

Organization and
Duties of the Staff

Course In Organization and Tactics.

Lecture No. 3,

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The Duties and Organization of the Staff.

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The saying that this is a day of specialists is already trite, but to apply the principle of the specialist, to use each man in the capacity in which he has the greatest aptitude, to subdivide all work and to keep supervision of all things through a series of subordinates, that is, to have a fixed line of responsibility and authority is the means that makes possible the formation of the enormous business combinations of today. The time when one man can handle all the details of a large business has passed and. this is, more than any other has ever been, an age of organization.

The growth of armies has kept pace with that of civil business and the armies of today must be handled by the same methods that are pursued by great commercial corporations. Some nations have recognized this fact sooner than others and we see, as a result, the great differences that exist between the armies of nations that in wealth and resources seem to be practically equal, and it will be an anomaly if this nation, the home and nursery of the modern "Trust" is the last of all to apply to the management of her army, the principles that have made possible the handling of those vast concerns.

The commander of an army has such manifold and important duties, so great and 'onerous are his responsibilities, that he can not even think of doing any of the actual work himself, if he does not wish to involve himself in minor details, and run the risk of missing some great opportunity. To attend to all duties that, while not suitable for the attention of the Commanding General, are still of vital importance to the welfare and ultimate success of the army, he must have a corps of assistants in whom he has implicit confidence and to whom he can intrust the working out of all minor details, while his mind is left free to lay out the great general plans and to observe general results.

This corps of assistants is the staff of the army and upon its personnel and proper organization depends to a very great degree the efficiency of that army.

No one questions the personal bravery and skill with arms that there was in every one of the men that hurled themselves at Kitchener's troops at Omudurman, but bravery and skill alone were of no avail against the trained troops of Great Britain; and for just that same reason one thousand regiments, each perfectly trained in itself, but without an army organization would be but little better than so many men and would be annihilated if pitted against one-half their number formed into such an organized body as was the German Army in 1871.

The staff of an army may be divided into two classes, the Military Staff and the Administrative Staff, and their duties into those of peace and war. The Military Staff consists of the General Staff, the Adjutants General, the Aides de Camp, the Engineers, the Chief of Artillery, the Signal Officers, and the Inspectors General. The Administrative staff consists of the Judge Advocates, the Sanitary and Medical Departments, the Quartermasters, the Commissaries of Subsistence, and the Paymasters.

The general duty of all staff officers is, to relieve the Commanding General of all details and leave him free to form and carry out all plans of campaigns and to fight the battles, for the result of which he alone is responsible. To accomplish this object, they must keep absolutely informed upon all subjects affecting their departments, they must sift, condense and arrange all facts relating thereto for presentation to the Commanding General. He will issue orders which are general in form and the staff officer must work out all details of movements, dispositions, and supply, and give all orders necessary for the proper execution of his plans. In addition they will keep records and make accurate reports of all that comes within their departments and combine these for the final information of their commander.

In the performance of these duties the officers must have the confidence of their commander and those of the supply departments, in particular, full and free communication with the chiefs of their departments so that their requisitions will be made in season and so that the chiefs may arrange to supply the army in such a manner as to avoid the necessity of supplying one at the expense of another or of competing with one another in the same market for the same supplies.

In their advisory capacity they will keep the commander informed at all times as to the capacity of their respective departments. In their executive capacity they will so conduct the affairs of their departments as to anticipate so far as possible the needs of the army and keep the soldiers supplied at all times with all necessary articles, keeping well in mind the fact that the failure of any one' supply may, at some time, mean the defeat of an otherwise victorious army.

Upon the Military Staff falls the duty of issuing the orders and transmitting the same, the selection of the roads, the arrangement of the troops in the column of march, the

hours of marching, halting, and camping, and of so combining the elements that different bodies or parts of the same body will not in any way interfere with each other on the march. They have charge of the disposition of the different arms on the field of battle, the arrangement of the reserves, the selection of the lines of advance and retreat, the general positions of the artillery, the ground to be fortified and the kind of fortifications to be used, and in fact all arrangements for the march and combat not attended to by the commanding officer, that are not in the domain of minor tactics.

THE PRUSSIAN STAFF.

The Prussian Staff is the oldest of modern times and their system, especially that of their General Staff has been followed by so many nations in the forming of their staffs that a short account of it will not be out of place.

Prussia has always been a military state and whatever has been considered essential for the efficiency of her staff has been incorporated therein and this staff, today, is the crystalization of the ideas on staff formation of the best minds that the Prussian army has had for over a century and a half.

This staff is divided into the General Staff and the various administrative, supply, and inspection staffs, and those of the Royal households. The chief of the General Staff is the head of all the staff of the army and while he has no specific duties assigned to him he is responsible for the working of the entire staff and of the army.

THE GENERAL STAFF.

The General Staff is divided into the Great General Staff and the General Staff with troops. The former is charged with the formulation of all plans and schemes and the latter has the execution of such plans and schemes with the troops.

The Great General Staff is divided into nine sections: The central section deals with the personnel of the General Staff, and the organization and financial affairs thereof ; the first and third sections deal with the military events, improvements, and all matters of organization, training, armament, and recruiting of the armies of the various nations in whom Germany is interested, or in whom it is supposed that she might become interested. The second section deals with the same points in regard to Germany herself. The fourth section deals with fortifications, fortresses, and technical engineer matters. The fifth section deals with military history, and has charge of the library and the records. The railway section has charge of the military use of railroads. The geographical and statistical section has charge of the collection of military geographical data of European territory that may become a theatre of war. The section that was formerly called "The Auxiliary Establishment," is now incorporated with the Great General Staff and constitutes the section of the "National Survey."

THE STAFF OF THE EMPEROR.

This system contemplates that the supreme command of the armies in the field will be exercised by the Emperor and under him, for a staff, are the War Minister, the Military Cabinet Staff, and the Chief of the General Staff. The presence of the War Minister insures the complete co-operation of the War Department, in Berlin, with the staff in the field.

As stated before, the head of the army staff is the Chief of the General Staff and his first assistant is the Quartermaster General whose duties, like those of his chief, are not defined, but who must be working in sympathy with the chief and must be capable of taking his place if, for any reason, the chief is incapacitated.

The General Staff at the headquarters of the Commander-in-chief is divided into three sections ; the first deals with

the *ordres de bataille* of the German army, the second with railways and other communications, the third with the Intelligence Department and the *ordres de bataille* of the enemy's forces, etc. In order to have co-operation with the Artillery and the Engineers the Inspectors General of these two arms are also on the headquarters staff of the Commander-in-chief.

The commandant of the headquarters escort is also on this staff and gets his orders from the Chief of the General Staff, and is responsible for the police and guard of the headquarters.

The duties of the above staff officers explain themselves with the exception of the second section of the general staff of the Commander-in-Chief's headquarters. The Inspector General of Communications and Railways has charge of this section and has under him, for a staff, the following officers : The Chief of the Field Railway Service, the Commissary General of the Forces in the Field, the Director General of the Military Medical Department, the Director General of the Military Telegraphs, and the Field Postmaster General.

The duties comprised in the second section are: (1) The forwarding of personnel and material of all description from home to the forces in the field. (2) The sending or bringing home all men, horses or material that are to be sent to the rear. (3) The quartering and subsisting and providing for all men and horses that are moving along the line of communications. (4) The protecting and maintaining the line of communications, i. e., the railways, the telegraph, the telephones, the postal communications, and the control of the military police of their districts. (5) The organization and administration of the government of the enemy's country that is occupied, if no other provision has been made. for the same.

THE STAFF OF AN ARMY.

The field forces are divided into armies and the staff of each army is made up of a Chief of the General Staff, the Quartermaster General, the Adjutantur, the Generals of Artillery and Engineers, the Commissariat, the Inspector of Communications, and the Commandant of the army headquarters escort.

The Chief of the General Staff is head of the entire staff, unless a General of the Artillery or Engineers is his senior, in which case that particular staff officer is directly under the army commander. The general staff has charge of the operations, the intelligence, the *ordres de bataille*, the railways and telegraph.

The Quartermaster General is assistant and substitute for the Chief of the General Staff and has charge of the postal service.

The Adjutantur has charge of the issuing of the orders, the records, the recruits, the remounts, details, appointments, etc.

The Generals of the Artillery and Engineers have the general supervision of the officers and the troops of their respective corps and co-operate with the Chief of Staff in the performance of such duties.

The Commissariat attends to the collection and distribution of supplies, and in this he is under the chief of the staff, but in the question of pay and accounts he is independent.

The Inspector of Communications is the representative of the Inspector General of Communications on his part of the communications and is responsible to the latter as well as to the immediate army commander.

The Commandant of the army headquarters escort has

charge of the military police, the guarding of the headquarters, and the Gendarmerie.

The Surgeon General of the army has charge of the medical and hospital -arrangements and of the Volunteer aid societies.

THE STAFF OF AN ARMY CORPS.

The staff of an army corps in the field consists of a Chief of the General Staff, the Adjutantur, the Corps Judge Advocate, the Corps Field Commissary, the Corps Surgeon General, the Commander of the headquarters escort, and the Chief of the field gendarmerie, and the Field Postmaster. The duties of these staff officers are in general similar to those of the staff of the army though on a smaller scale. The Commander of the Artillery and Engineers are in direct communication with the commander of the corps, but cooperate with the chief of the general staff on all points.

THE STAFF OF A DIVISION.

The division staff is considerably smaller than a corps staff. The general staff is represented by an officer, but he is not a chief of the general staff, his duties are to see to the execution and not to the making of plans. The rest of the staff are the Adjutantur, the Field Commissary and Commissariat Department, a Field Postmaster, a Division Surgeon, a Division Judge Advocate and two Field Divisional Chaplains. It is advantageous to have the General Staff officer one of such rank that he will be the chief of the staff by virtue of his rank alone.

THE: ARMY CORPS STAFF IN PLACE.

In time of peace the unit of the German army is the army corps. The staff at the headquarters is divided into four sections. The first section is the General Staff and its head, the Chief of the General Staff, is the head of the Corps Staff. This section is directly responsible for the dealing with marches, quarters, and the movements of the troops,

the drills and maneuvers, mobilization, roads, railways, telegraphs, frontier and political questions, deserters, strength, condition and distribution of the neighboring foreign armies, bridging, pontoons, engineering and artillery matters, armament of fortresses, maps and intelligence department.

The second section is the Adjutantur. In addition to the duties of personal aides to the generals that they serve with, these adjutants are charged with the performance of office duties, the daily countersigns, garrison and guard duties, the promotions, leaves, rewards, punishments, recruiting, invaliding, remount, military police, pensions, ammunition and armament.

The third section, the Judge Advocate, is charged with the legal advising of the commanding general, legacies, debts, and confinements to fortresses.

The fourth section has charge of the Commissary, Medical and Religious matters. These include: first, the treasury and general accounts, supply, pay, barracks, clothing, and lodgings, under the Corps Commissary ; second, retirements, furloughs, pensions, and hospitals, under the Corps Surgeon; and, third, the Chaplain has control of the religious matters.

THE DIVISION STAFF DUTIES IN PEACE.

The staff of a division is practically the same in peace that it is in war. The peace duties bear the same relation to those of the staff of an army corps as do the war duties.

PROMOTION AND SELECTION.

The staff serving with troops is composed of two parts, the officers and the military officials. The officers are the General Staff, the Adjutantur and the Medical Officers. The remainder of the staff that in our army are called Quartermasters, Commissaries of Subsistence, Paymasters, Judge Advocates, Chaplains, and Veterinaries, make up the Intendantur and while some of them have pay, uniform,

etc., the same as officers yet they are not considered as such.

The greater portion of all staff officers of the Prussian army come' from the graduates of the War Academy. After an officer graduates from this school he is sent back to his regiment for service. In a few months about fifteen per cent of them are ordered to the General Staff for duty for one year. Especially efficient officers who are *not* from the War Academy are also eligible for this detail. At the end of the year the best ones are chosen to fill whatever vacancies may exist and they hold the position, normally, for three years. At the expiration of this period they are sent back to their regiments for duty and at the end of two years more they are eligible for another tour in the general staff, if their services have been so valuable that their re-detail is asked for by the general staff. This alternation of staff and regimental duties is kept up as long as an officer is in the army and operates to have for staff officers men who are perfectly familiar with the details of duty with troops and in having many officers with the troops that are competent to do staff duty. The Adjutantur is composed of officers who have not been considered quite good enough for the general staff, but who are the next best in the army. They are detailed alternately with troops and on the staff as is the general staff.

The officials are appointed, some from the officers of the army, some from civil life, and some from the best of the non-commissioned staff of the administrative departments to which they belong. They must pass examinations before being appointed and they do not have the regimental duty with troops that is required of the staff officers. The Intendantur at the War Department are *civil* officials.

THE BRITISH STAFF SYSTEM.

The British war department and staff system have, within the last year, been entirely changed and as they have not followed the German system I will give a short de-

scription of their method, as the Boer War, when England had over 250,000 men in the field, gave them an excellent opportunity to find out where reforms could be made.

The army is under the control of an Army Council and in contrast with the German system there is a decided decentralization of staff power. The general idea is to have an army where the duties will be as nearly as possible the same in peace as they are in war.

THE ARMY COUNCIL

There is no commander in chief in peace and the idea of the Army Council is to decentralize the many duties that formerly rested in that officer and put them under several heads, and, by subdividing the work and putting most of the administrative work out into the division and brigade districts, to relieve the heads of the various staff departments from much routine work and leave them the time necessary to consider questions of real importance, to exercise forethought and initiative, and to separate questions of policy from those of mere routine.

This Army Council is composed of seven members with the Secretary of State for War for the President. He has the general direction and supervision of all business and is directly responsible to the Crown and to Parliament. There are four Military Members, the first of whom is the Chief of the General Staff of the Army ; the second, the Adjutant General ; the third, the Quartermaster General ; and the fourth is the Master General of Ordnance. There are two other civilian members, one is called the Civil Member, and the other, the Finance Member.

The Chief of the General Staff has charge of the military policy and the military intelligence, strategy, war operations and organization, war staff duties, supervision of the training, military history, higher education, war regulations, and telegraphy and signalling. His assistants are the Di-

rector of Military Operations, the Director of Staff Duties, and the Director of Military Training. The first has charge of the intelligence department, the secret service, mapping, the strategical distribution of the regular army, and schemes of offense, and of Imperial defense (outside of the Islands).

The second has charge of the appointments to and the instruction of the General Staff, appointments of high staff at the staff College and Cadet Schools, and the instruction and examinations at the same, regulations governing the granting of commissions, professional education and examinations for promotion, and examinations in foreign languages, publications of war literature, military history and the staff libraries.

The third has charge of the home defense, plans for concentration, reconnoissance of the kingdom, study of defense schemes in Great Britain, instruction and training of the forces in the United Kingdom, maneuvers, concentration for maneuvers, funds for maneuvers and training, and course of instruction and appointments of the high staff at the schools of training, telegraphing and signalling.

The Adjutant General has charge of the raising and organizing of the military forces, the maintenance of the army abroad in officers and men, the distribution of the units, the regulations for the placing of the army on a war footing, personal questions, discipline, ceremonial matters, and administrative arrangements connected with the training, education, and selection of its own officers. He is assisted in this work by a Director of Recruiting and Organization, a Director of Personal Services, a Director General of Army Medical Service, a Director of Auxiliary Forces, and a Judge Advocate.

The Quartermaster General has charge of the organization of all transport, remount, and supply services ; he settles the reserves of food, clothing, equipment, general stores, and materials, to be held in depots, garrisons, and mobili-

zation stores, and the scales of such articles to be in the possession of the troops ; he holds and issues all military stores ; he administers the transport, remount, railway, supply veterinary, and postal services ; and he has charge of the distribution of ordnance and ordnance supplies. He selects his own officers. He is assisted by a Director of Transport and Remounts, a Director of Movement and Quarterings, a Director of Supplies and Clothing, and a Director of Equipment and Ordnance Stores.

The Master General of Ordnance has charge of all questions of armament, including lights, mines, and all accessories. He decides upon the sites, design, and armament of coast defenses ; the settling of reserves of arms of all kinds, and of ammunition; the pattern, provision, and inspection of guns, small arms, and Royal Engineer and Artillery vehicles, and technical stores. He controls the technical committees on war materials, exercises direction and financial control over the manufacturing departments (except clothing), and investigates inventions that affect the army. He is also charged with construction and maintenance of fortifications, buildings and target ranges ; with the administration of the Royal Engineer staff on such works; and of the technical inspection staff; with the purchase of guns, ammunition, and stores and with all technical questions affecting the Artillery and Engineers generally. He administers the ordnance college, and advises as to technical instruction at schools of military engineering. He is assisted by a Director of Artillery, a Naval Advisor, and a Director of Fortifications and Works.

The Civil Member has charge of the barracks and non-effective services and is assisted by the Director of Barrack construction, and a chief accountant, and the chaplains.

The Finance Member is in charge of all questions of finance and is assisted by the Directors of the Army Finance and their assistants.

An Inspector General of the Forces is appointed to serve for five years and under him is the inspection department, an independent department subject only to the Army Council to whom it makes reports upon actual facts, without expressing any opinions as to policy. These inspectors have nothing to do with persuading the authorities to increase the total estimates and therefore the recommendations are without interest or bias. They are the eyes and ears of the Army Council and of the Secretary of State for War.

The Army Council has entire joint administration and supervision of the army. The army is divided into territorial divisions and the command of each is under a Commanding General in Chief under whom are division and brigade districts, with their proper commanders. These division and brigade districts are the administrative units and only in exceptional cases will an administrative question be brought up to the higher authorities. The division of duties of the different parts of the staff in the Army Council is carried down through the army and good results are expected therefrom, especially considering that the war and peace duties are almost identical.

THE FIELD ARMY STAFF.

In the field the staff of the General Commanding in Chief are the Chief of the General Staff, the Adjutant General, the Quartermaster General, the Director of Finance, the Aides de Camp, the Military Secretary and possibly an Inspector General of Communications.

The Chief of the General Staff has charge of the operations of war, the intelligence department, the selection of lines of communications, and advice as to their garrisons, the framing of orders regarding moves of men and materials, the selecting of camps and bivouacs, the organization higher than the units, the telegraphing and signalling.

The Adjutant General has charge of the **supply** of the officers and men, the raising of forces locally, the organization and mobilization of improvised units, the hospital and sanitary arrangements, and the 'supply of medical stores, the accommodation and rest camps, the control of the press and the press correspondents, the casualties, and invaliding; the military, martial, and international law ; the chaplains, and the provost marshals and the police measures.

The Quartermaster General has charge of the transport of men and materials and all supplies (except medical) ; the railways, the remount, the postal services ; the embarkations and landings, where they are not operations of war.

The Director of Finance is charged with giving the Commander any financial advice that he may need and with the examinations of accounts and with the cash payments.

Promotions in the field are dealt with by the Military Secretary to the Commander as are also rewards, honors and appointments, other than staff appointments.

The Commanding Officers of Artillery and Engineers are not on the staff of the General Commanding in Chief, but as commanders of these troops they can deal with him directly and not through any staff officer. Of course they cooperate with the Chief of the General Staff for the accomplishment of the desired ends.

It will be noticed that there is not the great amount of power, and responsibility resting in the Chief of the General Staff of the British army that there is in that same office in the German army. Here the Adjutant General, the Quartermaster General, the Master General of Ordnance, and the Finance, and Civil Members of the Army Council are equal and independent in the performance of their duties, and on the staff of the commanding general in chief, the corresponding staff officers are responsible to the general direct and do not work through the Chief of the General Staff.

The General Commanding the Line of Communications would receive his orders from the Commanding General in Chief through the staff officer directly concerned. In case that there were two or more lines of communications there might have to be an Inspector General of Communications on the staff of the commanding general in chief, to secure harmonious working of the combined lines.

The staffs of the divisional districts will be administrative, only, and will be representative of the second and third military members of the Army Council, the difference between this and the military staff of the territorial division or corps staff being emphasized. There is a civil branch in the division district that keeps the accounts and gives such financial advice as may be desired.

All questions of personnel (other than officers) and of recruiting are dealt with in the brigade districts while the division districts deal with mobilization arrangements, target ranges and training grounds, construction and maintenance of barracks, lands, supplies, local transport, remounts, hospitals, stores, posting of officers, and appointment of adjutants and quartermasters.

SELECTION OF STAFF.

The British staff is entirely a detail staff and officers are appointed to the staff departments solely upon the recommendation of the head of the department into which they are to serve.

Promotions above the grade of Captain are to be by selection and this selection is made by a board composed of the Inspector General and Commanding Generals in Chief who act upon all officers except those of the General Staff who are to be centrally supervised and administered.

All details except that of the Inspector General are to be for four years and must in all cases be followed by one year's service with troops before the same officer is again available for staff duty.

Details to the General Staff are in general to be made from the graduates of the Staff College, after passing an examination and serving a probationary period of three months in the General Staff.

STAFF OF THE U. S. ARMY.

The present staff of the United States Army is the outgrowth of the experience gained in the Civil War and of the observation of the Prussian staff system. After the close of that war in 1873 there was a movement made to change the, then existing, staff departments and to revise the entire staff system. The opinions of the various general officers that were then living, who had served in the Civil War, were obtained by the Committee of Congress, that had the matter in hand, with the view of incorporating the concensus of opinion into a bill reorganizing the staff.

Our present staff system reflects the opinions of the majority of these officers and, though the change has been slow, we have now the main points that were held to be the most important for an efficient staff.

There has always been considerable discussion relative to the consolidation of different staff departments, especially the supply departments, into a single large one called the Supply Department. The question was investigated at this time and it was decided that the saving in cost of such a combination would be very little, that in time of war they would be separate in duties even if not in name, and that the great concentration of work might result in a breakdown when the crisis was at hand, whereas, "The present division of duties is the result of long experience and very recently in the struggle against rebellion was found to work successfully in the widest theatre of action." Summing up all the reasons advanced to support such a consolidation the committee decided that "The advantages thus to be gained cannot be denied but are deemed of less importance

than those the present system affords with its division of labor and its distribution of responsibility."

The present departments were in existence at this time with the exception of the General Staff, the Military Secretary's Department, and the Signal Corps.

There was a general expression that there ought to be a General Staff and that the officers of the staff department ought to serve with troops more than they had in the past, and a considerable number of the generals were in favor of a detailed staff.

We have today all these features in' the staff of our army and would seem to now have a staff that in the opinion of those officers, experienced in the handling of the U. S. Army, best corresponds to the needs of our army.

In time of peace our staff system consists of the following departments : The General Staff, the Military Secretary's, the Engineer's, the Ordnance, the Signal, the Inspector General's, the Quartermaster's, the Subsistence, the Medical, the Judge Advocate General's, and the Paymaster's. The head of all these, the President's representative, and so far as the army is concerned its chief, is the Chief of the General Staff. The President is the constitutional head of the army of the United States and though in time of war it is hardly likely that he would exercise the command of the armies in the field yet it would be within his right to do so. The President is represented in his dealings with the army by the Secretary of War, although it is proper for him to deal directly with his Chief of Staff, if he so desires.

In peace time the Chief of Staff of the army is the head of the whole staff and is by law charged with the duty of supervision under the Secretary of War of all troops of the line and the various staff departments.

THE GENERAL STAFF.

The General Staff of the U. S. Army is divided into the War Department General Staff and the General Staff with Troops. The former is divided into three divisions, the first of which has charge of the organization, discipline and armament of the army, the mobilization, the preparation of plans of operations, and many of the functions of the former Adjutant General's Department and Inspector General's Department. This section also deals with the promotion of officers of the Infantry and Cavalry.

The second division deals with the collection and arrangement of military information and with the foreign attaches.

The third division deals with the scientific and technical branches of the army and with military education. This division also deals with the work of the Engineers, the Artillery, Ordnance, and the coast defenses and with the promotions in branches not handled by the first division.

The General Staff with troops consists of those officers of the General Staff serving with commanders of armies, corps, divisions, and with separate brigades, territorial divisions and departments.

GENERAL DUTIES OF THE GENERAL STAFF.

The regulations assign the following duties to the General Staff:

They will investigate and report on the efficiency and the state of preparedness of the army, in connection therewith considering and reporting on the organization, distribution, equipment, armament and training of the military forces. They consider proposed legislation for the army, transportation, communications, quarters and supplies ; they prepare projects for maneuvers, revise estimates, advise as to disbursements, exercise supervision as to inspections, mil-

itary education and instruction, examinations for appointments and promotions of officers, efficiency records, details and assignments, orders and instructions for the efficiency of the army.

They prepare important orders and correspondence embodying the orders or instructions of the President or the Secretary of War; they review reports of examining and retiring boards.

The General Staff Corps is further charged with the preparation of plans for the national defense the mobilization of the military forces, the study of the possible theatres of war, of strategy in general, the collection of military information of foreign countries and of our own, the preparation of plans of campaign, the reports of campaigns, battles, engagements and 'expeditions and technical histories of military operations of the United States.

MILITARY SECRETARY'S DEPARTMENT.

The Military Secretary's Department is charged with all duties pertaining to the command, discipline, and administration of the existing military establishments ; all communications with troops, the issuing of all orders, the recruiting service, prisbners, all records and pensions, and historical records.

CORPS OF ENGINEERS.

The Corps of Engineers is charged with the surveying and reconnoissance for military purposes, laying out and selecting camp sites, making plans and estimates and constructing and repairing all fortifications and their accessories, the control of the Engineer troops, and the supply of engineer material to the other arms. In addition it is charged with a great deal of civil work under the War Department.

SIGNAL, CORPS

The Signal Corps is charged with the control of the signal troops and officers, military cables, telegraphs and telephones and the wireless telegraphy installations, the preparation of the field material and train, and the supply of signal material and supplies to the other arms.

ORDNANCE: DEPARTMENT.

The Ordnance Department is charged with the duty of procuring and distributing all ordnance and ordnance stores, including cannon, and artillery vehicles, and equipments ; service and maneuver apparatus and machines for the artillery, small arms ammunition, accouterments and horse equipments for the artillery and the cavalry.

SUBSISTENCE DEPARTMENT.

The Subsistence Department supplies all the subsistence for the army and in addition it keeps certain other authorized articles for sale to the army.

QUARTERMASTER'S DEPARTMENT.

The Quartermaster's Department is charged with the duty of furnishing, transportation of every character needed for the movement of men or material of war, public animals and their forage, wagons, wagon supplies, and harness for the Quartermaster's Department. It furnishes clothing, camp and garrison equipage, builds *roads, and all buildings (except engineer buildings), builds or charters ships and boats, docks and wharves for military purposes, and all other matters that are not assigned to any other department.

INSPECTOR GENERALS DEPARTMENT.

The Inspector Generals of the army are charged with the duty of making inspections with regard to the conduct, discipline, and efficiency of the officers and troops ; the con-

dition and kind of supplies, arms and **equipment** ; and of the expenditures of public moneys.

JUDGE ADVOCATE: GENERAL'S DEPARTMENT.

This department is charged with rendering legal opinions when they are properly called upon to do so, and with the court martial records of the army.

MEDICAL DEPARTMENT.

The Medical Department of the army is charged with the sanitary condition of the army. It gives advice as to the location of camps and posts and the questions of water supply, water purification, and the disposal of wastes. It has charge of the sick and wounded, the physical examinations of officers and troops, the management and control of the hospitals, the recruiting and control of the hospital corps, the female nurses, and the furnishing of all medical supplies for the army, except for the public animals.

THE PAYMASTER'S DEPARTMENT.

This department is charged with the payment of the army and with such other financial duties as may be assigned to it.

ARMY ADMINISTRATION IN PEACE.

The territory of the United States is divided into divisions and these divisions into departments for administration in time of peace. The divisions are normally commanded by Major Generals and the departments by Brigadier Generals. The idea of this subdivision is to have practically all administrative work finished in the departments and thus leave the Division Commander free to exercise the higher functions of command. An idea of the duties pertaining to each is given by an inspection of the staffs of the commanding generals.

DIVISION STAFF.

The division commander's staff is composed of officers of the following departments in addition to the authorized aides: The General Staff, the Military Secretary's, the Inspector General's, the Corps of Engineers.

DEPARTMENT STAFF.

The Department Staff consists of the General's Aides, and of officers of the following staff departments; the Military Secretary's, the Judge Advocate General's, the Quartermaster's, the Subsistence, the Medical, and the Pay, and when necessary an officer from the Engineers, the Ordnance, and the Signal Corps.

The staff officers enumerated above perform the duties assigned to their respective departments of the War Department that may arise within the limits of the command to which they are attached.

STAFF DUTIES IN THE U. S. ARMY IN THE FIELD.

The commanders of Army Corps and of separate armies are selected by the President. When two or more are combined under the direction of one commander, such commander will be designated as the Commanding General in Chief and in case of his death or disability, or of the death or disability of an army or corps commander, the next in rank in such army or corps shall exercise the command until the will of the President is known.

In all commands larger than a brigade and in all separate forces under the command of a general officer the staff service is under an officer of the General Staff who is designated as Chief of Staff.

THE: STAFF OF AN ARMY.

The Military Staff of an Army Commander is in addition to his personal Aides, the Chief of Staff, other General Staff Officers, the Adjutants General (Military Secretary's Department), the Inspectors General, the Chiefs of Artillery, Cavalry, and Engineers, the Provost Marshal General and the Commandant of the Army Headquarters Escort.

The Administrative Staff consists of the Chief Quartermaster, the Chief Commissary, the Chief Surgeon, the Chief Ordnance Officer, the Judge Advocate and the Chief Mustering Officer.

In addition to the above if there were more than a single line of communications there would probably have to be an Inspector General of Communications to insure the harmonious working of the several lines to a common end.

The Commanding Officer, his staff and the personnel attached thereto, constitute the headquarters of the military command.

THE: CHIEF OF STAFF.

The Chief of Staff should have the complete confidence of his commanding officer and a considerable degree of independence in the discharge of his ordinary duties. He organizes and supervises the operations of the staff departments, and regulates the details thereof by means of orders issued in the name of the commanding general. On matters outside of the ordinary routine, the wishes and directions of the commanding general must in every case form the basis for the action of the Chief of Staff. It is his duty to bring to the notice of the general all matters requiring his attention and when called upon to do so will indicate the action that he deems desirable or necessary.

After working out the necessary details, the Chief of Staff converts the ideas and decisions of the Commanding

General into orders or instructions, conveys them to the troops and sees that they are executed. In the performance of these duties he is assisted by such officers as may be necessary from the General Staff, the Military Secretary's Department and the Inspector General's Department.

He elaborates arrangements for explorations and protection ; for marching, fighting, camping, or quartering the troops ; he establishes a service of information concerning the theatre of war, and of the enemy's forces ; he collects important materials for the reports of operations and subsequent history of the war and exercises a general supervision over the records and returns and the supply of suitable maps.

He should be informed at all times as to the state of supplies, the strength and armament, the equipment, health, marching powers and moral of the troops and be prepared to render a report thereon. He issues the instructions to the Provost Marshal and to the Commanding General of the Base and Line of Communications and draws up orders for raids, special reconnoissances, and detached services. He administers through the Intelligence Officer the intelligence service which comprises within its limits the field post office, the secret service, the subject of reconnoissance and i-he collection, preparation and distribution of military information, including maps and sketches, and he performs such other functions as may be assigned to him by the Commanding General.

THE CHIEF ENGINEER.

The Chief Engineer of an army is a staff officer and exercises a general supervision over all the engineer operations in the body to which he is attached, but will not exercise command of the Engineer troops ; he will make such inspections as may be directed by the Commanding General and will submit his recommendations to the Chief of Staff.

His duties in general are as follows : He shall furnish such information as may be desired by his general, he may be called upon to assist in the selection of the lines of attack or of positions of defense, he supervises the location and design of the more important works in the field; and may be charged with their construction; and, unless some other officer is specially detailed for that duty, he is in general charge of the engineering features of all siege operations. He executes all demolitions and to him may be assigned the selection and preparation of permanent camps and all duties requiring a knowledge of engineering. The regulations assign to him the duty of intelligence and reconnoissance officer which duties would, of course, be exercised under the Chief of Staff.

THE CHIEF SIGNAL, OFFICER.

In addition to the duties that the Signal Corps has in time of peace the Chief Signal Officer is in command of the Signal Corps troops of the army. Orders affecting these troops will be issued through him and he will be responsible that they are fully instructed, and supplied and that they perform their duties. The Signal Corps is responsible for the location, construction and maintenance of its lines.

The duties pertaining to the other members of the staff are practically the same as they have in peace time, but are increased greatly in volume and are exercised in the field instead of in garrison. While the Commanding General will issue general orders about the subject of supplies and their distribution, yet the methods of carrying out these orders are left to the chiefs of the various staff departments and they are responsible that the supplies are on hand when needed and that they are obtained and issued according to the regulations. Staff officers in the field will keep their departments well informed as to their present and prospective needs as regards men or supplies, and will make such sug-

gestions as they think will tend to increase the efficiency of their service.

MUSTERING OFFICER.

There will be attached to each unit larger than a brigade and to separate brigades, a mustering officer whose duties are to make all musters into and out of the service and to exercise such supervision of the muster and pay rolls as will insure their uniformity, accuracy and completeness.

COMMANDANT OF THE HEADQUARTERS ESCORT.

The Commandant of the Headquarters Escort is in charge of the headquarters guard and has authority to establish, arrange and command the headquarters camp, and to place the posts and guards. He has charge of the headquarters train and in conjunction with the Provost Marshal preserves order at the headquarters.

PROVOST MARSHAL, GENERAL.

The Provost Marshal General is attached to the headquarters of the army. He will have the command of such forces as may be necessary to preserve the proper police throughout the army and on the line of the communications. He protects the inhabitants of the conquered country from violence, he keeps complete information of all non-military persons attached to, or following the army, he arrests and brings up stragglers and fugitives from the battle-fields and takes charge of all prisoners and deserters. He receives his orders from the Chief of Staff.

BASES AND LINES OF COMMUNICATIONS,

Under general instructions from the War Department a base will be selected and equipped and a service line of communications will be organized for each territorial army or expeditionary force before it takes the field. A general officer will be placed in command of this system and will

have such of the following assistants as may be necessary: A commander of the base, a chief of transportation, a chief of the railway service, a chief of transport by water, a chief commissary, a chief ordnance officer, a chief paymaster, a chief surgeon, a chief of telephone and telegraph service and a provost marshal. The necessary troops and personnel will be placed at the disposal of this general and he will keep in touch with the army in the field and with the War Department.

CHIEFS OF ARTILLERY AND CAVALRY.

“The Chief of Artillery is in general charge of the artillery material of the army, he is artillery inspector, and is the principal assistant to the commanding general in every thing that pertains to that arm. He may exercise command if the artillery of two or more corps is combined.”

“The Chief of Cavalry should be in active command of the cavalry belonging to the army, and though on the staff of the commanding general he should never be tied down to the headquarters of the army.” He should be to a certain degree an independent commander but the wisdom of too much of this freedom will be gravely questioned by a student of military affairs who remembers the story of the civil war and the many cases of semi-independent cavalry absent at the very moment when most needed.

The following table gives the staff of an army corps. The duties of the various staff officers differ only in degree from the duties of the corresponding staff officers of an army.

STAFF OF AN ARMY CORPS.

- Chief of Staff, Colonel of the General Staff.
- 2 Assistants to Chief of Staff, Majors or Captains.
- Adjutant General, Lt. Colonel Mil. Secy. Dept.
- Chief Engineer, Lt. Colonel, Engineers.
- Inspector General, Lt. Colonel. Inspector's Dept.

- 1 Chief Quartermaster, Lt. Colonel, Q. M. Dept.
- 1 Judge Advocate, Lt. Colonel J. A. Genl. Dept.
- 1 Chief Surgeon, Lt. Colonel Medical Dept.
- 1 Chief Signal Officer, Lt. Colonel Signal Corps.
- 1 Chief Ordnance Officer, Lt. Colonel Ordnance Dept.
- 1 Chief Commissary, Lt. Colonel Subsistence Dept.
- 1 Asst. Adjutant General, Captain Mii. Secy. Dept.
- 3 Aides de Camp, Captains or Lieutenants.
- 1 Chief of Artillery, Brigadier General.
- 1 Provost Marshal, Field Officer.
- 1 Mustering Officer, Field Officer.

STAFF OF A DIVISION.

The staff of a division is composed of the same staff officers as that of a corps with the exception of the two assistants to the Chief of Staff, the assistant Adjutant General and the Chief of Artillery. The officers are generally a grade lower in rank than those of the corps.

STAFF OF A BRIGADE.

The brigade staff consists of an Adjutant General, a Quartermaster, a Commissary each with the rank of Captain, a Brigade Surgeon with rank of Major, and the two aides of the General who are Lieutenants.

METHOD OF SELECTING STAFF OFFICERS.

We have in our army a mixed system of selection for the staff. The General Staff is entirely a detail staff all of whom, except the Chief of Staff, are appointed upon the recommendation of five general officers of the line, not more than two of whom shall be on the general staff.

The Corps of Engineers and the Medical Department are permanent in their personnel. The former gets its appointees from the graduates of the U. S. Military Academy, the latter gets its junior officers from civil life, after passing entrance examinations. The rest of the staff of the army is

today partly a detail and partly a permanent staff. The personnel of each department that was in the department, at the time of the passage of the bill creating the detail staff system, remains in the same department and is promoted in that department as vacancies occur, but all vacancies caused by the promotion from the lowest grade are filled by detail from the line of the army. The names of several suitable officers are submitted by the head of the department to the General Staff and the one considered most efficient by them is nominated and appointed to the detail. Such appointments are for four years and after the end of a four year's detail on staff duty of any sort that officer can not serve on the staff again in any capacity until he has been two years with troops. The chiefs of the staff departments are chosen by the President and hold the office for four years.

The choice of the personal staff of a general officer is left to that officer subject to the regulations regarding two years' service with troops in each six years.

“The considerations that should be borne in mind in the formation of an army are undoubtedly numerous, but the very first in importance are the employment of the troops in battle, and the best means of moving them - on the line of march and of bringing them into battle. In immediate connection with this comes the question of the certainty of the transmission of orders. Questions of supply, clothing, equipment, medical matters, etc., all, in fact, that we are accustomed to class under the head of administrative matters are matters of secondary consideration.” But we must bear in mind that if the army is not properly fed, clothed, equipped and cared for, when we reach the field, there will be no army to fight. Therefore, until actually on the field of battle the first consideration should be to have the army so well equipped and supplied that when the fighting begins there will be no need for administrative

considerations and that tactical considerations alone will control each move.

. "To adjust and to perfect the subtle and intricate machinery by which the masses of soldiers are fed, clothed, armed, moved, inspired with courage and carried through a victorious battle is, after all, wrapped up in the perfection of staff organization. Take the best field officers, take the best soldiers, take a good cause, take all the natural advantages of situation, and take away from the general the indispensable aid that he must have in an efficient staff and neither courage, good conduct, nor skill in the line, can redeem a large army from the character of a mob."

WILLIAM D. CONNOR,

Captain Corps of Engineers.

Nov. 30, 1904.

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“What ever arguments may be drawn from particular examples, superficially viewed, a thorough examination of the subject will evince that the art of war is both comprehensive and complicated; that it demands much previous study, and that the possession of it in its most approved and perfect state is always of great moment to the security of a nation.”

WASHINGTON'S LAST ANNUAL MESSAGE.