

THE GENERAL BOARD

United States Forces, European Theater

COMPARISON OF ADMINISTRATIVE AND FUNCTIONAL OPERATIONS OF
OFFICERS OF BRITISH, FRENCH, RUSSIAN AND GERMAN ARMIES,
PERFORMING DUTIES SIMILAR TO INSPECTORS GENERAL
IN UNITED STATES ARMY

MISSION: Prepare Report and Recommendations Relating to Operations of Officers of British, French, Russian, and German Armies, Performing Duties Similar to Inspectors General in United States Army.

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.

File 091.713/1

Study Number 77

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Military History
General Reference Branch

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IN UNITED STATES ARMY

PART ONE

FUNCTIONAL OPERATIONS

CHAPTER 1

BRITISH

SECTION 1

BRITISH FORCES EXCLUSIVE
OF ROYAL AIR FORCE

1. The British Army has no Inspector General's Section similar to that in the United States Army. Inspections are entirely a command function at all levels. The commanding general or commanding officer personally makes the inspection or supervises it. Where he supervises the inspection, the commanding general or commanding officer designates selected officers to do the work and report to him. The commanding general or commanding officer takes the necessary corrective action either orally or in writing. The complete inspection covers everything except finance which is handled by the financial advisor.

2. When an army or higher headquarters is on duty in England, a command secretary is assigned to the staff. The command secretary represents the Department of Permanent Under-Secretary of State for War. He is an integral part of the machinery of administration in the command and will be kept in close touch with all questions of general policy. He advises the administrative officers at all levels to the best of his ability. Such advice is not binding nor does it relieve administrative officers and commanding officers of their responsibility. (Kings Regulations 1935, Appendix VA.)

3. When the command leaves England, the command secretary continues his administrative duties and in addition "He will carry out all the duties and assume all the responsibilities of a financial adviser and army auditor in a command." The duties of the financial adviser are:

- a. Advise on all questions of financial policy.
- b. Advise officers in regard to the control of expenditures and stores.
- c. Audit the public accounts of the command.
- d. Carry out the stocktakings and local inspections of accounts.

4. The advice given by the financial adviser is not binding nor does it relieve the officers concerned of their responsibilities. The command paymaster is responsible for advice on questions relating to pay and allowances, and cash and cost accounting services. (Kings Regulations, 1935, Appendix V.)

5. Investigations in the British Army are conducted by each commanding officer or officer appointed by him. In more serious cases, the commanding officer will appoint a Board of Inquiry. A Board of Inquiry takes testimony under oath, weighs the facts developed by the testimony, arrives at conclusions and makes its recommendations to the appointing authority. The commanding officer may take disciplinary action or may report the facts with his recommendations to higher headquarters for disciplinary action. In case an investigation involves two organizations, the Board of Inquiry is appointed by and reports to the next higher commander.

SECTION 2

ROYAL AIR FORCE

6. Inspector General's functions in the Royal Air Forces were discharged in the following three ways:

a. An Inspector General of the Royal Air Force, generally of the rank of Air Chief Marshal, performed direct inspections of units or individuals. He was authorized to inspect any installation or activity. In practice, inspections were generally made concerning some special subject. Reportedly, a substantial majority of all of the Inspector General's inspection activity concerned matters of morale.

b. An extensively organized inspection system operated effectively under the Director General of Servicing and Maintenance. This inspection system covered the same type of Technical Activities and Technical Supply as that covered by the Technical Inspectors in Air Inspector's Offices in the United States Army Air Forces.

c. Inspection of financial matters, in fact, were made under the direction of financial advisor from the Air Ministry attached to the major command headquarters, but who was not under the jurisdiction of such headquarters.

7. In the Air Ministry there is a Director General of Servicing and Maintenance and directly under him is a Director of Aeronautical Inspection Services. This Director is of Air Commodore rank and is responsible for the pre-use inspection of Royal Air Force equipment. Overseas commands have a branch of the Ministry of Aircraft Production which is responsible for the pre-use inspection of all Royal Air Force equipment in overseas commands. The overseas command (2 Tactical Air Force) called its representative the Command Aeronautical Inspection Officer. Under this officer an elaborate and extensive system of inspection was installed. The sub-divisions under this aeronautical inspection officer were considerably different from those in our

8. The duties of all inspectors in the respective sub-divisions were to insure that aircraft equipment and other supplies were reaching the using units in as good condition as possible. These inspections may be classified under the following headings: Manufacturer; Major Repairs; Minor Repairs; Daily Servicing; and Equipment Holding. The inspection of daily servicing was left to the noncommissioned officers in the operational units.

CHAPTER 2

FRENCH

SECTION 1

FRENCH FORCES EXCLUSIVE OF AIR FORCES

9. The French Army has Branch Inspectors General in the grades of colonel and brigadier general who operate directly under the War Council in Paris. They inspect only units of their own basic branch and report directly to the War Council. Upon receipt of the report of the Inspector General in the War Council, it is forwarded to the unit concerned for necessary action and report. The Inspectors General concern themselves principally with training, tactics, and general efficiency of the unit. They have no authority to issue orders and in many cases do not inform the organization inspected as to any irregularities noted. In case the inspector notices irregularities or deficiencies in administration or supply, he makes the appropriate report to the War Council which in turn directs the Controller to investigate and report on the unit concerned.

10. The administrative and financial inspections are conducted by Controllers who are selected for an indefinite period and operate directly under the War Council in Paris. These controllers are officers of mature judgment and well informed in administration, records and financial transactions. The inspections made by the Controllers are independent of those of the Inspectors General, although the Controllers also report directly to the War Council. All funds given to French units are accompanied by definite instructions as to how these funds may be expended. The Controllers during their inspection check the records of the funds received and expended for the purpose of determining whether or not the unit concerned has complied with all directives and the fund records are accurate.

11. Investigations in the French Army are conducted in the majority of cases through Boards of Officers. These boards are appointed by the organization commander. In the more important investigations, the higher commanders normally appoint the Board of Officers. In all cases where the investigation involves troops of two organizations, the next higher commander appoints the board. Each board obtains all facts, weighs all evidence and makes its recommendations to the appointing authority for review. The

reviewing authority may take the necessary disciplinary action within his command or forward the report of the board to the next higher echelon with his recommendations. The higher authority then takes the necessary disciplinary action.

SECTION 2

FRENCH AIR FORCE

12. The air inspection within the First Tactical Air Force, French Army, was established by a decree of the Government Provisoire de la Republique Francaise on 23 November 1944. It provided for a centralized air inspection force of a static department stationed in Paris, France, and operating under the Air Minister.

13. The Air Inspector was also the Commanding General of the First Tactical Air Force. He had about 30 officers on his inspection staff, which was divided into three functional sub-sections: (1) Technical, (2) Chasse, and (3) Bombers. These sub-sections worked through the following channels: technical, works, paratroopers, bombers, carriers, fighters and reconnaissances. This inspection force operated at the high levels in the First Tactical Air Force and relied entirely on inspection tours for contact with the subordinate units. The French realize that with a larger air force they would have to decentralize their inspection system to insure better results.

14. The repair and maintenance sections operated at each landing field. These were specially trained sections which repaired, checked and cleared all planes. An officer was in charge of all repair crews at a field, with each crew being commanded by a noncommissioned officer.

CHAPTER 3

RUSSIAN

SECTION 1

RUSSIAN FORCES EXCLUSIVE OF AIR FORCES

15. The Russian Army does not have an Inspector General's Section comparable to the Inspector General's Department in our Army. The Russian inspections are entirely command inspections. Company and battalion commanders conduct inspections of their own units. Regimental commanders may personally inspect their own regiment or may designate specially qualified officers to make a portion of the inspection under their supervision.

16. In division and higher headquarters the commanding general inspects the lower units by utilizing specially trained personnel on his staff to take those portions of the inspection with which they are most familiar. The commanding general supervises the inspection made by these designated assistants. Once each day during the inspection, the commanding general will assemble his assistants and receive their reports on the organizations inspected. If

these reports indicate one or more weaknesses in the unit inspected, the commanding general issues the necessary orders to stress these defects during the remainder of the inspection. At the conclusion of the inspection, the commanding general may inform the commander of the unit inspected orally or in writing of the results of the inspection. In the case of division commanders inspecting their divisions, the report usually is directed to the commanders concerned. In the case of Corps, Army or Army Front Commanders inspecting a division, the report is usually written and through channels. These reports state the defects noted and give instructions for the necessary corrective steps to be taken.

17. The division may be inspected by commanders of any higher echelon. For instance, the army commander may inspect a division within his army and may or may not be accompanied by the corps commander. In either case, the army commander prepares a directive covering the organizations to be inspected and gives full instructions as to time, place, etc. The army commander instructs the members of his staff by outlining the work to be covered by each assistant during the course of the inspection.

18. Inspections are classified as complete or special. A complete inspection covers everything tactical, technical, administrative, and pertaining to morale. The special inspection may include one or more subjects. Special inspections are for a specific purpose and usually conducted by the officers selected by the commanding general as most capable of making the particular inspection.

19. An interesting feature of each of these command inspections is the complaint hour. For the complaint hour the organization is divided into three groups: One group comprises the officers, a second group the noncommissioned officers, and a third group the privates. By dividing the organization into these three groups, any one group does not know who registers a complaint from any other group; thus, a private can report on any noncommissioned officer or officer without the person reported upon knowing who has made the report.

20. Companies, battalions and regiments have rosters of individuals by name. Personnel records are kept within the company and rosters by name are kept within battalion and regiment. Division and higher headquarters keep records of only the number of individuals in the lower units. Personnel records are inspected during complete or special inspections by specially qualified officers. This same procedure is followed with supply and financial records. A financial section is part of each regimental and higher headquarters.

21. An interesting comment made by the Chief of Staff, Russian Forces in Germany, was: "When an army commander conducts a complete inspection of a division, the entire division trembles until the inspection is over, and also the corps commander and his staff tremble. Any serious defect found in the division reflects upon the corps commander and his staff, therefore they tremble. When we make one complete inspection of a division, all other divisions in the army make the necessary corrections

without having to be inspected.

22. In each company or higher headquarters there is at least one Political Adviser who is known to all members of the command. The work of the Political Adviser is to acquaint himself with all political activities within the unit, discuss them with the commanding general and report all facts to the State Defense Committee for political, economical, and military leadership at Moscow. The Political Adviser is all-powerful in a political line and where necessary tells the commander what to do or what not to do.

23. Investigations are conducted in the Russian Army by formal and informal procedures. The formal procedure is followed in the more serious situations and is the work of a board appointed by the local commanding officer. This board takes evidence and arrives at conclusions and recommendations which are submitted to the commanding officer appointing the board. The appointing officer reviews the case, takes the necessary disciplinary action, if within his power; if not within his power, the board proceedings with appropriate recommendations, are forwarded to a higher echelon for necessary disciplinary action.

SECTION 2

RUSSIAN AIR FORCE

24. The inspection system in the Russian Air Force follows the same principles outlined above for ground troops. In addition thereto, all flying fields have specially qualified mechanics for making repairs and conducting inspections of each plane prior to its departure on a mission. These repair and inspection sections may be commanded by an officer or noncommissioned officer.

CHAPTER 4

GERMAN

SECTION 1

GERMAN FORCES EXCLUSIVE OF AIR FORCE

25. The company and battalion commanders inspect their own units, covering all phases such as training, property, personnel records, etc. The personnel records are kept within the company. A company commander forwards a statement annually that he has inspected his records and that they are correct.

26. The regimental commander inspects his regiment personally or by supervising specially qualified members of his staff. In general, these inspections cover training and technical matters. The inspections may be either complete or special. Once each year the regiment conducts a spot inspection of the records.

27. Division and higher commanders conduct training, technical and tactical inspections. Seldom will a division

or higher commander have the personnel or supply records checked. Staff members are assigned inspection tasks according to their qualifications. The commanding general receives inspection reports from his staff members and takes the necessary action either orally or in writing to correct deficiencies or irregularities. Complete inspections are invariably followed by a critique attended by all officers. The special (partial) inspection results in a written directive giving necessary corrective measures. Commanders are constantly on the alert to detect general inefficiency of any unit. When such is observed, a specialist conducts a special inspection. Weak organizations are strengthened by transfer of officers.

28. Defects of a general nature are reported to the chief of staff who directs the chief of the branch concerned to take the necessary corrective action. During the war inspections were less frequent than prior to the war. Troops were in the line so constantly that only a small portion of them could be inspected or checked while in rest areas. In these inspections conducted in the rest areas, principally clothing and equipment were checked.

29. Technical inspections of equipment were within the jurisdiction of the Generalinspekteur of the arm or service concerned (e.g. G.I. fuer die Panzertruppen, fuer Pioniere etc.) The Generalinspekteure, however, were mainly concerned with the supervision of the development and the introduction of new arms or equipment which in the United States Army is the job of Ordnance.

SECTION 2

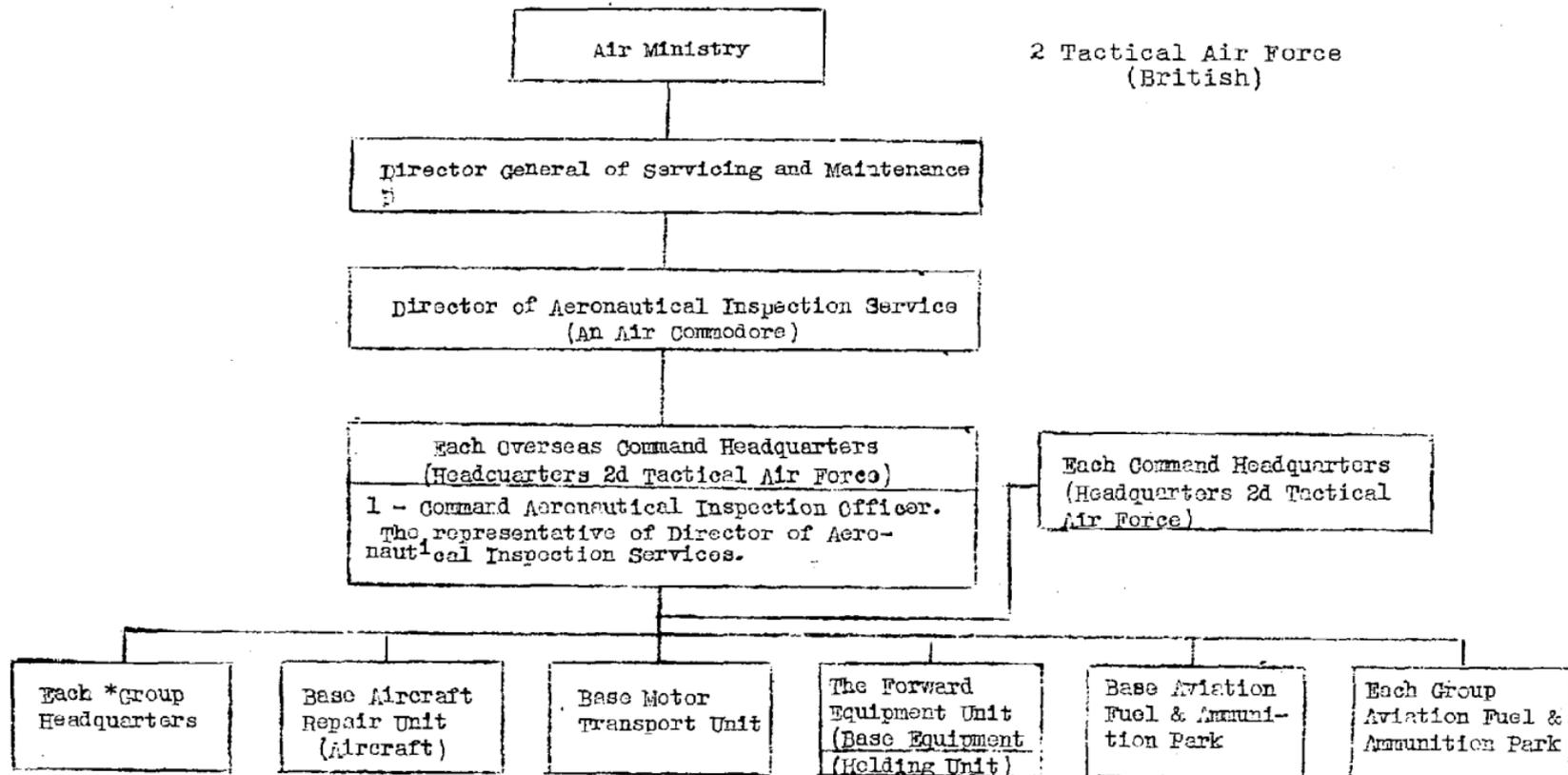
GERMAN AIR FORCE

30. The Air Marshal of the Air Force had six or eight officers in the grades of colonel or general who inspected units as directed. They did not attempt to inspect all units or any one unit at a definite interval of time. These six or eight officers were specialists in their line, mainly operations, technical matters, and radio. These officers operated directly under orders from the Air Marshal and reported their findings to him, who in turn issued directives for the necessary corrections. The Air Marshal also had a few officers who inspected air corps schools by checking on the training given in the school.

31. The lower echelons such as fleets, corps, and divisions did not have any special inspection force. Each echelon had certain officers who were specially trained in operations, technical matters and radio. These officers made frequent spot inspections. They covered all special reports of irregularities and defects and made recommendations to their commanding general who took necessary action in the form of a directive to the unit or a report to the next higher headquarters.

32. At each hangar, were mechanics who were specialists in repairing the particular type of plane based in that hangar. These crews were normally headed by a non-commissioned officer. This noncommissioned officer and

his assistants checked and cleared all planes. The report of planes cleared was sent to higher headquarters at least once each day. If any higher headquarters felt that a particular unit had an excessive number of planes unable to take to the air, an investigation was made by a specially trained member of the staff. At each post, battalion, or school there was a permanent Crash Board to investigate and report on accidents occurring at any time at that field. The commanding officer, a technical officer, and an engineer officer usually formed the board. The reports of this board were forwarded to the next higher headquarters.



*group - equivalent of term "Wing" in American Usage.

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