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THE GENERAL BOARD

UNITED STATES FORCES, EUROPEAN THEATER

ORGANIZATION AND FUNCTIONS OF G-1 SECTIONS IN ARMY GROUPS AND ARMIES

MISSION: Review and Analyze Organization and Functions of G-1 Sections in Army Groups and Armies, and Submit Comments and Recommendations Concerning Adequacy.

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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THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER

ORGANIZATION AND FUNCTIONS OF G-1 SECTIONS IN ARMY GROUPS AND ARMIES

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THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

ORGANIZATION AND FUNCTIONS OF G-1 SECTIONS IN ARMY GROUPS AND ARMIES

PART ONE

ARMY GROUPS

INTRODUCTION

The composition of an Army Group has a direct influence upon the organization and functions of its Personnel (G-1) Section. Two general types are considered. They are designated in this report as the Combined National Command and the Single National Command.

In the Combined National Command which is made up of one or more Armies of each of two or more Allied Nations, many personnel matters are handled directly between the Army and its national government, thus relieving the Army Group Commander of such responsibility. In general, only those personnel matters which have equal effect on Armies of two or more nations and upon which the Army Group Commander must take positive action or those personnel matters which affect the tactical decisions of the Army Group Commander such as reports on strength, casualties, reinforcements, need be handled by the G-1 Section of Army Group headquarters. Such a command requires that its personnel section be primarily liaison in organization and composed of personnel representing all of the nations involved. If more than one Army of any nation is involved, allocations of personnel between those Armies must be a function of its personnel section and may affect the size of the section.

In the Single National Command which is made up of two or more Armies of only one nation, the personnel section must handle all appropriate matters pertinent to the commander's administrative responsibility. The number of Armies will affect the size of the section. The function of liaison is secondary.

CHAPTER 1

6TH ARMY GROUP

SECTION 1

FUNCTIONS OF G-1 SECTION

1. The composition of the 6th Army Group had a direct influence upon the functions of its Headquarters G-1 Section. This group was composed of one US Army (Seventh) and one French Army (First).

2. The principal influence of this combined command was to limit the functions necessary to the G-1 Section. No personnel allocations to Armies were necessary. The French Army was under the operational control of the CG, 6th Army Group, but retained its own administrative

responsibilities. Most personnel matters pertaining only to French forces were, in general, handled directly by First French Army with French agencies and were of no concern to G-1, 6th Army Group except as they affected combined personnel activities of US and French forces or affected the tactical decisions of the Army Group Commander. In like manner most Seventh Army personnel matters were handled directly between the Seventh Army and the Theater Headquarters, bypassing Army Group Headquarters except for information.

3. Normal functions of G-1 included coordination with other Army Groups (12th US and 21st Br). With relation to the functions outlined in Par 14 c, FM 101-5, only those matters affecting US or French personnel which it was considered necessary to bring to the attention of the Army Group Commander were referred to his headquarters. Perhaps the most significant and time-consuming responsibility of G-1 Section, 6th Army Group, was that pertaining to the exchange of awards and decorations between US and French personnel, including arrangements for ceremonies.

4. Exceptional functions consisted of matters pertaining to the conversion training of miscellaneous service troops to infantry riflemen, 6th Army Group Headquarters operation and movement, and a VIP Committee composed of representatives of G-1, the Chief of Staff, and the Headquarters Commandant which was set up to arrange accommodations, itineraries, and special problems involving "Very Important Persons" visiting the Army Group.

5. Recovered Allied Military Personnel matters were handled by British, French, and US Prisoner of War Executive personnel attached to 6th Army Group from SHAEF. They arranged for the establishment of R-A-M-P camps and passes appropriate SHAEF directives to both the Seventh US Army and the First French Army. Operational matters pertaining to prisoner of war repatriation were handled by Special Troops.

6. Service Troops. G-1 was made responsible for the handling of certain types of service troops affecting personnel duties. By Staff Memo No. 8, Headquarters 6th Army Group, dated 28 January 1945, subject, "Assignment of Responsibilities for Staff Functions Involving Service Troops, Combat and Supporting Troops, and G-1 Agencies", the following was directed:

"a. Effective immediately, G-1 will be responsible for movement, assignment, reorganization, estimate of additional requirements, and procurement of the following:

(1) APOs.
(2) Postal Regulating Sections.
(3) MRUs.
(4) Finance Disbursing Section.
(5) Special Service Companies.
(6) Reinforcement Companies.
(7) Reinforcement Headquarters and Headquarters Battalion Detachments.
(8) Reinforcement Headquarters and Headquarters Company Depots.
(9) Military Police Units.
(10) AGF bands and ASF bands except Division bands.
(11) Reinforcements."

SECTION 2

ORGANIZATION AND PERSONNEL

7. The organization of G-1 Section of the 6th Army Group is shown in Chart No. 1 on the following page. It may be noted that the organization was predominantly influenced by the exceptional functions necessary to the headquarters of a combined command. Liaison and exchange of awards and decorations between US and French forces predominated G-1 activities.

8. Personnel requirements of G-1 6th Army Group were small compared to those of 12th Army Group - approximately one-half. (See Organization Charts for figures). This was due to the lack of necessity for group headquarters to handle the numerous administrative details conducted directly between Armies and Theater agencies. The existence of another US Army or another French Army would have materially increased the personnel requirements of G-1.

CHAPTER 2

12TH ARMY GROUP

SECTION 1

FUNCTIONS OF G-1 SECTIONS

9. The composition of the 12th Army Group, which consisted of from two US Armies during the early stages of its operational life to four US Armies during the latter stages, also influenced the size of the organization as well as the functions of G-1 Section.

10. To carry out normal functions it was necessary:

a. To allocate to Armies -
   (1) Personnel, such as reinforcements, SHAEF personnel trained to assist in handling Allied prisoners of war, foreign interpreters.
   (2) Grades and ratings received in bulk from Theater.
   (3) Quotas (to be used as guides) of US military awards and decorations.
   (4) Awards and decorations offered by foreign governments.
   (5) Quotas to rest and recreational centers.

b. To combine Army reports of strength, casualties, prisoners of war, reinforcements received, and miscellaneous data for higher headquarters.

c. Coordinate Army administration with that of ADSEC, Com Z, SHAEF, ETOUSA.

d. Coordinate administrative procedures between Armies.

e. Procure and exchange personnel for miscellaneous assignments for and between Armies.

11. Exceptional functions not covered in FM 101-5 consisted of planning for and supervision of activities concerning:

a. War Crimes and Violations of the Geneva Conventions.[1]

[1] 12th Army Group After-Action Report, G-1 Section, dated 31 July 1945.

Recommended
ORGANIZATION
G-1 Section Army

AC of S, G-1
Executive

US Personnel
20 Officers
1 WO
27 EM
48 Total

* Administrative and Reports Branch

1 WO

Correspondence
Files
Rosters
Daily Reports
Internal G-1 Section Administration

Personnel Branch	Reinforcements Branch	Miscellaneous Branch		** Accomodations Branch	*** PWPW Branch
1 Lt Col	1 Lt Col	1 Lt Col		1 Lt Col	2 Lt Cols
1 Major	1 Major	Group A	Group B	1 Major	2 Majors
1 Captain		1 Major	1 Major	2 Captains	
	Reinforcements	1 Captain	1 Captain		
Appointments	Casualty Estimates			Accomodations	Publicity
Assignments	Daily Strength and	Post Exchange	Graves Registration		Psychological
Discharge	Casualty Figures	Postal	Sanitation		Warfare
Classification		Red Cross	Discipline		
Transfer		Religious	Law and Order		
Rotation		Special Service	Pay		
Promotion		Vice	Enemy PW		
T/O, T/A, T/D		Awards and	Allied PW		
Efficiency Reports		Decorations	Alien's serving with		
Marriage		Uniform	US Forces		
Leaves, Furloughs		Recreation Centers	War Criminals		
& Passes			Violations of Geneva		
			Conventions		
			Enemy Civilian		
			Internees		
			Stragglers		

*Reports Branch w/fwd echelon

** Cont. the Administrative and Reports Branch.

*** Provided for by change 3, T/O & E 200-1, 24 May 1945. It is the opinion of the G-1, Theater General Board, that Publicity and Psychological Warfare is more properly a function of G-2, rather than G-1.

** In study No. 75, Organization of G-1 Section, prepared by G-1 Section, General Board, it is recommended that the G-1 responsibility with respect to quartering be limited to "Recommendations as to provisions for shelter". In the event this recommendation is approved, the above shown Accomodations Branch may be eliminated and the recommended function performed by

ORGANIZATION*

G-1 Section - 6th Army Group

12 February 1945

U S Personnel	
8	Officers
1	WO
10	EM
19	Total

AC of S, G-1

Administration - - - - - - - - - - Executive

Personnel & Liaison	Replacements, Miscellaneous POW & Liaison (PWX)
Personnel - Assignment Transfer Rotation	Replacements
French Liaison - Matters of political and social significance involving both French and US Armies.	Miscellaneous - Conversion training 6th Army Group Hq Operation VIP Committee Awards and Decorations Miscellaneous Matters
	POW Enemy POW
	Liaison - Allied POW - PWX

* From ETO Organization File at Historical Section, USFET (Rear) 6 October 1945.

Chart No. 1

As early as August 1944, during progress of the Armies through France, it became necessary to investigate and report to SHAEF upon alleged violations of Geneva Convention by German military personnel which began to filter in from Armies in the field. By January of 1945 the cumulative number of cases of war crimes and violations of Geneva Conventions which had come to the attention of the Commanding General, 12th Army Group, had reached 1,358. Initially, and prior to the time when known war criminals could be apprehended and brought to trial, it was necessary to investigate these allegations and report to higher headquarters. Inasmuch as the investigation was designed to collect information to establish prima facia cases required by a SHAEF Court of Inquiry, the Judge Advocate, 12th Army Group, was designated as the operating agency to conduct such investigations. Operational activities were carried out through Armies. Inasmuch as TO organizations provided no personnel for such an activity it was necessary to assemble such adequate personnel as were available in the Theater to do this work. It was estimated that 89 officers and 103 enlisted men were necessary for the Army Group activities. Lack of trained personnel in the Theater prevented the Army Group from ever accumulating the estimated numbers and as a result investigations were carried out under considerable difficulty. Lack of equipment, such as jeeps, typewriters, photographic equipment, and other equipment necessary to proper investigation activities, added to the difficulty. The primary responsibility of G-1 was to procure the necessary additional personnel and to coordinate the activities of the following staff sections:

Judge Advocate, for investigation and report.

G-2, for identification of units in the field and of individuals.

G-5, for identification and apprehension of wanted individuals, Military Government, Public Safety personnel, Apprehended War Criminals at the request of or from lists furnished by G-2 (CIC).

Provost Marshal, for apprehension and detention.

b. Non-Fraternization.[2]

The Supreme Commander's published policy on "Relationship between Allied Occupying Troops and Inhabitants of Germany" directed that the Commanding General, 12th Army Group, in consultation with other United States Commanders, publish necessary instructions to give effect to the policy. In order to give effect to the policy it was considered that the most effective means was the proper orientation of the soldier toward non-fraternization, informing him of the mission of the occupying forces, the attitude toward German people, the standard of conduct required, characteristics of enemy nationals, and the vital necessity for non-fraternization. Appropriate media for disseminating this data were through command channels, normal publicity channels including "Stars and Stripes", "Yank", "Army Talks", American Forces Network, and posters of various kinds. Responsibility for operation of this orientation program was given to Publicity and Psychological Warfare Section, under the supervision of G-1. Inasmuch as this was an additional responsibility for the P & PW Section it was necessary to assign additional personnel to them. Once the plans were laid, directives issued, the program gotten under way, G-1's further responsibility was merely supervisory.

[2] 12th Army Group After-Acti Report, G-1 Section, dated 31 July 1945.

c. US and British Civilians Interned by the Enemy.[3]

The handling of civilians in general was the responsibility of G-5 Section. However, in order to give US and British civilians who had been interned by the enemy and recovered by our forces priority treatment in a manner similar to that given US and British prisoners of war, G-1 was directed by higher headquarters to handle matters pertaining to those US and British civilians who had been interned by the enemy. It was necessary to call forward consular officials from higher headquarters for identification of persons claiming to be used or British civilians who had been interned by the Germans. Following their identification, disposition was made in accordance with the desires of higher headquarters. The Provost Marshal was the operating special staff concerned with their retention and evacuation.

d. Detention of Enemy Civilain Internees, including Diplomatic Personnel.

During the progress of the operation in Germany, counter-intelligence personnel picked up many civilians and retained them as security suspects and other categories listed by G-2. Higher headquarters designated G-1 as the staff agency responsible for the planning for and supervision of activities relative to their detention. By June 16, 1945, 12th Army Group had 32,267 civilians interned. Plans for the detention of these people required close coordination with G-2 and with the Provost Marshal. The internment and evacuation of diplomatic and consular officials of countries at war with any of the United Nations, who were found in Germany, required special handling.

e. Post-Hostilities Planning.[5]

G-1 planning for post-hostilities operations included planning for the continuation under post-hostilities conditions of activities concerning war crimes, non-fraternization, US and British civilian internees, detention of enemy civilian internees, and planning for the initiation of disbandment procedure of surrendered enemy forces. A detailed account of G-1 activities in connection with the latter may be found in G-1's After-Action Report, Headquarters 12th Army Group.

SECTION 2

ORGANIZATION AND PERSONNEL

12. The final organization of G-1 Section of 12th Army Group is shown in Chart No. 2 on the following page. Originally, during the planning phase, the G-1 Section was organized into three branches - Personnel Branch, Replacement and Prisoner of War Branch, and Miscellaneous Branch. However, during the operational period it was found necessary to set up an Operations Branch to take care of internal administration of the G-1 Section, to set up a Reinforcements Branch to take care of reinforcement matters only, and to create a Morale Branch to take care of matters pertaining to morale of the troops. This organization was found to be the most satisfactory from all standpoints.

[3] 12th Army Group After-Action Report; G-1 Section, dated 31 July 1945.
[4] 12th Army Group After-Action Report, G-1 Section, dated 31 July 1945.
[5] Ibid.

ORGANIZATION

G-1 Section - 12th Army Group

US Personnel
18 Officers
1 WO
17 EM
36 Total

AC of S, G-1

Executive

Operations Branch

- Preparation of G-1 Annexes G-1 Sec. Adm. Orders.
- Maintenance of G-1 Situation maps.
- Preparation of casualty reports & G-1 periodic reports.
- Coordinating reports required by 12th AGp from lower units.
- Operation of G-1 Dist. Ctr. & Top-Secret control.
- G-1 journal & related records & reports.
- Safeguarding of classified documents.
- Supply & transportation for G-1 Section.
- Internal Adm of G-1 Sec.
- Graphs & charts pertaining to all branches.
- Shelter & Accommodations.
- Approval prior to publication of any document requiring reports to be submitted by lower units.

Personnel Branch

- Appointment and Enlistment.
- Assignment and Reassignment.
- Discharge and Retirement.
- Classification and Reclassification.
- Requisitions and Transfers.
- Rotation and Return.
- Promotions & Demotions.
- T/O, T/A, & T/D.
- Marriage.

Reinforcement Branch

- Plans for & supervision of activities concerning reinforcements.
- Allocation of reinforcement credits & priorities to Armies & Army Group Reserve based upon relative strength factors - with reference being made to G-3 for operational priorities.
- Advance estimates of battle casualties based on actual experience.
- Establishment of Arm/Service percentage desired for reinforcements for this command.
- Coordination of reinforcement procedure between Armies, Hq GFRC, & Hq ETOUSA.
- Maintain current information on location & stockage of reinforcements by Arm/Service.

Morale Branch

- Post Exchange.
- Postal Service.
- Red Cross.
- Religious matters.
- Special Service.
- Vice conditions.
- Leaves, furloughs and passes.
- Awards, citations and decorations.
- Uniform and its wear.
- Graves Registration.

Miscellaneous Branch

- Sanitation.
- Prisoners of War and Stragglers.
- Prisoners of War in enemy hands.
- Aliens among US Forces.
- Discipline.
- Fiscal matters.
- Law & Order, maintenance of (including reciprocal police powers and refugee control).
- Interests common to G-1 and G-5.
- War Criminals.
- Non-Fraternization.
- US and British Civilian Internees.
- Allied Nationals.
- Violations of the Geneva Conventions.

Chart No. 2

13. Personnel requirements were approximately twice those of the G-1 Section, 6th Army Group. (See Organization Charts for figures). Officer grades were as follows:

AC of S, G-1	1	Brig General
Executive	1	Colonel
Operations Branch	1	Lieut Colonel
	1	Major
Personnel Branch	1	Colonel
	2	Lieut Colonels
Reinforcements Branch	1	Colonel
	1	Lieut Colonel
	1	Major
Morale Branch	1	Colonel
	1	Lieut Colonel
	1	Major
	1	Captain (WAC)
Miscellaneous Branch	1	Colonel
	2	Lieut Colonels
	1	Major
Total	18	

The above listed officer personnel were found to be the minimum number to adequately carry out the functions of G-1 during the operational period. At times the stress of office detail, supervisory visits to Armies, coordinating visits to higher and adjacent headquarters, schools, etc., placed a considerable burden upon the remaining officer and enlisted personnel.

SECTION 3

RELATIONSHIP TO OTHER ARMY GROUP STAFF SECTIONS

14. In addition to the relationships outlined in Par 14 c, FM 101-5, coordination with other staff sections on the following subjects was found to be necessary.

a. With G-2 - Arrangements for interrogation and clearance of escapers, evaders, and other recovered Allied military personnel; identification of war criminals and violators of Geneva Conventions; detention of civilian suspects; arrangements for turnover of high-ranking prisoners of war to Allied Nations when authorized.

b. With G-3 - Coordination on unit citations, honors, and awards.

c. With G-4 - Coordination for equipment of replacements; on religious, recreational, and welfare supplies, construction, and transportation; on the feeding and maintenance of prisoners of war; on the allocation of quartering areas; on the requirements, allocation, movement, and maintenance of civilian labor; on the availability and supply of uniforms.

d. With G-5 - Coordination on the procurement of Military Government personnel; on the segregation of Allied prisoners of war from displaced persons; on the apprehension of war criminals through

civilian agencies.

e. With Chaplain - See Appendix 4.

f. With Provost Marshal - Coordination on the detention of war criminals and civilian internees; on retention and evacuation of US and British civilians interned by the enemy; on turnover of high-ranking prisoners of war to Allied Nations when authorized.

g. With Judge Advocate - Coordination on the investigation of war crimes and violations of Geneva Conventions. The procurement of additional personnel for the JA Section to carry out this function is an important consideration. The JA responsibility is to plan and supervise operational matters pertaining to investigation and trial of war criminals. For further details see The General Board Study No. 15, subject: "War Crimes and Punishment of War Criminals".

PART TWO

ARMIES

CHAPTER 1

PERSONNEL OF G-1 SECTIONS

SECTION 1

ADDITIONS AND CHANGES TO T/O & E 200-1

15. The personnel provided G-1 by T/O & E 200-1, 26 October 1944 with changes may be adequate to handle policy matters only; however, the necessity for splitting the section into forward and rear echelons and providing sufficient personnel during operations to handle the innumerable details and supervision demands that additional personnel be provided.[6] The following chart demonstrates additions found to be necessary in the G-1 Sections of Third, Seventh, and Fifteenth Armies:

	T/O & E 200-1	Third	Seventh	Fifteenth
Brig General	1	-	-	-
Colonel	1	2	1	1
Lt Colonel	-	3	3	4
Major	2	4	2	1
Captain	2	3	1	2
1st Lieut	-	-	-	1
2nd Lieut	-	-	-	1
	6	12	7*	10

* Although seven officers were actually used in G-1 Section Seventh Army during the operation, they recommended a total of thirteen officers.[7]

16. The following minimum required changes to G-1 Section of T/O & E 200-1, Headquarters Army, were based upon formal recommendations by armies of 12th Army Group to Headquarters ETOUSA and upon information and recommendations obtained by personal contact of ETOUSA representatives with Army Headquarters.[8] In most cases the proposed changes represented the actual personnel assigned:

Brig General	1
Colonel	1
Lt Colonel	3
Major	5
Captain	3
Total Commissioned	13
W. O.	1
M/Sgt	2 (1 ch clk, 1 clk)

[6] See Par 1 of Appendix 2 and Par 2 of Appendix 3.
[7] See Par 3 of Appendix 3.
[8] Ltr Hq ETOUSA, AG 322 OPEC, subject, "Changes in Table of Organization and Equipment, 200-1-2-3, 17-1 and 7-1", Incl 1.

T/Sgt	1 (1 clerk)
S/Sgt	2 (2 clerks)
Sgt	3 (3 clerks)
T/3	3)
T/4	4) Incl 7 clerks, 1 draftsman
T/5	4) 3 stenos, 2 typists
Pvt 1/cl	2)
Total Enlisted	21

17. Conclusions. The Headquarters Army T/O & E 200-1 does not provide sufficient officer personnel for functioning of the G-1 Section during operations. It does provide sufficient enlisted personnel.

CHAPTER 2

ORGANIZATION AND FUNCTIONS OF G-1 SECTIONS OF ARMIES

SECTION 1

ORGANIZATIONAL CHARTS

18. The organization and functions of an Army G-1 Section are closely tied together. During the operational period numerous changes were made to fit changing conditions. Organizational Charts Nos 3 to 7, inclusive, of the First, Third, Seventh, Ninth, and Fifteenth Armies, show the Army G-1 Sections as they were set up during the latter stages of the operational period. These charts represent the result of experience gained and the organizational changes made to take advantage of that experience.

19. Conclusions. It is recognized that the internal organization of any staff section will reflect the individual desires of the section chief; however, from experience and taking into consideration the recommendations of Armies, an internal organization for an Army G-1 Section shown on Chart No. 8 may be considered satisfactory for efficient operations. Such organization should be approximately parallel to that of the G-1 Section Army Group for smoothness of operation.

SECTION 2

FUNCTIONS

20. In addition to those 19 functions listed in Par 14c, FM 101-5, G-1 functions which were found to be necessary through operational experience were planning for and supervision of matters pertaining to:

a. Aliens and Allied personnel serving with US Forces.

b. War crimes and violations of Geneva Conventions.

c. Non-fraternization.

d. Allied civilians interned by the enemy.

e. Detention of enemy civilians interned by our forces.

f. Post-hostilities planning, to include disbandment of the surrendered enemy forces.

21. It has been found by experience that certain functions which

ORGANIZATION*

G-1 Section - First US Army

March 1945

AC of S, G-1

Administrative Officer - - - - - - - - - - - Executive Officer

A. PERSONNEL	B. MORALE, WELFARE & RELIGIOUS	C. MISCELLANEOUS
1. Casualty Estimates	1. Army Exchange	1. AG Battle Cas Rptg
2. Strength Reports	2. Leaves, Furloughs & Passes	2. Postal Matters
3. Reinforcements	3. Special Service Activities	3. Discipline
4. Promotion of Officers	4. ARC Activities	4. IG Activities
5. Reclassification of Officers	5. Religious Activities	5. Payment of Troops
6. Appointment of Officers	6. Rehabilitation Areas	6. Graves Registration
7. Procurement of Officers		7. Prisoners of War
8. Assignment of Officers		8. Civilian Detainees
9. Transfer		9. Straggler Control
10. Rotation		10. Escapers & Evaders
11. Troop List		11. Non-Fraternization
12. Evacuation Policy		12. Awards & Decorations
		13. Consolidation, processing & evac of RMP
		14. Uniform & Personnel Equip
		15. Reports & Returns
		16. Accommodations

*Compiled from First US Army After-Action Reports.

Chart No. 3.

US Personnel
12 Officers
1 WO
21 EM
34 Total

ORGANIZATION

G-1 Section - Third US Army

AC of S, G-1

Executive

Administrative Sub-Section

Routing of Correspondence
Files
Rosters
Administrative Checking
Reference material

Reports Sub-Section

Daily Statistical Report to CG
Casualty Estimates
Daily Report to Army Gp
G-1 Periodic Report
Checked MRU Reports
Special Statistical Studies

Personnel Sub-Section

Appointments
Promotions
Reclassification
Discharge
Reassignment
Leaves, furloughs & passes

Replacements Sub-Section

Daily contact w/Army Gp G-1, GFRC, AG Class. Off.
Repl. Statistics
Continuous contact w/G-3 for changes of command status and G-4 for trans.
Returns to duty
Repl. Diary
Retraining for Infantry
Allocations to Divisions daily
Miscellaneous arrangements

Miscellaneous Sub-Section

Post Exchange
Red Cross
Morale Matters
Mail
Awards & Decorations
Uniform
Graves Registration
Reward & Punishments
Law & Order
Prisoners of War, Enemy
Prisoners of War, Allied
G-1 Adm Orders
G-1 Historical Data
Religious Matters
Fiscal
CA Statistics
Health of Command
Civilian Internees
School quotas
Battle participation credit

*From After-Action Report, Third US Army and Par 14, Appendix 2.

Chart No. 4.

ORGANIZATION*

US Personnel

7 Officers
1 WO
12 EM
20 Total

G-1 Section - Seventh US Army

AC of S, G-1

Executive

Admin. Br.	Personnel Br.	Reinf. Br.	Operations Br.
Files	Appointments	Reinforcements	Army Exchange
Typing	Assignment	Daily Strength Reports	Special Service
Mail (G-1 Sec)	Promotions	Casualty Reports	Misc Morale Matters
Dist of Corresp.	Reclassification		Red Cross
	Transfer		Military Marriages
	Leaves, Furloughs & Passes		Awards & Decorations
	Details		Uniform Regualtions
	Courts-Martial		Graves Registration
	Investigations		Funds & Pay
	Efficiency Reports		Discipline
	Org and Reorg		PM Activities
	Travel Orders		Prisoners of War
	TD in US		Recovered Allied Military Personnel
			Personnel (other than US)
			Repatriation
			Civil Affairs
			Accommodations (Policy only)

* From G-1 Files, Seventh US Army.

Chart No. 5.

ORGANIZATION*

G-1 Section - Ninth US Army

AC of S, G-1

Executive

A. Executive Br.	B. Operations Br.	C. Reinforcements Br.	D. Miscellaneous Br.
1. G-1 Administration	1. G-1 Reports 2. Accommodations 3. Civilian Labor 4. Allied PW-PWX	1. Reinforcements 2. Casualties 3. Prisoners of War	1. Promotions 2. Reclassification 3. Appointments 4. Awards & Decorations 5. Postal Matters 6. ARC Activities 7. Special Service Activities 8. Leaves, Furloughs & Passes

Turned over to G-4 as stated in After-Action Report Sept 1944.

(Forecast of troops to arrive
(Forecast of destinations
(Confirmed destinations & strengths
(WD movement orders
(Troop Life & convoy schedules
(Movement instructions
(Liaison Officers this Hq & Unit arrival reports

* Compiled from daily reports of G-1 business transactions.

Chart No. 9

ORGANIZATION

1945

US Personnel
10 Officers
1 WO
19 EM
30 Total

G-1 Section - Fifteenth US Army

AC of S, G-1

Executive - - - - - - - - - - - Administrative

G-1 Distribution Center
G-1 Files and Records
Safeguarding of Classified Documents
Maintenance of Supplies
Internal Administration of Section
Messenger Service & G-1 Log
Movement of G-1 Section
TOP SECRET CONTROL

Personnel Branch	Operations Branch	Morale & Welfare Branch
Reinforcements and Requisitions	PWs and Stragglers	Awards and Decorations
Assignment and Reassignment	Sanitation	Leaves, Furloughs & Passes
Appointment	Uniform	Red Cross
Discharge	Non-Fraternization	Marriage
Classification and Reclassification	US/Br PWs in Enemy Hands	Rest Centers
Promotion and Demotion	War Criminals	Graves Registration
Rotation and Return	Allied Nationals	Special Service
T/O and T/A	Fiscal Matters	Post Exchange
G-1 Daily Strenght Report	Violations of Geneva Convention	Postal Service
Redeployment and Readjustment	Discipline	Religious Matters
	US/Br Civilian Internees	
	G-1 Situation Map	

Chart No. 7

Chart No. 8.

Recommended
ORGANIZATION

G-1 Section Army

AC of S, G-1

Executive

US Personnel
12 Officers
1 WO
21 EM
34 Total

*Administrative and Reports Branch

1 WO

Correspondence
Files
Rosters
Daily Reports
Internal G-1 Section Administration

Personnel Branch

1 Lt Colonel
1 Major
1 Captain

Appointments
Assignments
Discharge
Classification
Transfer
Rotation
Promotions
T/O, T/A, T/D
Efficiency Reports

Reinforcements Branch

1 Lt Colonel
1 Major

Reinforcements
Casualty Estimates
Daily Strength and
Casualty Figures

Miscellaneous Branch

1 Lt Colonel

Group A

1 Major
1 Captain

Post Exchange
Postal
Red Cross
Religious
Special Service
Vice
Leaves, Furloughs & Passes
Awards and Decorations
Uniform
Recreation Centers
Marriage

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

* Reports Branch w/fwd echelon

in general were charged to G-1 can best be handled by other staff sections:

a. Accommodations, i.e., allocation of existing space and facilities within the geographical area of the command. In the Third Army G-3 handled such allocations.[9] In the Seventh Army the Engineer handled all matters pertaining to accommodations, under supervision of G-4.[10]

b. Civilian Labor. This is believed to be more appropriately a G-4 Section function as the services and agencies of that section utilize the majority of civilian labor.[11] Operating agencies may be the Engineer[12], or the special staff section concerned, as Quartermaster, Ordnance, Engineers, Signal, or Surgeon. The G-4 Section, with intimate knowledge of projects upon which the utilization of civilian labor is contemplated and desired, is in a much stronger position to take remedial action to the many difficulties encountered in the procurement and employment of civilians for labor[13] than is G-1, which does not normally deal with labor-using agencies.

c. Civilian Internees. See Part One, Chapter 2, Section 3c. Matters affecting all civilians, including all civilian internees, should be a responsibility of G-5. Their relationship with consular officials and their established civilian maintenance and evacuation procedures allow greater smoothness of operation than does a division of responsibility on civilians between G-5 and G-1.

d. Schools. From a standpoint of training, which is the primary reason for military schools, it appears appropriate for G-3 to handle all matters pertaining to schools including allocation of quotas to attend schools.[14] Selection of individuals within the headquarters to attend schools may be left to G-1.[15]

[9]See Par, Appendix 2.
[10]See Par 10, Appendix 3, also conference w/G-1 Section, Seventh Army.
[11]See Par 10, Appendix 3, also conference w/G-1 Section, Seventh Army.
[12]See Par 8, Appendix 3.
[13]See G-1 Misc French files, 12th Army Group.
[14]See Par 11, Appendix 3.
[15]See Par 9, Appendix 2.

CHAPTER 3

RELATIONSHIP WITH OTHER STAFF SECTIONS

SECTION 1

GENERAL STAFF

1. Relationship between G-1 and G-2, G-3, and G-4 Staff Sections was normal. Coordination with those staff sections on matters other than those published in FM 101-5 is indidated by capitalizing recommended additions to Par 14, FM 101-5 in Section 3 of this Chapter.

2. Relationship between G-1 and G-5 is not a matter of published record. It is considered that G-1 should have the following responsibilities with relation to G-5 during any planning and operational phase:

a. Procurement of Military Government personnel.

b. Coordination with G-5 on the segregation of Allied prisoners of war from displaced persons and refugees.

c. Coordination with G-5 on apprehension of war criminals.

d. Coordination with G-5 on disbandment of enemy forces after surrender.

SECTION 2

SPECIAL STAFF

1. Priority in the volume of business conducted by G-1 with special staff sections of Third and Seventh Armies was in the following order[16].

THIRD	SEVENTH
AG	AG
PM	PM
SS	SS
Surg	
JA	JA
IG	
FO	
Chaplain	Chaplain
	Hq Commandant

No additional data was available from First, Ninth, or Fifteenth Armies.

2. Exceptional relationships with special staff sections in the Army is approximately parallel to that indicated for Army Group in Section 3, Chapter 2, Part One.

SECTION 3

CHANGES TO FM 101-5

1. Based upon experience in the European Theater of Operations and assuming that a G-5 Section will handle all matters pertaining to Civil Affairs and Military Government, it is believed that Par 14, FM

[16] See Par 2, Appendix 2, and Par 6, Appendix 3.

101-5, August 19, 1940, should be changed to read as shown below. For clarification, recommended deletions are shown by striking out the words to be deleted; recommended additions are capitalized:

"14. Personnel (G-1) Section. a. The personnel section is charged with the formulation of policies and the supervision of the execution of administrative arrangements pertaining to personnel of the command as individuals, and prisoners of war.

b. In divisions in which there is no provision for a G-1 section, the supervision of activities listed below will be assigned to the G-4 section, or as may be directed by the division commander.

c. The specific duties of the personnel section may include the planning for and supervision of activities concerning -

(1) Procurement, classification, reclassifications, assignment, pay promotion, transfer, retirement, and discharge of all personnel. (Coordination with G-3 AND THE STAFF SECTION CONCERNED).

(2) REINFORCEMENTS. (Coordination with G-3 for priorities AND G-4 FOR EQUIPMENT AND TRANSPORTATION).

(3) Decorations, citations, and OTHER AWARDS. (COORDINATION WITH G-3 ON THOSE AFFECTING UNITS).

(4) Leaves of absence, PASSES and furloughs.

(5) Rewards and punishment.

(6) Internal arrangement of headquarters. (Coordination with G-4 for construction; HQ COMMANDANT FOR OPERATION).

(7) Religious, recreational, and welfare work; supervision THROUGH APPROPRIATE SPECIAL STAFF SECTION of military and non-military agencies devoted to such work. (Coordination with G-3 for allotment of time for recreational and morale work; G-4 FOR NECESSARY SUPPLIES, CONSTRUCTION AND TRANSPORTATION; CHAPLAIN ON RELIGIOUS MATTERS; SPECIAL SERVICE ON RECREATIONAL AND ENTERTAINMENT ACTIVITIES; RED CROSS ON WELFARE WORK).

(8) Army Postal Service. (Coordination with G-4 for movement; G-2 for censorship; AG FOR OPERATION).

(9) REPORTS AND GRAPHS OF STRENGTH, CASUALTIES, AND PRISONERS OF WAR, AND OTHER PERSONNEL STATISTICS.

(10) General regulations and routine administration which especially concern individuals, or routine administration not specifically assigned to another general staff section.

(11) MORALE OF THE TROOPS. (Coordination with appropriate staff sections).

(12) Collection and disposition of STRAGGLERS AND prisoners of war. (Coordination with G-2 for identification and questioning; G-4 for transportation, FEEDING, MAINTENANCE, and for location and construction of Prisoner of War enclosures; PROVOST MARSHAL FOR OPERATION).

(13) Recommendations as to standards of housing to be provided for troops and other personnel under army responsibility. (Coordination with G-3 for location of areas, G-4 for construction

and G-5 for matters affecting civil population).

(14) Sanitation. (Coordination with G-4 AND SURGEON).

(15) Maintenance of law and order within the command. (COORDINATION WITH PM).

(16) Graves registration service, including burials. (Coordination with G-4 on acquisition of cemeteries; QM FOR OPERATION; CHAPLAIN FOR RITES[17]).

(17) Matters concerning members of our OR ALLIED forces who HAVE ESCAPED FROM EVADED CAPTURE BY, OR BEEN RECOVERED FROM THE ENEMY. (COORDINATION WITH G-2 FOR IDENTIFICATION AND QUESTIONING; G-3 FOR RETURN TO UNITS; G-4 FOR TRANSPORTATION, FEEDING MAINTENANCE AND CONSTRUCTION OF CAMPS; G-5 FOR SEGREGATION FROM DISPLACED PERSONS AND REFUGEES; PM FOR COLLECTION, RETENTION AND EVACUATION; SURGEON FOR MEDICAL CARE AND HOSPITALIZATION; RED CROSS FOR WELFARE; SPECIAL SERVICE FOR RECREATION, ENTERTAINMENT AND MORALE.)

(18) Preparation of such parts of administrative plans and orders as relate to activities under supervision of the personnel section. (Coordination with G-4 AND OTHER APPROPRIATE STAFF SECTIONS).

(19) WEARING OF THE UNIFORM. (COORDINATION WITH G-4 AND QM ON AVAILABILITY AND SUPPLY OF CLOTHING: PM FOR ENFORCEMENT OF REGULATIONS).

(20) PAY (COORDINATION WITH FINANCE OFFICER FOR OPERATION).

(21) ALIENS SERVING WITH US FORCES. (COORDINATION WITH APPROPRIATE STAFF SECTIONS).

(22) WAR CRIMINALS AND VIOLATIONS OF THE GENEVA CONVENTIONS. (COORDINATION WITH G-2 FOR IDENTIFICATIONS, APPREHENSION, AND QUESTIONING; G-4 FOR CONSTRUCTION OF ENCLOSURES AND MAINTENANCE; G-5 FOR APPREHENSION; PM FOR APPREHENSION AND DETENTION; JA FOR INVESTIGATION AND TRIAL).

(23) DETENTION OF ENEMY CIVILIANS. (COORDINATION WITH G-2 FOR APPREHENSION AND RELEASE; PM FOR OPERATION).

(24) DISBANDMENT OF ENEMY FORCES AFTER SURRENDER. (COORDINATION WITH G-2 FOR SCREENING OUT WAR CRIMINALS AND OTHER CATEGORIES TO BE RETAINED; G-3 FOR TROOPS TO PERFORM NECESSARY REQUIREMENTS; G-4 FOR TRANSPORTATION, FEEDING, MAINTENANCE AND LABOR; G-5 FOR DETERMINATION OF CIVIL LABOR REQUIREMENTS AND THE CAPACITY OF COMMUNITIES TO ABSORB DISCHARGEES; AG FOR DOCUMENTATION AND REPORTS; PM FOR DETENTION AND RELEASE).

PART THREE

RECOMMENDATIONS

1. That if an Army Group T/O & E is established, it provide a minimum of 18 officers, 1 warrant officer, and 17 EM for the G-1 Section.

[17] See Appendix 4.

2. That T/O &E 200-1, dated 26 October 1944, Headquarters Army, be changed to include 13 officers as indicated in Par 2, Section 1, Chapter 1, Part Two, this report.

3. That the G-1 course at the Command and General Staff School include the exceptional functions listed in Par 1, Section 2, Chapter 2, Part Two, this report.

4. That Par. 14 (14) FM 101-5 be changed to read "Recommendations as to standards of housing to be provided for troops and other personnel under army responsibility. (Coordination with G-3 for location of areas, G-4 for construction and G-5 for matters affecting civil population)."

THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
Office of the G-1

G-1 QUESTIONNAIRE
(Submitted to Third and Seventh Armies)

Note: All questions pertain to plans and operations in the ETO.

1. a. Are the personnel provided by your Table of Organization adequate to handle all matters of G-1 interest which have been submitted to your section for action?

b. Do you consider that more personnel are needed? If so, give specific functions of additional personnel.

c. Do you consider that you could perform the functions and duties of a G-1 Section with less personnel than provided by your T/O? Discuss and give details.

2. a. What do you consider should be the relationship between G-1 Section and the following staff sections: G-2, G-3, G-4, G-5, AC, Chaplain, Fin, IG, JA, Pm. SS, Surg, TC - other than those relationships indicated in FM 101-5, Staff Officers' Field Manual with Changes Thereto, which may have been brought out by planning and operations in the ETO?

b. Please give in the order of priority those special staff sections with which you have conducted the most business.

3. Certain subject matters pertaining to war crimes, disbandment of enemy forces, civilian internees, non-fraternization, which are not contained in FM 101-5 have been handled by G-1 Sections of SHAEF, ETOUSA, Army Group, and Armies in the European Theater of Operations. Do you consider it desirable, in view of the likelihood that such subject matters will be of concern to commanders in the future, that FM 101-5 should be amended accordingly?

4. Reference: Par 14, FM 101-5, Aug 19, 1940. How in your opinion should subject matter contained in reference paragraph be changed? Give reasons.

5. In what branch of G-1 Section do you consider that matters pertaining to individual aliens serving with US Forces should be contained? Please give reasons.

6. a. Did your G-1 Section handle all or any part of matters pertaining to civilian labor? Give details.

b. Do you consider the subject of civilian labor to be appropriate to G-1 or G-4 Section? Give reasons.

7. Do you consider that the following matters <u>affecting Military Government</u> should be a part of G-1 activities or should be handled exclusively by G-5:

Procurement of MG Personnel.
Finance.
Displaced Persons.
Civilian Internees (Allied).

Sanitation.
Public Safety.

Please discuss and give reasons.

8. Do you consider that initial action on matters pertaining to the allocation of accommodations, i.e. existing space and facilities within the geographical area of the entire Command, should be handled by G-1 or by G-4 or by another staff section? Please discuss and give reasons.

9. a. To what extent do you consider G-1 is interested in matters pertaining to schools?

b. Do you consider G-3 should handle all matters pertaining to schools, from the standpoint of training?

10. a. How active a part did your G-1 Section take in the policies, plans and supervision of ARC activities within your jurisdiction?

b. Do you feel that ARC supervision, to include operation, should be a G-1 or Special Services responsibility?

11. To what extent and by what means should supervision of G-1 matters in subordinate commands be exercised? Please discuss.

12. G-1 operations in an Allied Command involves the use of attached Allied liaison personnel. How, in your opinion, should such Allied liaison personnel be organized and utilized? Should such personnel be controlled within a separate Allied liaison branch of the G-1 Section, or should they be attached to the appropriate staff section having primary interest? Please discuss.

13. In order to accomplish adequate advance planning, do you consider a separate G-1 plans branch to be most efficient, or do you consider it desirable to allocate appropriate G-1 plans to each organized branch:

a. During the planning stage prior to operations.

b. During operations.

14. Please outline the internal organization of your section as it existed during ETO operations, showing the number of officers, EM, and subject matters handled by each branch.

HEADQUARTERS
THIRD UNITED STATES ARMY
APO 403

AG 322

3 October 1945

SUBJECT: Report on Organization and Functions of G-1, Third U S Army.

TO : The President of the General Board, U S Forces, European Theater, APO 757, U S Army.

Pursuant to the instructions contained in letter, The General Board, U S Forces, European Theater, 321 (TGBDA), subject: Organization and Functions of G-1, Army Groups and Armies, dated 12 September 1945, the following answers to the attached list of questions are submitted.

1. a. Personnel provided by T/O 200-1 is adequate to handle G-1 matters of policy but is inadequate to provide sufficient manpower during operations for the many G-1 activities including, the handling of awards and decorations.

b. For the specific functions of G-1 personnel see Par 1/4, below.

c. A reduction in personnel in the G-1 Section would involve a proportionate reduction in the over-all ability of the section to perform its functions and is believed not to be feasible.

2. a. FM 101-5, Staff Officers' Field Manual, is believed to describe the relationship between General and Special Staff Sections in an adequate manner. Since G-5 is a late innovation, the relationship between G-1 and G-5 deserves elaboration.

b. The order of priority of G-1's business with Special Staff Sections during operations was:

(1) Adjutant General
(2) Provost Marshal
(3) Special Service
(4) Surgeon
(5) Judge Advocate
(6) Inspector General
(7) Finance
(8) Chaplain

c. A great deal of business was done with the G-4 Transportation Section in the matter of hauling replacements and in operating leave, furlough and pass agencies.

3. The matters of war crimes, disbandment of enemy forces and civilian internees should very definitely be covered in FM 101-5. The operating responsibility for the disbandment of enemy forces and internment of enemy civilians should be standardized by assigning these matters to a particular staff section. It is recommended that the Provost Marshal Section be made the responsible staff agency for disbandment of enemy forces and civilian internees, and that adequate provision be made for furnishing troops for these matters. The handling of war

crimes by the Judge Advocate was found to be very feasible if ample additional personnel was furnished.

4. Par 14, FM 101-5, should be changed as follows:

a. Delete the expression, "civilians under supervision or control of the command". Civilians are under the control of G-5.

c. (1) Change last sentence to read as follows: "Coordination with G-3 and the staff section concerned". These matters affect staff sections other than G-3.

(2) After the word "Personnel", add the word "reinforcements".

(3) Delete the word "Honors", and after the word "and" add the word "other".

(7) Delete first sentence. Substitute therefor: "Supervision through appropriate special staff section of military and non-military agencies devoted to religious, recreational, and welfare activities". The chaplain looks after all religious matters; the Special Service Section is charged with all recreational and entertainment activities; the Red Cross takes care of welfare work. All of these agencies should function directly under G-1.

(8) The Army postal activities should be removed from the responsibility of G-1 and should continue to operate directly under the Adjutant General. The Adjutant General, being under G-1, will look to G-1 for decisions in matters of policy in connection with the postal matters.

(9) Delete the words "station lists". This should be the responsibility of G-3 as that section is charged with changes of station and decisions with reference to the employment of units.

(12) Combine (12) and (13) to read: "General supervision of Provost Marshal matters including the collection and disposition of stragglers, and the collection and disposition of prisoners of war".

(14) Shelter for the command and administration of quartering areas should be under the Accommodations Section, functioning under the Engineer or G-3.

(15) After the word "Coordination", add, "with the Surgeon and/or".

(16) All of the matters dealt with herein are now the function of G-5.

(17) "Establishment of policies in connection with the", to be inserted in front of the word "maintenance". After the word "command", add "(Directly under the Provost Marshal)".

(18) All matters connected with graves registration and burial should be directly under the Quartermaster.

(20) Delete the words "the personnel section", and

substitute therefor "G-1".

5. Third Army G-1 Section had insufficient cases to arise in the matter of individual aliens to make an intelligent recommendation on this matter.

6. a. During operations the G-1 Section did not handle matters pertaining to civilian labor. Civilian labor matters were handled by the Engineer Section and were cleared by both G-1 and G-4 prior to publication of directives.

b. The subject of civilian labor is believed to be more appropriate for the G-4 Section, as it services the agencies utilizing the majority of civilian labor. Giving G-1 responsibility in connection with civilian labor merely adds one more staff section in the chain of procurement. G-1 should deal with military personnel only.

7. a. Procurement of Military Government personnel should rest as a G-1 function, as all military personnel must be cleared through a single agency for most efficient utilization of military manpower.

b. Finance matters pertaining to Military Government, with the exception of the pay of enemy prisoners of war, should be handled through G-5 exclusively. G-1's responsibility in this matter is to assure compliance with Geneva Conventions and other international agreements.

c. Displaced persons should be the exclusive responsibility of G-5. All stateless military personnel and all other military personnel refusing or not desiring to return to the country of their citizenship should be considered displaced persons and handled by G-5. Any deviation from this method leads but to confusion throughout the command.

d. Allied civilian internees should in all probability be handled by Military Government, that is, G-5; however, in order to expedite their evacuation and facilitate their care, it is probably more feasible to treat them in the same manner as Allied prisoners of war.

e. The matter of sanitation is a command responsibility and any division of efforts between G-5 and the Army Surgeon is unsatisfactory. The responsibility of sanitation should be specifically delegated to the Surgeon.

f. Public safety during the occupation of the defeated country can properly be under the supervision of Military Government. During operations it is a command function and one primarily of keeping the lines of communication open.

8. In Headquarters Third Army a special Accommodations Section was established and operated under G-3. This G-3 Accommodations Section allocated all geographical areas to tactical troops, and to service troops after clearance with G-4. The matter of allocation of accommodations is not closely associated with any G-1 activity and it is believed that the responsibility should not be with G-1.

9. a. G-1 is interested in matters pertaining to schools only insofar as they affect G-1's sphere of activities. While

the G-1 Section of this headquarters, prior to operations, handled the allocation of school quotas to the command, it is believed to be more appropriate for this allocation to be handled by the adjutant General Section based upon the recommendations of the sections concerned.

b. From the standpoint of training, it seems appropriate for G-3 to handle all matters pertaining to schools with the exception of those schools requiring nominations by name and qualifications, for instance, the Army and Navy Staff Course, and Command and General Staff School Course, and schools or training courses of similar nature. Selection of students to such courses should be left to G-1.

10. a. The G-1 Section cleared all plans and policies proposed by the American Red Cross representatives. It specifically defines the areas into which American Red Cross facilities would function within the Army area. Because of limited accommodations in the forward echelon, it was found necessary to attach the American Red Cross Field Representative and his staff with the Special Service Section; however, active contact was maintained between the American Red Cross and the Miscellaneous Sub-Section of G-1.

b. Supervision of American Red Cross policies affecting the military command should be the responsibility of G-1. The supervision of the operation of Red Cross activities, based upon the policies established, should rest with Special Service.

11. Supervision of G-1 matters in subordinate commands is best exercised through command channels. Any deviation from this established policy creates confusion and may result in contradictory instructions from the commanders and their G-1's. Continual contact by telephone and by personal visits between G-1's does much to insure conformity in fact and in spirit with the commanders' policies.

12. The matter of Allied liaison personnel was never satisfactorily clarified during operations in the ETO. It is believed that a separate Allied Liaison Branch should be established to control such Allied liaison personnel, and that this personnel should be attached to the appropriate staff section having primary interest. Control of the numbers within the command should be a G-1 responsibility. Control of the activities should be the responsibility of the staff sections concerned.

13. A separate G-1 Plans Branch is considered a waste of manpower. In effect, Third Army G-1 Section had a Plans Branch during the planning stage prior to operations. This Plans Branch became the replacement agency during the operations and the agency for the redeployment and disbandment of enemy forces after operations. It is believed that plans are best made by the G-1 Sub-Sections that will be responsible for their accomplishment during operations.

14. The following is the internal organization of the Third Army G-1 Section as it existed during ETO operations:

At the beginning of operations the G-1 Section was divided into three sub-sections - Administrative, Miscellaneous, and Personnel. Because of the split of the G-1 Section between the forward and rear echelons during the first part of the operation,

it became necessary to create a separate Reports Section for duty with the forward echelon. While nominally a part of the Personnel Sub-Section, the replacement or reinforcement activities virtually assumed the proportions of a separate sub-section. In the course of almost one year's operations, many procedures were revised in accordance with changing conditions. The following is an enumeration of the assignment of duties and techniques within the G-1 Section rather than a history of the operation or a tabulation of lessons learned:

Assistant Chief of Staff, G-1

Supervised and cleared all recommendations to the Chief of Staff on matters of policy.

Reviewed all recommendations for promotion and battlefield appointment prior to reference to the Chief of Staff.

Reviewed recommendations for awards which required special attention because of unusual conditions affecting established policies.

Reviewed all reclassification cases acted upon by this headquarters.

Supervised preparation of G-1 After-Action Reports and Lessons Learned.

Supervised inspection of replacement battalions while they were under Army control.

Reviewed all matters affecting policy forwarded to higher headquarters or returned to lower units.

G-1 Executive.

Supervised G-1 administrative activities in accordance with policies established by Assistant Chief of Staff, G-1.

Reviewed all routine G-1 matters referred to higher headquarters or returned not favorably considered to lower units.

Viewed all incoming T/As prior to their being routed to G-1 sub-sections for action.

Inspected daily the G-1 journal to determine that final action was appropriately taken.

Referred to the Assistant Chief of Staff, G-1, all matters requiring policy decision and other matters unusual in nature.

Administrative Sub-Section

Composition:

1 Master Sergeant	-	Chief clerk
1 Technical Sergeant	-	File clerk
1 Staff Sergeant	-	Journal clerk
1 Tec 3	-	Assistant chief clerk
1 Tec 4	-	Stenographer

Duties:

Journaled all incoming paper requiring action and routed to sub-sections concerned. (Exceptions - promotions and awards).

Filed copies of all actions taken in G-1 temporary files.

Maintained Army Regulations, other War Department publications files, and reference materials.

Prepared and maintained duty rosters.

Handled postal and post exchange matters for G-1 Section personnel.

Acted as information and directory service for G-1 Section.

Furnished Stenographic service for Assistant Chief of Staff, G-1, and G-1 Executive.

Checked administratively all outgoing correspondence.

Miscellaneous Sub-Section

Composition:

1 Lt Colonel	-	Chief of Sub-section
1 Major	-	Schools and miscellaneous matters
1 Captain	-	Awards
1 Warrant Officer	-	Citation writer and compiler of history
1 Technical Sergeant	-	Chief clerk
1 Tec 3	-	Awards clerk
1 Sergeant	-	Unit card file clerk
1 Tec 4	-	Stenographer
1 Tec 5	-	Awards typist and statistical clerk
1 Pfc	-	Clerk typist

Administratively checked all recommendations for awards, routed to Awards Board, then Chief of Staff, and prepared approved citations and necessary data for Adjutant General for publication in General Orders. Maintained journal on dates received, forwarded to Board, to Chief of Staff with Board's recommendation, from Chief of Staff with action directed, and to Adjutant General for publication on dispatch of correspondence to Army Group.

Compiled G-1 data for Administrative Orders.

Compiled G-1 historical data.

Supervised Red Cross Service Club and Clubmobile activities.

Maintained active contact with the Special Staff Sections on indicated subjects:

Adjutant General	-	Postal matters.
Chaplain	-	Adequacy of religious facilities.

Appendix 2

Finance	- Pay and allotments.
Inspector General	- Matters of G-1 concern.
Judge Advocate	- Statistical data as to courts-martial within the command.
Medical Section	- Data of health of the command.
Provost Marshal	- Allied prisoners of war, enemy prisoners of war, civilian internees, law and order, wearing of uniform.
Public Relations	- Announcement of awards, promotions, and appointments.
Quartermaster	- Graves registration, post exchange supplies, uniformity of issue clothing.
Special Service	- Post exchange activities, recreational facilities.

Allotted school quotas to the command based upon Theater established directives.

Took action to establish battle-participation credit for all units of the command on all campaigns in the European Theater.

Personnel Sub-Section

Composition:

1 Lt Colonel	- Chief of Sub-section
1 Major	- Promotions, appointments, and reclassifications
1 Captain	- Reassignments, leaves, furloughs and passes
1 Technical Sergeant	- Chief clerk
1 Tec 3	- Reclassification clerk
1 Sergeant	- Promotion clerk
1 Tec 4	- Stenographer
1 Tec 5	- Roster clerk

Received from Adjutant General administratively checked recommendations for appointments and promotions, battlefield and normal, and recommended action to Chief of Staff. Maintained journal on dates received in Headquarters, received in G-1, forwarded to Chief of Staff, returned by Chief of Staff, and transmitted to Adjutant General for necessary action. (Normal promotions within company grades were processed by Adjutant General without reference to G-1 or Chief of Staff).

Received from Adjutant General administratively checked reclassification cases and prepared recommendations to Chief of Staff on cases involving Lt Colonels or higher and all recommended reassignments. Acted on reclassifications of Majors or lower without reference to the Chief of Staff.

Effected by telephone the majority of officer reassignments within the command. All reassignments of Colonels were referred to the Chief of Staff with appropriate recommendations. Reassignment of General Officers and Colonels were cleared with Army Group G-1 prior to final action.

Allotted quotas to command for leaves, furloughs, passes, and return to United States. Supervised operation of leave terminal at personnel railhead.

Replacements Sub-Section

Composition:

1 Lt Colonel	-	Chief of Sub-section
1 Major	-	Assistant
1 Staff Sergeant	-	Statistical clerk
1 Tec 4	-	Stenographer

Maintained daily contacts with Army Group G-1 Replacements Section, Ground Forces Reinforcement Command, and Adjutant General Classification Officer and Corps G-1s.

Maintained statistical data on replacements status, including estimates of losses and returns to duty.

Obtained from G-3 continual changes of command status.

Maintained constant liaison with G-4 Transportation for truck and rail movement of replacements from Replacement Battalions to Division Rear echelons or Corps Class I Supply Points.

Coordinated return to duty of hospitalized personnel through or bypassing replacement system whichever most expeditious.

Maintained diary of all actions and activities concerning replacements.

Established plan and effected actions toward retraining redistributed men of other branches for duty as infantry men.

Recommended daily to G-1 allocation of replacement stockages to divisions; relayed decision to Replacement Depot.

Coordinated large shipments by arranging for division guides and necessary transportation.

Reports Sub-Section

Composition:

1 Major	-	Chief of Sub-section
1 Captain	-	Computer on night duty
1 Sergeant	-	Chief night clerk
1 Tec 4	-	Day clerk
1 Tec 5	-	Assistant night clerk

Received reports nightly between midnight and 0400 from Corps, Separate divisions, G-2, Provost Marshal, Quartermaster Graves Registration, Antiaircraft, and Ordnance. Prepared daily two-page statistical report to Commanding General by 0730 of previous day's enemy and own personnel and material casualties, replacements, prisoners of war, and enemy and own buried.

Estimated casualties based upon experience tables when

communications failed.

Challenged figures reported which did not bear out statistical experience based upon type of operations. Adjusted figures which were obviously in error.

Reported by noon daily to Army Group, consolidated strength and casualty reports.

Compiled weekly G-1 report based upon individual report from all units of the command. These reports were the basis for all non-divisional figures used in the daily report to the Army Commander and to Army Group.

Checked daily reported strengths of units against weekly MRU reports.

Made various statistical studies regarding strengths of units as special needs arose.

HEADQUARTERS SEVENTH ARMY
WESTERN MILITARY DISTRICT
A.P.O. #758 U. S. Army

26 September 1945

AG 322.01/1-A

SUBJECT: Organization and Functions of G-1 Section, army headquarters.

TO : The General Board
U S Forces European Theater
A.P.O. #757, US Army

1. Reference letter, your headquarters, dated 12 September 1945, file 321 (TGBDA), subject: Organization and Functions of G-1 Section, Army Groups and armies.

2. The personnel authorized by T/O 200-1 is not adequate for the proper and efficient functioning of the G-1 Section at an Army level. Not only is additional personnel required for the functioning of the G-1 Section, but an increase in rank is deemed necessary for efficient operation with other staff sections and other echelons, both higher and lower. During the combat period G-1 Section of this headquarters operated with the following officer personnel (2 above T/O authorization):

1 Colonel
3 Lieutenant Colonel
2 Major
1 Captain
1 Warrant Officer.

These officers processed all G-1 matters, both administrative and operational; however, due to the fact that the T/O for officers was inadequate it was necessary to assign an additional two officers to this section on receipt of authority for such overhead from the Theater headquarters. The Executive Officer was burdened constantly during operations with numerous administrative problems which normally should have been handled by the Chief of Administrative Section.

3. It is recommended that G-1 Section at Army level be organized and divided into four main sections; namely, Chief of Section, Executive, Operational, and Administrative.

Operational Section, with the recommended officer personnel of: 1 Colonel, 1 Lieutenant Colonel, 1 Major, and 2 Captains, to control the following G-1 functions which require no administrative action:

Reinforcements

Replacements of personnel

G-1 reports relative to losses in combat (daily battle casualties)

Coordination with Reinforcements Depots for supply and movement of reinforcements to combat units

Religious activities

Recreational and welfare work

Supervision of military and non-military agencies

Army Post Office service

Prisoners of War camps

All strength reports and drafts

Displaced persons, collection and disposition of stragglers

Civilian internees

Red Cross

Coordination of Military Government matters with G-5

Graves registration

Law and Order

Billeting of troops, in coordination with Engineer Accommodations Sub-Section

Administrative Section, with the recommended officer personnel of: 1 Lieutenant Colonel, 2 Majors, 1 Captain, 2 1st Lieutenants, to control all matters requiring administrative action. The Lieutenant Colonel to assume complete responsibility as the Personnel Chief, with one Major as the Assistant Personnel Chief and the other as the Assignment and Reassignment Officer; the Captain to be utilized entirely on Awards and Decorations, with one of the Lieutenants as an Assistant, and the other Lieutenant as the Assistant Assignment and Reassignment Officer.

4. Through experience in actual combat, it has been learned that an Awards and Decorations Sub-Section is absolutely required. Since this headquarters had such an abundance of recommendations for awards and decorations, it was necessary to detail one officer and two enlisted men to this section. It is realized that the Adjutant General Section is charged with the responsibility of handling routine awards a specific policies and decisions must be ma The Awards and Decorations Section also h marriages, which required many administrativ

5. No other relationship between the G- staff sections, with the exception of G-5, is that indicated in the FM 101-5.

In Par 14, FM 101-5, 19 August 194 tween G-1 operations and G-5 operations sho This would change sub-paragraph 16, and wou responsible for relations between civilians ther than G-1, although this responsibilit nited with the G-1 Section.

Par 14 should also show the rel and military labor organizations set up cupied countries. It is felt that milit

under the control of G-1, Operations Section. Matters pertaining to individual aliens serving with U. S. Forces should be handled by a Liaison Branch and coordinated with the Operations Section of G-1. (See later discussion on Allied Liaison Branch in an Allied Command).

6. The G-1 Section, this headquarters, transacted most of its business with the special staff sections in the priority listed below:

1 Adjutant General	5 Chaplain
2 Provost Marshal	6 Army Exchange Service
3 Special Services	7 Headquarters Commandant
4 Judge Advocate	8 American Red Cross

7. Such matters pertaining to War Crimes, disbandment of enemy forces, civilian internees, and non-fraternization matters, which are not contained in FM 101-5, should be most certainly included as a matter of concern to commanders in the future.

8. G-1 Section, this headquarters, did not handle matters pertaining to civilian labor during operations. These matters were handled by a non-tactical headquarters with a military labor area headquarters under its control. A civilian labor office was established in the Army headquarters area and operated under the Headquarters Commandant. A civilian labor company, comprised of displaced persons, was organized in the Army area to operate Red Cross, and this company was administered by a military labor area headquarters similar to a labor company of prisoners of war.

It is felt that all civilian labor and prisoners of war should be placed under the supervision of a military labor area headquarters. The War Department has published T/O 20-20 T, which sets up labor supervision companies as cadre to supervise and administer the operation of labor service companies. It is recommended that G-4 be charged with the operation and control of military labor. Where it is necessary to employ civilians to a limited extent or where the amount of civilian labor is limited, it is recommended that G-4 handle this matter on contract basis without involving G-1, but coordinating with G-5. In instances where civilian employees can be grouped together, it is advisable to form them into a labor service company for administration, billeting and feeding purposes. Strength of such a company should range from 175 to 250.

9. This command recommends that matters affecting Military Government, particularly displaced persons, civilian internees, and procurement of Military Government personnel, should be handled by the G-5 Section in close cooperation with the G-1 Operations Section. All Other Military Government matters are G-5 responsibility and that section should be charged with the setting up of all Military Government policies, working directly with the Chief of Staff. G-1 should be kept informed of all policy matters set up by G-5 so that necessary coordination between Military Command and Military Government can be maintained.

10. With reference to matters pertaining to allocations of accommodations, i.e., existing space and facilities within the area of the Theatre command, it is felt that the Assistant Chief of Staff, G-4, in cooperation with the Engineer Accommodations Sub-Section, is better able to handle these matters.

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11. G-3 should be solely responsible for all matters pertaining to schools, even to the allocation of quotas to attend these courses. G-1's interest in this matter is solely for the purpose of maintaining the morale of the troops. It is recommended that emphasis be placed on clerical training for occupational forces.

12. There has been continuous close cooperation between the G-1 Section and the American Red Cross, with reference to the formulation of policies, plans, and supervision. This is much more advisable than permitting Special Service to have jurisdiction over American Red Cross activities.

13. For G-1 operations in an Allied command, there should be a separate Allied liaison branch for centralization of Allied affairs and for close coordination with Army G-1 Section. This would permit better coordination with the other staff sections on similar matters and increase the control of the Commanding General in reference to matters of interest to all attached Allied units.

14. Insofar as G-1 command of subordinate commands is concerned, this headquarters is of the opinion that G-1 should not exercise any command in the control of G-1 in subordinate commands. Army G-1 should purely be advisory for G-1 matters in Divisions and Corps. It is recommended that the Division G-1 Section be increased by two officers to offset the burden placed upon them by the addition of Military Government matters. Corps G-1 Section has sufficient officer personnel to perform its primary mission, since these units operate purely as tactical organizations.

15. Through experience it has been learned that several staff sections were unable to efficiently operate with the personnel authorized by the T/O; therefore, requests had to be submitted on several occasions for authorization to augment these sections. This is not the practicable way for sections to operate. When, through concrete evidence, a section or a unit cannot perform its primary mission with the authorized T/O personnel, it is felt that a recommendation for an adjustment in the T/O should be given every consideration.

16. The promotion of enlisted personnel is more or less command function; however, it is recommended that a definite plan be set up in the regulations regarding the requirements for time-in-grade when the recommendation is for promotion to and within the first three grades. In addition, it is recommended that in order to reduce non-commissioned officers, all recommendations for reductions should be presented to a board of three officers for final decision. This would prevent reduction of capable and experienced non-commissioned officers to privates because of a clash in personality. It is also felt that when a required time-in-grade period for promotion to and within the first three grades is placed in effect, it would tend to insure that the non-commissioned officers of the first three grades would be qualified to hold such grade.

17. G-1 should supervise the Army Exchange Section insofar as arranging for a proper T/O allowance of necessary grades and rating in large Post Exchanges throughout the command.

18. G-1 Section, this headquarters, operated the

department of the section with a variance from ten to fourteen enlisted men during the entire combat operations. This, it is realized is below T/O authorization, however, the section was operated efficiently due to the amount of cooperation and efforts expended by enlisted personnel assigned to this section by working practically twenty-four hours a day.

19. Reference a separate G-1 plans branch, it is the opinion of this command, through experience, that a separate plans and operation branch is more desirous in order to accomplish adequate advance planning. However, this plans and operation branch should allocate various details of the plans to the other organized branches and at the same time the plans and operation branch would consolidate all G-1 plans.

It was learned that it is absolutely imperative that all plans be accomplished prior to the operations and that same plans automatically be placed in effect during the tactical situation.

20. During the combat operations, the Administrative Section, G-1, of this Headquarters processed such matters as transfers of officers and enlisted men, promotions and demotions, reclassifications, courts-martial, and other administrative matters.

FOR THE COMMANDING GENERAL:

/s/ Dean G. Ostrum
/t/ DEAN G. OSTRUM
Captain, AGD
Asst Adjutant General

THE GENERAL BOARD
UNITED STATES FORCES, EUROPEAN THEATER
APO 408

SUBJECT: Relationships between Chaplain Section and G-1 Section.

TO : Chairman, Committee No. 75.

1. In compliance with your memorandum dated 17 September 1945, the following report is submitted.

2. Recommended changes of G-1 interest in paragraph 34, FM 101-5, affect the following subparagraphs:

a. Recommend that paragraph c be changed to read: "Conduct and provision of religious services, including burial services."

(1) Paragraph 5a, AR 60-5, imposes upon every chaplain the obligation of conducting or providing religious services for all faiths and denominations as far as possible, "either through his own personal services or through the cooperative efforts of others." In the discharge of this obligation he will "enlist so far as may be necessary the active aid and cooperation of (the necessary) military and civilian assistants, both lay and clerical." This duty of providing as well as conducting services is incumbent upon the supervisory chaplain in his relation to the personnel of his headquarters no less than it is upon chaplains of subordinate units.

(2) The experience of chaplains in the European Theater indicates that in active operations the provision of burial rites at cemeteries is a problem which demands close attention, careful planning, continuing effort, and alert supervision on the part of the senior chaplains charged with this responsibility. Since the morale of the survivors both in the Army and at home is deleteriously affected by failure to provide adequate and appropriate burial rites, this matter cannot be neglected or left to chance.

b. Recommend that paragraph d be changed to read: "Spiritual ministrations to the sick and wounded and to prisoners." The spiritual care of military prisoners is a normal responsibility of chaplains at higher headquarters, in view of the usual location of stockages, and this fact should be specifically recognized.

c. Recommend that paragraph h be changed to read: "Recommendations as to assignments, promotions, transfers and replacement of chaplains and of their enlisted assistants."

(1) Because of both the relatively small number of chaplains in any command and the profession-

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al and ecclesiastical factors involved, the replacement as well as the promotion of chaplains of subordinate units are issues in which the recommendations of supervisory chaplains can be of distinct value and should be sought.

(2) The degree of success and effectiveness of unit chaplains is materially affected by the quality of their enlisted assistants. In those instances in the European Theater where, in cooperation with the Assistant Chief of Staff G-1, supervisory chaplains in higher headquarters actively interested themselves in the assistant problem, the work of the chaplains of subordinate units was definitely of a higher order. The feasibility of including the enlisted assistants of chaplains within the purview of the supervisory chaplain has been practically demonstrated in the Army Air Forces, in whose Regulations such a provision has existed for a number of years.

d. Recommend that the following additional responsibilities of chaplains be given specific mention in individual subparagraphs:

(1) "Coordination with the Special Service Officer on the spiritual and moral aspects of morale activities." The responsibility of the chaplain on this point is expressed in paragraph 4, AR 60-5 (dated 10 December 1944): "The chaplain is*** the (commanding Officer's) logical consultant *** in matters involving morality, character building, and the spiritual phases of morale." To insure that chaplains and special service officers in lower echelons do not work at cross purposes in projects in which both have a legitimate interst, experience indicates that it is essential that there be active coordination and close cooperation between the two sections at higher levels of command.

(2) "Counsellor in personal moral and religious problems." Like the obligation to conduct religious services (paragraph 34 c, FM 101-5), the chaplains' duty to "serve without discrimination as friends, counselors, and guides to all members of the command to which they are assigned and (to) strive to promote morality, religion and good order therein" (Paragraph 5 a, AR 60-5) is no less in higher echelons of command than at lower levels.

(3) "Coordination of religious ministrations to prisoners of war and civilian internees." This obvious duty, which can be undertaken by no one else, has on occasion bulked very large in the activity of supervisory chaplains in the European Theater.

(4) "Liaison with civilian religious agencies and

with chaplains of allied nations." At every level of supervision adequate liaison with local civilian religious agencies, including Church-related organizations as well as ecclesiastical leaders, greatly simplified the task of our chaplains in the European Theater. Although this was most notably true in allied countries, such as Iceland and Great Britain, and in the liberated lands, it was not without importance even in occupied Germany. An instance was the technique devised by the Corps Chaplain of the XXI Corps, Chaplain (Colonel) Edwin L. R. Elson, USA, and widely followed by other headquarters, whereby chaplains of every echelon met with the local ecclesiastical authorities immediately upon entering an area and interpreted to the ecclesiastical leaders the plans, intentions, and requirements of the Corps Commander. Since allied nations frequently do not have as thoroughly integrated a chaplain corps as our Army has, liaison with chaplains of allied forces is, where required, the duty of the supervisory chaplains at every level.

3. Experience in the European Theater indorses the validity of the doctrine set forth in Section 24 (except subparagraph c), page 31, of the Command and General Staff School brochure, "The Personnel Section", and it is recommended that it be published as the official policy of our Army:

"The Chaplain is charged with all matters pertaining to the spiritual or religious life of the soldier. The personnel section will supervise his plans and activities only to the extent of making certain that:

"a. The Chaplain is close to the men and is available for consultation at all times.

"b. Appropriate last rites are administered.

* * * * * * *

"d. The entire command is encouraged to participate voluntarily in services.

"e. As far as is practical all denominations are ministered to.

"f. Information on all religious activities is published to the command.

"g. Special religious feasts are observed if the tactical situation will permit."

(NOTE: Subparagraph c relates to the chaplains' function as graves registration officer in emergencies. The policy of the European Theater in prohibiting the detail of chaplains as graves registration officers is indorsed by experience in actual operations.)

4. It is believed desirable, and Committee No. 79 will recommend, that a Chaplain Section be included in Army Group Headquarters.

a. The mission of this section would be:

(1) To perform the customary advisory, planning and executive functions of a staff chaplain in relation to the Army Group Commander and his staff.

(2) To assist the Theater Chaplain in supervising chaplain activities in the Army Group, and to provide liaison between the Theater Chaplain and the Army Chaplain.

(3) To supervise directly the chaplains assigned and attached to Army Group Special Troops.

(4) To provide religious services and chaplain ministrations to the personnel of Army Group headquarters.

b. The recommended strength and composition of such a section would be three chaplain officers (Protestant, Roman Catholic, and Jewish) and five enlisted personnel. In addition, one chaplain and one enlisted assistant should be attached for each 1,000 officers and men assigned to special troops units without organic chaplains.

c. The need for making Army Group headquarters an echelon of chaplain supervision is borne out by experience in the European Theater. In the Twelfth Army Group the senior headquarters command chaplain was a lieutenant colonel and exercised no supervisory functions over Army chaplains. On occasion his counsel was solicited in connection with chaplain personnel matters. On other occasions, the lack of a staff chaplain resulted in decisions at Army Group level that run counter to established theater chaplain policies. In the Sixth Army Group the senior headquarters command chaplain was a captain whose duties were solely those of a unit chaplain. A more adequate degree of coordination between the chaplains of the Seventh U. S. Army and the First French Army would unquestionably have resulted from the presence of an Army Group chaplain. In both cases such a section in the headquarters would have improved the effectiveness and efficiency of chaplain supervision and would have insured a completer consideration of religious needs and requirements throughout the command.

/s/ Arthur Carl Piepkorn,
/t/ ARTHUR C.RL PIEPKORN,
Chaplain (Lt Col), USA,
Chief, Chaplain Section.