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THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 406

REPORT

ON

THE ORGANIZATION OF THE
ARMY HEADQUARTERS AND HEADQUARTERS COMPANY

MISSION: Prepare Report and Recommendations on the Organization of Army Headquarters and Headquarters Company.

The General Board was established by General Orders Number 128, Headquarters, European Theater of Operations, U.S. Army, dated 17 June 1945 as amended by General Orders Number 182, dated 7 August 1945, and General Orders Number 312, dated 20 November 1945. Headquarters United States Forces, European Theater, to prepare a factual analysis of the strategy, tactics, and administration employed by the U.S. Forces in the European Theater.

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THE GENERAL BOARD
United States Forces, European Theater
APO 408

REPORT
ON
THE ORGANIZATION OF THE
ARMY HEADQUARTERS AND HEADQUARTERS COMPANY

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Source materials were contributed by the General and Special Staff Sections of the General Board, based upon reports and recommendations of the Armies which participated in the European Campaign.

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THE ORGANIZATION OF THE

ARMY HEADQUARTERS AND HEADQUARTERS COMPANY

SECTION 1

ARMY HEADQUARTERS ORGANIZATION IN THE EUROPEAN THEATER

1. Initial Organization of Army Headquarters in the European Theater. Early in 1944, the headquarters of First and Third Armies -- the only armies in the European Theater at the time of the invasion of the Continent -- were organized under Tables of Organization and Equipment 200-1-2-3, dated 1 July 1942, with three changes. These tables, had been prepared without knowledge of requirements of an army headquarters as demonstrated by combat operations in contemporary warfare. For the headquarters itself, they provided 229 officers, 22 warrant officers, and 507 enlisted men. Headquarters, special troops, consisted of three officers and 11 enlisted men. Headquarters company, with a strength of seven officers, three warrant officers, and 247 enlisted men, was intended to provide services for a total of 1044 personnel, including those enumerated above and a medical detachment of three officers and 12 enlisted men.

2. Overstrengths and Augmentations of Non-T/O Grades Authorized by the Theater. a. During the final stages of preparation for the invasion of the Continent (Operation 'OVERLORD'), it was realized that the authorized personnel was not sufficient to perform all the duties that would be required of an army headquarters in combat in this Theater. An addition of 79 officers, one warrant officer, and 90 enlisted men therefore was authorized for each of the two army headquarters.¹ This allotment provided personnel for the headquarters commandant, the provost marshal's section, a passive air defense section, an armored section, a publicity and psychological warfare section, a build-up control section, a liaison section, an anti-tank section, and for G-2 and G-3 air sub-sections and ground liaison officer teams. Furthermore, certain grades allotted to the armies for sub-allotment to subordinate headquarters were retained for use in army headquarters.²

b. This augmentation of grades for First and Third Armies was increased from time to time.^{3,4} Headquarters, Ninth Army was also given additional grades when it became operational in September 1944.⁵ The principal allotments of grades, other than those listed above, were for the civil affairs or G-5 section and for a photo interpretation detachment. The maximum number of non-table of organization grades allotted First and Third Army Headquarters was 105 officers, two warrant officers, and 175 enlisted men each.⁶ Sufficient grades were never available to permit allotment of the same number to Ninth Army, nor, later, to Fifteenth Army. An augmentation of 81 officer grades, three warrant officers, and 139 enlisted men was authorized Seventh Army.⁷

c. In a letter to the armies in July 1944, the Theater Headquarters stated that the tables of organization and equipment for an army headquarters company and for headquarters, army special troops, were inadequate to meet combat requirements.⁸ The armies were requested to submit recommendations for changes in those tables. Pending action on those recommendations, each army headquarters company was authorized a temporary overstrength of five officers and 136 enlisted men. This augmentation, while helpful, was not entirely satisfactory. No grades were authorized with the overstrength, and personnel could not be promoted

to grades commensurate with their duties. Although the armies asked for additional grades, none were available.⁹

3. New Tables of Organization. On 26 October 1944, the War Department published new tables of organization and equipment for army headquarters and headquarters company. The new tables did not materially improve the situation. The headquarters company lost two officers and one warrant officer, and gained one enlisted man. Headquarters, special troops, did not change, but the attached medical detachment lost one enlisted man. The army headquarters was increased by two officers and two warrant officers, and lost 23 enlisted men. However, there was in fact a gain -- a gain that was not immediately apparent in the grand totals. The anti-aircraft section (12 officers, one warrant officer, and 38 enlisted men) was removed from the army staff; its duties were to be assumed by a headquarters and headquarters battery, which was to have both command and staff functions. Thus, the new table actually added 14 officers, three warrant officers, and 15 enlisted men to the remaining staff sections.

4. Theater Recommendations. Before these new tables were received in the Theater, further recommendations for changes had been forwarded by Theater Headquarters to the War Department.¹⁰ Those recommendations were based upon experience of the armies then operational in the Theater.

a. Most of the changes requested in the organization of army headquarters were approved by the War Department and published as Changes 1 and 2, dated 19 and 20 January 1945. These two changes authorized an addition of 50 officers, two warrant officers, and 100 enlisted men. Two principal objections remained. First, authority to activate a headquarters and headquarters battery, army antiaircraft artillery, was denied by the War Department to all armies in 12th Army Group.¹¹ Secondly, Change 1 established an air-ground center of four officers and eight enlisted men, instead of the G-2 and G-3 air sub-sections, totaling seven officers and nine enlisted men, proposed by Theater Headquarters. This personnel was insufficient to perform properly G-2 and G-3 air functions.

b. No change was made in the personnel authorized headquarters company. However, Change 2 to Tables of Organization and Equipment 200-2 indicated that the War Department might authorize additional transportation, mess and company headquarters personnel, in case additional personnel were attached to the army headquarters.

5. Reorganization of Army Headquarters. Although the new tables were not wholly satisfactory, the armies were directed on 14 March 1945 to reorganize their headquarters.¹² A major consideration in favor of reorganization was that the Fifteenth Army had become operational, and there were no more non-Table of Organization grades available to place it on a par with other army headquarters. The First, Third, and Ninth Armies were authorized to retain their non-Table of Organization grades for civil affairs, and were allotted two officers and 35 enlisted grades each for an army photo interpretation detachment, and five officer and five enlisted grades for war crimes investigation. They were also authorized to retain the temporary overstrength in headquarters company, pending further instructions. The authority for this overstrength was not withdrawn until after the cessation of hostilities in Europe. The First, Third, Ninth, and Fifteenth Armies were authorized to retain as a temporary overstrength the personnel in the antiaircraft artillery section of their headquarters, pending receipt of authority to activate a headquarters and headquarters

battery, army antiaircraft artillery. Although such authority was never obtained by 12th Army Group, its armies were able to keep this overstrength, until the end of the war. Also, existing Theater policies allowed 60 days from the date of receipt of the reorganization order to absorb surplus personnel.

6. Status of Organization of Army Headquarters at End of Hostilities.

a. At the end of the war in Europe the three combat operational army headquarters in 12th Army Group were organized under Table of Organization and Equipment 200-1, dated 26 October 1944, with two changes. This table and its two changes authorized them 287 officers, 26 warrant officers, and 584 enlisted men. In addition, each headquarters had an augmentation, 13 of 24 officers, one warrant officer, and 50 enlisted men for civil affairs, and seven officers and 40 enlisted men for war crimes investigation and for an army photo interpretation detachment. Each was also authorized a temporary overstrength of 12 officers, one warrant officer, and 38 enlisted men for an antiaircraft artillery section. The total authorized strength of each headquarters, excluding headquarters, special troops, and headquarters company, was 330 officers, 28 warrant officers, and 712 enlisted men.

b. The headquarters companies of the three armies were organized under Table of Organization 200-2, dated 26 October 1944. None of the augmentations mentioned in Change 2 to the table, dated 20 January 1945, had been obtained. However, the companies still had an authorized overstrength of five officers and 136 enlisted men.

7. Comparison of Current Tables of Organization with Previous Theater Recommendations. Subsequent to the end of the European Campaign, further changes were made in the table of organization for army headquarters (Changes 4 and 5 to Table of Organization and Equipment 200-1, dated 16 June 1945 and 3 August 1945, respectively). The changes add one officer and two enlisted men to the ordnance section. It also authorizes 11 officers, one warrant officer, and 15 enlisted men for an antiaircraft section when a headquarters battery, army antiaircraft artillery, is not provided. The total personnel that now may be authorized for an army headquarters is not much smaller than was recommended by the Theater Commander in November 1944. A comparison follows:

	<u>Current T/O and E</u> <u>with Changes 1,2,3,4,5.</u>	<u>Theater</u> <u>Recommendations</u>
Officers	299	318
Warrant Officers	27	30
Enlisted Men	<u>601</u>	<u>639</u>
Total	927	987

Elements of the Theater proposals not substantially met by the present authorization are:

a. The currently authorized general staff section falls short of the Theater recommendations by 17 officers (G-1, 7; G-2, 7; G-3, 3). (These figures are exclusive of personnel for air-ground liaison purposes.)

b. The enlisted strengths currently authorized the antiaircraft and signal sections are, respectively, 19 and 14 less than recommended.

c. The adjutant general's section is authorized three less officers, one less warrant officer, and seven less enlisted men than

recommended; the provost marshal's section, three less officers and five less enlisted men; the special service section, four less officers, one less warrant officer, and six less enlisted men.

d. The Theater's proposal for establishment of a publicity and psychological warfare section was not adopted. Instead, the present table of organization adds four officers to the G-1 section specifically for publicity and psychological warfare purposes.

SECTION 2

PROPOSED REORGANIZATION OF STAFF SECTIONS AND HEADQUARTERS COMPANY

8. Recommendations for Further Changes. Although the current tables, with changes, authorize personnel for the army headquarters not markedly less than was recommended by the Theater in November 1944, subsequent experience of the armies indicates that considerably more personnel are actually required. This is indicated by the comparatively large augmentation and overstrength still required after reorganization of the armies. The following paragraphs summarize the requirements of individual staff sections and of headquarters company as discussed in detail in other General Board studies and in the army recommendations referred to in the bibliography. The proposed increases, in practically all cases, are a reflection of the same two factors. First, the volume and variety of duties performed during combat and occupational operations were greater than had been anticipated initially. In part this was because of the large areas controlled and administered by the armies. Secondly, it was found necessary for the army headquarters usually to operate in two or more echelons. The addition of three new special staff sections -- public relations, transportation, and army exchange service--also have been recommended and their organization is discussed below.

9. Chief of Staff and Deputy Chief of Staff. The General Board recommends, on the basis of operational experience of army headquarters, that the Chief of Staff's Section be organized as shown in Appendix 1. This provides for six officers and one warrant officer (with functions as indicated in appendix 1), and 11 enlisted men (one master sergeant - assistant chief clerk; one technical sergeant - chief file clerk; two technical sergeants - stenographers; one staff sergeant - chief message center clerk; five sergeants - driver, assistant file clerk, message center clerk, and two stenographers; one corporal - driver). The General Board also recommends that public relations and historical matters become a responsibility of this section and that necessary organic personnel be included as an augmentation to Table of Organization and Equipment 200-1. The preparation of both historical and public relations material encompasses the activities of all staff sections to such a degree that responsibility for these matters should be vested in the coordinating agency of the headquarters rather than in a specific staff section. This procedure actually was followed successfully by certain headquarters, although it was necessary to use attached personnel. The recommended organization to perform these duties is shown in appendix 1.

10. G-1 Section. All armies operating in the European Theater found that an augmentation of personnel was necessary to permit functioning in two echelons and to assure adequate supervision of the varied activities for which the section was responsible. Enlisted personnel generally was adequate but additional officers were found to be essential. The chart shown as Appendix 2 provides for 12 officers, 1 warrant officer, and 27 enlisted men, and indicates the recommended allotment of grades and duties for an adequate G-1 section. A detailed report on the activities, functions, and requirements of the army G-1 section will be found in the General Board study, "Organization and Functions of G-1 Sections in Army Groups and Armies", file 320.2/28. It should be noted that change 3 to the present table of organization authorizes an addition of four officers to the G-1 section for publicity and psychological warfare purposes. It is recommended that publicity matters be placed under the Deputy Chief of Staff, as indicated in paragraph 9 above, and that psychological warfare be made a G-2 function.

11. G-2 Section. All armies operating in this Theater found it necessary to make a substantial increase in their G-2 sections by means of attached personnel. In accordance with operational needs, the General Board recommends that the section be expanded to include 22 officers, one warrant officer, and 35 enlisted men to assure adequate performance of the functions shown in Appendix 3.

12. G-3 Section. Current tables of organization authorize 15 officers in the G-3 section, 10 officers in a liaison section, and four officers in an air-ground information center, two of whom may be considered as belonging to the G-3 section - a total of 27 officers. It is the opinion of the General Board that the liaison section should become a sub-section of G-3 and that there should be separate G-2 and G-3 air sub-sections rather than an air-ground information center. (Details of the recommended system of air-ground liaison will be found in the General Board study, "Organization, Operations, and Equipment of Air-Ground Liaison in all Echelons from Division Upwards", file 322.01/2. This study recommends that air-ground liaison officers be assigned to theater headquarters and attached to army and other headquarters as required.) The minimum personnel requirements for an army G-3 section to operate 24 hours daily over extended periods in combat are 30 officers and 40 enlisted men, distributed as shown in Appendix 4. Of those, the liaison sub-section of eight officers and five enlisted men should be an augmentation authorized only when needed in the theater of operations. The details of the recommended organization of an army G-3 section will be found in the General Board study, "Organization, Functions, and Operations of G-3 Divisions in Theater Headquarters, Army Groups, Armies, Corps, and Divisions", file 320.2/48.

13. G-4 Section. It is recommended that the transportation sub-section of G-4 become a special staff section (see paragraph 32). An increase in G-4 personnel to permit effective continuous operation is recommended so as to bring the authorized strength to 17 officers, one warrant officer, and 26 enlisted men. Duties requiring this personnel and the proposed organization of the section are shown in Appendix 5.

14. G-5 Section. The organization of the G-5 section must be determined largely on the basis of the task to be accomplished. The allotment of 24 officers, one warrant officer, and 40 enlisted men authorized each army toward the close of the European campaign is believed by the Board to be an adequate framework and it is recommended that the organization outlined in Appendix 6 be included in the augmentation to Table of Organization and Equipment 200-1. Detailed consideration of G-5 functions is included in the General Board studies, "Civil Affairs and Military Government Organizations and Operations", file 321/3, and "Procedure Followed by Civil Affairs and Military Government in the Restoration, Reorganization, and Supervision of Indigenous Civil Administrations", file 014.1/1.

15. Antiaircraft Artillery Section. The General Board recommends the elimination of the antiaircraft section of army headquarters and the substitution of an antiaircraft division in each army. The commanding general of the division also would serve as the antiaircraft advisor to the army commander. A detailed development of the proposed organization and its functions will be found in the General Board study, "Command, Staff, and Administration of Antiaircraft Artillery Units", file 350.2/52. Establishment of the latter organization would be in consonance with the provision of Table of Organization and Equipment 44-200-1, dated 26 October 1944, Headquarters and Headquarters Battery, Army Antiaircraft Artillery.

16. Artillery Section. No changes are recommended insofar as the army headquarters is concerned. However, recommended changes in the personnel, equipment, and functions of an army artillery organization will be found in the General Board study, "Organization and Equipment of Field Artillery Units", file 320.2/8.

17. Chemical Section. No changes are recommended in this section.

18. Engineer Section. The present engineer component of an army headquarters is adequate in numbers and generally in grades, except that additional personnel is needed to supervise mapping activities and research on items of technical intelligence. During operations this need was filled by the attachment of survey liaison detachments and the technical intelligence teams, research, which were authorized by the War Department and operated under the army engineer section. It is recommended that they be integrated into an army headquarters engineer command, which will function both as a staff section and as a command unit. No further additional personnel is needed. A recommended organization for the required 36 officers, two warrant officers, and 58 enlisted men is shown in Appendix 10. A detailed report on the requirements and functions of this organization will be found in the General Board study, "Engineer Organization", file 320.2/36.

19. Signal Section. No changes are recommended in this section.

20. Adjutant General's Section. The army adjutant general's sections usually found that additional personnel were essential to assure adequate processing of battle casualty records and the distribution of publications. Another operational need was for organic postal officers with sufficient rank to coordinate the work of postal units throughout the army. In accordance with these needs, the recommended organization indicated in Appendix 12 provides for an increase of two officers and 10 enlisted men for postal activities and 31 enlisted men for the publication and casualty sub-sections.

21. Chaplain's Section. Two changes in the Table of Organization for the chaplain's section are recommended to facilitate effective functioning.

a. Augmentation of the army headquarters chaplain's section so as to make a total of one colonel, one lieutenant colonel, two majors, one warrant officer, and seven enlisted men (see Appendix 13). One officer should be a Jewish chaplain. Two of the enlisted men should be stenographers, two should be chaplain's assistants, and one a supply sergeant.

b. Authorization, as required, of chaplains-at-large. One chaplain and one chaplain's assistant (E/3) should be added to army headquarters for each 1100 officers and men of organizations without organic chaplains. Fifteen percent of these vacancies should be in the grade of major and the remainder in the grade of captain. Additional material on the functions and requirements of chaplain's sections will be found in the General Board study, "The Army Chaplain in the European Theater of Operations", file 322.01/4.

22. Finance Section. Under combat conditions the present organization of the finance section was found to be inadequate and improperly organized. To form a more effective section it was found desirable to attach an additional disbursing section to the army headquarters and redistribute the personnel to form administrative, funding, and disbursing sections. A recommended organization to provide a balanced

group of organic personnel for an army finance section is shown in Appendix 14. This proposed section of four officers, one warrant officer, and 18 enlisted men would deal only with administrative and funding matters; disbursing activities would be handled by disbursing units attached to army special troops. A detailed development of the functions and requirements of a finance section will be found in the General Board study, "The Activities of the Finance Department in the European Theater of Operations", file 321/13.

23. Inspector General's Section. No change in the strength of this section is considered necessary. However, the special nature of the army inspector general's duties, which may require him to investigate the activities of general officers within the command, makes it desirable that he hold the grade of brigadier general. The recommended organization of the section is shown in Appendix 15. A comprehensive development of the functions and requirements of inspector generals' sections will be found in the General Board studies, "Administrative Operations of Inspectors General in the Theater", file 333/1, and "Functional Operations of Inspectors General in Ground Force Units", file 333/2.

24. Judge Advocate's Section. The addition of two officers and two stenographers to the judge advocate's section is recommended to provide trial personnel for two general courts-martial. The recommended organization for the augmented section would include one colonel as chief of section; one lieutenant colonel, executive; two lieutenant colonels as chiefs of the military justice and military affairs sub-sections; and two majors and two captains as trial personnel (see Appendix 16). Additional personnel for military government legal work and war crimes investigations, to be provided when needed, also are recommended in the General Board study, "The Judge Advocate Section in the Theater of Operations", file 320.2/7, which examines the functions and requirements of the section in detail.

25. Medical Section. A reduction of one officer is the cumulative result of several changes recommended for the medical section. The present authorization of enlisted personnel is considered adequate but the following changes, as illustrated in Appendix 17, are recommended:

- a. Deletion of the company grade veterinary officer.
- b. Deletion of one dental officer.
- c. Deletion of the first lieutenant, Medical Administrative Corps, in the medical supply division.
- d. Addition of an army chief nurse in the grade of major.
- e. Substitution of three company grade Medical Administrative Corps officers for the one lieutenant colonel and two captains, Medical Corps, now provided for the operations and training division.

26. Ordnance Section. Recommendations from the armies have resulted in a conclusion by the General Board that an ordnance brigade headquarters should be formed to function with each army headquarters and to command all army ordnance troops. Under this plan, the ordnance section of army headquarters would serve to formulate plans and policies and to furnish technical advice to the army commander. The proposed section would include only the ordnance officer, a deputy ordnance officer, an ammunition officer, an administrative officer, a maintenance

and supply officer, and a liaison officer (see Appendix 18). A detailed development of the functions, composition and requirements for the proposed organizations will be found in the General Board study, "The Employment of the Ordnance Staff Sections, Ordnance Combat Service Units and Ordnance Service Units in the European Campaign", file 320.2/22.

27. Provost Marshal's Section. The presently authorized personnel for the provost marshal's section of an army headquarters proved inadequate even when the additional personnel included in the augmentation was utilized. The numerous functions and responsibilities of the section as shown in Appendix 19 make it desirable to increase the section to include 11 officers, one warrant officer, and 18 enlisted men.

28. Quartermaster Section. No changes are recommended in this section

29. Special Services Section. The presently authorized personnel of the army special services section proved to be inadequate to perform the assigned morale mission. The lieutenant colonel and two enlisted assistants now provided were used as a nucleus around which the section was built. Attached personnel was provided to organize, supervise, and handle supplies for the various athletic, entertainment, and rest camp activities. The recommended organization for an army special services section is shown in Appendix 21. A complete analysis of the functioning and recommended organization of special services is included in the Theater General Board study, "Special Services Organization", file 321/6.

30. Liaison Section. The General Board recommends that this section become a sub-section of G-3. It is recommended that it contain eight officers and five enlisted men and that this personnel be authorized only when approved by the theater commander. See paragraph 12 and Appendix 4.

31. Armored Section. Establishment of an armored section of six officers and eight enlisted men in the army headquarters is authorized by the current table of organization (Change 2), when requested by the theater commander. This section is not considered necessary.

32. Transportation Section. Most of the armies in the European Theater experienced a need for the establishment of a transportation section as a special staff section because of the wide scope of transportation problems of concern to the army. Transportation by rail, water, highway, and air must be coordinated between the users and the technical operating agencies as well as between construction forces and operating forces. Detailed functions, which were coordinated with appropriate staff sections, included troop movements, cargo movement, evacuation, traffic control, control of army transportation units, design and location of transportation facilities, highway reconnaissance and signing, and maintenance of equipment involved in transportation activities. The personnel available in army headquarters was inadequate to perform the necessary functions and it was necessary to augment the improvised sections with personnel from traffic regulation and control organizations. The recommended organization of the transportation section includes 20 officers and 45 enlisted men as shown in Appendix 22.

33. Army Exchange Service Section. a. It is recommended that an exchange service section be included in the army headquarters as a special staff section. The number and importance of the functions and responsibilities of the exchange officer, as listed below, indicate the importance of providing adequate personnel to assure efficient operation;

- (1) General supervision over the establishment, operation management, and accounting of all exchange activities in the army area.
- (2) Establishment of distribution points and warehouses to stock and issue Post Exchange supplies.
- (3) Control of rationing.
- (4) Provision of qualified field auditors.
- (5) Management of personnel, including civilians.
- (6) Establishment of an accounting and fiscal branch. Provision of insurance and bond coverage for all activities and personnel.
- (7) Maintenance of an office of record for all unit exchanges and exchange installations.

b. Personnel should be provided in accordance with the size and mission of the Army in accordance with the table below; (see Appendix 23)

(1) Minimum personnel - peace time:

<u>Grade or Rating</u>		<u>Duty</u>	<u>Number</u>
Col or Lt Col	BI	Army Exchange Officer	1
Major	BI	Asst Exchange Officer (Executive & Operations)	1
Captain	BI	Asst Exchange Officer (Procurement & Supply)	1
Warrant Officer		Administration	1
Tech Grade 3		Chief Clerk Opns (352)	1
Tech Grade 4		Requirements (374)	1
Tech Grade 4		Auditor (390)	1
Tech Grade 5		Clerk-Typist (405)	1

(2) Additional personnel - field army:

When Service Forces provide support and central accounting, one additional company grade officer and two additional enlisted men per 100,000 troops are needed.

When the army operates independently or performs its own supply and accounting functions, two additional company grade officers and four additional enlisted men per 100,000 troops are needed.

34. Army Headquarters Company. Field operations demonstrated the need for two modifications of the army headquarters company in order to assure efficient functioning. The practice of operating in more than one echelon necessitates the addition of several company grade officers to serve as mess, supply, and assistant executive officers at the various installations. Also recommended is a large increase in the number of privates and privates, first class, in the supply and special section and the transportation section. The present allotment was found to be completely inadequate to perform the necessary company duty and details resulting from the use of split installations, the repeated augmentation of the headquarters, the necessity for caring for large numbers of attached Personnel, and the need to improvise and maintain habitable quarters and offices. In detail, the recommended additions are:

1 Captain	(mess officer)
2 First Lieutenants	(mess officers)
1 First Lieutenant	(motor officer)
1 First Lieutenant	(supply officer)
1 Second Lieutenant	(assistant executive)
2 Master Sergeants	(one for supply; one for rear echelon First Sergeant)
3 Technical Sergeants	(mess)
1 Technical Sergeant	(motor)
100 Privates and Privates, First Class	(supply, maintenance and orderly details)
15 Privates and Privates, First Class	Company headquarters duty)

Also recommended is the elimination of one technical sergeant from the supply and special section and of one warrant officer from the mess section. The strength of the recommended company is 11 officers, one warrant officer, and 368 enlisted men, representing an increase of six officers and 120 men, and elimination of one warrant officer.

35. Summary. The total personnel of the army headquarters authorized by the current table of organization, including changes, compares with the recommendations made herein as follows:

	<u>Current T/O and E</u> <u>With Changes 1,2,3,4</u>	<u>Recommendations of</u> <u>The General Board</u>
Officers	299	335
Warrant Officers	27	24
Enlisted Men	<u>601</u>	<u>677</u>
Aggregate	927	1,036

It should be noted that the General Board's recommendations include personnel for three staff sections not included in the current table of organization, namely, G-5, transportation, and army exchange service. On the other hand, the table of organization includes personnel for an antiaircraft section and for air-ground liaison purposes. The Board recommends elimination of the antiaircraft section and establishment of an antiaircraft division; it recommends that air-ground liaison officers be assigned to theater headquarters and attached to army and other headquarters as required.

With respect to the army headquarters company, the comparison is as follows:

	<u>Current T/O and E</u>	<u>Recommendations of</u> <u>The General Board</u>
Officers	5	11
Warrant Officers	2	1
Enlisted Men	<u>248</u>	<u>368</u>
Aggregate	255	380

CONCLUSIONS AND RECOMMENDATION

36. Conclusions. a. The successive development and augmentation of army headquarters in the European Theater as discussed in Section 1 and the reorganization proposed in Section 2 are a convincing demonstration of the need for the utmost flexibility in the organization of high-level command echelons. It is apparent that no complete table can be prepared which will meet precisely the requirements of an army headquarters unless consideration is given to the size, mission, and assigned zone of operations of the particular army in question. The present method of establishing a basic framework which may be supplemented by theater-authorized augmentations and the addition of cellular components and attached specialist teams appears to be a satisfactory system of providing the necessary flexibility. However, the additions to the army headquarters in the European Theater multiplied so rapidly that the basic administrative structure of the headquarters and the service capabilities of the headquarters company became inadequate and there is a need to bring them into balance with the operational elements of the headquarters.

b. With the exception of the staff section for which complete reorganization is recommended by the General Board (e.g., the formation of an Engineer Command), the personnel changes proposed in Section 2 are predicated in general upon wartime and occupational exigencies and are not likely to be required under peacetime conditions. The majority of the proposed increases, therefore, may be placed in the augmentation to Tables of Organization and Equipment 200-1 and 200-2, respectively, for authorization by Theater Commanders when the need for such personnel arises.

37. Recommendation. The organization of the Army Headquarters and Headquarters Company should be revised in accordance with the proposed changes which are summarized in Section 2 of this study and discussed in detail in other General Board reports referred to herein.

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2. 3d Ind, First U.S. Army, Tables of Distribution; 8 Sept 44, Ind to FUSAG letter, 400.34 (G-1), 30 Jun 44.
3. FUSAG, Letter, Allotment of Non-T/O Grades; 10 Jun 44, 320.5 (G-1).
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14. Third U.S. Army, Letter, Organization of the G-3 Section, Army Headquarters; 11 Oct 45, AG 322 Gen GNMCC.
15. Third U.S. Army, Letter, Recommendations for Changes in Organization of Army Headquarters and Headquarters Company; 27 Oct 45, AG 322 Gen GNMCC.
16. Seventh U.S. Army, Recommendations for Changes in Tables of Organization and Equipment of Army Headquarters and Headquarters Company; 26 Nov 45, AG 370/5 C.
17. General Board studies:

"Organization and Functions of G-1 Sections in Army Groups and Armies", file 320.2/28.

- "Organization, Operations, and Equipment of Air-Ground Liaison in all Echelons from Division Upwards", file 322.01/2.
- "Organization, Functions, and Operations of G-3 Sections in Theater Headquarters, Army Groups, Armies, Corps, and Divisions", file 320.2/48.
- "Civil Affairs and Military Government Organizations and Operations", file 321/3.
- "Command, Staff, and Administration of AAA Units", file 320.2/52.
- "Organization and Equipment of Field Artillery Units", file 320.2/8.
- "Engineer Organization", file 320.2/36.
- "The Army Chaplain in the European Theater of Operations", file 322.01/4.
- "The Activities of the Finance Department in the European Theater of Operations", file 321/13.
- "Administrative Functions of Inspectors General in the Theater", file 333/1.
- "Functional Operations of Inspectors General in Ground Force Units", file 333/2.
- "The Judge Advocate Section in the Theater of Operations", file 320.2/7.
- "The Employment of Ordnance Staff Sections, Ordnance Combat Units, and Ordnance Service Units in the European Campaign", file 320.2/23.
- "Special Services Organization", file 321/6.

CHIEF OF STAFF SECTION

1 Major General, Chief of Staff
1 Brigadier General, Deputy Chief of Staff
1 Colonel, Secretary
1 Major, Assistant Secretary
1 Captain, Aide
1 1st Lt., Aide
1 Warrant Officer, Chief Clerk
11 EM

PUBLIC RELATIONS AND HISTORICAL SECTION

1 Lt Colonel, Public Relations Officer and Historian
1 Major, Executive and Asst Historian
1 EM

ADMINISTRATIVE BRANCH

1 Captain
8 EM (incl 4 drivers)

SPECIAL RELEASE AND PHOTOGRAPHIC BRANCH

1 Captain
4 EM

HOMETOWN RELEASE BRANCH

1 1st Lieutenant
8 EM

RADIO BRANCH

1 1st Lieutenant
2 EM

#G-1 SECTION

1 Brigadier General, AC of S, G-1
1 Colonel, Executive and Chief,
Admin and Reports Branch

REINFORCEMENTS BRANCH

1 Lt Colonel
1 Major

Reinforcements
Casualty Estimates
Daily strength and
Casualty Figures

ADMINISTRATIVE AND
REPORTS BRANCH**
(Headed by Executive
Officer, G-1 Section)

1 Warrant Officer
27 EA (Assigned to
Branches as required)

Correspondence
Files
Rosters
Daily Reports
Internal Administra-
tion

PERSONNEL BRANCH

1 Lt Colonel
1 Major
1 Captain

Appointments
Assignments
Discharge
Classification
Transfer
Rotation
Promotions
T/O, T/A, T/D
Efficiency Reports
Marriage
Leaves, Furloughs
and Passes

MISCELLANEOUS BRANCH

1 Lt Colonel
Group A
1 Major
1 Captain

Post Exchange
Postal
Red Cross
Religious
Special Services
Vice
Awards and Decorations
Uniform
Recreation Centers

Group B
1 Major
1 Captain

Graves Registration
Sanitation
Discipline
Law and Order
Pay
Enemy PW
Allied PW
Aliens serving with US Forces
War Criminals
Violations of Geneva Convention
Enemy Civilian Internees
Stragglers

Contrary to the implications of Change 3, T/O & E 200-1, 24 May 1945, it is recommended that Publicity and Psychological Warfare activities be supervised by the AC of S, G-2. See Appendix 3.

** Reports Branch with the Forward Echelon.

G-2 SECTION

1 Brigadier General
Asst Chief of Staff,
G-2
1 Colonel, Executive

COMBAT INTELLIGENCE
BRANCH

1 Colonel
1 Lt Colonel
3 Majors
4 Captains
15 EM

Collection, production and dissemination of combat intelligence
G-2 Situation and Work Maps.
Journal and Work Sheets
Intelligence Summaries and Bulletins and Info Bulletins.
Periodic Reports
G-2 Estimates
Target Area Analyses
Liaison Visits
Research
G-2 Briefings
Organization and supervision of War Room.

ADMINISTRATION BRANCH

1 Captain
1 Warrant Officer
8 EM

G-2 Message Center
Mimeograph Reproduction
General Files
Transportation
Dissemination
Personnel
Supplies
Monthly "After-Action Report" required by AR 345-105.

MISCELLANEOUS BRANCH

1 Lt Colonel
1 Major
1 Captain
3 EM

Supervision, coordination and administration of attached auxiliary agencies.
Allocation through FID of intelligence specialist teams to Corps and Division headquarters.
Organization through FID of IPW teams at Army PME's.
Location and control of MII teams.
Guidance and supervision of OSS/SI activities.
Supervision of psychological warfare activities.
Evaluation and dissemination of intelligence reports received from intelligence specialist teams.

SECURITY BRANCH

1 Lt Colonel
1 Major
1 Captain
3 EM

Counter-espionage
Counter-sabotage
Counter-subversion
Counter-intelligence
Directives.
Military Security
Intelligence Funds
Document Security
Counter-intelligence Information
Passwords and Replies
Censorship
Security Missions
Counter-intelligence Reference Files
Counter-intelligence Control Line
Personality Files
Allied Security
Liaison

G-2 AIR BRANCH

1 Lt Colonel
2 Majors
1 Captain
6 EM

Map and Model Policies (In conjunction with Engineer)
Collection of Enemy information for graphic presentation (including air targets)
Coordination of requests and presentation to Air Force.
Tactical and Photo Reconnaissance.
Night Photos
Gridded Obliques
Artillery Adjustments.
Vectographs
Photo Mosaics
Dissemination of air reconnaissance information.
Coordination of PI teams at Corps and Divisions
Air-Ground Liaison

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G-3 SECTION

1 Brigadier General,
Asst Chief of Staff,
G-3
1 Colonel, Executive

AIR BRANCH

1 Colonel
1 Lt Colonel
2 Majors
2 Captains
6 EM

Air-ground
plans and
operations
Liaison with
Air Force.
Supervision of
ground lia-
ison officers
Coordination
with other
sections on
air-ground
matters.

PLANS BRANCH

1 Lt Colonel
1 EM

Studies and re-
commendations
relative to
future oper-
ations.

OPERATIONS &
TRAINING BRANCH

1 Colonel
2 Lt Colonels
2 Majors
1 Captain
11 EM

Preparation of orders
Studies and recommen-
dations relative to
current operations.
Cover and deception
Situation reports
Maintenance of
situation maps
Training matters
Coordination with
other sections on
operations

ADMINISTRATION
BRANCH

1 Captain
9 EM

Personnel
administration
Correspondence
and files
Journal and
routine reports

TROOPS,
ORGANIZATION,
& EQUIPMENT
BRANCH

1 Lt Colonel
2 Majors
2 Captains
5 EM

Troop lists;
unit assign-
ment orders
Movement or-
ders
T/o & E
matters
Allocation of
special
equipment
Accommodations

LIAISON BRANCH

2 Lt Colonels
2 Majors
4 Captains
5 EM

Liaison with
higher, ad-
jacent, and
subordinate
headquarters

INFORMATION
& EDUCATION
BRANCH

1 Lt Colonel
3 EM

Information
and edu-
catic
matters

G-4 SECTION

1 Brigadier General,
Asst Chief of Staff, G-4
1 Colonel, Executive
2 EM

ADMINISTRATION
BRANCH

1 Lt Colonel
1 Warrant Officer
8 EM

Correspondence and
files.
Personnel adminis-
tration.
Reports and statistics
Drafting

SUPPLY & LIAISON
BRANCH

1 Colonel
1 Lt Colonel
5 Majors
2 Captains
8 EM

Procurement and
distribution of
of supplies.
Allocation of
small arms ammu-
nition and anti-
tank mines.
Salvage
Captured enemy
materiel.
G-4 liaison

FISCAL BRANCH

1 Major
2 EM

Funds and prior-
ity of expend-
iture.
Property re-
sponsibility.

OPERATIONS BRANCH

1 Lt Colonel
1 Major
2 Captains
6 EM

Supply evacuation
and maintenance
establishments.
Transportation and
traffic control
Construction
Evacuation
Service troops
Boundaries
Administrative
orders
Procurement of
real estate

G-5 SECTION

1 Colonel
1 EM

EXECUTIVE

1 Colonel

ADMINISTRATION
BRANCH

1 Captain
1 Warrant Officer
11 EM

Functions
Admin Processing
Distribution
Drafting
Section Personnel
Section Supply
Files

PLANS AND OPERATIONS
BRANCH

2 Lt Colonels
2 Majors
1 Captain
9 EM

Functions
Staffs
Organizations
Equipment
Training
Op Procedures
Displaced Persons
Refugees
Monuments, Fine
Arts & Archives

INTERNAL AFFAIRS
BRANCH

2 Lt Colonels
3 Majors
1 Captain
6 EM

Functions
Civil Gov & Admin
Courts and Law
Law & Order
Civilian Defense
Communications
Public Utilities
Public Health
Civ Postal Serv
Censorship
Ed & Religion
Public Welfare

ECONOMICS
BRANCH

2 Lt Colonels
4 Majors
1 Captain
8 EM

Functions
Civilian Supply
Food & Agriculture
Fisheries
Forestry
Transportation
Port Duties
Rationing
Price Control
Labor
Industry & Mfg
Mining
Allocations

FINANCIAL
BRANCH

1 Lt Colonel
1 Major
1 Captain
5 EM

Functions
Public Finance
Banks
Fin Insts
Blocking & Acctg
Property Control

ANTIAIRCRAFT ARTILLERY SECTION

The General Board recommends the elimination of the antiaircraft artillery section of army headquarters and the substitution of an antiaircraft artillery division in each army. For details, see General Board Study, "Command, Staff, and Administration of Antiaircraft Artillery Units", file 350.2/52.

ARTILLERY SECTION

No changes are recommended for the artillery section of army headquarters. A proposed army artillery organization is discussed in the General Board study, "Organization and Equipment of Field Artillery Units", file 320.2/8.

(Currently authorized strength: 18 officers, one warrant officer, 40 enlisted men.)

CHEMICAL SECTION

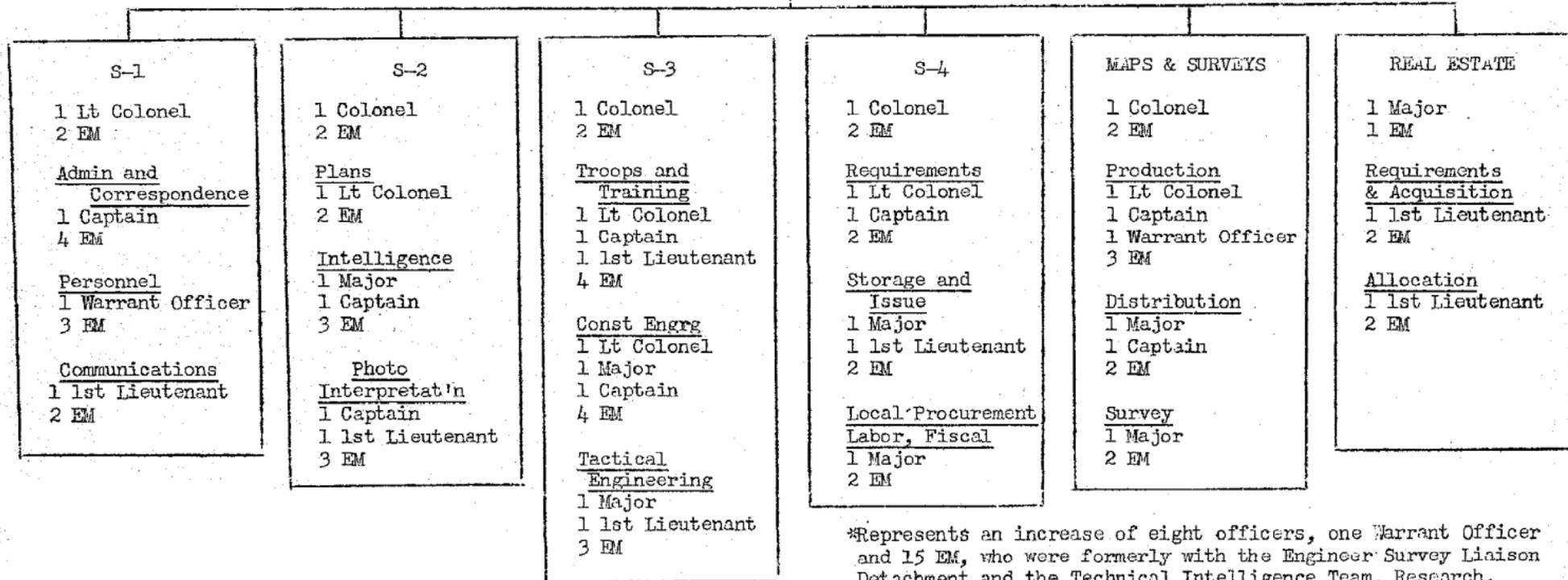
No changes are recommended for the chemical section of army headquarters.

(Currently authorized strength: six officers, one warrant officer, 19 enlisted men.)

HEADQUARTERS, ENGINEER COMMAND, ARMY

(36 O's, 2 WO's, 58 EM) *

1 Brigadiér General, Engineer
 1 Colonel, Députy
 1 Lt Colonel, Executive
 2 EM



*Represents an increase of eight officers, one Warrant Officer and 15 EM, who were formerly with the Engineer Survey Liaison Detachment and the Technical Intelligence Team, Research.

SIGNAL SECTION

No changes are recommended for the signal section of army headquarters.

(Currently authorized strength: 25 officers, two warrant officers, 46 enlisted men.)

ADJUTANT GENERAL'S SECTION

1 Colonel, Adjutant General
 1 Lt Colonel, Executive
 1 Warrant Officer
 1 EM

MISCELLANEOUS BRANCH

1 Lt Colonel
 1 Captain
 12 EM

CLASSIFICATION AND
 ASSIGNMENT BRANCH

1 Lt Colonel
 1 Major
 1 Captain
 12 EM

PERSONNEL BRANCH

1 Lt Colonel
 1 Major
 1 Captain
 1 Warrant Officer
 17 EM

CASUALTY BRANCH

##1 Captain
 1 First Lieutenant
 @16 EM
 (to be organized at the
 beginning of hostilities)

FORWARD ECHELON

1 Lt Colonel
 1 Warrant Officer
 13 EM

PUBLICATIONS
 BRANCH

1 Major
 1 Warrant Officer
 *32 EM

ARMY POSTAL
 BRANCH

1 Lt Colonel
 ##1 Captain
 **2 EM

RECORDS BRANCH

1 Warrant Officer
 9 EM

ATTACHED
 MRU's

1 Attached
 APU

ARMY APO

1 Captain
 1 1st Lieutenant
 #20 EM

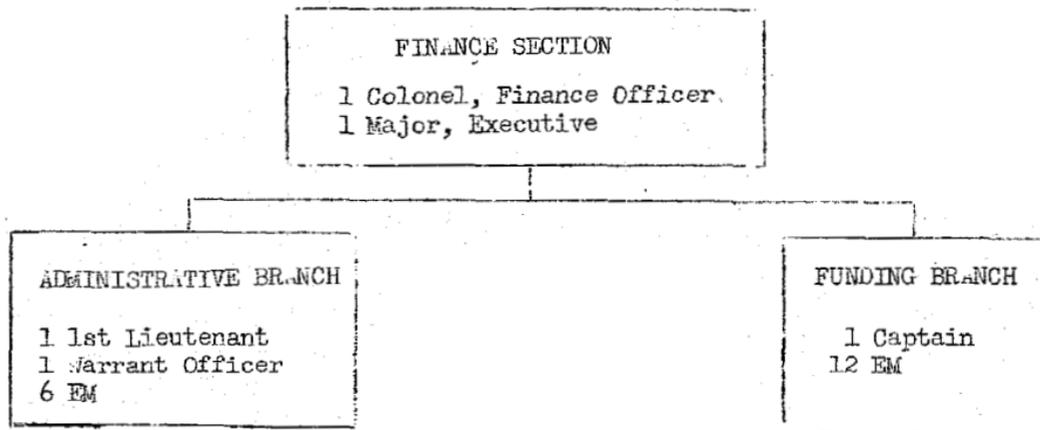
ATTACHED
 APU's

represents increase of 1 office
 ** represents increase of 2 EM
 * represents increase of 23 EM
 # represents increase of 8 EM
 @ represents increase of 8 EM

CHAPLAIN'S SECTION *

1 Colonel, Chief of Section
1 Lt Colonel, Executive)
2 Majors, Assistants) #
1 Warrant Officer, Administra-
 tive Assistant
7 EM

*Proposed organization represents an increase of
one Lt Colonel, one Warrant Officer, and three EM,
and the uprading of one Captain to Major.
#One of whom should be a Jewish chaplain.



Note: This proposed organization results in a decrease of 2 enlisted men from the total presently authorized in T/O & E 200-1, 26 Oct 1944. The recommendation is based upon the assumption that disbursing activities will be performed by attached Disbursing Units.

INSPECTOR GENERAL'S SECTION

*1 Brigadier General
#1 Colonel
3 Lt Colonels
1 Major
1 Captain
1 Warrant Officer
10 EM

*Represents upgrading of Colonel, Inspector General

#Represents upgrading of one Lt Colonel

JUDGE ADVOCATE'S SECTION

1 Colonel, Judge Advocate General
1 Lt Colonel, Executive
*1 Lt Colonel, Military Justice
*1 Lt Colonel, Military Affairs
2 Majors) Assistants and
2 Captains) Trial Personnel
*8 EM

*Represents increase of two Lt Colonels and two EM

MEDICAL SECTION

1 Brigadier General, MC,
Army Surgeon
1 Colonel, MC, Executive

ADMINISTRATION
AND PERSONNEL BRANCH

1 Lt Colonel, MC,
Br Chf & Pers O
1 Captain, MAC, Asst
1 Warrant Officer.

35 EM, assigned to
branches as
required.

PREVENTIVE MEDICINE
BRANCH

1 Colonel, MC,
Med Inspector.
1 Lt Colonel, MC,
Asst Med Insp
1 Lt Colonel, VC,
Veterinarian.
1 Major, MC,
Asst Med Insp
Med Records
1 Major, Sn C,
San Engineer.
2 Captains, Sn C,
Asst San Engr

OPERATIONS AND TRAINING
BRANCH

1 Colonel, MC, Branch
Chief.
1 Lt Colonel, MC, Asst.
3 Captains, MAC

PROFESSIONAL SERVICES
BRANCH

1 Colonel, MC,
Surg Consultant.
1 Colonel, MC,
Med Consultant.
1 Colonel, DC,
Dental Surgeon.
1 Lt Colonel, MC,
Neuropsychiatric
Consultant.
1 Lt Colonel, MC, Ortho-
pedic Consultant
*1 Major, ANC, Chief
Nurse.

SUPPLY AND FINANCE
BRANCH

1 Lt Colonel, MAC,
Branch Chief
1 Captain, MAC,
Assistant.

*Recommended addition to present T/O authorization.

ORDNANCE SECTION

1 Brigadier General, Ordnance
Officer

1 Colonel, Executive Officer

1 Lt Colonel

2 Majors

1 Captain

9 EM

PROVOST MARSHAL'S SECTION *

1 Colonel, Provost Marshal
1 Lt Colonel, Executive
1 Warrant Officer, Admin O
18 EM, to be assigned to
branches as required

PROVOST BRANCH

1 Lt Colonel
1 Captain

All matters pertaining to Road Traffic Control, Discipline, Counter-Intelligence assistance in Civil Affairs, Criminal Investigation, and Security

PRISONER OF WAR BRANCH

1 Lt Colonel
1 Major
1 Captain

Matters pertaining to collection, guarding and movement of prisoners of war and civilian internees; processing of prisoners of war; escapees and evaders; recovered Allied military personnel

TRAFFIC CONTROL GROUP

1 Major
1 Captain

Planning for road traffic control and enforcement of traffic control regulations

DISCIPLINE GROUP

1 Major
1 Captain (CID)

Matters pertaining to apprehension and disposition of stragglers, absentees and deserters; enforcement of police regulations; coordination of military police activities; cooperation with civil authorities; control of civil populace, including mass movements of refugees; military prisoners

SECURITY GROUP

(Functions performed by Branch Chief and attached troops or assigned Military Police units.)

Installation security
Border patrol

CID SECTION

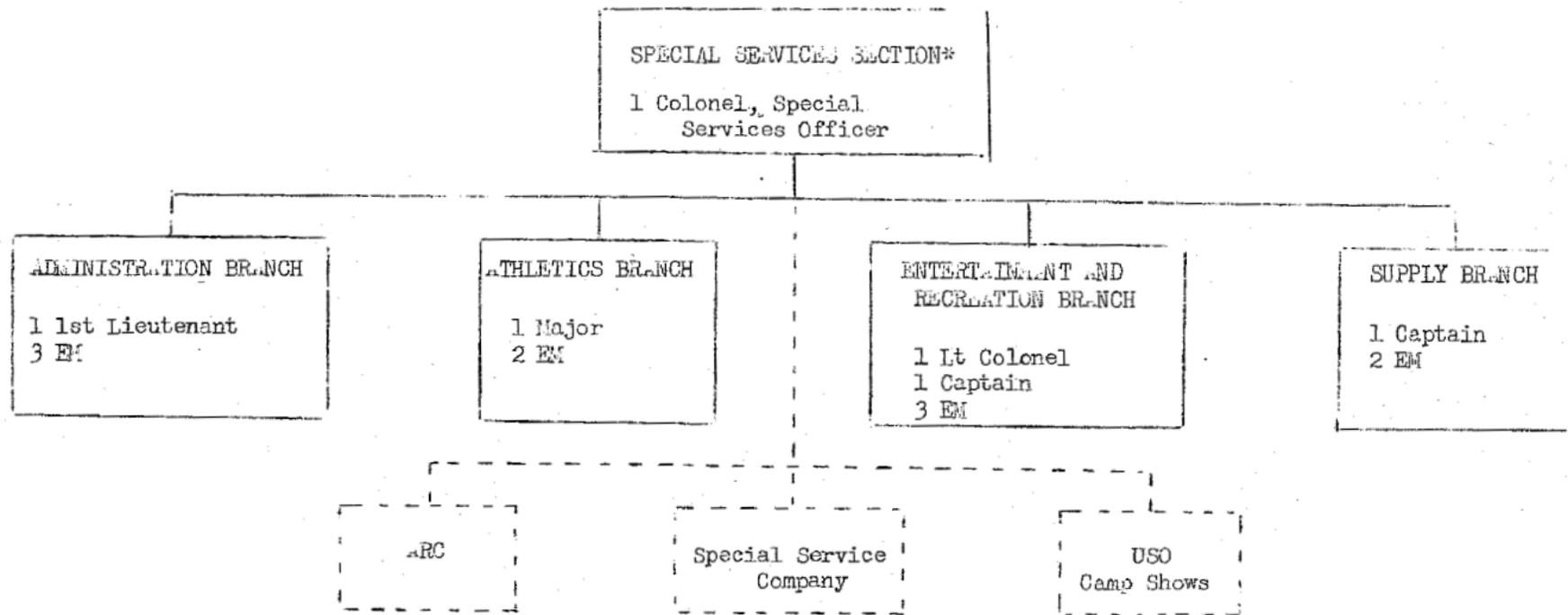
1 Captain
1 CID Section, Type BK,
T/O & E 19-500, 25 Sept
1945
Criminal Investigators

*Proposed organization represents an increase of nine Officers and 13 EM

QUARTERMASTER SECTION

No changes are recommended for the quartermaster section of army headquarters.

(Currently authorized strength: 23 officers, three warrant officers, 57 enlisted men)



*This organization is recommended as substitute for present authorization of one Lt Colonel, Special Services Officer, and two enlisted assistants.

TRANSPORTATION SECTION

1 Colonel (0607) Transportation Officer
1 Lt Colonel (0607) Deputy & Executive
1 EM

ADMINISTRATION BRANCH

1 Major (2120) Admin Officer
1 Captain (2110) Personnel Officer
1 1st Lieut (2136) Det Commander
15 EM.

OPERATIONS BRANCH

1 Lt Colonel (0607) Traffic Control Officer
1 Major (0612) Pass & Freight Transportation Officer
2 EM.

TRAINING & INSPECTION BRANCH

1 Lt Colonel (2121) Administrative Inspector
1 EM

R.I.L. DIVISION

1 Major (0615) Railway Opns Superintendent.
1 Captain (0610) Freight Trans Officer
1 Captain (0612) Passenger Trans Officer
1 1st Lieut (0611) Asst Pass Trans Officer.
5 EM.

HIGHWAY DIVISION

1 Major (0615) Highway Traffic Engineer
1 Captain (0600) Motor Trans Officer
1 Captain (0615) Asst Highway Traffic Engineer
1 1st Lieut (0642) Motor Trans Planning Officer
9 EM

AIR DIVISION

1 Major (0910) Air Trans Regulating Officer.
1 EM

INLAND WATERWAYS DIVISION

1 Major (0830) Inland Waterways Trans Regultg Officer
1 EM.

ENGINEERING DIVISION

1 Captain (7140) Highway Engineer
4 EM.

CONTROL DIVISION

1 Captain (0607) Traffic Control Officer.
6 EM

#ARMY EXCHANGE SERVICE SECTION

- 1 Colonel (or Lt Colonel), BI,
Army Exchange Officer
- 1 Major, BI, Executive and
Operations Officer
- 1 Captain, BI, Procurement
and Supply Officer
- 1 Warrant Officer, Administrative
Officer
- 4 EM

#Recommended peace-time organization.

Increases proposed for field conditions:-

- (a) Where Service Forces provide support and central accounting, one additional Company Grade Officer and two additional EM per 100,000 troops assigned to the Army.
- (b) Where the army operates independently or performs its own supply and accounting functions, two additional Company Grade Officers and four additional EM per 100,000 troops assigned to the Army.