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THE GENERAL BOARD

United States Forces, European Theater

ORGANIZATION, FUNCTIONS AND OPERATIONS OF G-3 SECTIONS

IN THEATER HEADQUARTERS, ARMY GROUPS,

ARMIES, CORPS AND DIVISIONS

MISSION: Prepare Report and Recommendations on the Organization, Functions and Operations of G-3 Sections in Theater Headquarters, Army Groups, Armies, Corps and Divisions.

The General Board was established by General Orders 128, Headquarters European Theater of Operations, US Army dated 17 June 1945, as amended by General Orders 182, dated 7 August 1945 and General Orders 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 United States forces in the European Theater.

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Study Number 25

THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

REPORT ON ORGANIZATION, FUNCTIONS AND OPERATIONS
OF G-3 SECTIONS IN THEATER HEADQUARTERS,
ARMY GROUPS, ARMIES, CORPS AND DIVISIONS

Prepared by:

Brigadier General A. F. Kibler, 06668, GSC, Assistant
Chief of Staff, G-3.
Colonel Carl T. Schmidt, 0269576, Infantry, G-3 Section.
Lieutenant Colonel I. B. Richards, Jr., 022639, GSC, G-3
Section.

Principal consultants:

Major General Alxexander R. Bolling, 07548, USA, Commanding
General, 84th Infantry Division.
Brigadier General John S. Guthrie, 018228, GSC, Assistant
Chief of Staff, G-3, Seventh Army.
Colonel Laurence N. Buck, 017657, GSC, Assistant Chief of
Staff, G-3, XXI Corps.
Colonel Harry H. Critz, 019786, Artillery, Artillery Section,
The General Board.
Colonel Michael S. Davison, 022051, GSC, Assistant Chief of
Staff, G-3, VI Corps.
Colonel Bjarne Furuholmen, 015725, GSC, G-3 Section, The
General Board.
Colonel Russell W. Jenna, 019564, Infantry, Armored Section,
The General Board.
Colonel Henry B. Margeson, 016181, Infantry, G-3 Section,
The General Board.
Colonel Lyal C. Metheny, 0253784, GSC, G-3 Section, Head-
quarters United States Forces European Theater.
Colonel Richard G. Stilwell, 021065, GSC, Assistant Chief
of Staff, G-3, XXII Corps.
Lieutenant Colonel Frank F. Carr, 024504, GSC, Assistant
Chief of Staff, G-3, 1st Armored Division.
Lieutenant Colonel Ole W. Danielson, 021130, GSC, Assistant
Chief of Staff, G-3, 84th Infantry Division.
Lieutenant Colonel Peter de Sanchez, 0922420, AUS, Infor-
mation and Education Section, The General Board.
Lieutenant Colonel K. E. Eckland, 0354746, GSC, Assistant
Chief of Staff, G-3, 100th Infantry Division.
Lieutenant Colonel Lloyd B. Ramsey, 023553, GSC, Assistant
Chief of Staff, G-3, 3d Infantry Division.
Lieutenant Colonel Ross Young, 0348457, Infantry, Assistant
Chief of Staff, G-3, 36th Infantry Division.

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INTRODUCTION

1. Purpose. As indicated in the directive attached hereto as Appendix 1, the purpose of this study is, first, to indicate the functions which experience in combat has shown should properly be performed by the G-3 section of a headquarters; secondly, to outline the coordination required with other staff sections in the performance of these functions; and, thirdly, to present recommendations on prescribed functions and the appropriate organization of the G-3 Section in theater, army group, army, corps and division headquarters.

2. Sources. The following discussion and recommendations on functions and organization of G-3 Sections are based on interviews with commanders and staffs, and on after action reports and letters from headquarters of the types under study.

3. Organization of Report.

a. Section 1 compares the functions of G-3 Sections, as actually practiced in the European Theater, with those enumerated in FM 101-5 (Staff Officers' Field Manual: The Staff and Combat Orders). Pertinent thoughts of the commanders and staffs consulted are presented. Means of modifying the organization of G-3 Sections, in order better to meet operational requirements, are discussed briefly.

b. Section 2 and Appendices Numbers 2 to 6 contain specific recommendations on the functions and organization of G-3 Sections.

SECTION 1

DISCUSSION

1. G-3 Functions in the European Theater.

a. The functions and methods of operation of G-3 Sections in the European Theater were generally consistent with those outlined in FM 101-5. Experience proves the necessity for performance by G-3 Sections of all the specific duties listed in paragraph 16 of that manual.

b. However, almost all headquarters consulted emphasize that certain additional functions necessary to the commander and his staff are best performed by the G-3 Section. These functions are the control of liaison personnel and liaison activities, and the operation (with assistance of the G-2 Section) of a "war room".

- (1) It is essential that a commander maintain liaison on current and future operational matters with higher, parallel, and lower headquarters. Such liaison takes the form of periodic visits by thoroughly informed, competent officers. The field manual (paragraph 16 b (3) (f), FM 101-5) states that The Assistant Chief of Staff, G-3, is responsible for the establishment of liaison. However, the chart accompanying paragraph 2 of FM 101-5 shows the liaison officers operating apart from any one staff section, and tables of organization merely include the liaison officers in the general staff column. As a result, the almost universal interpretation of tables of organization is that the liaison officers belong to the "Chief of Staff's Section". Inasmuch as liaison is largely concerned with subjects for which the Assistant Chief of Staff, G-3, is primarily responsible, it has been found by experience that liaison activities are most effectively supervised within the G-3 Section. This by no means excludes the use of liaison officers for matters of interest to other staff sections, or for the command as a whole. Such supervision includes the training, dispatch, and reception of liaison officers; the preparation and processing of liaison reports; and the maintenance of current situation maps for use of liaison officers and visitors. Liaison activities are believed to be of sufficient volume and importance to warrant their delegation to a special branch of the G-3 Section. In headquarters of larger commands it may be necessary for other sections (as, for example, G-2 and G-4) at least occasionally to maintain special liaison on matters of their immediate concern.
- (2) All commanders and staff officers consulted emphasized that, in order to be of the maximum possible value to his commander, a liaison officer must be of

the highest caliber. He must have not only a pleasant, tactful personality, but must also possess energy and initiative so as to insure his securing and transmitting every bit of information which will further harmonious relations between his headquarters and the headquarters to which he is sent. In order to give maximum assistance to the headquarters he is visiting, he should be fully informed of present and projected activities of his own unit and should be acquainted with the order of battle and activities of adjacent units.

- (3) The functions of the "war room" personnel are to maintain an up-to-date situation map and to conduct periodic briefings to acquaint the commander, his staff, and authorized visitors with the current tactical situation. This, too, is an activity which the G-3 Section is most suitably prepared to conduct, with such assistance from other staff sections as is necessary. The normal G-3 operations map and G-2 intelligence map are not appropriate for briefing purposes because these maps are maintained primarily for the preparation of plans, orders and reports, as well as for staff conferences, which would be seriously interrupted by briefings and requests for information. Furthermore, in headquarters of large units, the G-2 and G-3 map rooms usually are physically separated. For these reasons, experience has justified the maintenance of a single map specifically for briefings and other presentations of information on the friendly and enemy situation.

c. Recent changes in tables of organization make provision for air-ground liaison personnel in headquarters of division and larger commands. Most commanders in the European Theater preferred to use the personnel so provided to handle air-ground matters under the supervision of their Assistant Chiefs of Staff, G-2 and G-3, rather than to set up a separate air-ground liaison section.¹ This establishment of an air-ground liaison officer or an air subsection in the G-3 Section added no essentially new functions to G-3, but simply provided additional personnel to care for the air-ground aspect of operations. It was emphasized by all officers consulted that air-ground personnel, if properly used, have a full time job in performing their primary mission, and cannot be used for other work in the G-3 Section. For details of this General Board's views on the most effective organization for air-ground coordination, see its study entitled "Organization and Operation of Air-Ground Liaison in all Echelons from Division Upwards."

d. Planning and supervision of passive air defense measures, delegated to the G-3 Section in headquarters having responsibility for area control, merely pointed up a specific aspect of the responsibility already held by G-3 for coordination of agencies concerned with area security measures.

1. See organization charts accompanying letters referred to in bibliography.

e. During the campaign in Europe, the G-3 Sections of many headquarters were charged with the responsibility of compiling staff section reports into a unit history. Several headquarters therefore recommended the inclusion in the G-3 Section of personnel to perform this function.¹ All commanders and staff officers consulted, however, stated that they do not feel that the preparation of the unit history is properly the responsibility of the G-3 Section, and that they want personnel added to the G-3 Section for this purpose only if G-3 is to be given this responsibility.² It is the opinion of the General Board that rather than provide the G-3 Section with additional personnel to perform this function, it would be desirable to include a historical team as an organic part of division and higher headquarters.

f. G-3 Sections of various commands were charged at times during the European campaign with the supervision of specially attached personnel concerned with the activities of French, Belgian and Dutch resistance movements. This consisted of coordination of resistance activities with our own operations in order to insure that such activities would be of maximum assistance to the attainment of our tactical and strategic objectives. Similarly, G-3 Sections were responsible, in connection with their normal functions relative to the assignment and employment of combat troops, for recommendations on requirements for, and assignment and use of paramilitary organizations formed from manpower of liberated areas. These are properly G-3 functions, and should be specifically listed as such in appropriate publications.

g. Other additional functions, such as traffic control,³ supervision of preparation of codes and ciphers,⁴ and billeting of troops,⁵ were performed by the G-3 Sections in a few headquarters, which recommended that appropriate changes be made in staff doctrines and tables of organization. In most cases such additional duties were undertaken originally, it is believed, because of personal idiosyncrasies of a commander or his staff, or because of unusual temporary circumstances, as their desirability is not borne out by the general experience nor by the recommendations of most headquarters. However, the case for traffic control presented by several headquarters cannot be overlooked. In corps and higher headquarters, personnel is included in the tables of organization for supervising this important activity. In the division, where perhaps traffic control is most important, from the standpoint of its immediate effect on operations, there is no personnel provided for general staff supervision of engineer, provost marshal, and signal activities related to traffic control, although the Assistant Chief of Staff, G-4, is charged with this responsibility. Paragraph 5, Section I, SOP Number 50, "Road Traffic Regulation and Control on the Continent," Headquarters, European Theater of Operations, United States Army, dated 7 October 1944, states: "The headquarters of each division and higher headquarters responsible for road traffic

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1. See references 8, 11, 16 and 20 in bibliography.
 2. See list of principal consultants.
 3. See references 3, 9, and 21 in bibliography.
 4. See reference 20 in bibliography.
 5. See reference 7 in bibliography.

control and regulation will institute, within current tables of organization, a Traffic Headquarters under the supervision of the G-4 or comparable staff section." Although there is some sentiment for giving the responsibility for control of traffic to the Assistant Chief of Staff, G-3, at the division level, most of the commanders and staff officers consulted stated that the fault of the present system is not that traffic control cannot be performed efficiently under the G-4 Section, but that personnel is not provided to perform the duties connected with supervision of traffic control. It is believed that the proper solution is to leave the general staff supervision of traffic control under the Assistant Chief of Staff, G-4, and to include sufficient personnel for this purpose in the table of organization of the division.

h. Supervision of information, education, and orientation matters are considered as properly the responsibility of the G-3 Section, although Field Manual 101-5 charges the Special Services Officer with such responsibility. Current tables of organization provide the G-3 Section with personnel for such work, and the field manual should be changed to indicate that the Assistant Chief of Staff, G-3, supervises the conduct of these activities.

2. Relations with other Staff Sections. Coordination and functional relationship between the G-3 Section and other staff sections are also adequately covered in existing staff doctrines. The relationship of G-3 to G-5 is not covered in FM 101-5, inasmuch as this section as such was developed during the recent war, assuming the duties of the civil affairs section and certain other functions that had formerly been performed by G-1. The principal G-5 matters requiring coordination with G-3 are the allocation and tactical supervision of troops for support of military government, and insurance that the civilian population does not interfere with tactical operation. Other recommendations for more detailed coordination between G-3 and other staff sections are simply amplification of instructions implicit in FM 101-5.

3. The Personnel Allotted to G-3 Sections by standard tables of organization was generally found to be inadequate. Theater and army group headquarters were staffed on the basis of non-table of organization allotments of grades and ratings, and therefore the strength of the headquarters or individual staff sections could be adjusted as necessary. Not all, but most of the other headquarters - army, corps and division - found it necessary to augment their G-3 Sections with personnel from various sources within the headquarters and from subordinate units. This practice of "borrowing" personnel is not necessarily bad. When restricted to personnel within the headquarters, it permits flexibility in organization to go hand in hand with maximum economy in use of personnel. However, when requirements of a headquarters cannot be filled by adjustments within the headquarters itself, the drain on subordinate units may become serious. The obvious answer is to provide in the tables of organization the minimum requirement for each staff section to operate around the clock in combat.

SECTION 2

CONCLUSIONS AND RECOMMENDATIONS

4. It is Concluded:

a. That the outline of the functions of the G-3 Section and of its coordination with other staff sections presented in FM 101-5 is sound so far as it goes. However, because of the enlarged scope of G-3 activities, it is incomplete.

b. That the personnel of the G-3 Section, as allotted by War Department tables of organization, is inadequate to perform the functions necessary in combat on the basis of 24-hour daily operation.

5. It is Recommended:

a. That the chart accompanying paragraph 2, FM 101-5, be changed to indicate that liaison officers operate under the direction of the G-3, although responsible for transmitting and obtaining information for the commander and all his staff.

b. That the functions of the G-3 Section, as outlined in paragraph 16, FM 101-5, be amended as follows:

- (1) Change subparagraph 16 b (3) (f) to read:

"Establishment of liaison with adjacent, higher, and subordinate units, and control of liaison officers."

- (2) Under subparagraph 16 b (3) add:

"(i) Maintenance of a situation map for the commander and presentation of periodic briefings to acquaint the commander, his staff, and authorized visitors with the current tactical situation. (Coordination with G-2 for information on the enemy situation.)"

- (3) Under paragraph 16 b add a subparagraph (4) as follows, changing present subparagraph (4) to (5):

"(4) Coordination of operations of partisan or guerrilla activities behind the enemy lines and activities or para-military organizations in liberated areas. (Coordination with G-2 on contacts with agents and gathering of information, and with G-4 on supply.)"

- (4) Change second sentence of 16 c to read:

"In corps and higher units separate subsections may be organized pertaining to administration, organization and equipment, training, operations, troop movements, planning, liaison, air coordination, cover and deception."

c. That paragraph 39 3/4 a be amended to delete the reference to "non-military education, orientation, and information," and that appropriate entry be made under paragraph 16 to indicate the responsibility of the G-3 Section for supervision of these activities.

d. That the desired characteristics and duties of liaison officers, as outlined in Section V, Chapter 1, of FM 101-5, be amended as follows:

(1) Change paragraph 53 d to read:

"d. Possesses tact and initiative.

(2) Under paragraph 54 a add a subparagraph (5) as follows:

"(5) Become familiar with the order of battle of adjacent units."

e. That theater and army group headquarters, inasmuch as the missions and composition of these echelons will vary widely and it is therefore not practicable to lay down a standard organization for them, continue to be authorized from non-table of organization personnel as required by their missions, and that Appendices 5 and 6 be accepted as guides for the organization and functions of the G-3 Sections of army group and theater headquarters when circumstances and the missions are similar to those of theater and army group headquarters in the European campaign.

f. That pertinent tables of organization and equipment be modified to provide army, corps, and division headquarters with G-3 Sections substantially as described in Appendices 2, 3, and 4.

g. That a historical team be provided as an organic part of division and higher headquarters.

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5. First Indorsement, Headquarters XV Corps, dated 14 October 1945, to letter cited above.
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THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

R 320.2/60 TGBSY

3 October 1945

STUDY DIRECTIVE NUMBER 140.

TO : Assistant Chief of Staff, G-3.

SUBJECT: Organization, Functions, and Operations of G-3 Sections in Theater Headquarters, Army Groups, Armies, Corps and Divisions.

1. Mission.

Prepare report and recommendations on the organization, functions and operations of G-3 Sections of Theater Headquarters, Army Groups, Armies, Corps, and Divisions.

2. Scope.

Report will include consideration of the following:

- (1) Recommended organization of G-3 Sections of Theater Headquarters, Army Groups, Armies, Corps, and Divisions.
- (2) Functions of G-3 Sections in these headquarters.
- (3) Coordination of G-3 Sections with other staff sections.
- (4) Recommended changes in procedures or functional activities of the G-3 Sections.

3. Source Material.

a. Members of G-3 Sections of Theater Headquarters, Army Groups, Armies, Corps and Divisions which participated in operations in European Theater of Operations.

b. Field Manual 101-5.

c. Organizational and functional charts and directives of the units under consideration.

4. Instructions.

a. See Plan of Operation, The General Board.

b. You are authorized to request the assistance of other sections in the preparation of this report. Requests for the assistance of other staff sections will be initiated without delay and will include the general nature and scope of the assistance desired together with the approximate date upon which this information will be required.

STUDY DIRECTIVE NUMBER 140, subject: "Organization, Functions, and Operations of G-3 Sections in Theater Headquarters, Army Groups, Armies, Corps and Divisions," 3 October 1945 (Contd).

c. You are further authorized to request the assistance of agencies and personnel under jurisdiction of United States Forces, European Theater in preparation of the report. Such request will be submitted to the Secretariat.

FOR THE PRESIDENT OF THE BOARD:

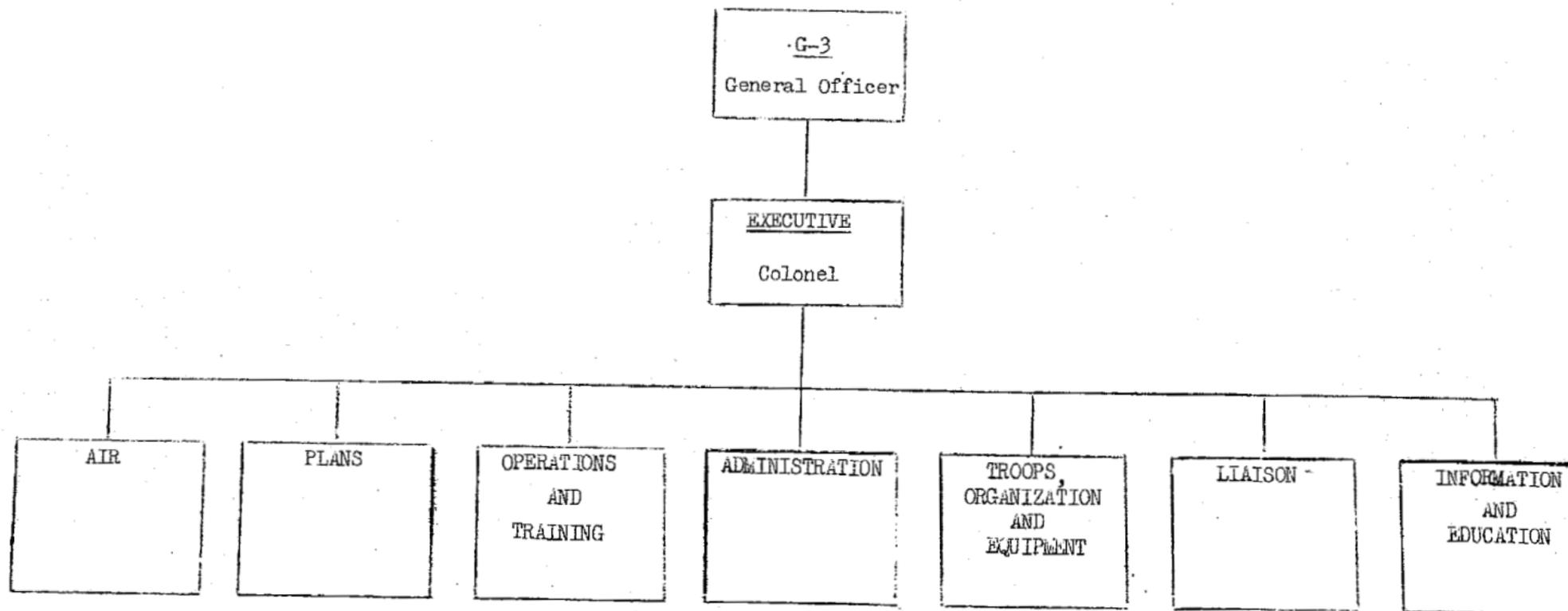
s/ L. R. Garrison
L. R. GARRISON,
Colonel, AGD,
Secretary.

"A CERTIFIED TRUE COPY"

J. E. Studer

J. E. STUDER
CWO USA

RECOMMENDED FUNCTIONAL ORGANIZATION, ARMY G-3 SECTION



NOTE: See accompanying notes for organization and functions of branches.

ORGANIZATION AND FUNCTIONS OF BRANCHES, G-3 SECTION ARMY

1. ADMINISTRATIVE BRANCH.

a. Organization:

Captain	- Chief
Master Sergeant	- Chief Clerk
Technical Sergeant	- Assistant Chief Clerk
Staff Sergeant	- Stenographer
Sergeant	- Distribution Clerk

Technicians:

1 Grade 3	- File Clerk
1 Grade 4	- Typist
3 Grade 5	- 1 Assistant Distribution Clerk
	- 2 Typists

b. Functions:

- (1) Administration of personnel.
- (2) Responsibility for office supplies and section equipment.
- (3) Maintenance of journal and internal distribution of messages.
- (4) Maintenance of G-3 record files.
- (5) Responsibility for organic transportation and movement of section.
- (6) Responsibility for field and office arrangement of section.
- (7) Routine reports and typing.

2. AIR BRANCH.

a. Organization:

Colonel	- Chief
Lieutenant Colonel	- Executive
Major	- Operations
Major	- Operations
2 Captains	- Duty Officers
Technical Sergeant	- Chief Clerk

Technicians:

1 Grade 3	- Draftsman
3 Grade 4	- Clerk Typists
Private, first class	- Clerk, General

b. Functions:

- (1) Joint air-ground planning.
- (2) Preparation of air support requests for approval by army and submission to tactical air command.
- (3) Keeping appropriate G-3 air sections and ground liaison officer teams informed of the details of planned air operations; actions upon requests for air missions, including acceptances, refusals, cancellations and changes; and results of air operations.
- (4) Liaison with tactical air command.
- (5) Maintenance of a current air-ground situation map.
- (6) Reception, recording and distribution of current air-ground information.
- (7) Supervision of deployment and operations of signal company, air-ground liaison, army.
- (8) Control and supervision of functioning of ground liaison officer teams at units of tactical air command.
- (9) Supervision of use of air forces liaison squadron attached to army headquarters.
- (10) Coordination with G-2 on air targets and tactical and photo reconnaissance.
- (11) Furnishing staff of tactical air command and all supporting air units with ground situation.
- (12) Transmission of information on current bomb safety line.
- (13) Coordination with Operations and Training Branch on matters pertaining to air-ground training.
- (14) Coordination with artillery on requested air missions that might be fired by artillery, on firing counter-flak missions, marking targets, adjusting artillery fire.

3. INFORMATION AND EDUCATION BRANCH.

a. Organization:

Lieutenant Colonel - Chief
Staff Sergeant - Chief Clerk

Technicians:

1 Grade 4 - Clerk
1 Grade 5 - Clerk

4. LIAISON BRANCH.

a. Organization:

Lieutenant Colonel	- Chief
1 Lieutenant Colonel	}
2 Majors	
4 Captains	
Staff Sergeant	- Liaison Officers
	- Chief Clerk

Technicians:

1 Grade 4	- Stenographer
2 Grade 5	- Draftsmen
1 Private	- Messenger

b. Functions:

- (1) Maintenance of liaison with higher headquarters, adjacent armies, and corps, including supervision of training, assigning, dispatching and receiving liaison officers between army staff sections and other headquarters.
- (2) Dissemination of information received through liaison channels.
- (3) Coordination of activities of, and dissemination of information to, liaison officers from other headquarters.
- (4) Maintenance of required situation map for liaison officers and visiting personnel.
- (5) Reception of and conduct of visitors to G-3.
- (6) Close coordination with G-4 on reception of and procuring accommodations for newly arriving units in army area.

5. OPERATIONS AND TRAINING BRANCH.

a. Organization:

Colonel	- Chief
Lieutenant Colonel	- Operations Assistant
Lieutenant Colonel	- Training Assistant
Major	- Operations Assistant
Major)	- War Room Duty Officers
Captain)	
Master Sergeant	- Operations
Master Sergeant	- Draftsman
Technical Sergeant	- Operations

Technicians:

- | | |
|-----------|-------------------|
| 1 Grade 3 | - Stenographer |
| 5 Grade 4 | - 2 Clerk Typists |
| | 2 Draftsmen |
| | 1 Stenographer |
| 2 Grade 5 | - 1 Draftsman |
| | 1 Typist |

b. Operations functions:

- (1) Coordination with other general and special staff sections in the preparation of operational orders and directives.
- (2) Studies of current tactical situation and recommendations on current operations.
- (3) Close cooperation with Plans Branch in planning future operations and implementation of approved plans.
- (4) Cover and deception operations.
- (5) Contact with operations officers of higher, adjacent and subordinate units.
- (6) Coordination of operations of subordinate units.
- (7) Coordination of operations with adjacent units.
- (8) Preparation of G-3 periodic reports and situation reports.
- (9) Maintenance of situation map.
- (10) Maintenance of War Room (with assistance of G-2 and other staff sections as necessary).
- (11) Preparation of briefings.
- (12) Assistance to historian in maintenance of operational diary.
- (13) Supervision of signal communications.
- (14) Supervision, through a Special Forces Detachment, of activities of guerrilla and partisan forces on army front, and activities of para-military units formed from manpower of liberated areas.
- (15) Passive air defense measures and area security.

c. Training functions:

- (1) Preparation of training programs and directives.
- (2) Procurement and coordination of use of training facilities.

(3) Organization and conduct of training schools.

(4) Conduct of training inspections.

(5) Preparation of training status reports.

6. PLANS BRANCH.

a. Organization:

Lieutenant Colonel - Chief
Staff Sergeant - Draftsman and Clerk

b. Functions:

- (1) Study of current situations and all other factors affecting future operations, including:
 - (a) Contact with G-2 on future enemy capabilities.
 - (b) Contact with all other staff sections to determine own future capabilities and limitations.
- (2) Research and reconnaissance for future operations.
- (3) Preparation of plans for future operations as directed.
- (4) Recommendations on training and equipment applicable to future operations.

7. TROOPS, ORGANIZATION AND EQUIPMENT BRANCH.

a. Organization:

Lieutenant Colonel - Chief
Major - Troop Movements
Major - Organization and Equipment
Captain - Attachments and Assignments
Captain - Organization and Equipment
Technical Sergeant - Chief Clerk

Technicians:

1 Grade 3 - File Clerk
1 Grade 4 - Clerk Typist
2 Grade 5 - Clerk Typists

b. Functions:

- (1) Preparation of:
 - (a) Unit attachment and assignment orders.
 - (b) Troop lists.
- (2) Preparation of unit movement orders and close cooperation with G-4 and Transportation Sections on troop movements.

- (3) Activation, organization and reorganization of combat units.
- (4) Allocations of special equipment to subordinate units. Demonstrations, in conjunction with Training Branch.
- (5) Processing all recommended changes in tables of organization and equipment of combat units, and requests for additional personnel and equipment for combat units.

RECOMMENDED FUNCTIONAL ORGANIZATION, CORPS G-3 SECTION

G-3
Colonel

Policies
Coordination with other staff sections
Contact with other units

EXECUTIVE
1 Lt Col
1 M Sgt

Executive and administrative supervision

AIR

1 Lt Col
1 Captain
1 S Sgt (Opns)
1 Tec 4 (Clerk Typist)

Air plans and orders
Contact with Army G-3 Air
Dissemination of current
air-ground information
Maintenance of air-ground
situation map
Transmission of bomb line
information
Preparation and forwarding
of air support requests
Coordination with artillery on
requested air missions that
might be fired by artillery,
on firing counter flak
missions, marking targets,
adjusting artillery fire.
(Tactical Air Liaison Officer
works with this section)

TROOPS

1 Major
1 T Sgt (Chief Clerk)
1 Tec 4 (Clerk Typist)
1 Tec 5 (Clerk Typist)

Organization and equipment
Reorganization
Station lists
Troop assignments
Troop movements

OPERATIONS, PLANS
AND TRAINING

1 Lt Col
1 Major
3 Captains
1 T Sgt (Opns)
1 S Sgt (Opns)
2 Tec 4 (Draftsmen)
2 Tec 4 (Stenos)
1 Tec 5 (Clerk Typist)
1 Tec 5 (Draftsman)

Preparation:
Plans and estimates
Periodic reports
Situation reports
Field orders, directives
Staff briefings
Training directives,
schedules
Training reports
Maintaining journal
Maintaining situation map
Operating War Room (G-3 Share)
Disseminating information
Training inspections

LIAISON

1 Major (Chief)
2 Majors (Liaison)
4 Captains (Officers)
1 Tec 4 (Steno)
1 Tec 5 (Draftsman)
1 Tec 5 (Clerk)
1 Pvt (Messenger)

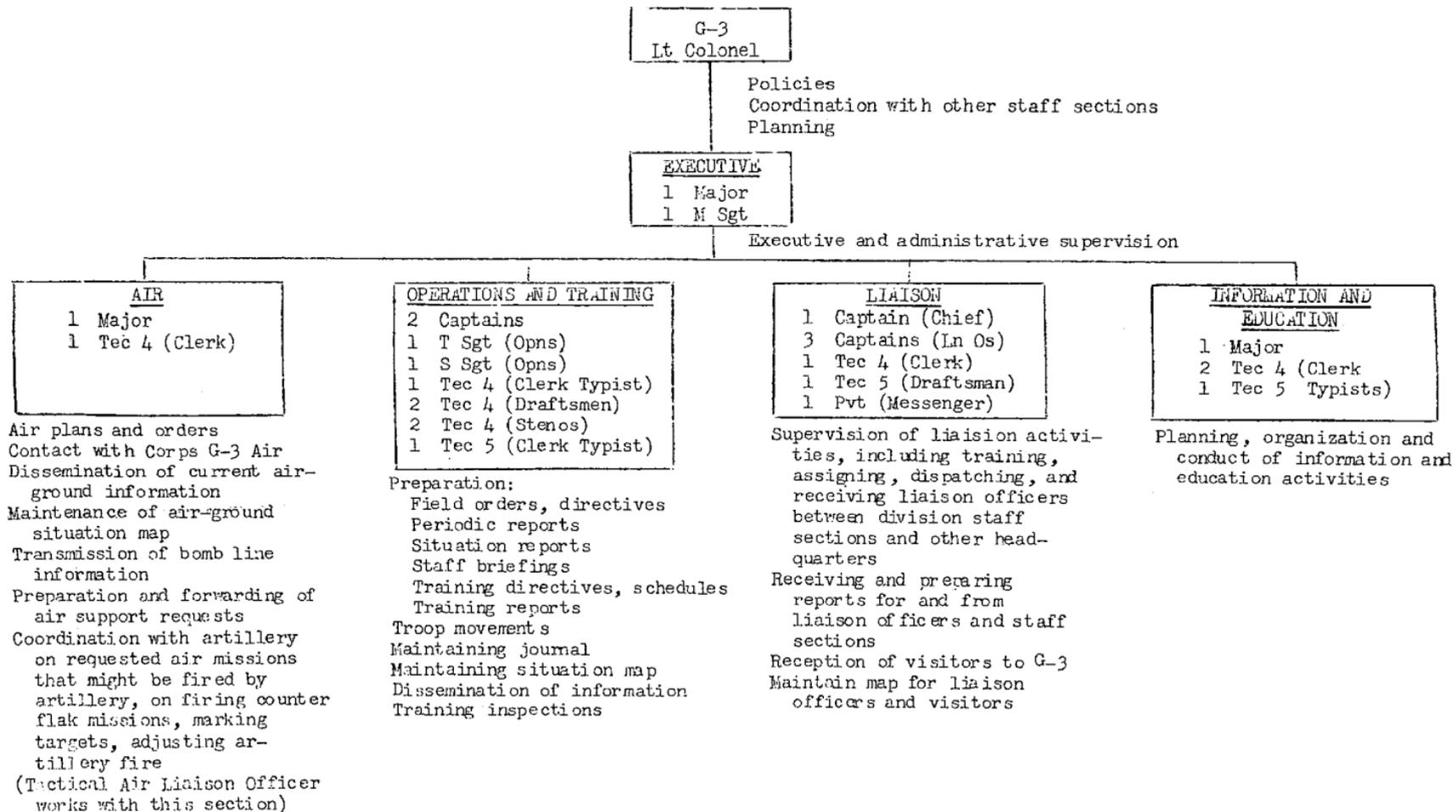
Supervision of liaison activ-
ities, including training,
assigning, dispatching, and
receiving liaison officers
between corps staff sections
and other headquarters
Maintaining map for liaison
officers and visitors
Reception and preparation of
reports for and from
liaison officers and staff
sections
Reception of visitors to G-3

INFORMATION
AND
EDUCATION

1 Major
2 Tec 4 (Clerks)

Planning, organization and
conduct of information
and education activities

RECOMMENDED FUNCTIONAL ORGANIZATION, DIVISION G-3 SECTION

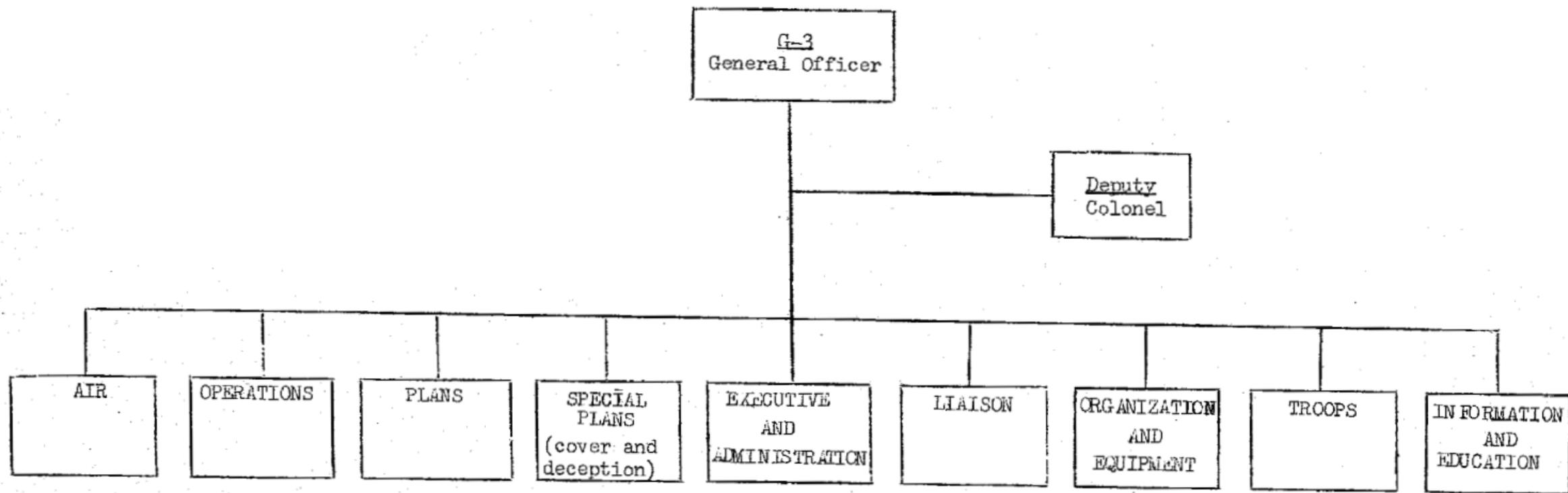


RECOMMENDED ORGANIZATION AND FUNCTIONS OF G-3 SECTION
ARMY GROUP HEADQUARTERS

1. The following outline of the organization and functions of the G-3 Section of an army group headquarters is based largely on the experience of the G-3 Section, Headquarters 12th Army Group. From its establishment in October 1943 until the end of July 1944, this section was primarily concerned with planning operations on the Continent. Thereafter, until the cessation of hostilities, it performed all the normal duties of a G-3 Section in combat. However, its functions extended somewhat beyond those which would have been necessary and appropriate had the European Theater Headquarters not been at the same time combined with Communications Zone Headquarters. This extension of activities partook of the nature of duties normally expected of the highest headquarters in a theater. It included preparation of plans and conduct of certain activities relative to the overall troop basis for the theater, and the movement of United States forces to the Continent and their processing there; the processing of numerous routine organization and equipment matters; and long-range planning for the occupation of the United States zone in Germany. During virtually the entire period of combat operations, the G-3 Section operated in two echelons, one at the Tactical Headquarters of the Army Group, and the other at Main Headquarters. It should be noted that 12th Army Group at various times comprised two, three, and four armies.

2. It is believed that the volume of activities of the G-3 Section, 12th Army Group, represents the maximum that could be envisaged in such a section. In other circumstances, a smaller personnel strength might be adequate. Thus, an army group headquarters might be charged with less long range planning, might command fewer troop units, and might operate in one echelon. In general, however, the functions of an army group G-3 would be similar to those shown in the notes that follow.

RECOMMENDED FUNCTIONAL ORGANIZATION, ARMY GROUP G-3 SECTION



NOTE: For organization and functions of branches see following pages.

RECOMMENDED ORGANIZATION
G-3 SECTION - ARMY GROUP

1. EXECUTIVE AND ADMINISTRATIVE BRANCH.

a. Organization:

(1) Main echelon:

Lieutenant Colonel	- Executive
Lieutenant) - Administrative Assistants
Warrant Officer	
Master Sergeant	- Chief Clerk
Technical Sergeant	- File Clerk

Technicians:

2 Grade 3	- 1 Stenographer
	- 1 Clerk, reception and distribution of papers
3 Grade 4	- 1 Assistant File Clerk
	- 1 General Clerk
	- 1 Supply Clerk
1 Grade 5	- Typist
2 Privates	- Messengers

(2) Tactical echelon:

Captain	- Assistant Executive
Technical Sergeant	- Chief Clerk

Technicians:

1 Grade 3	- Stenographer
1 Grade 4	- Clerk Typist

b. Functions:

- (1) Coordination of functions of branches.
- (2) Personnel administration.
- (3) Responsibility for office supplies and section equipment.
- (4) Internal distribution of messages.
- (5) Maintenance of G-3 record files (performed at main echelon).
- (6) Responsibility for organic transportation and for movement of section.
- (7) Responsibility for field and office arrangement of section.
- (8) Maintenance of journal and preparation of routine reports (performed at main echelon).

2. AIR BRANCH.

a. Organization (at tactical echelon only):

Colonel	- Chief
Lieutenant Colonel	- Assistant Chief
4 Majors	- 3 Operations Officers
	- 1 Target Officer
Technical Sergeant	- Chief Clerk
Staff Sergeant	- Draftsman
2 Staff Sergeants	- Operations
2 Technicians, Grade 5	- Operations Clerks

b. Functions:

- (1) Assistance to Plans Branch in preparing air-ground provisions of plans, and coordination between the G-3 and appropriate air force staffs in air-ground planning matters.
- (2) Collaboration with other agencies in the preparation of material dealing with air-ground recognition, air-ground communication, aircraft identification, and similar matters relating to air-ground cooperation and support.
- (3) Recommendations, with air force A-3, for responsibilities (as between army group and air force on the one hand, and army and tactical air command, on the other) for attack of tactical targets.
- (4) Informing air force commander and staff as to the ground situation, and the army group commander and staff as to the air situation.
- (5) Presentation to air force of requests for air action.
- (6) Recommendations to air force on priorities for allocation of medium or heavy bomber effort in army zones of action, or for massing efforts of entire air force.
- (7) Dissemination of current air-ground information to army G-3 Air Sections and to Ground Liaison Officer teams attached to strategic and tactical air force headquarters and bombardment divisions.
- (8) Supervision of Ground Liaison Officer teams with Air Force units. (For proposed organization and functions of GIO teams, see report by the General Board on "Organization and Operation of Air Ground Liaison in all Echelons from Division Upwards.")

3. OPERATIONS BRANCH.

a. Organization:

- (1) Tactical echelon:

Colonel	- Chief
Lieutenant Colonel	-- War Room
Major	- War Room
2 Majors	- Routine Operations (duty officers)
Master Sergeant	- Operations
Technical Sergeant	- Draftsman

Technicians:

2 Grade 3	- Draftsmen
2 Grade 4	- Clerk Typists

(2) Main echelon:

Lieutenant Colonel	- Executive
Lieutenant Colonel	} - Reports
Major	
2 Majors	- Routine Operations (duty officers)
2 Majors	- War Room
Warrant Officer (JG)	- Chief Draftsman
Master Sergeant	- Operations
Technical Sergeant	- Draftsman
Technical Sergeant	- Reports
Staff Sergeant	- Operations

Technicians:

1 Grade 3	- Stenographer
4 Grade 4	- 1 Stenographer
	- 1 Clerk Typist
	- 2 Draftsmen
4 Grade 5	- 1 Clerk Typist
	- 3 Draftsmen

b. Functions:

- (1) Preparation of daily combined situation and intelligence report (with assistance of G-2), G-3 daily situation report, and monthly after action report (at main echelon only).
- (2) Maintenance of War Room, with assistance of G-2, G-4, and such other staff sections as may have materials to present (both echelons).
- (3) Conduct of daily briefings for the commander, the staff and the press (both echelons).
- (4) Maintenance of situation maps for use in preparation of reports as well as for the general information of the headquarters, and of visitors not authorized access to War Room (both echelons).
- (5) Supervision of draftsmen in preparation of map overlays, charts and other materials required for letters of instructions, reports and staff studies (both echelons).

- (6) Recommendations on unit citations and unit decorations (coordination with G-1)(main echelon).
- (7) Supervision of operation of Army Tactical Information Service (for details see study by The General Board entitled "Army Tactical Information Service"), and close cooperation with the Liaison Branch regarding liaison requirements and missions.

4. PLANS BRANCH.

a. Organization:

(1) Tactical echelon:

Colonel	- Chief
Lieutenant Colonel	- Assistant
Technical Sergeant	- Chief Clerk (Stenographer)
Technician, Grade 4	- Draftsman

(2) Main echelon:

Colonel	- Assistant Chief
Lieutenant Colonel	- Assistant
Staff Sergeant	- Chief Clerk
2 Technicians, Gr 5	- 1 Draftsman
	- 1 Clerk Typist

b. Functions:

- (1) Current operational planning (tactical echelon).
- (2) Preparation of letters of instruction and operational orders and messages implementing approved plans (tactical echelon).
- (3) Long-range future planning (main echelon).
- (4) Supervision, through a Special Forces Detachment, of activities of resistance forces on army group front.

Note; These were essentially the organization and function of the 12th Army Group G-3 Plans Branch. An alternative method of operation would be to augment the Operations Branch and give it the responsibility of issuing necessary instructions to implement approved plans. This method would not have the advantage of the high degree of continuity between planning and execution that is offered by the organization outlined above.

5. SPECIAL PLANS BRANCH.

a. Organization (at tactical echelon only):

Colonel	- Chief
Lieutenant Colonel)	- Assistants
2 Majors)	
Technical Sergeant	- Chief Clerk

Technicians:

- 2 Grade 4 - 1 Draftsman
- 1 Grade 5 - 1 Typist - File Clerk
- 1 Clerk Typist

b. Functions:

Planning and supervision of the execution of strategic and tactical cover and deception operations, including the employment of special deception units.

6. LIAISON BRANCH.

a. Organization (at tactical echelon only):

- Lieutenant Colonel - Chief
- Lieutenant Colonels } - Liaison Officers as necessary to accomplish liaison with adjacent army groups, with armies, and between tactical and main echelons.
- Majors } - Chief Clerk
- Technical Sergeant

Technicians:

- 1 Grade 4 - Stenographer
- 2 Grade 5 - Draftsmen

b. Functions:

- (1) Maintenance of liaison with higher headquarters, adjacent army groups, and armies, including training and dispatching of assigned liaison officers and reception of liaison officers from other headquarters. Close cooperation with the Operations Branch regarding liaison requirements and missions.
- (2) Dissemination of information received through liaison channels.
- (3) Transmission of information to liaison officers from other headquarters.
- (4) Reception of visitors to G-3 Section.

7. ORGANIZATION AND EQUIPMENT BRANCH.

a. Organization (at main echelon only):

- Colonel - Chief
- Lieutenant Colonel - Equipment
- Lieutenant Colonel - Organization
- Major - Miscellaneous
- Technical Sergeant - Chief Clerk

Technicians:

- 2 Grade 4 - Clerk Typists
- 1 Grade 5 - File Clerk

b. Functions:

- (1) Allocation of ammunition. (Coordination with G-4, Artillery, Ordnance and CWS Sections).
- (2) Establishment of requirements for and allocation of special equipment, including arrangements for tests, demonstrations and special training. (Coordination with G-4 and Special Staff Sections concerned.)
- (3) Recommendations on requests for equipment or personnel in excess of T/O & E of combat units, and recommendations for changes in T/O & E of combat units. (Coordination with Special Staff Sections concerned).
- (4) Recommendations as to the priority of equipping combat units.
- (5) Activation, organization and reorganization of combat units.
- (6) Organization and equipment of combat units formed from liberated manpower of nations in theater of operations.

8. TROOPS BRANCH.

a. Organization:

Colonel	- Chief (tactical echelon)
Major	- Assistant (tactical echelon)
2 Lieutenant Colonels	- Assistants (main echelon)
Technical Sergeant	- Chief Clerk (main echelon)
Staff Sergeant	- File Clerk (main echelon)

Technicians:

2 Grade 4	- 1 Stenographer (tactical echelon)
	- 1 Clerk Typist (main echelon)
2 Grade 5	- Clerk Typists (main echelon)

b. Functions:

- (1) Determination of requirements for combat troops.
- (2) Allocation of combat units to armies.
- (3) Control of movement of combat units into and between armies.
- (4) Maintenance of complete assignment and attachment records on all combat units.

9. INFORMATION AND EDUCATION BRANCH.

a. Organization (at main echelon only):

Lieutenant Colonel	- I and E officer
Staff Sergeant	- Stenographer

b. Functions:

Planning, and supervision of execution of policies established on information and education activities.

RECOMMENDED ORGANIZATION AND FUNCTIONS OF G-3 SECTION,

THEATER HEADQUARTERS

1. The following comments and recommendations on the organization and functions of the G-3 Section of a theater headquarters are based entirely upon information obtained from data submitted by Headquarters, United States Forces European Theater, and from personal conferences with members of the Organization and Equipment Branch of the G-3 Section of that headquarters.

2. The functional organization and composition of a theater headquarters are determined by a number of factors. These factors include the mission of the headquarters; its operational scope - that is, whether it is both tactical and administrative or merely administrative; its relationship to allied headquarters; its relationship to the communications zone or the highest service headquarters in the theater; and, of course, the personality of its commander.

3. Inasmuch as these influencing factors cannot be predetermined, no standard organization can be prescribed for a theater headquarters. Rather, a headquarters is developed to perform an assigned mission, its composition and functional organization being affected by problems which arise during the preparation for and execution of that mission. The headquarters must be elastic, so as to adjust itself to its changing burden of responsibilities; and flexible, in order to insure the most efficient execution of its duties.

4. The same comments, of course, apply to the G-3 Section of a theater headquarters. Throughout the existence of the Section, emphasis continually shifts from one or more functions to others - as from planning and training matters to operations, troops, and equipment matters, and thereafter to problems of training and redeployment. Thus, no fixed organization can be stated even for the G-3 Section; nor can a definitive analysis of functions be made for its branches, other than to state which normal G-3 functions are performed by certain branches during specific phases of the life of the headquarters. Headquarters, European Theater of Operations, reports that the functions of the G-3 Section were substantially the same in all echelons, influenced in scope only by the size of the headquarters.

5. During the period of combat, the G-3 Section of the European Theater Headquarters was organized and functioned as shown in the accompanying chart and notes. (Actual assignment of personnel varied somewhat from time to time; the assignments shown hereunder are representative of the combat period.) For the reasons stated above, the chart and notes are not to be taken as necessarily a recommendation for the organization of the G-3 Section of a theater headquarters. Rather, they present a solution of the problem in what was perhaps a unique situation. Tactical operations, as well as operational planning on the highest level, were directed by the Theater Commander in his capacity as Supreme Allied Commander. For these purposes, he was assisted by the staff of a combined headquarters, namely, Supreme Headquarters, Allied Expeditionary Force. The staff sections of the Theater Headquarters,

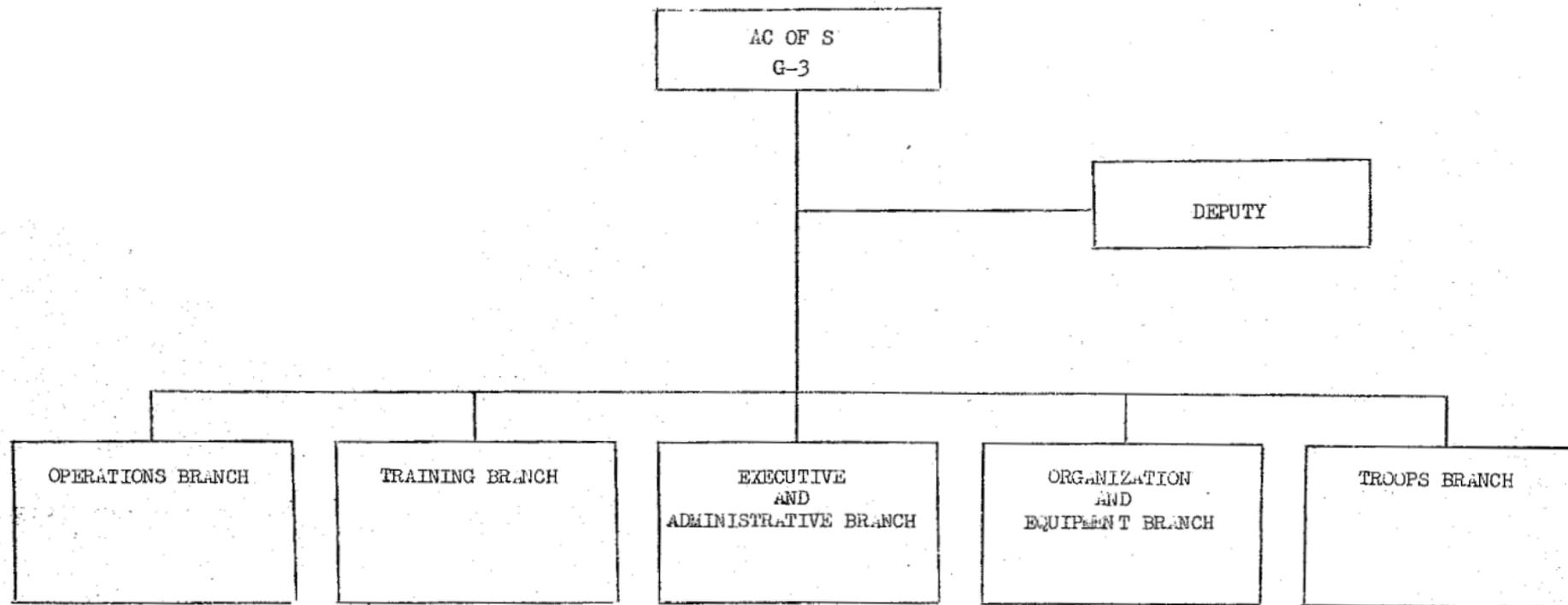
on the other hand, were in most instances concerned with purely American aspects of theater problems and at the same time performed the staff functions of the Communications Zone Headquarters. Thus, it will be noted that the Theater G-3 Section was not concerned with tactical planning and operations. Its Operations Branch was engaged primarily in operational matters of the Communications Zone. (For an analysis of the organization of the European Theater Headquarters, see the General Board study, "Organization of the European Theater of Operations", file R 320.2/1.)

6. Assuming that by "theater headquarters" is meant the highest United States headquarters in a theater of operations, distinct from Communications Zone headquarters and responsible for tactical and administrative control of purely American forces, the following general organization is proposed for the G-3 Section:

- a. Assistant Chief of Staff, G-3, and Deputy.
- b. Executive and Administrative Branch.
- c. Air Branch.
- d. Plans and Operations Branch.
- e. Organization and Equipment Branch.
- f. Troops Branch.
- g. Training and Education Branch.

The overall functions of this G-3 Section are adequately covered in Field Manual 101-5, as modified by recommendations contained in Section 2 of this report. The allocation of these functions to the various branches and the personnel requirements to perform these functions are factors which will be determined by the considerations indicated in paragraph 2 above.

ORGANIZATION OF G-3 SECTION, HEADQUARTERS, EUROPEAN THEATER OF OPERATIONS, DURING COMBAT



NOTE: Functions of the branches and assignment of personnel thereto are outlined in notes on following pages.

ORGANIZATION AND FUNCTIONS OF BRANCHES OF THE G-3 SECTION.

HEADQUARTERS EUROPEAN THEATER OF OPERATIONS.

DURING COMBAT

1. EXECUTIVE AND ADMINISTRATIVE BRANCH.

a. Organization:

Colonel	- Executive
Lieutenant Colonel	- Administrative Officer
2 Captains)	
First Lieutenant)	- Administrative Assistants
Warrant Officer)	

Enlisted Men:

1	Grade 1
5	Grade 2
2	Grade 3
2	Grade 4
2	Grade 5
1	Grade 6

b. Functions:

- (1) Coordination of functions of branches.
- (2) Personnel administration.
- (3) Operation of message center.
- (4) Maintenance of G-3 record files.
- (5) Preparation of charts, diagrams, and other drafting work required by the G-3 Section.
- (6) Stenographic assistance to G-3 and Deputy G-3.
- (7) Maintenance of journal.

2. OPERATIONS BRANCH.*

a. Organization:

Colonel	- Chief
Colonel	- Assistant Chief
4 Lieutenant Colonels)	
5 Majors)	- Assistants
3 Captains)	
Warrant Officer)	

Enlisted Men:

2	Grade 1
2	Grade 2
7	Grade 3
4	Grade 4

*Note: This branch was concerned primarily with operational matters relative to the Communications Zone.

b. Functions:

- (1) Preparation of plans and orders relative to the defense of the Communications Zone.
- (2) Preparation and issuance of operational memoranda.
- (3) Recommendations on boundaries within the Communications Zone.
- (4) Preparation of G-3 periodic and operational reports.
- (5) Supervision of signal communications.
- (6) Coordination of Civil Affairs operational requirements.
- (7) Maintenance of liaison with other headquarters.
- (8) Study of operational reports from other theaters.
- (9) Operation of war room.

3. TRAINING BRANCH.

a. Organization:

Colonel	- Chief of Branch
Colonel	- Chief of Training Section
Colonel	- Chief of Education Section
Colonel	- Chief of Combat Lessons Section
7 Lieutenant Colonels) - Assistants
7 Majors	
Warrant Officer	

Enlisted Men:

2	Grade 1
3	Grade 2
8	Grade 3
6	Grade 4
4	Grade 5

Note: Additional officers (preferably colonels) and enlisted men attached from reinforcement depots act as field observers and clerk-drivers for Combat Lessons Section.

b. Functions:

- (1) Preparation of training directives.
- (2) Preparation of policies governing use of training aids and facilities.

- (3) Recommendations for allocation of ammunition, explosives, and chemicals for training.
- (4) Recommendations as to distribution of training literature.
- (5) Coordination of education and orientation activities.
- (6) Collection, collation, and publication of combat lessons based on observation of ground force combat operations.

4. ORGANIZATION AND EQUIPMENT BRANCH.

a. Organization:

Colonel	- Chief
Lieutenant Colonel	- Assistant Chief
2 Lieutenant Colonels) - Assistants
4 Majors	
Warrant Officer	

Enlisted Men:

1	Grade 1
2	Grade 2
2	Grade 3
2	Grade 4
1	Grade 5

b. Functions:

- (1) Recommendations on activation, organization, re-organization, redesignation, inactivation, and disbandment of all troop units.
- (2) Recommendations on changes in tables of organization and equipment (also tables of distribution, tables of allowances, and special lists of equipment).
- (3) Establishment of requirements for special combat equipment.
- (4) Recommendations on priorities for issue of equipment.
- (5) Reports on capabilities and limitations of combat equipment.
- (6) Recommendations on requests for equipment or personnel in excess of tables of organization and equipment.
- (7) Recommendations on organization and equipment of units formed from liberated manpower.

5. TROOPS BRANCH.

a. Organization:

Colonel	- Chief
Lieutenant Colonel	- Assistant Chief
2 Lieutenant Colonels)
1 Major)
1 Captain) - Assistants
First Lieutenant)
Warrant Officer)

Enlisted Men:

1	Grade 1
2	Grade 2
2	Grade 3
2	Grade 4
1	Grade 5
1	Grade 6

b. Functions:

- (1) Establishment of requirements for troops in the theater.
- (2) Maintenance of theater troop basis.
- (3) Recommendations on priorities for shipment of troop units.
- (4) Maintenance of forecast file of expected troop unit arrivals.
- (5) Dissemination of information on troop unit availability.
- (6) Coordination with other sections on accommodation and billeting matters.
- (7) Allocation of troop units to major subordinate commands.
- (8) Coordination of troop movements.
- (9) Maintenance of locator files for all troop units in the theater.