiments in battalion or regimental areas, and then at designated division mobilization areas prior to assembly in the concentration area.

(4) The mobilization of National Guard army and corps troops, first in company, battalion, or regimental areas and then at designated army and corps mobilization areas.

(5) The mobilization of Regular Army, National Guard, and Organized Reserve communications zone and zone of the interior troops at designated locations.

(6) The mobilization of Organized Reserve divisional troops at designated division rendezvous and training centers.

(7) The mobilization of volunteer recruits received during the period of transition from peace to a war basis at designated reception centers.

d. Plans are also prepared for the subsequent mobilization at designated centers of all unorganized personnel required to increase units already mobilized to a war strength to organize new units, and to constitute a reserve of replacements.

e. On the declaration of a major emergency the covering forces, consisting of necessary peace strength units of the Regular Army and the National Guard, proceed with their war strength unit equipment to the theater of operations. At the same time the man-power and war supply mobilization machinery is set in operation. During the period of transition from a peace basis, the normal peace recruiting and supply activities, energized to the maximum continue to function. The time necessary for the transition

is determined beforehand and is accomplished in accordance with a prearranged schedule. Units, not a part of the covering force, proceed from their rendezvous to their mobilization areas on a schedule. All individuals from selective service boards or recruiting stations are sent to designated reception centers.

11. THE WAR DEPARTMENT.—*a.* Congress declares war and makes available the resources and man-power with which to conduct the war. The President fixes the objects to be attained and insures the availability and cooperation of the military forces and economic resources for the prosecution of the war.

b. Under instructions from the President, the War Department prepares, mobilizes, and organizes the national military resources and man-power made available by Congress, and, in accordance with the objects and policies specified by the President, prescribes the general method of employment of the army and the measures for maintaining the field forces. It designates the theater or theaters of operations, allocates the various articles of supply, and establishes priorities to meet the military situation. It directs and coordinates the efforts of the administrative branches, leaving matters of operation to the chiefs thereof.

c. Plans are prepared by the War Department General Staff for the organization of the national defense and for the mobilization of the man-power and material resources of the nation. It investigates and reports upon all matters affecting the efficiency of the military forces and their state of preparedness for war. It renders professional aid to the Secretary of War and the Chief of Staff. It prepares studies of various theaters of operations, and devises methods to meet the various situations that may arise to menace the safety and well-being of the nation. On the outbreak of war, the Chief of Staff becomes the commander of the field forces. The War Plans Division with the addition of personnel from the Army War College and from the administrative and supply branches, constitutes the General Headquarters Staff. The remainder of the War Department General Staff, under the Deputy Chief of Staff, concerns itself exclusively with the operations of the zone of the interior.

SECTION III

Territorial Organization

Paragrap

Theater of war ----------1
Zone of interior ----------1
Theater of operations ----------1
Communications zone ----------1
Sections of the communications zone ----------1
Combat zone ----------1
Coast defense ----------1

---

12. THEATER OF WAR.—The theater of war comprise the entire area of land and sea which is, or which may be come, involved in the operations of war. That part of th theater of war within the field of operations of each belliger ent is divided into a zone of the interior and theaters o operations. See diagram, Section VI.

13. ZONE OF INTERIOR.—*a*. The zone of the interio generally comprises that part of the national territory no included in the theater of operations. It may include allie territory or hostile occupied territory. The mission of th zone of interior is to exploit and develop the national re sources in men and material required for military purpose and to supply the means required by the commander of th field forces at such times, in such quantities, at such place and in such a manner and form as will insure to him th freedom of action necessary for the accomplishment of hi mission.

b. Commanders of the corps and army areas within th zone of the interior command all troops and establishment located within their respective areas, which are not specifi cally excepted from such command by War Department or ders. They are responsible for the defense of their areas for the establishment and proper functioning of mobiliza tion and concentration camps, and of training and replace ment centers, located within their areas. They are also re sponsible for the induction into the service, the training equipping, supply, organization, and dispatch to concentra tion or other camps, as ordered by the War Department, o all forces raised within their respective areas.

c. In the case of overseas expenditions, ports of embarkation are reestablished in the zone of the interior where marine transportation is utilized for troops and supplies.

14. THEATER OF OPERATIONS.—*a.* A theater of operations covers the part of the theater of war that is organized for combat. It comprises all the territory that it is desired to invade, all that it is necessary to defend, and all that which is necessary for the supply establishments pertaining to the forces in the theater of operations. It may be in friendly or hostile territory. More than one theater of operations may be organized when it is necessary to carry on separate operations at great distances from each other, each having different lines of communications and separate missions.

b. The theater of operations is designated by the War Department after a consideration of the military geography of the theater of war, the determined strategical policy, the desired lines of action, and the availability of communications. Plans for the organization of the theater of operations are made prior to the outbreak of hostilities. They include the measures to be taken to assure the strategical concentration of the army, and the establishment of lines of communication.

c. The boundary between the theater of operations and the zone of the interior is located so that only such territory as is necessary for the efficient prosecution of operations, including the immediate supply of the troops therein, is placed in the theater of operations. When the theater of operations is on the American continent, it includes the concentration area, and the area required for the activity of the field forces, including the communications zone. An offensive war plan of operations on the American continent provides the minimum of national territory in the theater. A defensive war plan provides depth sufficient to insure room for maneuver, echelonment of supplies, and control of civil administration. The forward limits of the theater of operations are marked by the contact of the front line troops with those of the enemy. It depends solely upon the military activity and is advanced or retired depending on successes or reverses. The lateral boundaries are determined by the size of the contending forces, the plan of campaign, iron-

tiers of neutral states, and the attitude of the population. Sufficient breadth is provided to secure room for maneuver, security of flanks, and operation of lines of communication.

d. Troops are assigned to each theater of operations by the commander of the field forces. They consist of such numbers and such types as are required to accomplish the mission assigned. If there is more than one theater of operations, the commander of each operates under the general instructions of the commander of the field forces, who may or may not command the principal theater in person.

e. The function of the headquarters of a theater of operations is strategical as regards combat and executive as regards administration. Subject to the general direction of the commander of the field forces, the commander of a theater of operations controls the conduct of campaigns and questions of administration within his theater.

f. The theater of operations may be divided for the purposes of combat and decentralization of administration into a combat zone and a communications zone. The boundary between these two zones is located so as to place all territory occupied by army troops and establishments under control of army commanders and all territory in rear thereof under control of the commander of the communications zone. In an advance, the boundary is moved forward from time to time so as to enable the communications zone to take over the administration of new territory and to keep the supply system in close touch with the armies in the combat zone.

15. COMMUNICATIONS ZONE.—*a.* The communications zone is that part of the theater of operations which contains the primary establishments of supply and evacuation, lines of communications, and other agencies required for the immediate support and maintenance of the troops in the theater of operations of which it forms a part. It connects the combat troops with the zone of the interior.

b. The communications zone includes all territory between the rear boundary of the theater of operations and the combat zone. Laterally it includes all the area necessary to provide for the proper operation of supply, hospitalization, and transportation facilities, and evacuation, and for the defense of the line of communications. It usually coincides

with the lateral boundaries of the theater of operations. The prime essential is that it meet and fit in with the plan of operations and that it be based on a careful study of the actual conditions especially as to routes of transportation in the theater of operations.

c. The mission of the communications zone is to relieve the combatant forces from every consideration except that of defeating the enemy.

16. SECTIONS OF THE COMMUNICATIONS ZONE.—In order to secure centralized control and decentralized operation of supply, administration, and defense, the communications zone may be subdivided territorially into one or more base sections. When the depth of the zone is considerable, there is normally an advance section. If the communications zone is very extensive, an intermediate section may be established between the base and advance sections. The extent of this subdivision is determined by the location of centers of commerce and population, the location and direction of the principal lines of communications, and the number of activities and total personnel that can be supervised by one staff.

17. COMBAT ZONE.—The combat zone comprises that part of the theater of operations required for the operations of the combatant forces in contact with the enemy. It is divided into army areas, each army area into an army service area and an army combat area. The latter is divided into corps areas, and these in turn into division areas. Each army, corps, and division area covers the area of operations of the unit to which it pertains and is under control of the commander thereof. An army service area normally covers the territory between corps rear boundaries and the forward boundary of the communications zone, and is established for the purpose of relieving the army commander and staff from questions of administration of troops not in immediate contact with the enemy. When the armies are formed into groups, the army service areas of the constituent armies may be combined into one area for the group.

18. COAST DEFENSE.—*a.* Coast defense includes the installations, dispositions, and operations to meet hostile attacks directed against any portion of the seacoast of the con-

tinental United States, the Panama Canal, or the insular possessions.

b. Seacoast areas are divided into sectors, each sector usually including one or more harbor defense and certain unfortified areas, or areas containing only light field works or other provisional defenses. The limits of defense sectors are prescribed by the War Department. Each harbor defense constitutes a strong point and not an isolated point to be defended. The system of defense comprises harbor defense and mobile defense.

(1) Harbor defense includes dispositions and operations for the defense of a limited portion of the seacoast, ordinarily confined to important harbors. Such dispositions include fixed armament and its accessories, and the necessary garrison. Harbor defense has the mission, within the sea and the land areas covered by its armament, of denying the enemy possession of the areas and their facilities, of preventing destruction or the serious injury by bombardment of the harbor utilities, and of providing an area off the harbor entrance in which naval and merchant vessels are afforded protection from all forms of attack.

(2) Mobile defense includes dispositions and operations for the defense of the seacoast. Its mission is to prevent the enemy from landing and securing a permanent footing on any part of the beach. The strength of this defense depends on the proper utilization of mobile field forces.

SECTION IV

Tactical Organization

	Paragraph
Functions of large units	19
General Headquarters	20
Groups of armies	21
The army	22
The corps	23
The division	24
The cavalry division	25
Special troops	26
The combined arms and branches	27

19. FUNCTIONS OF LARGE UNITS.—The full power of the armed forces of the United States is exerted only when all of the parts act in close combination and under the coordination of the supreme commander in the theater of operations. The strategical and tactical organization of the military forces may include a general headquarters, groups of armies, armies, corps, divisions, and air and cavalry divisions, depending on the theaters of operations, the general strategical situation, and the size of the forces engaged, and such special troops as may be required.

20. GENERAL HEADQUARTERS.—*a.* The headquarters of the commander of the field forces is the General Headquarters, see paragraph 14 *e*. It comes into existence on the outbreak of war. It is composed of the commander, his staff, headquarters troops, an air division, and the General Headquarters Reserve.

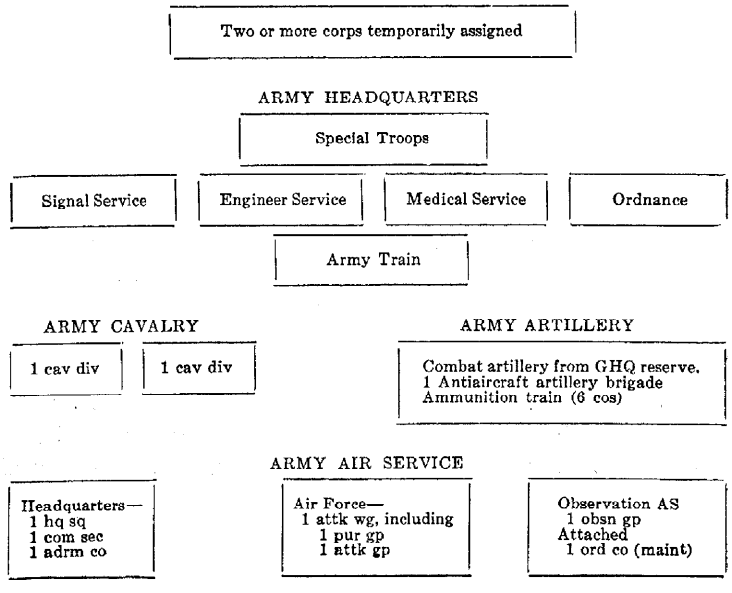
b. The commander of the field forces exercises control over the entire theater of war, regulating and coordinating the operations of the several theaters of operations in accordance with the general policies prescribed by the President and under the general directions of the Secretary of War. The commander of the field forces specifies the personnel and supplies required for the field forces, requests their allocation, and establishes policies for their distribution to the theaters of operations.

c. The General Headquarters Reserve is initially controlled by the general headquarters. It comprises those troops which, in kind or amount, are not habitually required

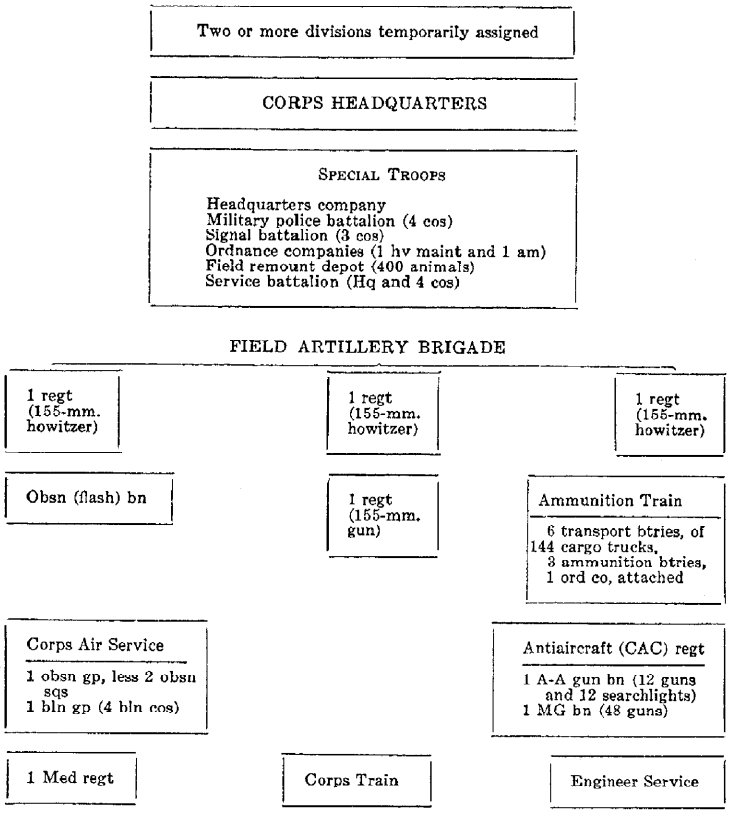
in an army, or those which are required by an army only when it is operating independently. Units of the General Headquarters Reserve are allotted by the commander of the field forces to theaters of operations in accordance with their relative requirements and the changes in the strategical situation. Within each theater allotment is made to armies or groups of armies, as may be necessary to furnish additional special troops of the types and strength for the particular operation involved.

21. GROUPS OF ARMIES.—Two or more armies may be organized into a group of armies under a designated commander. This is advisable when the front of the theater of operations is so extended or the number of armies is so large as to be difficult of direct control by one headquarters, or when the armies are separated by obstacles, or the strategical mission of the forces in one part of the theater is distinct from that in others. The commander of each group, assisted by an appropriate staff, directs the combat operations of his group under the general instructions of the commander of the theater of operations. The headquarters of a group of armies has no administrative functions.

TYPICAL ORGANIZATION OF AN ARMY



TYPICAL ORGANIZATION OF A CORPS



22. THE ARMY.—*a.* An army is composed of a headquarters, a body of auxiliary troops and trains called army troops, and two or more corps temporarily assigned, the number of corps depending on the nature of the service required. In addition, certain troops of the General Headquarters Reserve are attached from time to time as their special services are needed. As thus constituted, the army has both territorial and tactical functions. It is organized in all its branches for operation and administration, and is capable of independent action wherever required.

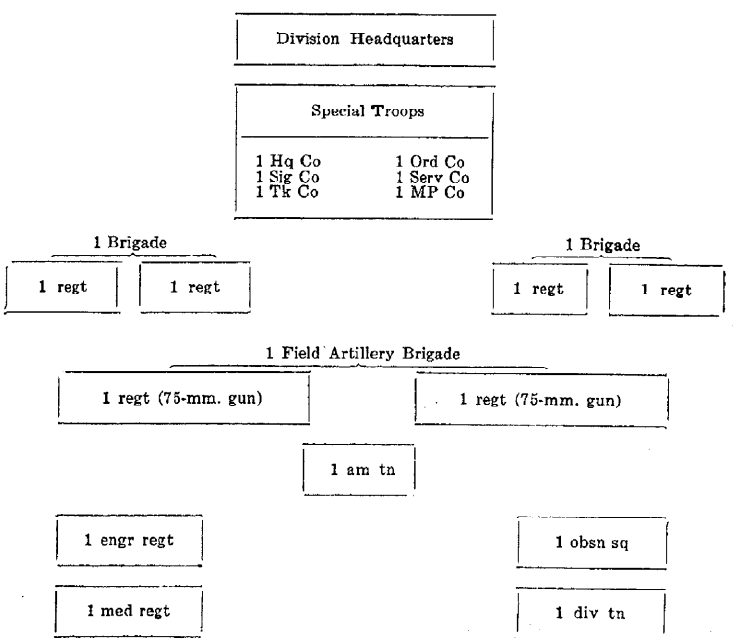
b. The army, while a strategical maneuvering force, is the main battle unit. It plans, directs, and maintains the

battle, and at the same time executes the supply, transportation, and hospitalization functions related thereto. It is a territorial and tactical unit which employs in battle, simultaneously and successively, the number of corps, divisions, and army troops required for the various tactical situations.

23. THE CORPS.—*a.* The corps is composed of a headquarters, a body of auxiliary troops and trains called corps troops, and two or more infantry divisions temporarily assigned, the number of divisions depending on the nature of the service expected of the corps. Unless acting independently, the administrative supply functions of the corps, except for corps troops, are limited to ammunition supply.

b. The corps is a tactical and combat unit, which, by directing the combined fighting of its divisions and auxiliary troops, executes the details of major tactical operations in accordance with plans and orders promulgated by the army commander. It maintains the continuity of battle and in-

TYPICAL ORGANIZATION OF A DIVISION



sures efficient cooperation in the employment of the artillery. A corps guides and directs the general fighting of its divisions and supports them by fire of the corps artillery. By such an arrangement, continuity of action over an extended period is secured, and tactical missions involving several echelons of divisions are undertaken.

24. THE DIVISION.—*a.* From a tactical and administrative viewpoint, the infantry division is the basic organization of an army. It comprises in its organization the essential combatant and administrative branches, all in correct proportion and so organized as to make it tactically and administratively a self-sustaining unit. It possesses striking power, mobility, power of penetration, and facility for absorption and employment of additional reinforcing units. It is capable of independent operations and is especially adaptable as a component of a higher tactical unit. When a component of a higher unit, its action is mainly limited to local tactical operations.

b. The division is the combat and tactical maneuvering unit of the combined arms. Its rôle in battle is the execution of tactical missions vital to the combat success of the corps. The success or failure of divisions on the battlefield decides the issue.

25. THE CAVALRY DIVISION.—The cavalry division is the basic organization for the service of security and information of an army. It comprises in its organization the essential combatant and administrative branches to make it tactically and administratively a self-sustaining unit. It possesses fire power, considerable striking power, and a high degree of mobility. It is capable of independent operations, or of operations as a component of other tactical units.

26. SPECIAL TROOPS.—Certain special or auxiliary troops are assigned as component parts of divisions and higher units. The strength and types of these troops are determined in general by the number that are always essential to enable the unit of which they are a part to fight and live under the most probable conditions of service. In general, these auxiliaries consist of artillery, air service, engineers, tanks, military police, signal troops, medical troops, and trains. Additional auxiliaries which may be needed under

other circumstances are pooled in the corps or army troops or General Headquarters Reserve for use in such subordinate units as the situation demands. The general function of all special troops is to contribute to the success of the force as a whole by direct or indirect support or by the contribution of essential service.

27. THE COMBINED ARMS AND BRANCHES.—*a. General.*—The combined employment of all arms, branches, and services is essential to success in battle. No one arm wins battles. Organization and training are based on the principles of combined employment. Each branch has its special characteristics and functions as a separate branch and its special functions as one of the combined branches. The latter function is of greater importance. While the infantry constitutes the basis for all battle plans and decides the final issue of combat, it requires the close support of the artillery to assist it to reach the enemy with sufficient reserve power so as to strike a decisive blow. Cavalry and air service are needed to secure information, to keep the enemy in ignorance, to provide security, and to exploit infantry success. Artillery is effective only in assisting the other branches, particularly the infantry. Cavalry and the air service are capable of effective action when operating alone. Engineers are required to facilitate the operations of the other branches, to insure facilities for supply, and to provide topographical information. Signal and communication troops establish the necessary communication. This principal of combined employment and team relationship is most important and is essential to tactical success. All training during time of peace is based thereon.

b. Infantry.—The infantry is the principal and most important arm. It represents the moral force of the nation and the army. The main object of the infantry is to close with the enemy. The ability and power to accomplish this makes infantry the decisive arm. The infantry has elements of other branches closely associated with it. These constitute infantry groups for combat. The infantry commanders are the leaders of these groups and coordinate the fighting powers of all arms included therein. Supported by accompanying weapons—machine guns, one-pounders, light howit-

zers, and tanks—they are capable of independent action. These groups can develop a great volume of fire in any desired direction, and, by combining fire with movement, can engage the enemy at a distance or can close with him in personal combat. The infantry forms the basis of all combat plans of the division.

c. Artillery.—Artillery has the important rôle of supporting the infantry by fire. The tactics of artillery fire support is based on immediate response to the needs of the infantry. This fire support is regulated by the requirements of each situation. It generally includes short violent bombardments, harassing and interdicting fires, covering fires, and fires in direct support of the infantry advance, or in direct support of infantry engaged in repulsing the enemy. Counterbattery fires are an indirect means of support. Intimate association of artillery units with the infantry supported is a contributing factor to the successful tactical functioning of the infantry-artillery team.

(1) The division artillery, depending on the situation, is attached in part to infantry groups, or combined into supporting fire units. The supporting fire units are employed by the division commander to support by fire one or all of the infantry groups and to assist groups of adjacent divisions. They are so organized and apportioned as to be able to give continuous fire support to successive infantry groups made available from the reserves.

(2) The primary mission of the corps artillery is the destruction or neutralization of hostile batteries and the destruction of hostile defenses. In addition, it supplements the division artillery in providing covering fires, in the destruction of communications, obstacles, and defenses, and in reaching hostile troops protected by natural or artificial cover. Its organization is such that specific units may be assigned or attached to support particular divisions. It is located so as to execute fire missions on any part of the corps front, to bring heavy concentrations on decisive points, and to assist the artillery of adjacent corps.

(3) Armies are allotted artillery combat units from General Headquarters Reserve in such numbers and types as the situation demands. This artillery may be employed

directly by the army, or may be attached to corps for use as corps artillery or passed on to the divisions. Usually, only heavy long range artillery is retained as army artillery Army artillery is assigned appropriate missions beyond the range or power of corps artillery, and in addition, it reinforces the fire of corps artillery.

(4) The antiaircraft units of corps and armies provide protection against hostile aircraft throughout the respective corps and army areas.

d. Cavalry.—Prior to contact the principal duties of cavalry are to cover the concentration of the main forces, to screen the advance, and to conduct distant reconnaissance. During combat the mass of the cavalry is kept intact so as to be available for employment in clinching a decision in the main battle, for pursuit, or for covering withdrawal. The principal characteristics of cavalry are mobility, fire power, and shock action.

(1) When the situation demands, small cavalry forces are attached to corps and divisions. Cavalry so attached is used on strategical and tactical missions. It may be further subdivided by the corps and the divisions and assigned to elements of their own command.

(2) Army cavalry carries out suitable army strategical and tactical missions. In these missions, the army cavalry divisions and the army air service cooperate closely, especially in reconnoitering the hostile main forces and in screening the movements of the army. The army cavalry divisions furnish such small cavalry forces as are needed by corps and divisions. While detached corps and divisions may require attached cavalry, the detachments made from the army cavalry for these purposes are limited to the minimum requirements. The controlling idea is to retain at the disposal of the army commander for tactical operations as large a cavalry force as practicable. The rôle of the army cavalry includes distant and close reconnaissance, operations on the flanks and rear of the enemy in battle, delaying and covering actions, reinforcement to the battle line in emergencies, and the exploitation of tactical successes. Its mobility and fire power makes it a valuable reserve force. Cavalry is not suitable for continuous employment as infantry in battle.

e. Air service.—The duties of the air service are to obtain information of the enemy's dispositions and movements by visual reconnaissance and aerial photography, to protect its own command from the hostile air service by driving the enemy from the air, and to harass the opponent by attacking his troops and sensitive points.

(1) The division air service performs aerial observation missions, which include visual and photographic reconnaissance, observation for command, adjustment of artillery fire, and maintenance of contact with the infantry. While engaged on these missions, it fights only in self-defense. When a division is operating independently, its air service may be required to perform pursuit and attack missions, but while so engaged, the execution of its primary mission of observation ceases.

(2) The corps air service undertakes similar observation missions and in addition supplements those of its divisions. Its balloon companies may be attached to divisions and to the corps artillery.

(3) The army air service includes all aviation required for tactical purposes. Its air force is employed to establish and maintain aerial supremacy, and to insure freedom of action to the other air units of the army. Under protection of the pursuit forces, the attack units, cooperating with ground troops, engage hostile ground forces and installations, while observation units carry out army command and intelligence reconnaissance missions, assist the army cavalry and artillery, and supplement the corps air service observation units. An army observation squadron may be attached to each cavalry division. For special operations the army air service is reinforced from the General Headquarters Reserve.

f. Engineers.—The division engineer troops are normally employed on road work, topographical assignments, and the special duties of that branch. In emergencies they reinforce the infantry in combat. Corps engineer troops have the same duties and in addition supplement those of the division. Army engineer units, augmented as required from General Headquarters Reserve, are employed on road, railroad, bridge, camouflage, topographical, and water supply work for the whole army.

SECTION V

Command

	Paragraph
Basis of command	28
Exercise of command	29
Principles of command	30
Staff principles	31
The general staff	32
Technical and administrative staff	33
Staffs of lower units	34
Signal communication	35

---

28. BASIS OF COMMAND.—*a.* Tactical organization for command is based on the progressive formation of successive groups, the smallest group consisting of the maximum number of individuals which can be successfully controlled by one person, each successive group containing the maximum number of the next lower groups which can be controlled by one person.

b. Command is the authority which a person in the military service lawfully exercises over subordinates by virtue of rank or assignment. The authority to command is delegated by law and regulations. Ability to command, in the sense of the control and influence which a commander exercises over his troops, depends primarily on the qualifications and personality of the commander and the extent to which he is able to impress that personality on his troops. The efficacy of command is fundamentally based on intimate personal contact between the commander and his troops.

29. EXERCISE OF COMMAND.—*a.* A successful commander is a leader of men. Command and leadership are inseparable. The application of this principle requires higher commanders to keep in close touch with all subordinate units and individual members thereof by means of personal visits and observation. It is essential that a commander know from personal contact the mental, moral, and physical condition of the command; the tactical or service situations with which it is confronted; its accomplishments, its desires, its needs, and its views; and that he promptly

extend recognition for services well done, extend help when help is needed, and give encouragement in adversities, but never hesitate to require whatever effort is necessary to attain the desired end.

b. As the size of the command increases, the problem of personal contact becomes increasingly difficult but loses none of its importance. It is as vital to the general who commands a division, a corps, or an army, to keep in personal touch with the command on the battlefield, on the march, and in camps, as it is for the platoon leader to keep in personal touch with the members of his platoon.

c. The habit of command augments both the efficiency to command and the power of leadership. The experienced commander becomes accustomed to the exercise of command, and exercises it as a habit. His manner, voice, and bearing carry the expectancy of obedience.

30. PRINCIPLES OF COMMAND.—*a.* The exercise of command produces individual or collective military action or nonaction on the part of subordinates, regardless of the will of the latter. A commander of an organization or unit is its controlling head, and, subject to orders from a proper superior, is responsible for everything the command does or fails to do, collectively and individually. It follows, therefore, that the commander of an organization must make his authority felt and cause his will to be obeyed by each individual member of the command. In the smallest unit this authority is exercised in person by the commander who gives orders to and exercises supervision over each member of the unit. But as units increase in size, personal direction and supervision of each individual is impossible, so resort is had to the mechanical framework of organization by means of which the commander, dealing directly with only a few subordinate commanders and they in turn with their subordinates, reaches every individual in the command. The squad corporal personally commands, supervises, and controls the members of the squad. The sergeant commands two or more squads by dealing directly with the corporals, and through them controls the individual members of the squads. And so on up through other units in succession to the army, each commander, in-

sofar as the transmission of orders is concerned, dealing with the commanders of the next lower units.

b. All orders and instructions from a higher unit for a subordinate unit are given to the commander thereof, and all orders and instructions for subordinate units emanate from their immediate commander. By this means alone authority and responsibility are definitely fixed and the channels of command definitely established. The succession of subordinate commanders through whom a commander exercises his authority and control is known as the *chain of command.*

c. In this grouping of units under one commander, a point is soon reached in the ascending scale where the multiplicity of details devolving upon the commander are too numerous to be handled in person and leave time for consideration of the broader phases of command, such as the determination and execution of plans and policies and the supervision of operations. Beginning at this point, each unit is provided with an appropriate staff. By the term staff is meant the personnel who help the commander in the exercise of the functions of command by professional aid and assistance. Divisions and larger units have both a general staff and a technical and administrative staff. In units below a division, the staff consists of officers and enlisted men assigned to duties corresponding to those of the staff of higher units.

d. The introduction of the staff into a unit does not alter the basic principles of command and responsibility. General staff officers assist the commander by performing such duties pertaining to the functions of command as may be delegated to them by regulations or given them by the commander. Technical and administrative staff officers assist the commander and his general staff in an advisory capacity in matters pertaining to their special arms or branches. The staff does not form a link in the chain of command, or in any other way take from or add to the authority and responsibility of commanders. Command, therefore, is exercised through a succession of subordinate unit commanders, the chain of command, each aided and assisted by various individuals and agencies, known collectively as the staff.

31. STAFF PRINCIPLES.—*a.* All policies, decisions, and basic plans, whether originating with the commander or with his subordinates, are authorized by the commander before they form the basis of further policies, decisions, plans, or orders. Once the commander has given his approval to any specific policy, decision, or basic plan, his staff officers have authority to issue complementary orders in furtherance thereof, but not contrary thereto or in amendment thereof.

b. The staff has but one purpose, to assist the commander in his mission. No matter how numerous the staff sections, or how numerous the individuals in each, there is but one staff. The staff prepares information for the commander, converts the ideas and wishes of the commander into orders, works out all matters of detail in connection therewith, and conveys them to the troops. It observes, anticipates, and initiates any necessary action in the field to which it is assigned.

c. All orders or instructions issued by a staff officer, as such, are issued in the name of the commander. A staff officer, *per se,* has no authority to command. There is but one commander, and the decentralization of functions incident to the proper performance of staff duties is never permitted to constitute an excuse for departing from the established chain of command.

d. The commander and his staff should be trained alike and have the most initimate relationship. The success of the command as a team, led by the commander, attended by the minimum of friction, discomfort, misunderstandings, and loss for the units of the team, is the very acme of staff service.

e. A properly organized and trained staff should be kept intact. The personnel thereof should be changed only for the most urgent reasons.

f. The functional subdivision of the staff into sections is not the establishment of lines where their work divides, but where it meets. The successful functioning of the staff requires coordination and collaboration within the staff as well as with those arms and branches with which it deals.

g. Nothing is more important in war than unity of command, but, while there must be centralization of com-

mand and all that goes with it; *i.e.*, policies, decisions, and basic plans, there is decentralization of execution. The staff is organized and functions so as to accomplish this decentralization.

h. The ultimate object of all staff work is the development of the fighting efficiency of the troops. Staff officers are the servants of all and must devote themselves to the whole command. They must appreciate the difficulties of the troops under all conditions and must assist them, by every possible means, to carry out their missions. They must foresee and provide for obstacles and dangers that may arise. They must make the comfort of the troops paramount to their own. Staff officers, as such, have no authority over the troops, and though they may be responsible for the issue of orders, it is essential that they should remember that every order transmitted by them is given by the authority and on the responsibility of the commander. This must be always made clear to the recipient of the order.

i. The members of the staff of higher and lower commands, especially officers of corresponding sections, should be personally acquainted, work in harmony, and have a feeling of mutual dependence and coordination. Frequent conferences are essential.

32. THE GENERAL STAFF.—*a. Organization.*—The organization of the general staff with troops is based on a functional classification. It consists of:

(1) A chief of staff section. The chief of staff is the first assistant and personal representative of the commander. He commands the unit general staff, controls and coordinates its efforts, and supervises the work of the other sections of the staff.

(2) The four sections, corresponding to the four functional classifications. These sections are:

(a) A Personnel Section (First Section, G-1).

(b) An Intelligence Section (Second Section, G-2).

(c) An Operations and Training Section (Third Section, G-3).

(d) A Supply Section (Fourth Section, G-4).

(3) The chiefs of these four sections are assistant chiefs of staff and perform general staff duties by assisting the commander in exercising control over the operations

of all subordinate combatant and administrative units with special reference to the units whose duties correspond to those of their respective staff sections. As the organization of the general staff is functional, no section of the general staff controls the operation of any branch as such but each section handles the matters that pertain to it regardless of the branch or agency in which the subject originated.

(4) The interior organization of the sections of the general staff for combatant units is prescribed by the respective chiefs in such way as to facilitate the performance of the functions assigned to the several sections. This organization is based on the principle that the chief of the section determines all basic policies and plans, the subsections being the means by which coordination, supervision, and control are exercised over the various arms and branches in routine matters as well as in matters coming under an announced policy or contemplated plan. This coordination, supervision, and control by subsections must be functional, and hence the interior organization must avoid a subdivision corresponding to the technical and administrative branches being coordinated. Any such subdivision can only result in the subsection becoming more or less the operator of the technical and administrative staff agency concerned; such operation by the general staff is contrary to law as well as to the proper conception of the reason for existence of a general staff.

b. Purpose.—The general staff with troops renders professional aid and assistance to the commander. It acts as his agent in harmonizing the plans, duties, and operations of the various organizations and services, in preparing detailed instructions for the execution of the plan of the commander, and in supervising the execution of such instructions.

c. Duties under the commander.—Under the direction and in accordance with announced plans and policies of the commander, the general staff coordinates and supervises the efforts of the various arms and branches, avoids duplication of activities, and insures concerted action in the employment of the combined branches. It formulates and issues orders and instructions to carry out the commander's policies, plans, and decisions; it supervises by seeing that these orders and

instructions are carried through to conclusion; it foresees the needs of the command in all that relates to personnel, intelligence, operations, training, and supply; it prepares strategical, tactical, training, and supply plans in accordance with the commander's decisions; it enunciates and puts into effect all policies, decisions, and basic plans of the commander, coordinating their execution by supplementary or complementary plans, decisions, and orders. Finally, it renders the commander professional aid and assistance, and, like all other agencies, it serves the troops in all things which increases their combat efficiency.

d. Relation to the branches.—The general staff coordinates, supervises, and controls the technical and administrative branches by reason of its special knowledge of plans, tactical principles, and tactical situations. It does not operate these agencies. In exercising this general staff control noninterference is the governing principle. Coordination only is necessary when the decision will affect two or more branches, or when the decision affects the tactical situation.

e. Inter-staff relationship.—The functional classification of duties of general staff sections is not to be construed as establishing limiting lines that separate absolutely the duties of one section from those of another. The object is to insure the smooth and effective operation of the staff as a whole, by giving the sections sufficient elasticity to tie together their allied functions, and by introducing enough restrictive measures to prevent duplication or overlapping of functions by the different sections.

33. THE TECHNICAL AND ADMINISTRATIVE STAFF.—The technical and administrative staff includes the commissioned and enlisted personnel of the combat arms and of the administrative branches assigned to staff duty. It is composed of a group of specialists designed to furnish advice to the commander and his general staff on technical matters and for the operation of administrative agencies.

a. Composition.—The composition of these staffs vary with each headquarters, only those members being provided who are necessary for technical advice and the operation of the agencies present with the command. Technical and administrative staff officers, in general, are of three classes:

(1) Chiefs* of technical and administrative staff sections of the unit headquarters.

(2) Commanders† of units provided by *Tables of Organization.*

(3) Individuals.‡

b. Functions.—The functions of the technical and administrative staff fall under one or more of the following: technical advice, supply, operations of the facilities and activities of his branch, maintenance of *matériel,* and administration. In addition to the foregoing, certain technical and administrative staff officers have direct command of combatant or administrative units, usually of those pertaining to their branch only. As this is not a staff function, these officers act in a dual capacity, both as a staff officer and as a commander. Their functions in the latter capacity differ in no way from the usual exercise of command of corresponding units.

c. Operations.—In the execution of the above functions, the technical and administrative staff work out policies and details of plans concerning their own branch that are in extension of policies and plans enunciated by the general staff for the commander. They also make suitable recommendations, through proper channels, to all commanders and staff officers concerned in regard to matters pertaining to their branch. In the method of operation of their branch duties, the members of the technical and administrative staff are governed by regulations and special instructions pertaining to their branch.

d. Cooperation.—(1) Although the technical and administrative staff sections usually exercise their various functions under the coordination of the particular general staff section concerned, it must not be understood that such a staff officer is precluded from dealing directly with the chief of staff or the commander when necessary. Such direct dealings, however, if continued for any length of time, will surely produce misunderstandings, conflict of authority, and confusion.

---

* e. g.—The division quartermaster.

† e. g.—The division engineer.

‡ e. g.—The division machine gun and howitzer officer.

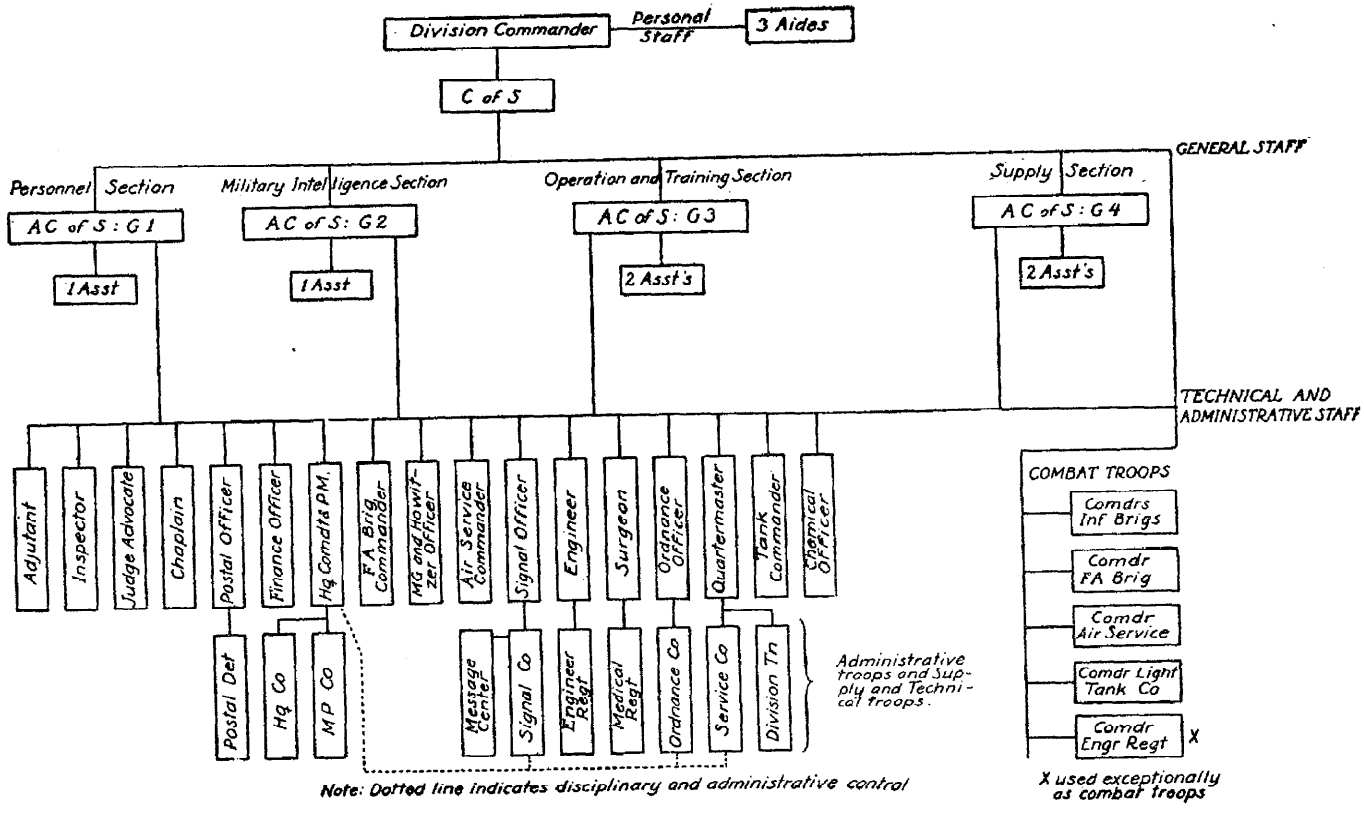
(2) In their relationship with one another, the technical and administrative staff sections work, of necessity, closely together, since much of the work of each is dependent upon or related to that of another. In the preparation of plans and projects, each section confers with the other sections on matters in which both are concerned and thus is able to present the plan with as much agreement as possible. If unable to coordinate their individual plans satisfactorily, the differences are settled by the appropriate general staff section; in the event that more than one general staff section is concerned, the difference is settled by the chief of staff.

(3) Staff officers must serve primarily their immediate commander in all things and allow no consideration whatsoever to deflect their actions from this principle. A spirit of unity and thorough cooperation between the corresponding members of the technical and administrative staff of higher and lower units is essential to the best service. A direct and full understanding between them at all times adds greatly to celerity in the conduct of affairs.

(4) In addition to the friendly relations which a technical or administrative staff officer establishes with other members of the same staff, with analogous members on higher and lower staffs, and with the general staff, he should establish friendly relations with commanders of the combat units which he serves. The usual result will be that close cooperation is secured and the smooth and efficient operation of the technical branches in support of the command is insured.

c. Channels of command.—There is but one channel of command. It is followed in all cases. However, after policies and basic plans are decided and promulgated, many details are worked out by conference between the chiefs of the technical and administrative staff sections and the corresponding chiefs of lower units. Notwithstanding this, when orders are issued they pass through the prescribed channels. The principle is that, in technical details or in details affecting the routine of a particular branch, or as regards the details of an approved and promulgated technical plan or project, the chiefs of technical and administrative staff sections confer directly with the corresponding chief of the next lower unit. The chiefs of higher units advise and assist

BASIC ORGANIZATION OF A DIVISION STAFF



the chiefs of the lower units. Each chief keeps the general staff of his unit informed of all essential details in order that the commander thereof may influence action if he so desires. *This is direct supervision.* But where there are new policies or new projects requiring general coordination, the chiefs of sections of the higher unit recommend to the general staff of their unit the action to be taken, which, if approved, is promulgated in orders throughout the command through the regular channels. *This is indirect supervision.*

34. STAFFS OF LOWER UNITS.—The underlying principle of staff function is the same for all units. There is, however, an important difference in staff duties between the lower and higher units. In the brigade and lower units staff officers are provided, but some of them are charged with functions of execution or operation in addition to their duties as staff officers. As staff officers they assist the unit commander in the exercise of command; as administrative officers of the unit, they operate their respective branches and command the personnel belonging thereto. The two functions are entirely separate and distinct in character, in methods of procedure, and in source of authority, and are exercised separately and independently. Staff functions of all units below the division are generally performed by the personnel of combatant and administrative troops.

35. SIGNAL COMMUNICATION.—*a.* Signal communication comprises all methods and means employed to transmit orders, reports, and other official messages, except those sent by mail or by personal agents. Within each unit, the system of signal communication is complete. However, to insure teamplay and coordination of effort, each such system is an integral part of the system of the next higher command. Therefore, commanders exercise tactical direction and technical control over the signal communications of their subordinate tactical units.

b. Signal communication is necessary to insure the transmission of information, to provide for combined effort and close cooperation between all elements, and then, to insure their successful direction during combat. Commanders establish signal communication to all elements of their commands during action. Inability to maintain communication deprives a commander of full control of the forces at his disposal.

SECTION VI

Organization for Administration

	Paragraph
Administration	36
System of supply	37
System of evacuation and hospitalization	38
Transport system	39

36. ADMINISTRATION.—*a.* While the primary object of military organization is to facilitate *command,* no less important is the organization to insure *administration,* or the supply of all which is required to maintain the combat troops, individually and collectively, at the highest state of physical, mental, and moral efficiency and strength. Administration comprises the organization, regulation, and control of personnel including replacements, supply, evacuation, and transportation.

b. The administrative branches function as agencies for handling personnel, and supply and technical matters.

(1) The administrative branches constituting the personnel agencies are charged with the routine administration of the unit to which they belong, its correspondence, records, statistics, questions of personnel and others of like nature; with inspections, other than tactical; and with questions of discipline, morale, and the spiritual welfare of the command. They also see that instructions as to routine matters are communicated throughout the command.

(2) The administrative branches constituting the supply and technical agencies are charged with the procurement, storage, transportation, and issue of supplies to the unit of which they are a part, with evacuation and hospitalization, and with the supervision and operation of the technical agencies of the unit.

(3) All of these agencies are organized to conform to the territorial organization of the theater of war, see Section III. Consumption and expenditures are replaced immediately. Troops in action are relieved of all responsibility for procurement, transportation and maintenance of sup-

ply, and any other duties that interfere with their proper combat functions.

c. The administrative branches are necessary to the fighting efficiency of the command. They exist solely to serve the combatant troops in administrative functions. They operate on or near the battlefield.

(1) The military police maintains order in the rear of the troops in action. It prevents pillaging, collects stragglers, and protects the civilian inhabitants. Patrols circulate through the area. Military police regulate and supervise all road traffic. Traffic control posts are established at towns, establishments, and important places. Straggler posts are established in rear of troops in action. Stragglers are assembled at collecting points, fed, re-equipped if necessary, and sent forward to rejoin their units. Prisoners of war are received from the combat troops, assembled, and sent to the rear under escort.

(2) The medical department supervises the sanitation of the command, and establishes and operates all necessary facilities and agencies for the treatment, evacuation, and hospitalization of the sick and wounded. Personnel and units are attached to all organizations above the company.

(3) The branches having supply functions, and the supply and transportation echelons of combat units, are charged with forwarding all munitions, equipment, and supplies needed by the fighting troops. During combat, these operations function automatically. Ammunition from the rear systematically replaces that expended in battle, and other supplies are furnished in anticipation of the needs therefor. Each supply echelon keeps informed of the location of the echelon next in front of it, and keeps in communication therewith, so that the quantity and character of supplies needed can be maintained continuously at the points required.

37. SYSTEM OF SUPPLY.—*a.* The mission of the supply system is to accumulate munitions for the land forces of the United States in advance of anticipated needs, and to issue them to the troops when needed. This mission is continuous in both peace and war and embraces all supply activities from the determination of requirements to the delivery of supplies to the ultimate consumer. It is ac-

complished by the determination of requirements; the mobilization of industries and resources; the procurement, storage, and transportation of supplies; and the issue of supplies to the troops.

b. The organization of the supply system is based on the following principles:

(1) Combat troops are encumbered with a minimum of supplies, thus insuring their maximum of mobility.

(2) Combat troops are kept constantly supplied, thus permitting them to devote their attention to the main task of defeating the enemy.

(3) Impetus in supply comes from the rear.

(4) Supply is based upon the needs of the troops, but its accomplishment conforms to available resources.

(5) The system of supply is essentially the same in peace and in war, and is so organized that it functions efficiently under either condition. In war the peace organization is expanded to meet altered conditions.

(6) Direction of supply is centralized and operations decentralized.

(7) Subject only to the necessary centralized direction, supply agencies have authority commensurate with their responsibility and, within this limitation, are free in the performance of their functions.

38. SYSTEM OF EVACUATION AND HOSPITALIZATION.—*a.* The object of the evacuation and hospitalization system is to assist in maintaining the forces at maximum strength. This is accomplished by the preservation of health and the prompt return to duty of those who have been disabled; the care of the sick and wounded according to their condition; and the relief of troops from the necessity of caring for the sick and wounded. Commanders are responsible for the efficient operation of the system within their respective organizations. The actual operation thereof is a function of medical department personnel and units.

b. Commencing at the front there is a constant sorting and classifying of casualties, with the primary object of returning those capable of performing duty to their commands at an early date, and of sending those unfit for duty to the hospitals where they can receive the best care.

c. The medical personnel attached to each unit cares for and collects the casualties within its own area. Evacuations from the area are made by higher units. The attached personnel and units accompany the organization to which they pertain at all times. When necessary, casualties are left to be picked up by units in the rear.

d. Hospitals are kept sufficiently clear of patients to permit the reception of new cases and to leave them free for movement when required. During periods of activity, casualties are evacuated rapidly through advance hospitals to the communications zone. In periods of inactivity, the evacuations are less numerous and less rapid.

e. Medical establishments are set up for operation only as required for the situation as it exists or as foreseen to meet contingencies of the immediate future. Those not established are held in reserve.

39. TRANSPORT SYSTEM.—*a.* An efficient and adequate system of transport for military supplies and personnel is vital to military operations. The transport system consists of rail, water, motor, and animal transportation. Each type has its uses. The guiding principle is to use that type or types best suited to each situation and to augment it by full use of all other means available in the service of the command. Future needs are anticipated and plans made for their successful execution by the construction, repair, and maintenance of necessary facilities.

b. Military operations on a large scale are based on the utilization of railways and waterways, including marine transport.

c. Rail lines operated by the military personnel are called military railways. The organization of the railway and waterway transport in the theater of operations departs from civil practice in that flexibility is greater, especially in the forward areas, and that the nature of the service, including equipment, management, and structures, is governed by expediency rather than by economy and permanency. The service is centrally controlled and is subject to the demands of various military authorities as regards transportation to be furnished.

(1) Commercial railway lines in friendly territory continue to operate under their respective corporate officials

whenever the military situation permits, provided they are efficiently operated and maintained and render satisfactory service. Railway transportation officers are assigned to each of such railways as information officers and as assistants of their corporate officials in handling military shipments. Personnel of commercial lines taken over by the military authorities may be used on those lines, provided the organizations and personnel can be relied on to operate and maintain their lines effectively. Lines in the combat zone are best operated by military personnel.

(2) All railway telephone and telegraph lines are installed, maintained, and operated by Signal Corps personnel attached to the railway service for that purpose. Signal Corps circuits and personnel assigned to the railway service for this purpose are not available for other than railway duty, except upon specific authority of the commanding general, theater of operations, in each case.

d. Light railways are light narrow gauge lines operated by power, horse, or hand. They are employed in the combat zone or on construction projects to facilitate transport from a railhead to points close to the actual front or to the points where construction is in progress. Such lines are usually of a gauge less than three feet and consist of light material and equipment. Their principal use is to supplement wagon and motor transport. The construction, operation, and maintenance of light railways in the theater of operations are assigned to the engineer service, and in the combat zone to army engineers.

e. Motor and wagon transport is divided into two classes: first, all vehicles operated by the transport service of the quartermaster corps, and second, all vehicles assigned by *Tables of Organization* to organizations, such as divisions, corps, and armies, and over which the transport service exercises technical supervision only.

(1) The headquarters of the theater of operations, the headquarters of the communications zone, and the headquarters of each section of the latter, maintains and operates a reserve, or pool, of quartermaster motor and wagon transport. This reserve is organized into operating units, which are employed for local transportation and, when necessary,

to supplement the railway and waterway transport system. Motor and wagon transport are not used for the latter purpose except when the capacity of the railways and waterways is insufficient to meet the demands. The amount of motor and wagon transport assigned for operation to any headquarters is the minimum required for transportation purposes.

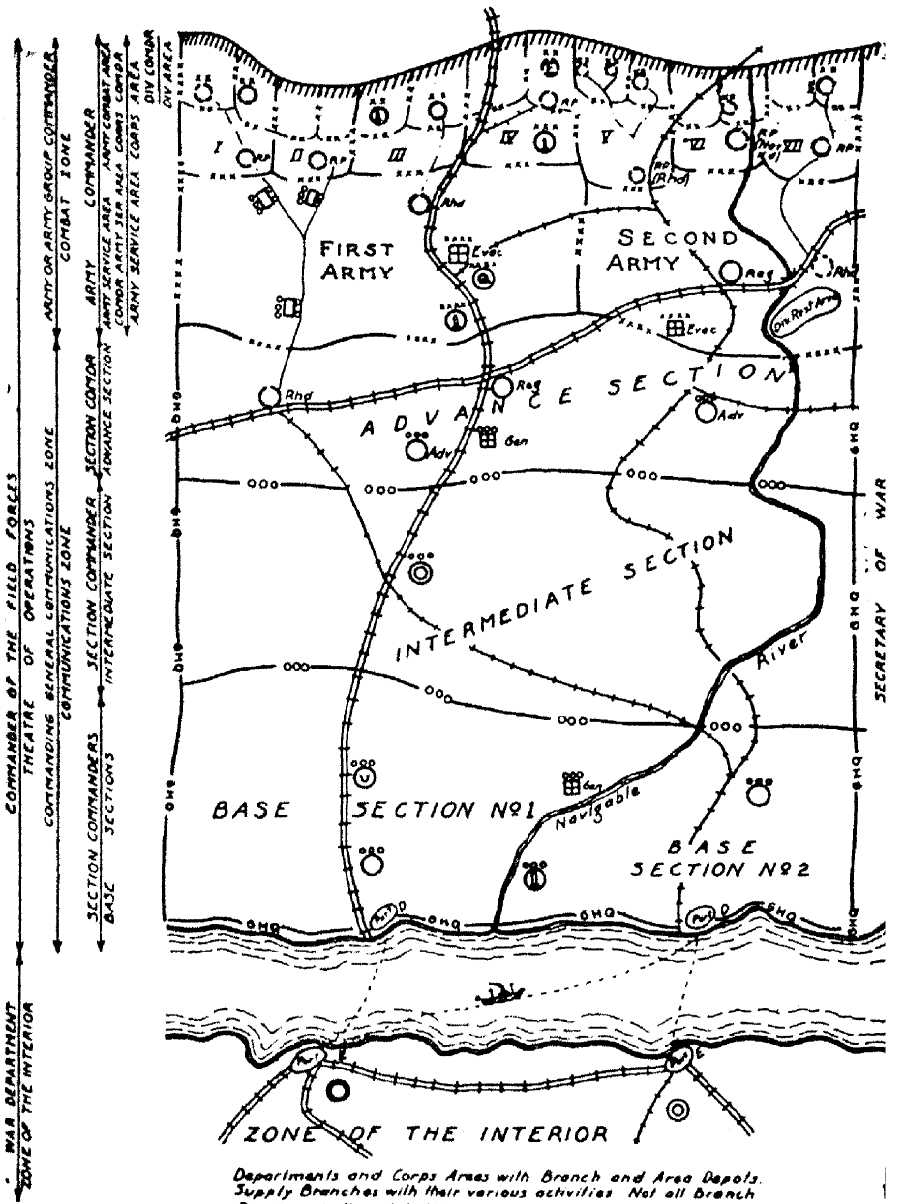
(2) The allowance of transport fixed by regulations for the trains of any combat unit is that needed for carrying mobile reserve supplies, for hauling supplies to the troops from the various establishments, and for transporting tactical units.

f. The function of all trains is to keep the commands to which they are attached supplied for action at all times without hampering their freedom of movement. Baggage and other impedementa are reduced to a minimum and all material not actually required with the combatant field force is left in the rear, whence it is sent forward as required. Commanders of organizations are responsible that no unauthorized vehicles accompany troops or trains, and that no unauthorized supplies or material are transported.

LIST OF CONVENTIONAL SIGNS USED ON THE FOLLOWING PLATE

	Division Command Post
	Reserve Depot, Zone of Interior
	Base Depot, C.Z.
Adv	Advance " C.Z.
	Remount " C.Z.
	Intermediate Depot, C.Z.
	" " Zone of Interior
	Ammunition " C.Z.
Salv	Salvage Depot
	Ammunition Depot, Army
	" Park, Corps
	" Dump or D.P., Div
	Q.M. Depot, Army
	..... Distributing Point, Div.
	Engr. Dump or D.P. Div.
Reg	Regulating Station
Rhd	Railhead
R.P.	Refilling Point
R.P. - Nav. Hd.	" " Navigation Head
	Supply Column, C.Z.
	Evacuation Hospital, Army
Gen	General Hospital, C.Z.
———— x x x x ————	Army Boundary
———— x x x ————	Corps Boundary
———— x x ————	Division Boundary
———— o o o ————	Communications Zone Boundary
———— G H Q ————	Boundary of Theater of Operations

OUTLINE OF THE ADMINISTRATIVE SYSTEM
SHOWING THE ORGANIZATION AND CONTROL IN A
THEATER OF OPERATION



Departments and Corps Areas with Branch and Area Depots. Supply Branches with their various activities. Not all Branch Depots and other Activities are shown.

INDEX

	Page
Adjutant	45
Administration	47
organization for	47-54
Administration branches	45
staffs	42
system, outline of, diagram	54
Aides	45
Air service commander	45
Arms, the combined	32
Armies, groups of	28
Army of the United States	9
Army, the	29
Baggage and impedimenta	52
Basis of command	36
of organization	17
Boundaries, theater of operations	23
Branches of the service	32
Branches, administrative	17
Casualties, sorting of	50
Cavalry division	31
Chain of command	38
Channel of command	44
Chaplain	45
Chemical officer	45
Chief of staff	45
Classification of troops	17
Coast defense	25
Combatant troops	17
Combat zone	25
Combined arms	32
Command	36-46
basis of	36
chain of	38
channel of	44
exercise of	36
habit of	37
principles of	37
Commander, division	45
field artillery brigade	45
of the field forces	21, 27
personal contact	37
Commanders, corps area and department	18
Commandant, headquarters	45
Communication, signal	46
Communications zone	24
Concentration camps	22
Conventional signs, list of	53
Corps area, commanders	18
Corps areas, division into	18
Corps, the	30

Page

Declaration of war by Congress 20
Defense, coast 25
Department, overseas 18
Direction, organization and 17-21
Division, the 31
the cavalry 31
Divisions of the general staff 40

Embarkation, ports of 23
Emergency, a major 20
Engineer officer 45
Evacuation, system of 49
Exercise of command 36

Field forces, commander of 27
Finance officer 45
Forces, the land 9
Functions of larger units 27

Garrisons, overseas 18
General Headquarters 27
General Headquarters Reserve 27
General staff 40
Group of armies, the 28
Guard, National 13

Harbor defense 26
Headquarters, General 27
Hospitalization, system of 49
Hospitals 50

Inspector 45
Intelligence section, general staff 40, 45
Interior, zone of 22

Judge advocate 45

Land forces of the United States 9
Large units, functions of 27
Light railways 51
Lower units, staffs of 46

Machine gun and howitzer officer 45
Marine transport 50
Medical personnel, attached 48
Message center 45
Military
policy of the United States 8
organization 7
railways 50
Mobile defense 26
Mobilization 19
Motor transport 51

Narrow gauge railways 51
National defense 8
plans for 21
National Guard 13

Officers, administrative and line 17
Operations and training section, general staff 40, 45
Operations, theater of 23

Page
Ordnance officer 45
Organization, basis of 17
definitions of 7
for administration 47-54
for war 7
in peace 18
purpose 7
tactical 27-35
territorial 22-26
Organized militia 13
Organized Reserves 15
Overseas garrisons 18

Peace, organization in 18
Peace to war footing 19
Personal contact by commanders 37
Personnel section, general staff 40, 45
Plans for national defense 21
Policy, military 8
Ports of embarkation 23
Postal officer 45
Preparation for war 8
Principles underlying command 37
Provost marshal 45
Purpose of organization 7

Quartermaster 45

Railways 50
operations of 50
Regular Army, functions of 10
Reserve, General Headquarters 27
Reserves, the Organized 15

Seacoast areas 25
Sections of the general staff 40, 45
Sections of the communications zone 25
Sectors, seacoast 25
Signal company 45
Signal corps with railways 51
Signal officer 45
Special troops 31
Staff 38-46
of a division, diagram 45
of lower units 46
purpose of 41
technical and administrative 42
the general 40
Supervision, direct and indirect 46
Supply section, general staff 40, 45
Supply, system of 48
Surgeon 45

Tactical organization 27-35
units 17
Tank commander 45
Technical staff 42
Territorial organization 22-26
Theater of operations 23
boundaries of 23
divisions of 24

THE ARMY LIBRARY
WASHINGTON, D. C.

	Page
Theater of war	22
Trains	51
Transport	50-52
allowance of	51
corps	51
pool of	51
system of	50
Troops, classification of	17
special	31
Types of transport	50
Waterways	50
War Department	21
War footing, transition to	19
War Plans Division	21
War, theater of	22
Zone, combat	25
communications	24
of the interior	22

Lit rary
Office, Chief of Staff