

FM 100-10 ADMINISTRATION

This is a very special document, and it covers a wealth of information about which most living historians have no clue. They don't make movies about administration and logistics ("Band of Accountants?"), and most of the hobby attention goes to dog soldiers, tread heads, and the occasional muzzle monkey. FM 100-10 has the insurmountable task of telling us how wars are actually waged, and it ain't pretty, much less romantic.

It may not inspire film makers, but it means the difference between victory and defeat. An astonishingly small proportion of an army is actually at the tip of the spear; the greater part works hard to make sure they have the tools to win.

Underlying all this doctrinal detail is an important feature of the American way of war. Typically (as one bemused British observed put it) we don't solve problems so much as "overwhelm them." Our supercharged industrial base, fueled by industrial expertise, resources, and a population large enough to field 11 million in uniform and have plenty left over to run day and night shifts at home led to feats that defy the imagination. Hitler seems to have grasped at least the problem of engaging a country that can launch a large cargo ship every 48 hours.

One subtle difference between the Americans and other more professional armies is the emphasis on winning, rather than merely fighting, wars. We still have this attitude, though our soldiers are frequently placed in situations where strategic victory is hard to define.

This manual seems to have been indifferently edited. Most publications of this type are written in a pedestrian style, but with obsessive attention to spelling, grammar, and usage. This one (the 1943 edition – the previous edition was much cleaner) has numerous errors in spelling, number, agreement, and word choice. I usually leave such small sins of proofreading *in situ*; in this case I did make a number of unmarked corrections (lest the reader wonder, for example, what a "suregon" is and what role he has in army medicine). I let lie the numerous misuses of "which" and "that", since the Facebook generation will not know the difference.

FM 100-10

WAR DEPARTMENT FIELD MANUAL

FIELD SERVICE REGULATIONS ADMINISTRATION

WAR DEPARTMENT

15 NOVEMBER 1943

WAR DEPARTMENT FIELD MANUAL
FM 100-10

*This manual supersedes FM 100-10, 9 December 1940, including
C 1, 29 April 1942, C 2, 8 June 1942, and C 3, 5 October 1942.*

FIELD SERVICE
REGULATIONS
ADMINISTRATION



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FM 100-10, Field Service Regulations, Administration, is published for the information and guidance of all concerned. It contains the fundamentals of administration, covering all phases of military operations in the field not included in tactics and strategy. These regulations will be studied in connection with FM 100-5, Field Service Regulations, Operations, which covers the doctrines pertaining to leading troops in combat and tactics of the combined arms; and FM 100-15, Field Service Regulations, Larger Units, which discusses the functions and operation of larger units and territorial commands.

The two fields—operations and administration—into which military activity is divided are obviously interlocking. They are separated in Field Service Regulations only for convenience of discussion. It is the function of command to unite the strategical or tactical plan and the administrative plan into a harmonious whole.

A full appreciation by a commander and his staff of capabilities and limitations of each service is essential not only to efficient administration but to success in combat operations. A study of operations of large units in former wars shows that frequently failures initially attributed to faulty strategical or tactical plans were in reality caused by administrative deficiencies.

This is boilerplate, but makes some useful points; worth reading.

Not only must administrative plans provide a sound scheme to support the commander's plan of operations, but also alternative procedures must be envisaged in order to obtain the flexibility required to meet the many varying conditions and unforeseen factors of modern warfare. Therefore, various methods of administrative action and control are indicated, and basic factors that influence the decision as to appropriate methods to be employed are stated.

In presenting a broad outline of administration in the theater of operations, a minimum reference is made to details of operation. Technical operation is covered in manuals of the respective services, a list of which is contained in FM 21-6.

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(For explanation of symbols see FM 21-6.)

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CHAPTER 1

DEFINITIONS

1. DEFINITIONS.

Administration. When unqualified, administration includes all phases of military operations not involved in the terms "tactics" and "strategy." It comprises supply, evacuation, sanitation, construction, maintenance, replacements, transportation, traffic control, salvage, graves registration, burials, computations pertaining to movements, personnel management, quartering, military government, martial law, censorship, and other allied subjects.

Authorized Allowances of Equipment. The quantity of items authorized for issue to a unit or organization in accordance with Tables of Allowances (T/A), Tables of Basic Allowances (T/BA), Tables of Equipment (T/E), Tables of Organization and Equipment (T/O and E), or special authorizations.

Automatic Supply. Signifies a process of supply under which deliveries of specific kinds and quantities of supplies are moved in accordance with a predetermined schedule. Daily automatic supply means that supplies are dispatched daily to an organization or installation.

Balanced Stocks. Accumulation of supplies of all classes, and in quantities determined as necessary to meet requirements for a fixed period of time.

Battlefield Recovery. Battlefield recovery is the removal from the battlefield by combat personnel (supplemented as necessary by service personnel) of disabled or abandoned materiel pertaining to both enemy and friendly troops, and its movement to defilade, to an axis of matériel evacuation, to a recovery collecting point, or to a maintenance or supply establishment where it can be returned to service immediately, or repaired and reissued.

Call. Demand for delivery of supplies covered by credits.

Class I Supplies. Those articles which are consumed at an approximately uniform daily rate irrespective of combat operations or terrain and which do not necessitate special adaptation to meet individual requirements, such as rations and forage.

Class II Supplies. Those authorized articles not included in class IV, for which allowances are established by Tables of Basic Allowances, Tables of Allowances, and Tables of Equipment.

Class III Supplies. Fuels and lubricants for all purposes except aviation, including gasoline for all vehicles, Diesel oil, fuel oil, and coal.

Class III (A) Supplies. Aviation fuels and lubricants.

Class IV Supplies. Supplies and equipment for which allowances are not prescribed, or which require special measures of control and are not otherwise classified. Normally, such supplies include fortification materials, construction materials, aircraft and articles of a similar nature.

Class IV (E) Supplies. Complete airplanes, airplane equipment, and all spare parts and supplies required to maintain the complete airplane in commission.

Class V Supplies. Ammunition, pyrotechnics, antitank mines,, and chemicals.

Clearing Station. Corps or division medical installation where sick and wounded are assembled from collecting and aid stations, sorted, treated if necessary, and turned over to the army for further evacuation. (Formerly called hospital station.)

Control Point. Agency established by a unit at a convenient point on the route of its trains where information and instructions are given and received in order to regulate supply or traffic.

Credit. Allocation of a definite quantity of supplies which is placed at the disposal of the commander of an organization for a prescribed period of time.

Daily Telegram. Telegram or other message dispatched daily by divisions, air force service commands, and larger units requesting class I and class III supplies. Class I supplies are requested on a strength report basis; class III supplies are requested by stating the kind and quantity of gasoline and lubricants desired in gallons or pounds.

Daily Train. Train arriving daily at railhead with supplies for troops which the railhead serves.

Depot. Organized locality for the reception, classification, storage, issue, or salvage of supplies, or for the reception, classification, and forwarding of replacements. Arm or service depots pertain to a single arm or service, and general depots pertain to two or more supply arms or services; for example, First Army Ammunition Depot No. 1 or Communications Zone General Depot No. 3.

Holding and Reconsignment Point. Rail or motor center with considerable capacity, to which cars or trucks may be sent and at which they may be held until their destination becomes known, or until the proper time for them to be moved toward their destination. This is an agency of the zone of the interior, and in a contiguous theater usually is the point at which the theater commander assumes responsibility for the movement.

Level of Supply.

a. Day of supply. Estimated average expenditure of various items of supply per day in campaign, expressed in quantities of specific items, in rounds per weapon, or in pounds per man per day.

b. Minimum level of supply. The minimum quantity of supplies to be held at a given point, base, defense command, department, theater of operations, or similar activity, measured in days of

Why separate categories for aviation and motor fuels and lubes? Try pumping MOGAS into an aircraft engine or AVGAS into a truck and you will find out.

This reminds me of an unhappy incident during my days as a lieutenant when a Vietnamese civilian employee tried to speed up the incineration of a drum of human waste using JP-4 instead of diesel. Apocalyptic, but off-topic.

supply or in specific quantities of an item. This amount should be held as a reserve and drawn against only in case of emergency.

c. Operating level of supply. The quantity of supplies, measured in days of supply or in specific quantities of an item, necessary for the maintenance of a command. This level is determined by the frequency of shipments and the time required for supplies to reach their destination.

d. Maximum level of supply. The maximum quantity of supplies authorized to be on hand and due in at any one time at a given supply point, base, defense command, department, theater of operations, or similar activity, measured in days of supply or in specific quantities of an item. The maximum level of supply is the minimum level of supply plus the operating level of supply. For ammunition, it will include the total quantity authorized to be on hand in a particular command, including quantities in the hands of troops.

e. Reorder point. The point in stock level below which supplies are requisitioned on the next scheduled requisitioning date in order to replenish the operating level of supply and thereby preserve the minimum level of supply.

Line of Communication. The network of railways, waterways, airways, and highways available for the transportation of personnel and matériel.

Maintenance Supplies. Supplies required to replace items which are wholly consumed, lost, or destroyed. It assumes total consumption or loss of an item. Loss may result from fair wear and tear beyond repair, capture, abandonment, or total destruction.

Matériel Evacuation. The transportation by service units of recovered matériel which has been severely damaged, from recovery collecting points, on the axis of evacuation, or maintenance establishments, to insure the eventual return of this matériel for further service or its use as scrap.

Park. Area used for the purpose of servicing, maintaining, and parking vehicles.

Priorities. Definite rulings which establish, in order of time, the precedence of shipments and movements of rail, road, water, or other transport.

Railhead (Truckhead, Navigation Head). Supply point where loads are transferred from the particular type of transportation being employed; for example, Class I Railhead, 1st Division; Gasoline and Oil Railhead; Ammunition Railhead, 1st and 2d Division.

Regulating Station. Traffic control agency established on lines of communications and through which movements are directed and controlled by the commander of the theater of operations.

Replacement. Individual available for assignment.

Requirements. Computed needs for a military force embracing all supplies necessary for its equipment, maintenance, and operation for a given period, and classified as individual, organizational, initial, maintenance, and reserve.

Requisition. Requests for supplies, usually on a form furnished for the purpose. The word is also used to signify the purchase by demand of supplies in hostile occupied territory.

Reserves. Supplies accumulated in excess of immediate needs for the purpose of insuring continuity of adequate supply. Also designated as reserve supplies. *Battle reserves* are supplies accumulated by the army, detached corps, or detached division in the vicinity of the battlefield, in addition to unit and individual reserves.

Individual reserves are those carried on the soldier, animal, or vehicle for his or its individual use in emergency. *Unit reserves* are prescribed quantities of supplies carried as a reserve by a unit.

Service Center. An air force intermediate supply and maintenance point between depots and operating airdromes controlling the flow of supplies of all classes forward to combat units.

Supplies. In a military sense, the term covers all items necessary for the equipment, maintenance, and operation of a military command, including food, clothing, equipment, arms, ammunition, fuel, forage, and materials and machinery of all kinds.

Supply Point. A general term to describe any point where supplies are issued; for example—depots, railheads, truck heads, or navigation heads.

Telegram. See Daily telegram.

Train. The train of a unit is that portion of the unit's transportation, including personnel, operating under the immediate orders of the unit commander primarily for supply, evacuation, and maintenance. It is designated by the name of the unit, such as 1st Infantry Train.

Unit of Fire. A unit of measure for ammunition supply within a theater, based upon experience in the theater. It represents a specified number of rounds per weapon, which varies with the types and calibers of the weapons. The unit of fire is not synonymous with the term "day of supply." In general, it represents a balanced expenditure by the various weapons under conditions of normal action. It is a term used as a yardstick or a unit of measure for supply purposes within a theater from a tactical point of view. The unit of fire prescribed by the War Department may be modified by theater commanders as necessary for each individual theater.

CHAPTER 2

THEATER OF OPERATIONS

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SECTION I

ORGANIZATION

2. "Theater of operations" is a term used to designate that portion of the land, sea, and air areas of the theater of war necessary for military operations, either offensive or defensive, pursuant to an assigned mission, and for the administration incident to such military operations. No absolute and invariable distinction can be made between the terms "theater of operations," "base command," and "defense command." In general, however, the term "theater of operations" is more inclusive, being applicable to an extensive area in which military operations of any type may be conducted, whereas the term "base command" is normally used to designate a smaller area in which the primary mission is the maintenance of a military base or bases. The term "defense command" usually indicates an area in which contemplated operations are restricted to the tactical or strategic defensive.

3. Only so much of the area is included in the theater of operations as is necessary for the operations and administration of forces therein. Sufficient breadth and depth are provided to secure room for maneuver, security, and operation of lines of communications.

4. The *zone of the interior* comprises the area of the national territory, exclusive of areas included in theaters of operations. The'

Theater of operations is roughly equivalent to the contemporary term "combatant command."

mission of the zone of the interior is to exploit and develop the national resources in men and material required for military purposes and to supply the means required by the commander of the field forces at such times, in such quantities, at such places, and in such manner and form as will assure him the freedom of action necessary for the accomplishment of his mission.

5. *Field forces* consist of components of air, ground, and sea forces, organized separately or in combination into task forces, defense commands, base commands, and other commands as may be necessary in the national security, together with such reserves as are made available.

6. For decentralization of control, a theater of operations is divided normally into a *combat zone*, the area required for active operations and immediate administration of the combat forces, and a *communications zone*, containing the area required for administration of the theater as a whole. Where a theater of operations is of limited usable area, such as an island base or an isolated continental area, territorial subdivision may not be feasible. The administrative establishments serving the theater as a whole may be dispersed over the area as conditions require. Initially in a campaign, a theater of operations may include only a combat zone, installations and facilities of the zone of the interior being utilized directly for the service of the field forces.

7. The *combat zone* comprises the forward area of the theater of operations. Its depth is dependent upon size of the forces assigned, nature of the operations contemplated, character of the lines of communication, important terrain features, and enemy capabilities. The combat zone is divided into army, corps, and division areas, each comprising the zone of operations of the unit to which it pertains. The *army service area* is the territory between the corps rear boundary and the combat zone rear boundary. The mass of army administrative establishments and army service troops is usually located in this area. In an advance, the rear boundary of the combat zone is stepped forward in order to relieve commanders within the combat zone from responsibility of administration of as much territory as possible.

8. The *communications zone* includes all the territory of the theater of operations between the rear boundary of the theater (fixed by the War Department) and the rear boundary of the combat zone (designated by the commander of the theater of operations). Laterally, it is usually coextensive with the theater of operations. Within this zone are located the principal Establishments of supply, transportation, evacuation, and other administrative agencies required for the immediate support of the forces in the theater. It is a link in the chain of supply and evacuation between the combat zone and the zone of the interior (see sec. V).

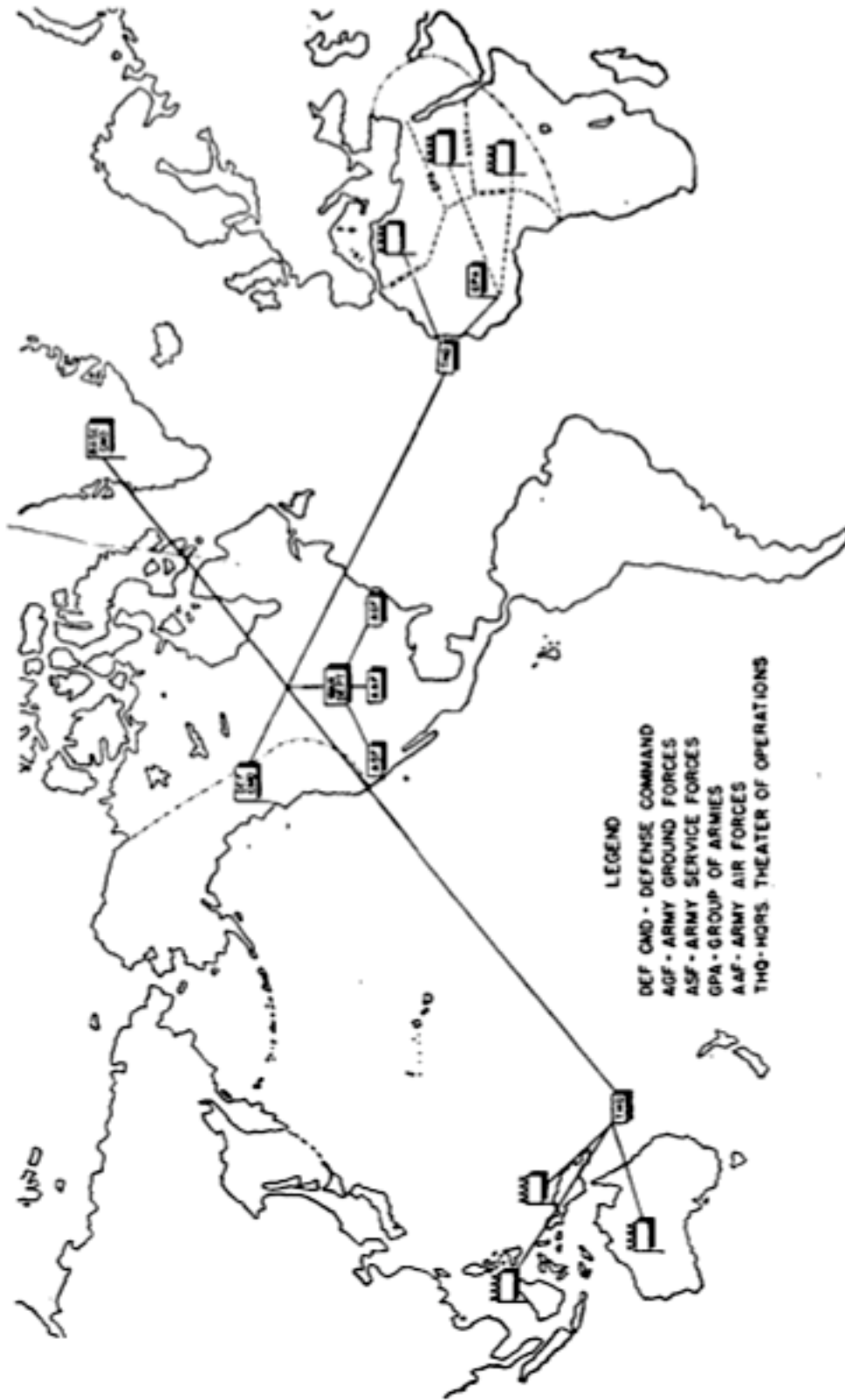


FIGURE 1.—Schematic organization of several theaters of operation.

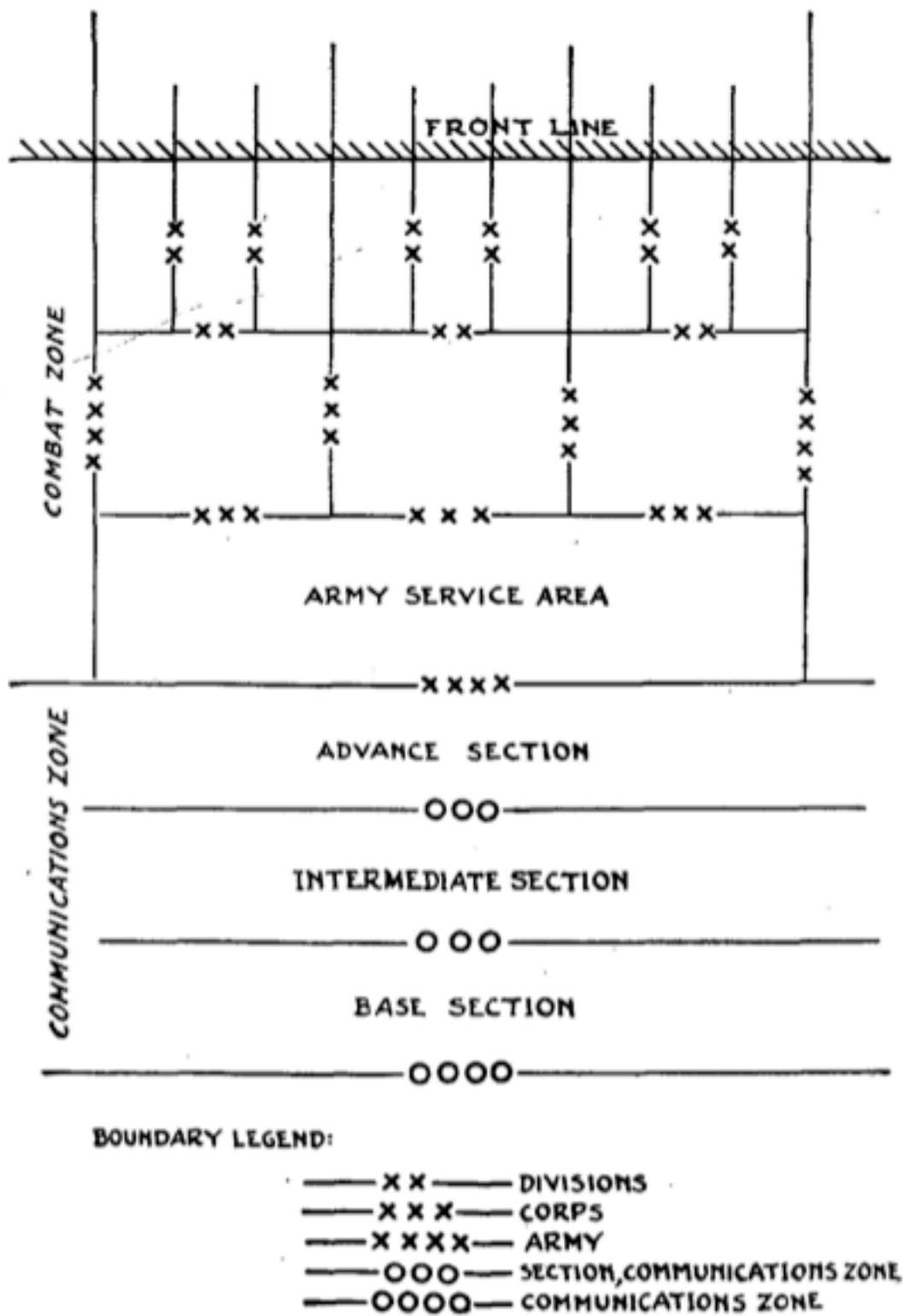


FIGURE 2.—Typical organization of a theater of operations.

SECTION II

DUTIES OF FIELD FORCE COMMANDER AND THEATER COMMANDERS

FIELD FORCE COMMANDER

9. The Chief of Staff is the military commander of all of the field forces. Under the direction of the President he prescribes the ends to be accomplished. He exercises command through the issue of directives, letters of instruction, memoranda, or orders, to theater, defense command, task force, department, and similar commanders.

10. The commander of the field forces controls all theaters of operations, specifying, regulating, and coordinating the operations therein in accordance with the general policies prescribed by the President and under the general direction of the Secretary of War. He specifies the personnel and supplies of all kinds required for the field forces and establishes policies and priorities for their distribution. The duties and responsibilities of the *high command* in connection with the administration of the several theaters are defined in FM 100-15. These regulations are confined to a discussion of the administration of and within one theater of operations only.

THEATER COMMANDER

11. A theater commander may be designated by the President or by the War Department.

a. The mission of the theater commander may be prescribed in an approved war plan for a particular theater or theaters, or it may be stated in a letter of instruction or other orders from the War Department or the President.

b. The duties of a theater commander are strategical, territorial, and administrative. In addition to directing combat operations, he is responsible for the administration of all military agencies within the theater and for such civil government as may be appropriate under the situation (see sec. VII, ch. 8). Except for the theater air force and for troops held in theater reserve, he exercises command through the army commander, the air force commander, and the communications zone commander.

12. *Theater headquarters* is located within the theater, usually in an army service area or in the advance section of the communications zone.

13. The theater commander is served by a general and a special staff similar to those of a corps or army (**FM 101-5**). Their duties are principally planning and coordinating rather than operating. Normally, the special staff includes one or more representatives of each service and of each arm having service functions. The senior officer representing a service is the chief of service.

CHIEF OF SERVICE

14. The principal duty of a chief of service is planning. The details of operations concerning his service are decentralized to the armies and the communications zone.

15. The chief of a service provides information and technical advice to the commander and to his general and special staffs, keeping them constantly informed as to the condition, capabilities, and requirements of his service. He develops the commander's decisions into plans for his service and drafts the necessary orders for approval and issue by the theater commander. His advance planning includes estimates of the requirements in supplies, equipment, personnel, and establishments to meet future needs. He formulates and recommends training policies and a general plan of operation for his service. He exercises general technical supervision over his service as a whole.

16. A chief of service is responsible for the development, establishment, and maintenance of simplified and uniform methods of administrative procedure for his service, and the development of new, improved, or special types of supplies and equipment to meet the particular requirements of the theater of operations.

17. A chief of service makes such technical inspections of and calls for such technical reports from subordinate units on matters pertaining to his service as are necessary to insure the proper execution of the plans of the commander. Matters of general routine as well as technical details may be controlled by conference or correspondence between the corresponding services of higher and lower units. Matters which require the statement of a new policy or a variation from prescribed methods are handled through command channels.

A chief of service normally supervises his service as a whole by conferences, visits, and recommendations to the theater commander. When such recommendations are approved, they are issued in the name of the commander as orders, policies, or other instructions.

18. The location of the office of a chief of service is determined by the theater commander. When it is not at theater headquarters, a chief of service has a representative at those headquarters.

The Goldwater-Nichols Act (Defense Reorganization Act of 1986) removed the Chiefs of Staff from the operational chain of command. This happened because of perceived confusion during the operation on the island of Grenada as service chiefs influenced their service components to the detriment of operational unity.

SECTION III

SERVICES AND ARMS WITH SERVICE FUNCTIONS

19. The services are administrative agencies designed to maintain the efficiency and morale of the combat forces. Of the arms, the Army Air Forces, Corps of Engineers, and Signal Corps have service functions. The Chemical Warfare Service has combat units. Whenever the term "service" is used in these regulations it is understood that the service functions of the arms are included, and that all references are to functions within the theater of operations. Duties of staff officers representing services appear in **FM 101-5**.

20. The principal administrative functions of the *Adjutant General's Department* are: handling all official correspondence not specifically assigned to an arm or other service; personnel activities under approved policies; and the operation of the Army Postal Service (see sec. III, ch. 10). The Adjutant General's Department authenticates and distributes orders, except those pertaining to combat operations; prepares station lists, strength and other reports, and issues blank forms, publications (except codes and ciphers), and instructional matter. Examples of personnel activities are procurement, classification, assignment, and promotion.

21. The *Army Air Forces* has administrative functions which include procurement, storage, issue, maintenance, and repair of all aeronautical equipment and supplies which are not specifically required to be furnished by other arms or services. Its service functions pertain principally to air force units (see ch. 6). Exceptions are all photographic and cinematographic work made from aircraft, including the taking and furnishing to the Corps of Engineers of such aerial photographs as may be necessary in the preparation of military maps; and the operation of the Army weather service.

22. The *Corps of Chaplains* promotes morality and religion.

23. The principal service function of the *Chemical Warfare Service* is to provide chemical materials and gas defense appliances. In general, chemical weapons and munitions used exclusively by chemical troops, and protective devices and materials for all troops, are procured, stored, issued, and maintained by the Chemical Warfare Service. It is charged with investigation, development, procurement, and supply of all smoke and incendiary materials, all toxic and nontoxic gases, and all gas defense appliances; rehabilitation of salvaged chemical warfare matériel; necessary inspections to see that chemical warfare material in the hands of troops is properly stored and cared for; and investigation of any injury or accident resulting from use of chemical materials. The Chemical Warfare Service furnishes the chemical

In addition, experience suggests that Catholic chaplains can play the piano and tell better jokes than the Protestants. I have no idea why.

components of chemical munitions used by the arms, all other components being procured by the Ordnance Department which stores and issues the complete munitions. The service functions of the Chemical Warfare Service are performed by depot, maintenance, laboratory, decontaminating, impregnating, and special aviation service units.

24. The *Corps of Engineers* is charged with—

a. Design, construction, repair, and maintenance of structures of every character (except telephone and telegraph systems and other signal communications for use of troops), such as roads, bridges, shelter for troops, animals, and materials; landing fields; wharves; construction and major maintenance and repair only of railroads; operation of water supply; installation and maintenance of utilities and operation of such of them as are of general service except those specifically assigned to other arms and services; surveying, mapping, production and distribution of maps, and photographic and cinematographic work pertaining to terrestrial reconnaissance, supervision and inspection of camouflage practice; and procurement, storage, and issue of engineer materials, including camouflage.

b. Procurement of real estate and facilities, including land, buildings, piers, docks, or wharves, and office and storage space; obtaining rights-of-way and easements; settlements of claims arising from use or occupancy of real estate; and leasing accommodations for use as quarters for individuals, organizations, or detachments.

c. General engineer troops, including combat and aviation engineers, perform a wide variety of duties. Special engineer troops are organized into topographic, camouflage, water supply, ponton, dump truck, depot, maintenance, utilities, and shop units. General engineer troops are assigned to the army, air force, and subordinate units, and both general and special engineer troops are assigned to the communications zone as required.

Technically, the Corps of Engineers has propronency for camouflage. In practicality, this applies mostly to installation camouflage.

25. Principal functions of the *Finance Department* are disbursement of funds and audit of property accounts. It is charged with procurement, custody, accounting, and disbursement of Government funds, including payment of troops; payment for supplies purchased or requisitioned, for damages and claims, and for hired labor; securing reimbursement for public property lost, damaged, or destroyed through fault or neglect; reimbursement for shortages in public funds; preparation of estimates for funds; and the custody of financial records, including postal funds. Officers specifically designated as disbursing officers are located at advantageous points within the theater to insure prompt payment of personnel.

26. In general, the functions of the *Inspector General's Department* are to inquire into and report upon matters which affect the efficiency and economy of the field forces, and to make such inspections, investigations, and reports as proper authority may direct.

The inspector general of the theater causes all money accounts to be inspected at prescribed periods. This office keeps all records pertaining to inspections, investigations, and reports made under his supervision.

The object of inspections is to promote general efficiency, to determine whether or not the law, orders, and regulations are complied with, to observe and report upon the disciplinary and administrative efficiency of commands, officers, and troops, and to consider complaints affecting individuals and allegations concerning conditions detrimental to the service. Ordinarily, these inspections include unit administration, police, sanitation, care of sick and wounded, supply, equipment, transportation, messing, money accounts, discipline, morale, and unserviceable property.

27. The *Judge Advocate General's Department* is charged with the supervision of the administration of military justice, including advice on general court martial charges before trial is directed, review of records of trials by courts martial and other military tribunals, rendering such other legal services and advice as may be required by proper authority, the custody or disposition of records of all general and special courts martial, courts of inquiry, and military commissions.

28. Principal service functions of the *Medical Department* are evacuation, hospitalization, and sanitation, and procurement, storage, and issue of medical supplies. The Medical Department is charged with care of sick and wounded men and animals, including provision for and operation of installations and transportation (except hospital trains) necessary for their evacuation and hospitalization; prevention of disease, including direction and supervision of measures of public health among inhabitants of occupied territory; procurement, storage, issue, and maintenance of medical supplies and equipment not specifically required to be furnished by other services; sanitation, including inspection of meats, meat foods, and dairy products; and preparation and proper disposition of medical records.

The Medical Department is organized into the Medical Corps, the Dental Corps, the Veterinary Corps, the Medical Administrative Corps, the Sanitary Corps, and the Army Nurse Corps. Medical units and establishments are described in chapter 7;

Personnel, equipment, supplies, and installations of the Medical Department, except those of the Veterinary Corps, are protected by the provisions of the Geneva Convention.

29. The *Ordnance Department* is charged with—

a. Supply, evacuation, and maintenance of ammunition, arms and armament (less chemical warfare matériel), general purpose motor vehicles (including bicycles, motorcycles, automobiles, trucks, and trailers), combat vehicles (including armored, track, and half-track vehicles), fire control instruments, and other designated equipment and supplies (see par. 128).

Some quirks thrive in IG world. A division IG has his office with the division special staff, but unlike the other staffies he does not “belong to” the division commander—since he monitors and investigates division activities, this would create a conflict of interest and make him subject to command influence. The IG works for the next higher command. The division commander (in this case) cannot even have access to the IG’s files.

b. Distribution of ammunition up to point of issue to unit trains, except in the case of air force units, for which service is provided up to designated supply points.

c. Reclamation and disposition of abandoned and captured ordnance matériel.

d. Dissemination of technical information regarding all ordnance matériel.

e. Disposition of duds and unexploded or delayed action bombs.

f. Ordnance troops are organized basically into divisional (organic) units, and nondivisional units. The latter units are organized into maintenance, ammunition, depot, and evacuation units, except in the case of those servicing the air force. Ordnance aviation units generally are composite in nature and include maintenance, depot, and ammunition elements. Nondivisional units, other than base and aviation units, are normally assigned to armies and, in some cases, to the communications zone.

30. The *Quartermaster Corps* is charged in general with—

a. Procurement, storage, and issue of supplies of standard manufacture, and of supplies common to two or more arms and services, including animal transportation, except motor vehicles and special or technical items to be procured or issued exclusively by other services.

b. Operation of all Quartermaster transportation.

c. Operation, as may be required, of bakeries, sales commissaries, refrigerating, printing (except engineer reproduction), and salvage plants, laundries, baths, baggage collection depots, and cemeteries.

d. Operation of a Graves Registration Service, including selection of land for burial places for deceased personnel; maintenance, control, and preservation of cemeteries; burial of the dead; marking and official recording of graves; and receipt, collection, and disposition of all personal effects of the dead.

e. Procurement, reception, care, conditioning, training, classification, and distribution of animals to meet the requirements and replace losses.

f. Operation of a salvage service (see sec. II, ch. 10).

31. Quartermaster supplies include rations, forage, and other class I supplies, clothing, many items of individual and organizational equipment, and fuels, including motor fuels and lubricants except for aircraft.

32. In addition to Quartermaster units organically assigned to divisions, special nondivisional units are organized which include truck, troop transport, car, pack, depot, gasoline supply, service, remount, wagon, bakery, sales commissary, laundry, sterilization, salvage collecting, railhead, refrigeration, shoe and textile repair, graves registration, and aviation units.

33. The *Transportation Corps* is responsible for the transportation of the personnel and property of the Army by land and water, including operation of the Military Railway Service, with the exception of those duties assigned to the Motor Transport Service; operation of those portions of military railways constructed primarily for firing points and ammunition service for railway artillery; operation of water craft used in connection with submarine mine operations, and tactical vehicles organically assigned or attached to units or establishments.

34. The Transportation Corps is charged with the operation of—

a. All units of the Army, Transport Service and Harbor Boat Service.

b. All operating and maintenance units for railways, railway equipment, and railway shops.

c. Port battalions.

d. Headquarters and headquarters companies, port of embarkation (mobile).

e. Staging area battalions.

f. Operation of docks and facilities pertaining thereto, including stevedore service (port battalions).

35. Principal service functions of the *Signal Corps* are procurement, storage, issue, and repair of signal, meteorological, and cryptographic equipment and supplies of electrical apparatus associated with direction finding and range finding, and of equipment designated as required in connection with the Aircraft Warning Service; procurement and supply of photographs and motion pictures and of photographic supplies and equipment, except those required by other arms and services for special purposes (for example, equipment for aerial photography is procured by the Army Air Forces and equipment for map reproduction by the Corps of Engineers); preparation, publication, revision, storage, accounting for, and distribution of all codes and ciphers; and installation, maintenance, and operation of all military signal communication systems and equipment, including military cable, telephone, and telegraph lines, radio apparatus and stations (except installation, operation, and routine maintenance of communication systems within regiments of other arms and services, and of fixed airways and airdrome control systems, and radio aids to air navigation).

Signal Corps troops are organized into construction, operation, photographic, pigeon, radio intelligence, aircraft warning, repair, aviation, and depot units.

36. Military police troops are organized basically into the following: military police battalions, companies, and platoons, assigned to field armies, corps, and divisions, respectively; military police battalions and companies, general purpose; military police escort guard companies; military police companies, post, camp,

and station; and prisoner of war processing companies. The *Corps of Military Police* is charged with the following duties:

a. The initiation and execution of policies, plans, and procedures for traffic control; crime prevention and the circulation and control of individuals.

b. The investigation of loyalty of all persons, other than those in the military service, but including civilians accompanying or serving with the Army of the United States in the field.

c. Enforcement of military laws and regulations and the protection of military and civilian personnel against violence and excesses.

d. The protection of material, premises, and utilities important to national defense or war, including transportation and communication facilities..

e. The collection, search, custody, identification, internment, care, and treatment of prisoners of war.

37. The principal administrative functions of *Special Service* are to formulate plans, establish procedures, and provide materials for developing and maintaining the mental and physical stamina of troops. In general, it is charged with providing trained personnel and materials for recreation, off-duty education, orientation, information, and welfare of troops, and with study and report of conditions affecting morale.

The service functions of Special Service are performed by Special Service companies. These include provision of field canteen and exchange, motion picture, publications, theatrical, library, radio-phonograph, and athletic services.

In Joseph Heller's classic novel *Catch-22*, the local commander of Special Services in the Mediterranean Theater plotted to bring strategic bombing under his command, reasoning that if that isn't a special service, what is?

SECTION IV

FUNDAMENTAL CONSIDERATIONS

ORGANIZATION

38. A theater of operations is organized administratively to meet the needs of the forces assigned to the theater so as to enable them to carry out their missions in the general plan of operations. Initially, the organization may be prescribed in War Department general plans for the theater. Improving the administrative organization is a continuing process based on experience gained in the theater.

39. In general, the fundamentals governing the organization and operation of tactical units are applicable to the organization and operation of administrative units. Simplicity, mobility, flexibility,

and security are emphasized. Simplicity is exemplified by the direct communication on routine technical matters of special staff officers of various headquarters, and by eliminating an echelon, such as the corps, from the chain of supply. An example of mobility is the reserve of supplies carried on trucks with combatant units; flexibility is secured by establishing regulating stations and distributing supplies laterally and in depth; security is obtained by taking advantage of the protection afforded by tactical units.

SUPPLY

40. The impetus of supply is from rear to front. It is the function of each element in the supply chain to push supplies forward within reach of elements in front. However, each commander is responsible for making his requirements known to higher authority and for making necessary arrangements for drawing and distributing supplies allocated to him. For example, a division commander determines needs of his regiments or battalions and communicates them to the army commander who makes the necessary allocations. The division commander informs his regiments of quantity of supplies available and of their location. Thereafter regimental or battalion commanders are responsible for drawing and distributing these supplies to their battalions and companies. If at any time transportation requirements exceed capabilities of a regiment, its commander is responsible that division headquarters is so informed. Thereupon the division commander is responsible either that the regiment is reinforced from the division motor pool, or that supplies are moved closer to it. Only by advance planning in each echelon of command and by timely notification of requirements can the supply system be expected to meet the needs of the troops.

41. Reserve supplies held in troop units, railheads, depots, and other supply points permit operations to continue if a temporary break-down in the supply line occurs, or if the demands of operations temporarily exceed capabilities for delivery. When transportation is available, rolling reserves may be maintained on railway and truck trains both in army service areas and in the communications zone.

42. The maintenance system which includes battlefield recovery and evacuation prescribed for the military service is flexible and adaptable to varying operating conditions. It consists of two main divisions: organizational maintenance, which includes individual company, battery, or like unit, battalion, or regimental (first echelon and second echelon); and service maintenance, which includes third, fourth, and base (fifth) echelons of maintenance. Any echelon is capable of performing the function of a lower echelon. However, repairs in general will be performed in the lowest echelon of maintenance consistent with availability of suitable tools, necessary parts, time, capabilities of maintenance personnel, and the tactical situation. An echelon may perform such functions of a higher echelon as are consistent with the above considerations. Normally, division service troops perform

third echelon service maintenance; army service troops perform third and fourth echelon service maintenance. Organizational maintenance includes scheduled preventive maintenance services, emergency replacements, and repairs, and is the responsibility of the commander of the organization to which the arms, vehicles, and other matériel are assigned. Variety and sizes of tools and technical machine equipment increase progressively by echelon, terminating in the base shops. Basic procedure of maintenance in the infantry division is that matériel which cannot be repaired promptly by division facilities is immediately evacuated to the next higher echelon of maintenance.

Ordinarily, unserviceable matériel is replaced by serviceable matériel. Frequently matériel which appears to be damaged beyond repair contains subassemblies and parts which are serviceable and which may be salvaged and reissued. Such matériel should therefore be turned over either to the next-higher echelon of maintenance or to a salvage agency. Similarly, when unserviceable components and assemblies (such as engines, radios, and breechblocks) are replaced, the unserviceable items should be delivered to the next higher echelon of maintenance in order that they may be repaired and reissued. Prior to repair, such unserviceable items should be protected against rust or further damage with the same care as if they were serviceable.

PLANNING

43. Careful planning is essential. It is a responsibility of command and the habitual duty of the staff. Scope of this planning as to time, space, number of troops, and quantity of supplies varies with the size of the organization involved. Thus the scope of a plan for a theater of operations is broader than that for an army.

44. The plan of campaign for the theater of operations governs all other plans—strategic, tactical, or administrative. It announces the objectives sought and states the general line of action to be taken to attain the objectives.

45. Staff estimates based on the line of action are prepared for the commander to aid him in evaluating all factors affecting the attainment of the objective.

46. The *administrative estimate* embraces all factors other than strategic or tactical. It is usually divided between G-1 functions, such as replacements, morale, prisoners of war, and civil affairs, and G-4 functions, such as supply, evacuation, and transportation. In large commands the administrative estimate is based on estimates furnished by the services and coordinated by the general staff.

See **FM 101-5** for the form of the administrative estimate.

47. The administrative estimate concludes with the essential elements of the *administrative plan*. It also contains a statement as to whether the desired line of action can be supported and, if not, what deficiencies will exist and how, if at all, they may be remedied.

48. From a study of estimates submitted, the commander makes his *decision* and issues a *directive* which contains the tactical, intelligence, and administrative elements necessary to enable the staff to proceed with complete plans for the operation.

49. *Administrative details of the plan* are made flexible to meet contingencies which may be caused by unexpected changes in the situation. They should be capable of being further developed and expanded to meet, so far as can reasonably be foreseen, future probable operations and conditions.

SECTION V COMMUNICATIONS ZONE

GENERAL

50. The communications zone contains the administrative establishments required to serve the theater of operations as a whole. It constitutes the base of operations for the air forces and the armies.

51. The forward supply establishments contain balanced stocks maintained at a level determined from time to time as necessary to meet promptly the immediate needs of the troops in the combat zone. In the rear establishments, supplies arriving from the zone of the interior or obtained by local procurement are received, classified, and stored.

FUNCTIONS

52. Functions of the communications zone include procurement, storage, and issue of supplies and materials of all kinds; transportation of supplies and troops; establishment and operation of repair shops, depots for replacements and casualties; rest camps, leave, and quartering areas; establishment of training centers; reception, care, and disposition of salvage; evacuation and hospitalization of casualties; operation and maintenance of railroads and other means of transportation; construction work such as roads, railroads, and buildings; control of traffic; handling mail and censorship; control of civil population in friendly territory; the administration of military government in hostile territory; and defense of the communications zone.

ORGANIZATION

53. Headquarters organization of the communications zone is similar to that of the theater of operations, namely, a commanding general with a general and a special staff. Troops are assigned to the communications zone by the theater commander for operation of its establishments and for its defense.

The COMMZ is a place of relative peace and quiet where administrative and logistical work can be done. Sometimes it has to be seized (for some time after D Day, the COMMZ was England).

After the breakdown of the wartime alliance with the Soviet Union and the formation of NATO, the COMMZ was mostly in France. When President de Gaulle pulled France out of the military side of NATO, he also demanded that all US troops leave France in short order. The US ambassador remarked that it might take longer than that "to move the graves." His Excellency was not amused.

In situations where the theater of operations is not subdivided territorially into a combat zone and a communications zone and the extent of operations requires a separate administrative organization, a service command or a services of supply organization will be substituted for the communications zone organization as prescribed herein.

54. Organization of the communications zone is adapted to the plan of operations and is based on actual conditions in the theater of operations. The communications zone, therefore, will not be organized in the same manner in every theater of operations; each case will present a different problem. The simplest case might occur at the beginning of operations in a theater contiguous to home territory where, supplies received from depots in the zone of the interior are forwarded without transferring loads direct to army or air force supply points. Ordinarily a more elaborate organization will be necessary, particularly where the theater of operations is beyond the continental limits of the United States, in order to provide for adequate distribution of administrative establishments in depth and at the same time provide for the decentralization necessary for efficient administration and defense.

55. The first establishments organized are those of the *base section*, which may be set up to operate as an advanced section initially. When only the advance section is established; depots of the zone of the interior must function as base depots. In some situations the communications zone may be so extended in depth as to make it desirable to divide the zone into a base section and an advance section in order to secure centralized control and decentralized operation (see fig. 2). It may become desirable to divide the communications zone into three sections, designated in order from rear to front as base, intermediate, and advance. Unusual conditions may require subsections.

DEFENSE

56. Normally the commander of the communications zone is charged only with the ground defense (including defense against sabotage) of the communications zone, the air defense being provided for the theater as a whole. Suitable combat units, preferably highly mobile troops, are assigned the communications zone for ground defense. The defense may be organized on a territorial basis with missions and troops assigned to section commanders. This includes providing suitable bomb disposal personnel to handle any delayed action bombs or dud bombs or shells that may fall in or near the installation. Under policies laid down by the theater commander, the communications zone commander may be given authority to employ other combat forces in the communications zone.

57. Troops, animals, transportation, materiel, or supplies of any kind in movement to the front are not diverted for use of the communications zone without the authority of the theater commander.

DEPOTS

58. Depots receive, store, classify, and issue supplies, and maintain reserve stocks at prescribed levels. They are classified as *branch or general*, depending upon whether they stock supplies procured and issued by a single or by two or more arms or services. Communications zone depots are also designated as *advance, intermediate, or base*, depending upon the section in which located. Their number, location, and character are fixed by the communications zone commander in accordance with instructions and policies of the theater commander.

59. The level of stocks maintained in communications zone depots is determined by the theater commander.

60. General depots are organized into sections corresponding to the several supply services represented; for example, Quartermaster Section, Communication Zone General Depot No. 3. The depot commander is designated by the commander of the communications zone and operates directly under him. The commander of a general depot coordinates the activities of the several service sections in such matters as the assignment of storage space, use of the common labor pool and utilities, transportation, and safety measures, leaving to section commanders the internal management of their respective sections.

61. The chief of each service in the communications zone is charged with the maintenance of stocks at the prescribed level and furnishing the necessary personnel for functioning of his depot sections. He keeps records that will enable him to equalize stocks between depots and to make prompt reports, when

62. The chief of each service having supplies at a general depot is represented thereat by a commissioned officer designated as depot supply officer; for example, Ordnance Supply Officer, Communications Zone General Depot No. 1. Each depot supply officer at a general depot is responsible for reception, storage, care, maintenance, and issue of all supplies pertaining to his service; operating control of personnel assigned to his section; supply records pertaining to his service; supervision of loading and unloading of his supplies; proper marking of all shipments; necessary arrangements with transportation agencies of the depot for shipments; and timely transmission through prescribed channels of information with respect to shipments.

63. Whenever any shortage is indicated or anticipated in any article of supply, or the necessity arises for special control of expenditures or reduction of allowances, the depot supply officer brings the matter at once to the attention of the chief of his service. The latter takes the necessary steps to relieve the shortage and reports to the commander of the communications zone, with suitable recommendations, any articles requiring special control of expenditures or reduction of allowances. required, of the kind, location, and status of supplies.

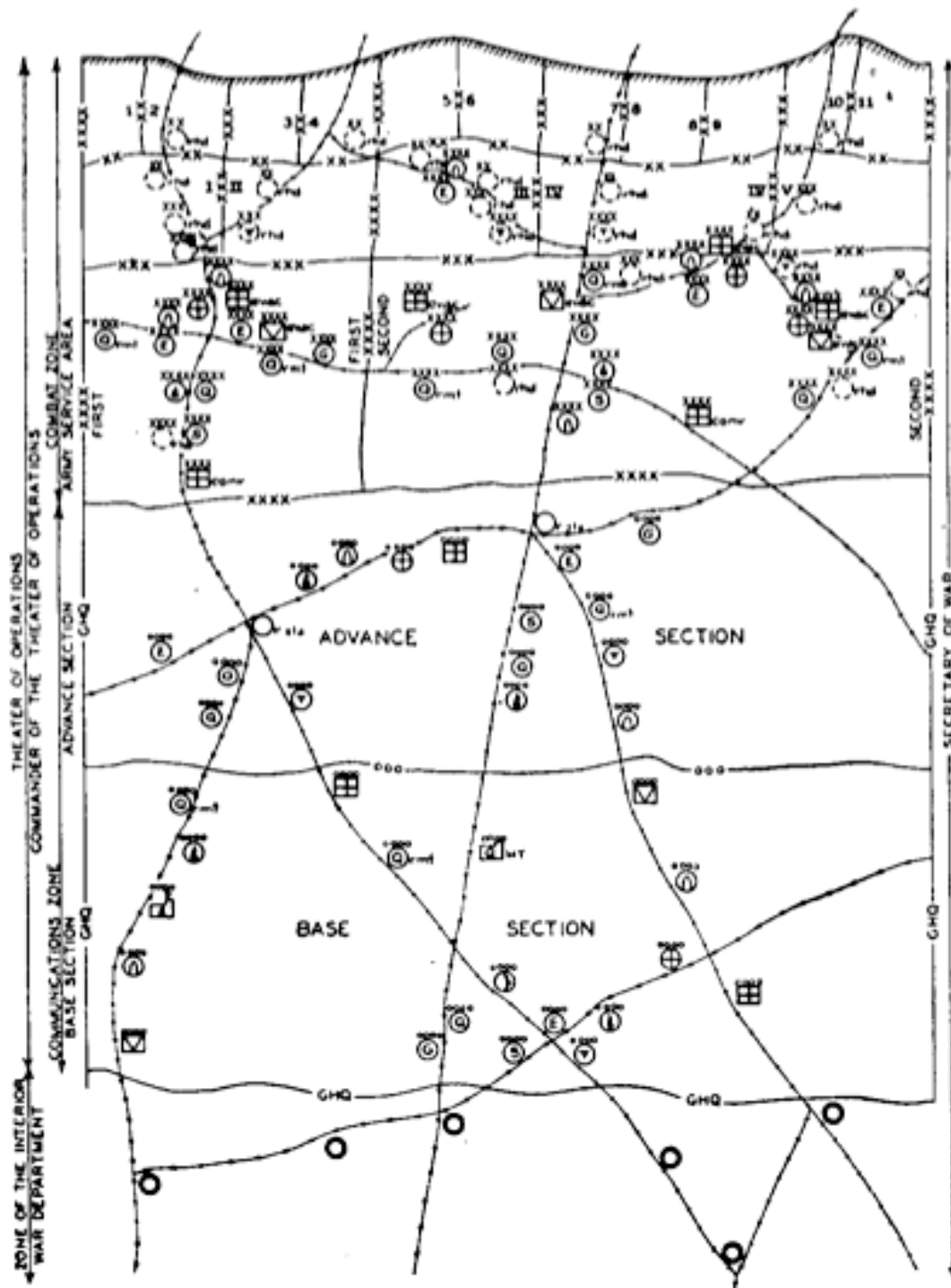


FIGURE 3.—Schematic diagram of the organization for supply in a theater of operations.

64. Organization and administration of branch depots are direct responsibilities of the chiefs of the supply services, communications zone. The commander of a branch depot has the same responsibilities as a general depot supply officer and, in addition, the duties of the commanding officer of a station.

SECTION VI

PROCUREMENT AND DISTRIBUTION OF SUPPLIES

PROCUREMENT

65. Supplies are obtained in the theater of operations by prearranged schedules of shipments from or by requisitions on the zone of the interior; by exploitation of local resources, including captured matériel and salvage of equipment partly worn out or abandoned. Local resources are utilized to the utmost, especially supplies such as food, forage, fuel, and engineer construction materials.

66. Supplies are sometimes furnished without a request as a result of an estimate made by a supply service of existing or future needs. Initial stocking of a depot may be accomplished in this manner. Supplies such as rations, the rate of consumption of which is constant, are forwarded on information furnished by strength reports.

67. Supplies may be furnished as a result of a *requisition* on a supply agency, a request in writing, and usually on a form provided for the purpose. Approval of a requisition by an office higher than the office of origin is usually required.

68. *Credits* may be established. In this case a designated amount of supplies of stated classes is made available to the consumer at a specified place.

69. In an emergency, supplies may be furnished on an informal request, either oral or written.

REQUISITIONS ON SUPPLY AGENCIES

70. A requisition should include articles issued by one service only. When avoidable, articles of different classes (see par. 1) are not listed on the same requisition.

71. Supply on an approved requisition is a responsibility of the supply service concerned.

72. When time permits, similar requisitions from several subordinate units are consolidated. A division consolidates and forwards the requisitions of its components.

73. Requisitions normally are filled by supply agencies closest in the chain of supply to the troops needing the supplies. If such an agency cannot fill a requisition completely, it furnishes what is on hand, extracts the unfilled items to the next higher supply officer, and notifies the headquarters from which the requisition was received when shipment may be expected.

74. Requisitions for supplies to be shipped from the zone of the interior are prepared under supervision of the commander of the communications zone, and are submitted to designated depots in the zone of the interior or, in case no depots are designated, to the War Department.

CREDITS

75. Credits provide commanders with definite assurance of the supplies available to them, expedite supply, and reduce the frequency of formal requisitions. The establishment of credits completes the command action necessary at the headquarters assigning the credit, and thereafter such supplies are subject to call or draft by the commander to whom the credits are allocated. Credits are usually established in designated depots and for a specified period. At the end of the period named in the allocation, all credits against which calls have not been received revert to depot stock.

76. Calls by an army against credits in communications zone depots may be made directly on the depot or on the regulating station. In the former case, a copy is sent to the regulating station. In either case, the proper service representative at the regulating station takes the necessary action to secure the shipment of the supplies in compliance with priorities approved by the theater commander. Calls made orally are confirmed by written memoranda. Supplies in army or air force depots allocated in credits to subordinate units are drawn as required by the subordinate unit, sending transportation accompanied by an informal requisition to the proper supply point.

77. Copies of credit allotments made by the headquarters of a theater of operations are furnished the commander receiving the allotment, the regulating officer, and the commander of the communications zone.

CLASSES OF SUPPLIES

78. In general, the communications zone delivers all classes of supplies to army and air force supply points as recommended by the army and air force, respectively. If such supply points are within reach of the using units, supplies are moved forward from there by unit transportation or to air force installations by air force transport. If such supply points are beyond reach of using army units, suitable advanced supply points are estab-

lished by the army, using army transportation, whence supplies are moved by unit transportation.

79. *Class I supplies* (rations) are called for by means of a daily telegram which gives the strength of the command in men and animals. Divisions and corps (for corps troops only) prepare and send to the army the daily telegram pertaining to their respective units. The army prepares a consolidated daily telegram, including provision for army troops, and dispatches it to the regulating officer. The regulating officer notifies the designated depots of the communications zone to prepare the shipments. Trains are dispatched and shipments are sent forward to railheads or to truckheads according to schedules prepared and orders issued by the regulating officer. Air force units obtain class I supplies from communications zone or army supply points, normally from the nearest railhead or truckhead, forward distribution being effected by air force service units or establishments. The daily telegram is prepared by the air force service commander and routed as directed by the theater commander (see figure 4).

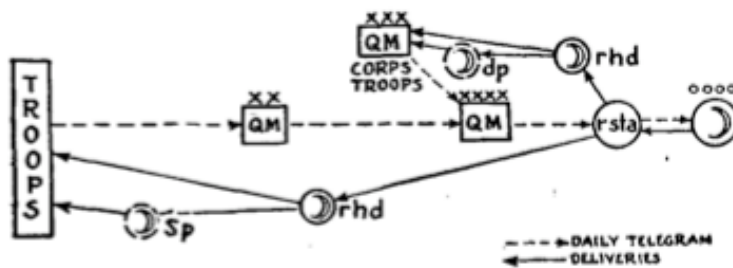


FIGURE 4.—Class I supplies.

80. *Class II supplies* (supplies and equipment prescribed by Tables of Equipment) are generally obtained by requisition on the basis of actual or estimated requirements. Motor vehicles may be obtained by direct exchange of unserviceable vehicles for serviceable vehicles from the army replacement pool. Regiments submit requisitions (when required) direct to divisions, and divisions direct to the army. The Corps, consolidating when necessary, sends requisitions for corps troops to the army. The army normally directs issue from an army depot, or infrequently arranges through the regulating officer for shipment from the communications zone direct to unit railheads or truckheads. Supplies for air force units are obtained by requisition submitted direct to service centers. Supplies for army or air force depot stocks are procured by requisition on the proper service chief at headquarters, communications zone, or direct on communications zone depots, as directed by the communications zone commander (see figure 5).

81. Reports of the status of *class III* and *class III (A) supplies* (gasoline and oil) are submitted by divisions and by corps (for corps troops only) direct to the army, usually in the daily telegram. Based on these reports, on stock levels in army supply points,

A corps (unless operating independently) is only a tactical headquarters, not an admin/log establishment. It has no organic transportation or supply assets. The G-4's only serious logistical responsibility is preparation of calls against credits (the "daily telegram" cited here).

The crunch comes when a unit exceeds its credits and needs more, like *right now*. This emergency call ripples up the supply chain, and if granted may cause the relevant depot to exceed its normal flow. Logisticians hate this because their supply status is based on estimates, and if the estimate for one unit becomes insufficient (usually because of the romance of combat) the shortage can be filled only but drawing against levels of supply meant for other units.

Direct exchange (DX) is often the soldier's best friend. Unit A turns in a 2½ ton truck for repair; it will take a while as the second or third echelon waits for parts to arrive. The combat zone takes priority, so the lucky unit may just get another truck just repaired; the old serial number is dropped from the unit's property book and the new one is entered. The original truck will presently be repaired and likely DX's to the next unit that has an unserviceable truck to turn in.

Sometimes we get creative. One of my tanks (M48A3) managed to break the solid cast steel housing that holds the front idler wheel in place. We could not order a replacement through the system because

and on intended operations, the army estimates its requirements. The army requests class III supplies by a daily telegram to the

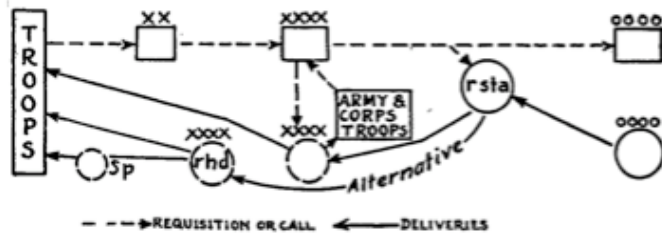


FIGURE 5.—Class II and IV supplies.

NOTE.—Requisitions are forwarded by army to communications zone (class II), theater headquarters (class IV), a copy being furnished the regulating officer.

regulating officer, stating the amount of supplies desired at each army supply point. Divisions and corps and army troops obtain gasoline and oil on demand at army supply points. Class III supplies required by the air force are obtained on requisition submitted by the air force service commander as directed by the theater commander. Distribution to air force units and establishments is from communications zone supply points, railheads, or truckheads, forward distribution being effected by air force service units or establishments (see fig. 6).

82. *Class IV supplies* (miscellaneous) are provided on the same basis and in the same manner as outlined above for class II supplies, except that army or air force requisitions are forwarded to theater headquarters for consideration. Articles of any class may, by reason of special stringency, be transferred to class IV pending the reestablishment of normal supply status for these articles (see fig. 5).

83. *Air force class IV (E) supplies* are provided on the same basis and in the same manner outlined above for class II supplies. In cases of urgent necessity these supplies are obtained by requisition submitted by the air force depot commander direct on the communications zone depot. Requisition is by wire or radio. Movement is normally by air direct to the service center or the requiring unit. Distribution within the air force is from air force supply points direct to the requiring unit.

84. *Class V supplies* (ammunition) are normally made available in the form of credits at designated supply points for a stated period or operation. The initial allocation is made by the *theater commander*. Each commander in turn reallocates to subordinate commanders. Unit commanders secure ammunition within the limits of their credits by calls on designated army or air force supply points. Generally, the army or air force supply points obtain ammunition on call to communications zone depots through the regulating officer, who moves the ammunition to army supply points. The status of ammunition is determined by periodic reports from combat units and ammunition supply

some pogue at Tank Automotive Command had decided the part was unbreakable and didn't bother giving it a part number, so none were stocked. We insisted it was broken. They shrugged.

Finally, I write the CEO of Chrysler Defense Engineering about the problem. He quickly bundled a new housing into a package and sent it air mail (it weight about 70 pounds) to Viet Nam, free of charge.

They don't tell you about these things in FM 100-10.

points, consolidated, and forwarded by the various echelons of command to the theater commander.

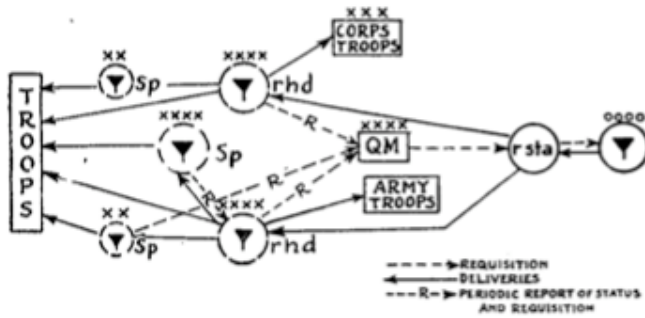


FIGURE 6.—Class III supplies.

SECTION VII

REGULATING STATIONS

GENERAL

85. Regulating stations are traffic control agencies. They are established on lines of communication through which supply and personnel movements are directed and controlled to and from the combat zone and, when necessary, from the zone of the interior to the theater of operations. A theater commander may establish regulating stations for the control of air traffic within the theater. The purpose of the regulating station is to assure the necessary flexibility in the supply system; to maintain regularity and smooth movement of supplies and replacements to the combat zone and evacuation of casualties, prisoners, and salvage from the combat zone. It prevents congestion and permits maneuver of supplies and troops in rear of the combat forces.

86. The discussion herein assumes that rail is the principal means of shipment to and from the combat zone. Lack of a suitable rail net, interruption of rail traffic, or other cause may require that part or all of these shipments be by motor truck or water. The fundamentals prescribed herein for controlling the flow of traffic to and from the combat zone are applicable regardless of type of transport. Details of operation will necessarily vary.

87. Regulating stations are established in the communications zone at or near the rear boundary of the combat zone and, when necessary, at or near the rear boundary of the theater of operations. When the situation permits, a regulating station is established at a location where necessary facilities exist or can be pro-

vided quickly. Preferably, it is located at a junction of two or more rail lines or routes leading from the supply and evacuation establishments in the rear. It is also desirable that two or more separate lines lead from the regulating station to the areas in the combat zone which it serves. It should be linked with other regulating stations so that traffic may be maneuvered laterally as well as to and from the combat zone. The regulating station is near enough to the combat zone to enable trains departing at dark to arrive at their destination before daylight. It is far enough to the rear to be reasonably safe from enemy ground activities (see fig. 3).

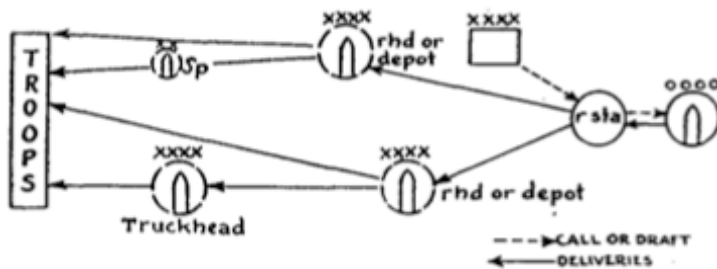


FIGURE 7.—Class V supplies.

NOTE.—Periodic expenditure reports are made by each echelon of command through command channels to the theater commander.

88. Each regulating station serves a definite area of the combat zone, delimited on the basis of available lines of communications, strength of forces involved, and capacity of the station. If conditions permit, these areas should be coincident with the army areas of the combat zone, one regulating station being established for each army.

89. Efficiency in operating a regulating station requires that its function be confined to that of a traffic control agency. Essentially, it requires only a regulating officer and staff, railway or motor transport personnel, and facilities for switching and repair of equipment. No supply depot is established at a regulating station. It performs no function of a replacement center, transfers loads only of mail and a few small articles of supplies, and maintains no immobile reserves. Violation of these fundamentals may cause such congestion as to defeat the object of the regulating station, thus endangering plans of the commander of the theater of operations. Figure 8 is a schematic layout of facilities required at a rail regulating station.

REGULATING OFFICER

90. The regulating officer commands the station. He is the direct representative of the theater commander. He controls all rail movements forward either of advanced depots of the communications zone or of holding and reconsignment points between these depots and his station. No movement can be initiated within his zone of responsibility without his authority. He is re-

sponsible for systematic and orderly movement of supplies and replacements to the combat zone, and for evacuation to the rear of sick and wounded men and animals, prisoners of war, and materials. Based on recommendations of army commanders and policies of the theater commander, he establishes and enforces traffic priorities, and designates location of railheads or truckheads in the combat zone. He provides for distribution of returning cars to depots in the rear.

91. The regulating officer is advised at all times of conditions at the front regarding changes in status of supplies, location of units and establishments, and military plans and intentions. He maintains direct contact with headquarters of the theater of operations, communications zone, and armies. From theater headquarters he receives information such as allocation of credits in communications zone depots, establishment of priorities, number of beds assigned in each hospital, and number of hospital trains available. From the manager, Military Railway Service, he receives information on the status of railway equipment, trains, and schedules available. The army served reports daily of strength of major elements of the army, the number of evacuable cases, any changes recommended in location of railheads, and similar information. From the communications zone he receives information regarding men, animals, and supplies awaiting transportation to the combat zone.

92. The regulating officer orders supplies on credit in communications zone depots to the combat zone, in accordance with desires of the army commander and train schedules available. He determines number and priorities of supply, troop, and hospital trains to be moved in and out of his area.

REGULATING OFFICER'S STAFF

93. The staff of the regulating officer includes a representative of the general or division superintendent, Military Railway Service, and one or more officers from each supply service. The duties of the general or division superintendent are stated in paragraphs 111 and 114.

The representative of each supply service receives requests for credit items from the army or air force, makes necessary shipping arrangements with the transportation section, checks on movement of the shipments, and notifies the army or air force when supplies may be expected.

94. Principal functions of the transportation section of the regulating station are to receive and consolidate all requests for rail shipments of supplies, issue shipping instructions, and arrange with the general or division superintendent for necessary movements in accordance with established priorities, including arrangements for movement of prisoners of war, baggage, express, and less than carload lot shipments.

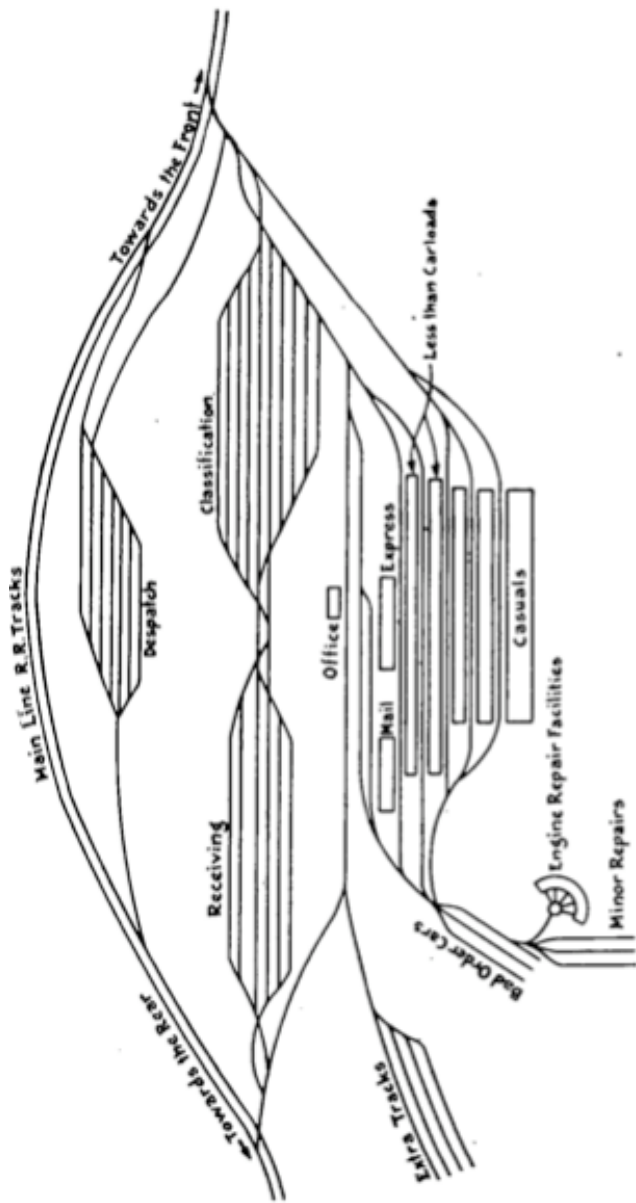


FIGURE 8.—Schematic lay-out of rail regulating station.

95. The medical evacuation section, headed by a medical officer, is charged with arrangements with the Military Railway Service for evacuation of sick and wounded men and animals from the combat zone to general hospitals in the communications zone, and with maintaining a record of credits in beds in the communications zone hospitals.

96. The adjutant general's section is responsible for making arrangements through the transportation section for movement of mail, personnel replacements, casualties, and supplies of the Adjutant General's Department.

SHIPMENTS BY MOTOR TRANSPORT

97. Railways usually are the principal means of transportation to and from the combat zone, but economy and celerity of service or other causes may dictate shipment of supplies or troop movements by motor transport. To meet contingencies, the regulating officer keeps detailed plans prepared for employment of large scale motor transportation. In such case, the regulating officer may be given authority to control all road traffic between the communications zone and the combat zone, and to direct employment of such elements of the Motor Transport Service as may be allocated to him.

RAIL MOVEMENTS

98. All trains need not pass through a regulating station; for example, ammunition may be routed from the communications zone depots or other establishments direct to army supply points. Similarly, large troop movements move direct from entraining points to detraining points. However, control of these rail movements must rest with the regulating officer(s) concerned. The general system of railroad operation is covered in section I, chapter 3.

RAILHEADS

99. Railheads are supply points where supplies are transferred from rail to another type of transportation, generally motorized trains. They are advanced as close to the units served as safety permits. A railhead may be established for any class or classes of supplies. Examples of designations are Class I Railhead, 1st Division; Class III Railhead, I Corps; Class V Railhead, First Army.

The essential facilities of a railhead are: siding for unloading of supplies; road net adjacent thereto suitable for operation of type of transportation to be employed; and storage space for such reserves as may be maintained.

100. Railheads (truckheads) are agencies of the army commander. The army receives and unloads supplies arriving at the railhead, using army service personnel, and handles them thereafter until issued to using units. Similarly, the army loads material which has collected at the railhead for movement to the rear. The army commander is charged with police, sanitation, and safety of the railheads. In general, a railhead serves the troops in one division area. In case separate railheads are established for the air force (normally only for class III (A) and class V supplies) the air force assumes the responsibility for the operation thereof in lieu of the army commander.

101. Each railhead (truckhead) is established by a railhead (truckhead) officer (normally, the company commander of the railhead company), assigned to the railhead by the army commander. The railhead officer is charged with the reception, accounting for, and issue of all supplies received from the rear at the railhead, and for the prompt loading of personnel and materials turned over to him for movement to the rear. Only facilities

essential to operation are established in the immediate vicinity of the railhead. The duties of the stationmaster are stated in paragraph 113.

102. The army normally maintains one or more day's reserve at or near each class I and class III railhead (truckhead). Railhead reserves may be held on cars only on authority of the regulating officer.

103. The regulating officer is responsible for movement of class I railhead personnel and railhead reserves, if any, from site of old railhead to new railhead. Movement may be either by rail or by motor by arrangement with the unit served.

CHAPTER 3

TRANSPORTATION

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SECTION I

RAILROADS

GENERAL

104. In general, railroads (railways) form the backbone of the transportation system in a theater of operations. They may be supplemented and sometimes replaced by motor, inland waterway, and air transportation.

105. Construction of railroads in a theater of operations is a function of the Corps of Engineers. The operation and maintenance of way of railroads in a theater of operations are functions of the Transportation Corps, except that the Coast Artillery Corps will operate those portions of military railroads constructed primarily for firing points and ammunition service for railway artillery. However, the extent to which military personnel takes over the control and operation of railways depends upon the situation.

106. In a friendly theater of operations the railroads may be continued in operation by their own' officials, utilizing their peacetime personnel augmented by additional civilian personnel if needed and available. Officers of the Military Railway Service are assigned to each such railroad as may be necessary for liaison and to assist civilian railroad officials in handling matters of a military nature. It may be possible for the railway system to continue in operation by its own civilian personnel to serve needs of the civilian population, yet necessary for military personnel to operate trains required by military needs. In such event the railway system may be taken over and operated by military personnel as outlined in paragraphs 109 to 123. The commander. of the theater of operations, on recommendation of the chief of transportation (director of railways), will allocate to civilian railway officials certain terminal and other facilities for

their exclusive or limited use, together with the privilege of operating a certain number of trains on the main lines each day.

107. Even in a hostile theater of operations needs of the civilian population cannot be ignored entirely. The needs of the army will govern, but trains to serve needs of the civilian population, as determined by the commander of the theater of operations, will be operated by the Military Railway Service.

108. The discussion following is based on the assumption of complete military control, maintenance, and operation. Appropriate modifications of the system indicated are made for varying degrees of civilian control.

109. The chief of transportation of the theater of operations is also director of railways. In accordance with policies of the theater commander, he makes plans for and exercises technical supervision over maintenance and operation of railroads throughout the theater of operations. Direct control is decentralized to the commander of the communications zone. Direct control of construction is normally decentralized to the commander, communications zone, and to the commanders of armies.

110. The chief of transportation, communications zone, is also director of railways for the communications zone. He is assisted by a general manager, Military Railway Service.

111. The railway system is divided for maintenance and operation into a number of divisions approximately the same as in civil practice, each under control of a superintendent. To the division is assigned a railway operating battalion, including necessary personnel for maintenance of track and structures, ordinary maintenance of equipment, and operation of trains, stations, and other fixed installations. The division superintendent reports to the general manager, Military Railway Service, except when his division is grouped with one or more others into a grand division under control of a general superintendent, who reports to the general manager, Military Railway Service.

112. For details of the regulating station in the organization and operation of the military railway system, see paragraphs 83 to 92. For information concerning railheads, see paragraphs 99 to 101.

113. At each railhead, depot, or other railway station of importance is a representative of the division superintendent, known as the stationmaster, who, in cooperation with the officer in charge of the establishment, expedites movement of supplies, release and turn-around of rolling stock, and clearance of local yards and sidings.

114. On the staff of each regulating officer is a representative of the superintendent of the division or grand division operating lines forward of the regulating station, and lines to the rear as far as the nearest depots or holding and reconsignment points. This representative advises the regulating officer regarding status of

railway operations, availability of railway equipment, and ability of the Military Railway Service to handle traffic. He arranges for movement of traffic between the most advanced depots or holding and reconsignment points in the communications zone and the railheads or other stations in the combat zone in accordance with desires of the regulating officer.

115. A rail holding and reconsignment point is a regulating reservoir of railway rolling stock and supplies. There should be one on each line a few hours' run in rear of each regulating station. The number of cars or trains at a holding and reconsignment point should be held to the minimum necessary to keep the regulating station and trackage forward of it free of surplus cars and supplies.

MAINTENANCE AND OPERATION

116. Under a chief of transportation, who is the director of railways for the communications zone, the general manager, Military Railway Service, maintains and operates the railroads throughout the communications zone and within the combat zone to the forward limit of railroad traffic.

117. Heavy maintenance of equipment is performed at one or more large railway shops, usually located at important railway centers within the communications zone, by railway shop battalions. The shop superintendent reports direct to the general manager, Military Railway Service, unless his shop forms part of a grand division.

118. Equipment used on the railway system in a theater of operations will necessarily be that taken over with the railroads from civil use, supplemented by other equipment which may be transferred from the zone of the interior and to some extent by equipment specially constructed. It is highly desirable that equipment used for operation between advance depots and railheads be light, due to greater ease of operation of light equipment over rough track and light bridges. Light internal combustion locomotives, if available, should be used in advance of the regulating stations. Specially constructed hospital trains for evacuation of the wounded are desirable. If not available, they may be improvised by alteration of commercial equipment.

119. There is usually a shortage of railway rolling stock and of yards and sidings in a theater of operations. For this reason the tendency to hold supplies on cars in rolling reserve, or to hold trains in reserve for possible troop movements, must be strictly controlled. Such use of railway rolling stock can be made only to the extent authorized by the commander of the theater of operations, who alone is thoroughly acquainted with and responsible for both the tactical and the supply situation.

120. Responsibility of the Military Railway Service for supplies begins when they have been loaded on cars and turned over to the stationmaster and ends when they have been placed on the proper siding for unloading at their destination. Commanders of

ports, depots, railheads, or other supply points are responsible for loading and unloading in the minimum time practicable.

CONSTRUCTION AND RECONSTRUCTION

121. The great amount of time required for new railroad construction makes it imperative that existing railway lines in a theater of operations be exploited to the utmost. Reconstruction of damaged lines requires less time than construction of new ones. Parts of existing systems having least capacity are usually terminals and yards rather than main line track. For these reasons railway construction in a theater of operations usually will consist mainly of extension of terminals, provision of yards and sidings at new depots or other new military establishments, and reconstruction of main line track in the combat zone as the army advances.

122. Railway construction and reconstruction within the communications zone is under control of the commander of the communications zone. The work is done by general engineer units (general service regiments and separate battalions) under immediate control of section engineers of the various sections of the communications zone, in accordance with general plans drawn up by the chief of transportation for the theater of operations and more detailed plans provided by the chief of transportation for the communications zone.

123. Railway construction and reconstruction within the combat zone is under control of the several army commanders. The work is done by general engineer units of the army under immediate control of the army engineer, in accordance with general plans drawn up by the chief of transportation for the theater of operations. Sometimes corps engineers and, less often, division engineers may assist in construction of railways in the combat zone.

SIGNAL COMMUNICATION

124. The chief of transportation for the theater of operations arranges with the chief signal officer, theater of operations, for necessary wire circuits for train dispatching and for administration of military railways. Maintenance and operation of wire circuits allotted exclusively to military railways is a responsibility of the Military Railway Service. Maintenance of wire circuits used partly for operation of military railways and partly for other communication purposes is a responsibility of the Signal Corps. Wire circuits turned over to the Military Railway Service exclusively for railway business are not available for other purposes, except by specific authority of the general manager, Military Railway Service, or the division superintendent concerned.

SECTION II

MOTOR TRANSPORT

125. The term "motor transport," as used herein, refers to car units, truck units, and individual vehicles assigned to the theater commander for general transportation of cargo and personnel. Motor transport is the normal means of bridging the gap between troops at the front and heads of rail or water transportation. It is also used extensively in troop movements, in interior administration of depots and other establishments, and in movement of supplies between depots and other establishments. It supplements and, in emergency, may entirely replace rail or inland waterway transportation.

126. All motor transport not assigned organically to armies, the air force, lower echelon units, and communications zone establishments may be organized into a Motor Transport Service. If so organized, it is commanded by a director of motor transportation in accordance with the policies of the theater commander.

127. If organized, a motor transport service will operate the theater automotive passenger and cargo service, and will comprise a headquarters and such passenger, cargo, and other units as may be assigned. It maintains a representative on the staff of the regulating officer.

128. The supply and maintenance of general purpose motor vehicles and combat vehicles are functions of the Ordnance Department. (The supply and maintenance of special purpose vehicles and of special equipment, when installed on general purpose vehicles, are functions of the responsible supply service unless directed otherwise by the War Department. However, it is contemplated that any maintenance organization or establishment will perform any repairs within its capabilities when the necessity therefor exists). The Ordnance Department procures, stores, and issues motor vehicles, including replacement vehicles, spare parts, tools, and accessories, and performs maintenance beyond the capacity of using organizations. Commanders of organizations to which vehicles are organically assigned or attached are responsible for maintenance of such vehicles within the scope of the means available. First and second echelons of maintenance are the responsibility of the using units. Third and fourth echelons of maintenance are performed by maintenance organizations under the command of the appropriate ordnance officer. These four echelons of maintenance are performed in the combat zone for troops operating in that zone. Fifth echelon (base) is performed in the communications zone or zone of the interior. Vehicles which require repairs beyond the momentary capacity of any echelon will be freely evacuated to the rear and replaced with serviceable vehicles (see par. 42).

The reason for hoarding all these truck assets under GHQ rather than just handing them out to the divisions "where they're needed" is actually simple. Motor transport needs vary across a combat zone, and since they are not infinite it makes sense to be able to concentrate them where they are urgently needed.

(Corollary: Every commander on the line believe his needs are more urgent than anybody else's.)

129. Units of the Motor Transport Service are attached to armies and air force units in accordance with their requirements, at direction of the theater commander. Likewise, units of the Motor Transport Service are attached to ports, depots, hospitals, and other establishments in the communications zone in accordance with their needs, as directed by the commander of the communications zone. Commanders of the organizations to which they are attached are responsible for operation of these motor transport units under such general technical supervision by the chief of the Motor Transport Service as may be prescribed by the theater commander.

130. Commanders of units to which motor vehicles are organically assigned or attached are responsible for light maintenance of such vehicles. Vehicles which require repairs beyond the capacity of such organizations are replaced with serviceable vehicles by the Motor Transport Service, which then performs necessary repairs or dismantles vehicles for salvage.

131. The chief, Motor Transport Service, is in direct command of all motor transport units not attached to armies or establishments.

132. In case the theater commander desires to be able to establish promptly a pool of motor transportation, he requires that the Motor Transport Service be prepared to furnish a specified tonnage in designated areas on call. He may extend this requirement to units and establishments having attached motor transport. In extremely urgent situations he may require physical pooling of such transportation at designated places.

133. Operations of motor transport in supply and evacuation of the combat zone are directed by the chief, Motor Transport Service, but are subject to control by the regulating officer similar to that exercised over rail transportation. The motor transport representative on the staff of the regulating officer keeps him informed on availability of motor transport and on conditions of road traffic, arranges shipments by motor transport, and coordinates with traffic control agents of the communications zone and the armies.

“Light maintenance” means “first echelon”—operator maintenance.

SECTION III

INLAND WATERWAYS

134. Inland waterways are characterized by great capacity for freight and comparative slowness of movement. When available, they are of value in relieving congestion on railroads and roads through movement of heavy and bulk materials such as fuel, road metal, and construction supplies. They may also be useful in evacuation of sick and wounded, since boats and barges may be made into floating hospitals.

Supply of armies in the American Civil War (we had the misfortune of fighting the first major war of the industrial age) was largely by river. Federal departments depended almost entirely on riverine supply. The

135. The control and operation of inland waterways in a theater of operations are functions of the Transportation Corps. Maintenance is a function of the Corps of Engineers. The organization for the control and operation is similar to that for railways. The manager, Military Railway Service, may operate the Inland Waterway Service, or a separate manager for the Inland Waterway Service may be provided. In either event, preparation of plans and operations are under the direction of the chief of transportation, theater of operations, while maintenance is under direction of the engineer, communications zone. Inland waterways are through lines and may not require organization into divisions as in the case of railways.

136. Inland waterway terminals include equipment and personnel, part of the inland waterways organization, for transfer of loads to and from rail and motor transport.

137. Inland waterways are usually operated and maintained by civilian personnel, but special troops for the purpose may be organized if necessary. Use of commercial equipment taken over with the waterways or transferred from the zone of the interior is habitual.

138. Traffic via inland waterways between the communications zone and the combat zone is controlled by the regulating officer in the same manner and to the same extent as rail traffic.

139. Unit commanders make all arrangements for shipment of troops and supplies by inland waterways the same as for rail or motor transportation.

140. Construction or extension of inland waterways is rarely undertaken because of the time involved. Rehabilitation of damaged waterways is performed by general engineer units of the communications zone, in accordance with plans drawn up by the chief engineer, theater of operations.

rivers of our country were by then used to steam-powered vessels, but they multiplied like guppies with the onset of large campaigning.

Union armies, since they were on the offensive and operating mostly in the enemy interior, required colossal supply flow. This came by river. (Mule trains could only haul supplies short distances—too far and the wagons had to haul nothing but feed for animals.)

This is why Union armies were named for the rivers that supplied them—Potomac, Ohio, Tennessee, Cumberland, James. This is also why Sherman's march to the sea was such a Hail Mary play (and why Georgia was stripped to its boxer shorts in the process.)

Geography made it difficult to use inland waterways in the ETO. In North Africa, rivers are in short supply. In France and Belgium, they run perpendicular to the axis of advance.

SECTION IV

AIR TRANSPORT

141. Air transport is characterized by great speed, comparatively low volume and tonnage capacity, unlimited choice of routes within its range, freedom from intermediate terrain obstacles, restriction to suitable landing fields, and vulnerability to air attack and ground-based fire. It is adaptable to the movement of large units when heavy or bulky equipment is not essential or may be shipped by other means. It is an effective means for refueling and supplying armored elements or other detachments operating at a great distance from supply bases. Its success is

German aerial supply never came close to meeting Goering's wild promises. The AAF, on the other hand, went wild. It was the age of air freight.

Part of the success of Allied air transport was the inventiveness of the leadership. In the CBI theater, special operations

predicated on air superiority or surprise, neutralization or avoidance of antiaircraft fire, and the ability to seize or prepare landing fields and protect them.

142. Transportation by air of personnel, matériel, and mail (including the evacuation of the wounded) for all War Department agencies, to, from, and between the theaters of operation, is the responsibility of the Army Air Forces and is performed by the Air Transport Command. Troop carrier or other air transport units assigned to theater commanders perform air transport operations within the theater. In emergencies, other air units may be utilized to provide the required air transportation.

143. Troop carrier units have the mission within theaters of providing transportation of parachute and airborne units by airplane and glider, and of transporting by air other personnel (including evacuation of wounded). Troop carrier units within a theater of operations are normally assigned to the theater air force commander. Such units as are necessary may be attached to the air support command. When troop carrier units are used to augment existing theater transportation facilities, they may be temporarily attached to the theater air service command.

144. The regulating officer designated for air traffic will exercise such control over air transport as may be directed by the theater commander.

By Wingate, Merrill, and others had to be supplied by air. Wingate in particular (Orde Wingate was an unconventional, abrasive British special ops proponent who was hated by the conservative British staff and hated them back). Wingate loved the AAF because they were not interested in war *fighting* as such, but focused on war *winning* so they could all go back home as soon as possible to enjoy the American way of life, form motorcycle clubs, and seek thrills. No challenge was too great. When there was a shortage of silk for parachutes, they invented the "parajute" (burlap cargo chute) to resupply raiding forces operating deep in the jungles of Burma.

CHAPTER 4

SUPPLY AND MAINTENANCE IN ARMY

GENERAL

145. The army is the largest administrative unit in the combat zone. Its commander is responsible for organization and operation of administrative arrangements to serve components of his command. He is responsible also for defense of the army service area.

146. The administrative plan for an army is dependent on the plan of operations. The army commander estimates requirements for projected operations and formulates his administrative plan.

147. Sources of supply for an army are the communications zone and local resources in the army area.

148. Local resources are exploited in accordance with the fundamentals expressed in paragraph 65 and section V, chapter 10. Supplies from this source are distributed by means of installations to be described for other supplies.

149. Supplies from the communications zone are procured by one or more of the following methods: requisition direct on the communications zone (class II supplies), requisition on theater headquarters (class IV supplies), statement of requirements (daily telegram) to regulating officer (class I and III supplies), calls on the regulating officer against credits allocated to the army by theater headquarters (principally class V and specified items of class IV supplies) (see sec. VI, ch. 2).

150. Supplies from the communications zone are delivered by communications zone agencies to army installations.

151. Control of all supply and evacuation traffic between the communications zone and army installations is vested in the regulating officer, an agent of the theater commander. In order that supplies may be forwarded to the army in the priority desired by the army commander, copies of all requests for supplies are sent to the regulating officer. Close liaison is essential between the army staff and that of the regulating officer, in order

that the latter may be informed continuously of needs of the army and of desired location of army supply points.

152. Allocations of credits are made by army to corps and to army troops. In all other matters of supply and maintenance the army deals directly with divisions concerning their requirements, and with corps concerning requirements of corps troops. Division and corps keep the army informed as to their requirements by means of requisitions, reports of expenditures, daily telegrams, and special reports. The army keeps its subordinate echelons informed of location of supply points from which each unit is to be served, and of types of supplies therein.

ORGANIZATION FOR SUPPLY

153. The army commander is the responsible head of administration, including supply and maintenance throughout the army.

154. Handling supplies within the army area, including their storage, if any, and delivery to components is accomplished through installations located by the army commander.

155. An *army depot* is a supply point where supplies are received from the communications zone or from local sources, and are unloaded, classified and stocked in piles or bins for issue to unit trains. When storage space is not available for supplies requiring cover, dunnage and tarpaulins are used.

156. The communications zone delivers class I and class II supplies to railheads in the combat zone or as close to troop units as practicable. When railheads are within reach of using units, supplies are loaded on unit transportation by army service personnel. When railheads cannot be so located, transportation available to the army is used to advance these supplies to points accessible to unit transportation. In rapidly moving situations, when expenditures are light or the mobility of a supply installation is essential, railheads may be utilized for other supplies such as fortifications matériel.

157. When supplies in quantity are shipped by truck from communications zone establishments to the army area, the unloading point is termed a truckhead or a depot, depending upon degree of organization of the supply point. Similarly, the army may move supplies forward from its depots or railheads by means of its own motor transport in order to furnish closer support to its divisions and corps, thus establishing either advance army depots or truckheads.

RESERVE SUPPLIES

158. The ideal supply system would deliver all types of supplies from the communications zone directly to front line units at times and in quantities needed. Such a system is possible only for those items which are consumed at a uniform rate and when the lines of communication are able to function on a prearranged schedule. Demand for many items of supply fluctuates widely.

Lines of communication may be interrupted and shipping schedules delayed, not only by hostile interference but also by unforeseen incidents within our own transportation system. All of these conditions require that a reserve of supplies be accumulated closer to the front than the advance depots of the communications zone. The army establishes these reserves of essential combat supplies in order promptly to meet the needs of its combatant troops. This reservoir of supplies is designed to take up slack in time of delivery, to meet unexpected demands, and to meet the constant and often rapidly changing military situation.

159. The need for certainty of supply indicates the desirability of accumulating large stocks in the army area. On the other hand, flexibility of the supply system, to enable it to meet rapidly moving situations and maintain safety of the supplies from capture or destruction by the enemy, dictates a minimum stock level. For each operation a continuous estimate of the supply and transportation situation made in conjunction with the tactical estimate will indicate the quantity of supplies to be stocked.

160. In general, it is desirable to have on hand in army establishments sufficient supplies to enable subordinate units to replace therefrom each day's expenditures prior to commencement of the following day's operation. To accomplish this result with certainty, supplies sufficient for a minimum of 2 days' operations normally should be stocked. When lines of communication from the communications zone are liable to interruption by hostile air attack or ground raids, this level of stocks will have to be increased in direct proportion to the prospective delay.

161. In a rapidly moving situation the army can best give close support to its divisions and corps by retaining its reserve of supplies loaded either on trucks or on railroad cars. Usually the amount of transportation available will permit only a portion of army's reserve supplies thus to be kept mobile. When cavalry, armored, or motorized forces are sent on distant missions into territory where the Military Railway Service will be unable to commence operation promptly, the army reinforces these units by truck trains loaded with reserve supplies.

NUMBER AND LOCATION OF SUPPLY POINTS

162. When the bulk of supplies will be received by rail from the communications zone, army supply points are located in the vicinity of railroad stations where sufficient siding capacity already exists. In mobile situations a sufficient time will be available to construct new sidings.

In order to give close support to divisions and corps, army supply points will be established as close to the front as the tactical situation permits. Sites are selected giving access to good roads leading to the front and within practicable hauling distance for unit trains.

For safety against air bombardment, supplies are dispersed within supply points whenever possible. In addition, several supply points containing the same class of supplies are estab-

lished for the more important items, such as ammunition. Such a dispersion of supply points in the interest of safety also adds flexibility to the supply system and facilitates simultaneous loading of a greater number of trucks without dangerous concentration of motor vehicles at any one supply establishment.

163. The number of class V (ammunition) supply points established by the army is governed not only by location of combat troops, but also by road and railroad nets and type of installation adopted (railhead or depot). In general, ammunition supply points should be outside of enemy artillery range; otherwise, they should be as close as possible to the troops. In the interest of security from enemy aircraft, they must be relatively small, numerous, and dispersed. They should be located so that when one supply point is lost, the ammunition supply to a major unit will not be totally disrupted. Ammunition constitutes by far the greatest mass of supplies to be moved to combat troops, hence these supply points are given preference in selection of locations in forward areas. Normally, not less than two ammunition supply points per division are established.

BFO (blinding flash of the obvious). Here's another: Never place an ammo dump and a POL dump next to each other.

164. The army quartermaster establishes gasoline and oil supply points at all railheads and depots or at convenient locations, such, as civilian gasoline filling stations, on main supply routes leading thereto, thus enabling motor vehicles sent to the rear for any purpose to be filled with gasoline and oil on the same trip.

165. *Engineer class IV supply points* contain heavy stocks of fortification, demolition, bridge, road, and railroad materials. At least one such supply point is established per corps and as far forward as the situation permits.

166. *Medical depots* are normally located with each group of established evacuation hospitals, the largest consumers of medical supplies.

167. Army ordnance depots operated by ordnance depot companies are located in close proximity to army ordnance maintenance units. Ordnance depots include motor vehicle replacement pools. Before issue to combat units, ordnance maintenance units inspect each vehicle to insure completeness of equipment and readiness for combat.

168. *Remount depots* are located within a day's march of veterinary evacuation hospitals in order to receive rehabilitated animals returned to duty.

169. Other *class II and IV supply points* are established at convenient points in the army service area. The volume of supplies stocked therein is small, hence they may be located farther to the rear than ammunition, engineer, and class I and III supply points.

SERVICE AT ARMY SUPPLY POINTS

170. Each chief of an army supply service provides the commander, staff, and technically trained personnel required for operation of each supply point stocked with supplies of his service. Additional labor required is furnished by detail from the army quartermaster service organizations supplemented at times by civilian labor, and transportation from the army motor transport pool. Army service personnel not only stocks the several supply points, but also loads trucks dispatched for refilling from divisions and from army and corps troops.

171. At class I railheads, army service personnel receives, stores and, when railheads are within reach of unit transportation, issues supplies direct to unit transportation. This personnel sorts supplies into appropriate unit lots and loads trucks sent to the railhead to draw supplies.

INFLUENCE OF TACTICAL OPERATIONS

172. In the concentration concurrent with incoming troop movements, the army commander is responsible for supply and evacuation of troops both during concentration period and during preparation for contemplated operations.

Provided capacity of the railway net permits, daily automatic supply for class I and III supplies is used. When this method cannot be used, all incoming units bring with them sufficient supplies to last until automatic supply can be initiated. Another alternative is to establish and stock these supplies in depots or at railheads prior to the concentration. Supply depots for class II, IV, and V supplies, except medical supplies, are not established unless their locations will be suitable to meet demands of the troops for the next operation, or unless the troops are to remain in the concentration area for some time. If depots are established and stocked, supplies are brought in before concentration begins, or time is allotted in the railway schedule to bring in supply trains during the concentration. The simplest method to adopt for meeting supply demands of the troops during concentration is delivery of all classes of supplies to railheads on the daily train.

Need of medical supplies for men and for animals begins with arrival of troops in the concentration area and continues throughout the period. A medical depot carrying minimum stocks for replacement of expenditures and shortages is established about the time the evacuation hospital is opened.

173. During an advance by night marches, delivery of class I and III supplies is accomplished by establishing railheads or truckheads each night well forward in the areas to which the units have marched during the preceding night. During daylight marches railheads are located close in the rear of the new bivouac areas.

Prior to contact between hostile main force and main body of the advancing army, principal expenditure of ammunition is by the covering forces, by antiaircraft artillery, and by aircraft. This

ammunition is replaced either through class I railheads of the expending units or by establishing an ammunition railhead to serve these units. Tentative plans are made for increased ammunition supply, but during the first phases of contact ammunition is shipped into the army area only in amounts sufficient to replace expenditures. This precaution avoids complete stocking and subsequent movement of ammunition in the event that any or all locations selected prove unsuitable for later operations of the army.

In the advance by the army, particularly through hostile territory or territory recently occupied by hostile forces, considerable road and railroad reconstruction and repair is usually required. This condition necessitates establishment of supply points of engineer construction material along the route of advance, as dependence on depots in rear of the army area would impose an inordinate burden on the organic transportation of the army. Sections of the medical supply depot are advanced as the occasion demands.

Unless the army is advancing over a great distance, supply points for class II and IV supplies (excluding engineer construction material and medical supplies) should not be established along the route of advance. Tentative locations are selected for these supply points and plans made for establishing and maintaining stocks thereat with the same limitations imposed as in the case of ammunition.

174. In attack, supply points for essential combat supplies are located within reach of transportation of regiments and smaller units. These essential supplies are food, gasoline, oil, ammunition, medical, and in most situations, engineer. Other supply points likewise may be located relatively close to the combat area if their previous locations are so far to the rear that distribution by motor is not practicable or if their stocks have been exhausted. However, if they are within practicable motor distribution distance, necessity for close support is not so great as to make it advisable to move them.

175. In defense, the initiative has been relinquished to the enemy, at least temporarily. Although initial dispositions of the defending force are known, final dispositions for the conduct of the defense will depend upon actions of the enemy. While need for close support of troops by supply services is as desirable as in attack, a compromise is necessary. All depots are located farther to the rear than in attack in order that a maneuver of the hostile attacking force will not immediately threaten them. Stocks in these depots are held to the minimum consistent with railway facilities and time required to bring supplies from the communications zone. By placing supply points well to the rear and by holding stocks to the minimum, time is assured for moving installations farther to the rear or for changing lines of communication if these changes are made necessary by the outcome of defensive battle. The disadvantage resulting from this increased distance from supply points to troops is offset by placing on defensive positions necessary quantities of essential battle

Here's the problem: an ammo dump isn't just a place where your trucks stop beside the road and "dump" ammo. It needs to be offloaded (ammo is heavy and cumbersome. to handle; lifting a pallet requires a crane or a forklift). Maintained in place (it can't just sit on the ground), then reloaded if it has to be displaced.

The trick is to keep it at an ammo point, cared for by ordinance ammo humpers, until it's ready to go.

Think: You can maybe offload a pallet of 105mm rounds from a 5-ton truck at a forward ammo point. Without materiel handling equipment, however, you will have to break the palleted ammo down to reload it (no soldier can lift six 105 rounds). Once the pallet or crate is broken, it can't go back.

Remember also that cranes and forklifts are not field equipment—they require a hard surface for work. That doesn't mean a muddy field. Many years later, the army developed rough-terrain forklifts, but they weren't available in the 40's.

supplies (chiefly ammunition and engineer supplies), and by use of unit reserves.

176. In retrograde movements, the following fundamental considerations are to be observed: Movement of supplies and services is not allowed to interfere with movements of combat units; forward movement of supplies is reduced to the minimum consistent with adequate supply of essential materials to the troops; supplies moved to the rear; augmented by any additional essential supplies required to be brought forward from the rear, are dumped at successive positions in quantities adequate to serve the troops on each position. Supplies which have to be abandoned are destroyed.

MOVEMENT OF SUPPLY POINTS

177. Initial army supply points selected for an advance or a retirement usually will prove unsatisfactory during later phases of the operation. New depots and railheads must be opened which are more accessible to the units served. Movement of a stocked depot to a new location frequently requires great expenditure of time, labor, and transportation.

178. In an advance, plans provide for shift of depots when stocks are depleted, or arrangements are made for the communications zone to take over rearward depots and permit the army to open new depots in more advanced locations.

179. In a retirement it is important to anticipate the required move in order to keep depot stocks at a minimum, thus avoiding transfer of large stocks to a new depot, or their destruction in the event that their removal cannot be accomplished.

180. A shift in location of a stocked depot system is usually beyond capabilities of the army motor transport.

MAINTENANCE

181. Maintenance personnel, equipment, and spare parts appropriate in size and capacity to the units they serve are organic components of all units.

182. The army receives from its components all unserviceable equipment, including captured matériel, which cannot be repaired within the lower units. In addition, all equipment, including equipment captured from or abandoned by the enemy and that collected through salvage operations in the army area, is sorted, and such of it as can be repaired economically is turned over to army repair agencies.

183. Equipment requiring extensive repairs or repair beyond capacity of army repair units is evacuated to the communications zone.

184. Each army supply service includes maintenance units equipped and trained to repair equipment furnished by the service, and similar equipment captured from the enemy or aban-

done by him. These units establish and operate shops for repairs made within the army.

185. Whenever possible, army repair shops are located so that they can utilize existing civilian utilities and shop facilities. These facilities usually will be found only in larger towns.

186. For convenience in administration and facility of supply, each army repair shop is located close to a supply point stocked with materials required by that shop.

187. Army repair shops once established should remain in operation in the same locality as long as practicable.

188. Repaired equipment is either returned to the unit from which it was received or placed in army supply points for reissue. In the latter case other equipment is issued in replacement.

RECOVERY OF CAPTURED MATÉRIEL AND SUPPLIES

189. Planning for the recovery and utilization of captured matériel is a command function. Commanders of all units take every opportunity to employ captured or abandoned matériel against the enemy for the moral as well as the material effect of such use.

190. In the event troops do not know how to use captured matériel or cannot use it, it is processed back through appropriate maintenance or supply channels for repair or supply to troops who can use it.

191. Captured ammunition is assembled and reported to the nearest ordnance officer for addition to ammunition stocks and supply to units equipped with enemy matériel.

192. Other captured supplies are either utilized locally or reported to the appropriate supply agency for disposition.

193. Battlefield recovery must be begun during the battle and continued without interruption until completed, in order that the salvage of usable matériel may not be prevented by deterioration or enemy action.

CHAPTER 5

SUPPLY AND MAINTENANCE IN CORPS AND DIVISION

	Paragraphs
SECTION I. Corps.....	194-200
II. Division.....	201-220
III. Cavalry division.....	221-226
IV. Armored division.....	227-232

SECTION I

CORPS

CORPS WITHIN THE ARMY

194. When the corps is part of an army, it has few administrative functions other than those pertaining to corps troops. The corps has no reserve supplies for its component units and is not a link in the chain of supply and maintenance, except in the cases noted below.

195. The corps allocates and acts on requisitions for ammunition. It coordinates supply and maintenance performed by army maintenance units which are designated to supplement the organic maintenance of its divisions and the corps units.

196. Status reports from the divisions and from corps troops are transmitted through corps headquarters to the army because the status of essential combat supplies has considerable bearing on tactical missions assigned.

197. When deemed desirable, the corps commander may recommend to the army the location or changes in location of supply points installed for support of his divisions and corps troops.

198. In order to gauge combat efficiency of his divisions, the corps commander must know the status of supply and maintenance therein. This knowledge is obtained by such inspection as he may make, or order his staff to make, and by such reports as he may require from the divisions.

199. Supply and maintenance of corps troops are effected by the same methods as are employed in the division, the corps commander performing functions analogous to those prescribed for a division commander.

DETACHED CORPS

200. When a corps is detached from an army for both operations and administration, it becomes in effect a small army. In this status it is responsible for its own supply and evacuation. It must operate installations similar in character to those prescribed for an army and must be reinforced by attachment of necessary service units.

SECTION II

DIVISION

201. The principles outlined in paragraph 40 are applicable to supply of the division. Regiments and smaller separate units, using their unit transportation, are capable ordinarily of reaching army supply points 20 to 30 miles in the rear. Less distant supply points are preferable, if practicable; on the other hand, much more distant supply points can be reached if necessary and if road conditions are favorable. Transportation provided by the division quartermaster service is intended for reserve supplies and equipment, for vehicle replacement, and for troop movement. It should be used for supply only in emergency.

202. Normally supplies are not transferred from truck to truck nor placed on the ground from the time they are received from the army supply points until they are delivered to using troops.

203. Reserves of supplies carried by regiments or smaller separate units in their trains are usually those prescribed by Tables of Basic Allowances. In preparation for and during combat these reserves are augmented by supplies in unit supply points. Reserve supplies under division control consist of those carried in the trains of the division services, those at division supply points, and the remaining portion of credits allocated to the division at army supply points.

POOLING OF TRANSPORTATION

204. While certain trucks within the division are assigned prescribed loads, it does not follow that their use is limited to transporting such loads. Except for motor vehicles issued as an aid to movement of active weapons such as prime movers or weapons carriers, all trucks of any unit are considered as a pool of transportation to be used as required. By this means maximum flexibility and capacity are obtained.

205. The following rations are prescribed for field service and consist of such items as may be specified by the War Department or the commander of the field forces:

a. *Field ration A* corresponds in general to the peacetime garrison ration and is generally perishable. Being perishable, it is not suitable as a reserve ration.

b. *Field ration B* is the same as field ration A except that non-perishable substitutes replace perishable items. This ration is suitable for reserve purposes.

c. *Field ration C* is a cooked balanced ration in cans. Each ration consists of three cans of prepared meats and vegetables and three cans of crackers, sugar, and soluble coffee. As this ration is not perishable, it is suitable for use as a unit reserve or as an individual reserve.

d. *Field ration D* consists of three 4-ounce chocolate bars per ration. It is a nonperishable ration and is suitable for use as an individual reserve.

e. *Field ration K* consists of three units, each containing one meal, packed in a rectangular container. This ration may be used to replace the C ration for special purposes.

f. Additional type rations may be prescribed after adoption by the War Department. The A ration will be issued daily from class I railheads to all divisions and other units not actively engaged with the enemy. In battle, one of the nonperishable rations or combinations thereof will be issued daily to the units engaged.

206. Quantity and type of rations to be carried by individuals and on unit and divisional trains as a prescribed load will be announced from time to time by the division or higher commander. Factors influencing this decision are probability of combat, distance to railheads, amount of transportation available, character and condition of road net, and relative urgency of class I supplies versus other supplies.

207. The army quartermaster service sorts rations at or near supply points into lots for regiments and smaller separate units. Supply vehicles arrive at the supply points according to a time schedule established by the division, or corps in the case of corps troops, in accordance with army instructions. The trucks are loaded at supply points by army service personnel. They are unloaded at the unit and sorted into kitchen lots by unit personnel.

208. The basis of procurement for rations is the daily strength report (daily telegram) of the division to the army quartermaster. This daily telegram includes the actual strength in men and animals of the divisions as of a specific date and hour and the type of field ration desired. A copy is furnished the railhead officer of the class I supply railhead serving the division for his information and future planning.

209. In combat, regimental (or battalion) S-4's may establish a rear echelon where all kitchens are assembled. From this point trucks are dispatched with cooked meals to locations from which the food can be carried to the troops.

CLASS II AND IV SUPPLIES

210. Items of class II and IV supplies are obtained by divisions or separate units from army supply points, usually by requisition. When a credit for any item has been allocated, an informal request for the items desired, signed by the unit supply officer, should be forwarded to the G-4 of the division or other headquarters controlling the credit. The special staff supply officer concerned, at the direction of the G-4, will then make the necessary arrangements with the army to provide the items requested (see par. 82).

211. The amount of class III supplies consumed in the daily operation of the division varies within wide limits. The amount is dependent on distance division moves, distance to army supply points, and quantity of supplies to be hauled. The status of gasoline and oil within the division is reported to army in the daily telegram.

212. A reserve of gasoline and oil in containers is carried in each unit. As far as practicable, initial distribution of this reserve is made to each motor vehicle.

213. Each motor vehicle operating between army supply points and unit areas replenishes its supply of gasoline and oil at the most convenient class III supply point established by the army. Vehicles operating in forward areas are resupplied with gasoline and oil by exchanging empty containers for full ones brought forward from army supply points either by regimental or divisional transportation.

CLASS V SUPPLY

214. Since prescribed loads of some unit trains do not include sufficient ammunition for a severe engagement, it is often necessary to stock ammunition in the combat area. The basis of resupply of ammunition of all types is battery, battalion, or regimental supply points, which are stocked initially from ammunition trains as soon as troops arrive in assembly areas or on a position. Ammunition trains then commence hauling between army supply points and unit supply points until the desired supply is accumulated. If ammunition trains have insufficient capacity to accomplish desired results, they are reinforced either by other trucks from the unit or by attached quartermaster trucks.

215. The ideal situation is to have at all times within easy access to machine-gun, mortar, and gun positions an amount of ammunition equal to expenditures to be made from those positions, in addition to the prescribed loads of the unit vehicles. Part of this ammunition may be dumped at the positions of individual pieces. This provides maximum supply with the weapons when they displace, and at the same time does not require abandonment of ammunition in a rearward movement or rehandling ammunition in a forward movement. The practical solution is to approach the ideal situation as closely as available transportation and ability to predict expenditures will permit.

216. In the absence of a specific directive, the quantity of ammunition to be dumped in regimental or battalion areas is the responsibility of the regimental or battalion commander based on his estimate of the situation, including such factors as ammunition allocations, probable time, type, location, and duration of combat, distance to ammunition supply points, and transportation available.

217. Ammunition is usually made available to the division by allocation from the corps commander of credits at a designated army supply point(s). The division commander, in turn, makes allocations to subordinate units.

218. The division ordnance officer keeps the record of all allocations and of drafts made therefrom. He also carries out such other administrative details with respect to ammunition supply as may be required. He may establish a division ammunition office for this purpose.

WATER SUPPLY

219. Each kitchen carries as a part of its normal load a limited supply of water for drinking and cooking. Resupply is effected either locally or by sending empty containers in regimental or divisional transportation to water distributing points established by the division engineers. If local resources are insufficient, army engineers establish water supply points for the division, using either tank trucks or railroad tank cars. Drinking and cooking water obtained from sources not approved by the division surgeon is chlorinated prior to use.

RECOVERY OF CAPTURED MATERIEL AND SUPPLIES

220. The division operates as part of the army in effecting recovery and use of captured matériel and supplies. Captured matériel which cannot be repaired or employed by division agencies is turned over to the next higher echelon of maintenance for that type of materiel. Captured matériel which appears to be of new design or to contain new materials is turned over to the special staff officer of the appropriate supply branch, who will in turn expedite its delivery directly to the theater of operations special staff officer for technical analysis.

SECTION III CAVALRY DIVISION

221. Methods of supply and the supply installations used by the cavalry division are, in general, similar to those used by the infantry division. However, some variations are necessary because the cavalry division often operates over a broad front at a considerable distance from a railhead, because of the large number

Uh-oh. By press time, the 2nd Cavalry Division had been broken up and the 1st reorganized as infantry.

of animals in the cavalry division and because of its greater mobility.

222. Where the distance to a railhead is such that supply by organic division transportation is impracticable, it is necessary for the army to establish advance supply points within reach of the division transportation. Alternatively, additional trucks may be attached to the division to carry essential supplies required by the division during the time that the organic transportation is out of practicable operating distance from a supply point.

223. At times, conditions under which cavalry operates necessitate intermittent supply at 2- or 3-day intervals rather than daily. Kitchens are not always bivouacked in a regimental rear echelon but frequently are located with their troops. Mounted units of the cavalry division are equipped with kitchen and ration packs in addition to kitchen trucks to provide cooking facilities under conditions where trucks cannot operate.

224. In the rapidly moving situations characteristic of cavalry action, reserves of ammunition are kept on wheels or in pack ready for immediate movement rather than in dumps on the ground. Pack animals with a cavalry division afford an additional means for transporting small-arms ammunition. They are used as a link in the chain of ammunition supply between motorized trains and dismounted carrying parties, and are capable of transporting ammunition over practically all types of terrain.

225. If local resources in hay and water are not readily available to the regiments, the amount of transportation to bring up these supplies from the rear is a large factor in determining quantity of reinforcing transportation that must be made available, both to the regiments and to the division as a whole.

226. When cavalry units operate over terrain unsuited for motor transport, it will often be necessary to supply them by air transport and pack transportation.

SECTION IV

ARMORED DIVISION

227. Supply of an armored division is based on the same general methods of supply which are applicable to the infantry and cavalry divisions, but variations occur because the combat elements of the armored division are completely equipped with vehicles. Conditions under which armored forces operate at times may require intermittent supply at 2- or 3-day intervals instead of daily.

228. When the armored division operates beyond practicable hauling distance from a railhead, it is necessary for the army to establish supply points within reach of the organic division

transportation. Alternatively, the army may reinforce the division with trucks carrying sufficient gasoline and oil, ammunition, rations, and other essential supplies for its use during the period the division is out of hauling distance of a supply point.

229. Where extreme distance from the base or the presence of hostile troops precludes the use of motor transport, it may be necessary to utilize air transport to move essential supplies to armored forces.

230. Supply of gasoline and oil and maintenance of combat vehicles are vital to operations of the armored division. Hence, some supply and maintenance vehicles must accompany combat elements to provide for essential supply and maintenance activities for the armored regiments. Other supply and maintenance vehicles not immediately essential in preparation for and during combat are normally kept well to the rear and are brought forward as required.

231. Just prior to combat, a service park is established for each armored regiment and armored division. These parks form the forward base for supply, evacuation, and maintenance activities for the armored regiments and armored division in preparation for and during combat.

Service parks are so located that combat elements are promptly served and reasonable protection is provided. A location is sought which provides cover from air and ground observation, protection from effective artillery fire, and terrain features favoring all around defense. A town properly situated is a desirable location for a service park.

232. Because of its missions, the armored division may carry more ammunition than the infantry division. To replenish ammunition expenditures, trucks of the artillery ammunition trains and unit trains transport ammunition between ammunition supply points established by the higher echelons and combat elements. Loads are transferred to combat vehicles of combat elements in their respective areas. Reserves of ammunition normally will be kept mobile.

CHAPTER 6

AIR FORCE UNITS

(Under revision. Contents of this chapter, paragraphs 233 to 282 inclusive, will be published as a numbered change when available.)

CHAPTER 7

EVACUATION, HOSPITALIZATION AND SANITATION

	Paragraphs
SECTION I. General.....	283-295
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SECTION I

GENERAL

MISSION AND ORGANIZATION

283. Evacuation, hospitalization, and sanitation are functions of the medical service, whose primary missions are maintenance of the greatest possible number of human and animal effectives for duty in all units and prompt assumption of care of noneffectives.

284. Medical personnel are attached to regiments and corresponding units of the arms and other services. Principal duties of such attached personnel are sanitation, treatment of sick and injured not requiring hospitalization, first aid, and collection of wounded in aid stations for evacuation by medical units of higher echelons.

285. Medical regiments, battalions, and squadrons are composed entirely of medical troops. Some of these are assigned to and are integral parts of armies, corps, and divisions. Their principal duties are collecting, sorting, clearing, and evacuating casualties to mobile hospitals.

286. Evacuation, surgical, and convalescent hospitals are mobile hospitals established in the combat zone to give temporary hospitalization to casualties received from divisions, corps, and army troops.

287. Field hospitals are mobile, fixed bed hospitals designed to give definite treatment in the field where it is impractical to place fixed hospitals. General and station hospitals are fixed hospitals located in the communications zone. General hospitals give definitive treatment to all classes of cases within the theater of operations. Station hospitals serve only the troops in the limited area in which they are located.

OPERATION

288. Efficient operation of the medical service is a function of command. Medical units are assigned or attached to units of other arms and services to enable commanders to carry out this responsibility.

289. The general plan for evacuation, hospitalization, and sanitation within the theater of operations is prepared by the chief surgeon of the theater in accordance with general policies prescribed by the theater commander. The theater commander retains supervision, but operation is decentralized to his various subordinates. Fixed hospitals (station hospitals, general hospitals, and hospital centers) located in the communications zone are under the commander of the communications zone; evacuation and mobile hospitals in army areas are under army commanders; evacuation by rail from the combat zone to the communications zone is under the regulating officer. Sanitary measures are decentralized to unit commanders, supervision being exercised through technical inspection.

290. Plans and orders for evacuation and hospitalization are made in conformity with and in amplification of combat plans and orders. Efficient execution requires that the medical service of any unit be informed of plans and orders in ample time to enable it to make necessary arrangements.

291. Medical installations are set up only as required for the situation as it exists, or to meet contingencies of the immediate future. Means not required for these purposes are held in reserve to meet emergencies and movements. After receiving patients, ability of a medical unit to move is dependent on evacuation of patients by a higher medical echelon or on leaving patients to be picked up later by supporting medical troops.

292. Sorting of patients occurs at every medical installation in the chain of evacuation and hospitalization. Those physically fit are returned to duty. No patient is sent farther to the rear than his physical condition or the military situation requires.

293. Impulse of medical action is from the rear. Rear units evacuate forward units, relieving them promptly of care of patients; ambulances are substituted for litters at the forward limit

of traffic; hospital trains are substituted for ambulances at the forward limit of rail traffic; mobile hospitals are pushed forward within easy reach of division clearing stations; and medical supplies are delivered at the stations of advanced units.

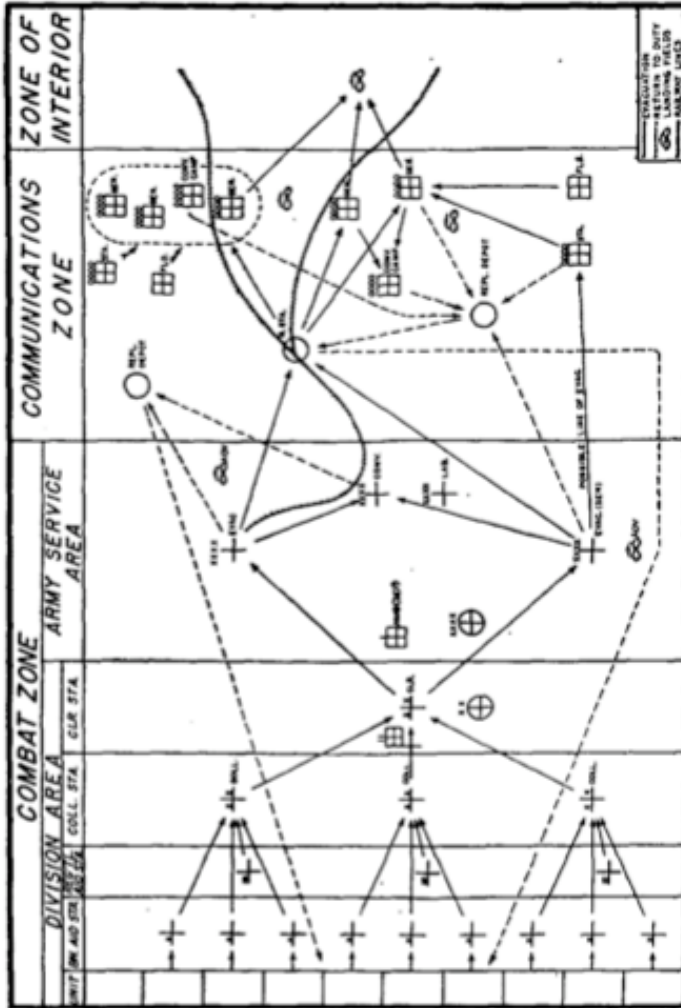


FIGURE 9.—Evacuation and hospitalization of personnel.

294. The process of evacuation of human casualties in the theater is shown in figure 9. Movement of casualties is accomplished as follows: to aid stations, by walking or by litters of attached medical troops; from aid stations, by walking where practicable, otherwise by litters and ambulances of the division medical service; from aid stations of corps troops (not shown in fig. 9), by the corps medical regiment; from collecting stations, by ambulances of the division medical service; from clearing stations, by ambulances of army medical troops; from evacuation hospitals, usually by hospital train, alternatively by ambulance or airplane, all furnished by the theater headquarters.

295. The process of evacuation of animal casualties is shown in figure 10.

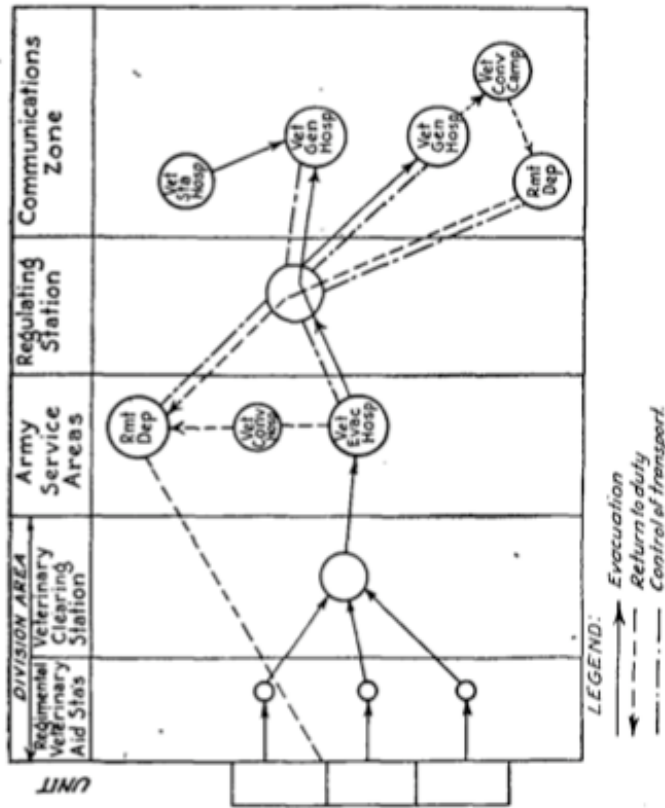


FIGURE 10.—Evacuation and hospitalization of animals.

SECTION II WITHIN INFANTRY REGIMENT

IN COMBAT

296. Medical personnel attached to a regiment is an integral part of the regiment. For purposes of command, administration, and training, it is initially grouped in one detachment. The detachment is organized into a head- quarters section and a section for each battalion. When a battalion section is attached to a battalion it becomes an integral part of the battalion and its efficient operation is the responsibility of the battalion commander.

297. The medical detachment camps in conformity with the disposition of the unit of which it is a part. Battalion or regimental dispensaries are established upon arrival in camp where sick and injured are examined and treated. Those requiring evacuation are held until collected by an ambulance assigned to the regiment or provided by the medical service of the division.

298. The medical detachment on the march is disposed in the column(s) as directed by the regimental and battalion commanders to assure early treatment of casualties and to facilitate deployment. Normally, battalion medical sections usually march with their battalions, company aid men with their companies, and the headquarters section at the tail of the regiment. Advance, flank, and rear guards are accompanied by an appropriate portion of the medical section of the unit furnishing the guard. Ambulances from the division medical service may be assigned or attached to regiments and similar units for service during the march.

299. Regimental and battalion surgeons march with their unit headquarters, the assistant surgeon with the medical section in rear of the unit. This officer examines men authorized to fall out and await his passage. According to circumstances, he gives each a permit admitting him to the ambulance or authorizes him to place arms and equipment on the ambulance or other transportation provided for that purpose; or, after treatment, directs him to report to the guard at the tail of the unit.

300. When march collecting posts are established by the division medical service along route of march, unit surgeons are relieved of their casualties at those points. If none is provided, the casualties are transported on the ambulance to the bivouac or assembly area of the unit.

IN COMBAT

301. Prior to combat, a portion of each battalion section attached to each company or similar unit accompanies it into action, and maintains close contact with it. Duties of men of this subsection (company aid men) are to apply first aid to all casualties, direct to the rear those able to walk, mark points where casualties are assembled, and, so far as practicable, place them along the axis of advance under shelter from fire. It is frequently necessary for a casualty to apply the first-aid packet or have it applied by a comrade.

302. Each battalion medical section establishes a battalion aid station at a point as near as practicable to the combat echelon. At this station the battalion medical section assembles walking casualties and: those gathered by litter bearers, gives them temporary care, and prepares them for transportation to the rear. The aid station is relieved of its casualties by collecting elements of the division medical unit.

303. There are no prescribed distances from the front for sites for battalion aid stations. They are placed as near the troops served as is compatible with their proper operation. The ideal site for the station is: from 300 to 800 yards from the front line, behind localities where bulk of wounded will be found and on the natural line of drift of wounded. It should have shelter from enemy fire and ground observation, protection from the ele-

ments, and access to covered routes of movement to the front and rear.

304. In the attack, the aid station moves forward as the battalion advances, keeping in close contact with and covering the zone of action of the battalion. On the defense, the aid station is usually located in the rear part of the battalion area. In retrograde movements every effort is made to prevent wounded from falling into hands of the enemy. When this cannot be avoided; a minimum number of medical attendants and necessary medical supplies are left for their care.

305. The medical section with regimental headquarters normally establishes a regimental aid station in general vicinity of regimental headquarters. This station, usually the first established and the least frequently moved, is the headquarters from which contact is maintained with battalion medical sections and from which they are reinforced. Casualties occurring in units not operating in the zone of one of the battalions are assembled here and given temporary care. The station is not normally a link in the chain of evacuation between battalion aid stations and collecting stations. No combatant, unless duly authorized, is permitted to accompany wounded to the rear, and none of the medical personnel goes farther to the rear than the aid station. The collecting company of the division medical service has the responsibility of maintaining contact with all aid stations, but battalion and regimental surgeons take steps to insure that such contact is made and maintained.

306. The veterinary personnel attached to regiments and similar units containing animals apply first aid to disabled animals, conduct those able to walk to the rear, placing them under shelter from fire, and, as soon as practicable, assemble them at the veterinary aid station.

307. The veterinary aid station, normally one per regiment, separate battalion, or similar unit, is established at or near the point where unit animals are assembled. Animals fit for duty after treatment are returned to the unit to which they pertain. Those requiring evacuation are taken over by the veterinary company or troop, if such is a part of the division medical service, or by an evacuation platoon of an army veterinary company if no division veterinary service is provided.

SECTION III

WITHIN DIVISION

GENERAL

308. The division utilizes various elements of its medical battalion (regiment) to relieve the regimental and battalion medical sections of their sick and wounded and to give them temporary care pending their evacuation by higher echelon.

309. In bivouac or camp, the medical battalion (regiment) camps as a unit, the ambulance units collecting the sick and wounded from unit dispensaries and transporting them to the clearing station or to a hospital if such has been established.

310. On the march, collecting company detachments consisting of collecting and ambulance elements are attached to each march grouping for march collection. The march group commander may use a detachment of these elements to follow the advance guard in the interval between it and head of main body in order to insure early evacuation of advance guard aid stations. The medical battalion (regiment), less units attached to specific march groupings, marches with the motor group to which it is assigned by the march order.

311. When forced marches are undertaken or when many casualties are expected, march collection may be augmented by march collecting posts set up at intervals along routes of march. A portion of a collecting platoon is transported by ambulances in the interval between the advance guard and the main body and leaves a detachment at each collecting post as it passes. Ambulances pick up the casualties and the march collecting post personnel, transporting casualties to clearing stations and medical personnel to the new bivouac.

312. Continuous care of march casualties is provided by keeping a portion of the clearing station in the old bivouac area open until a new clearing station has been established in the new bivouac area. When march conditions cease, all elements of the medical battalion (regiment) revert to control of the division surgeon.

313. In combat, the division employs the various elements of the medical battalion (regiment) to establish collecting stations and a clearing station(s) for collection and temporary care of casualties pending their evacuation by higher echelon. When the situation warrants, the division medical service is augmented by attachment to it of reinforcements from the army medical service.

314. Collecting stations established by collecting companies are points at which casualties are collected from aid stations and

given necessary emergency treatment prior to further evacuation. A collecting station normally is established for each combat team in action and is located to give preferential support to the main effort of the combat team. A site for a collecting station preferably should be on lines of drift of wounded from the front, defiladed from hostile ground observation and small-arms fire, far enough in rear to avoid involvement in minor fluctuations of the line, in close support of units likely to receive heaviest casualties, accessible by road to ambulances from rear and front, close enough to front to reduce litter carry, near water, and with cover. These conditions usually will place the collecting station from about 1,500 to 3,000 yards from the front line in attack. It maintains contact in movements by bounds.

315. Ambulance stations are points established for administration and control of ambulance units and regulation of movement of ambulances from front to rear, and vice versa.

316. The clearing station established by clearing companies or clearing platoons is the rearmost echelon in the division medical service. Here casualties are received from the collecting stations, sorted, and given temporary care and emergency treatment. Operation of the station is based on the fundamental that casualties are evacuated to rear as rapidly and as safely as possible. A desirable site for a clearing station is near good roads to front and rear; within reasonable distance from collecting stations but out of range of enemy light artillery; in an area sufficient for complete establishment; and, whenever practicable, where buildings water, sewerage, and lighting facilities exist. These factors usually will locate the clearing station from 8 to 12 miles from the front line, depending upon the tactical situation and the facilities available.

317. In attack, a collecting station is normally located behind each regiment engaged. Contact agents report to infantry battalion medical detachments prior to action, accompany them, and establish contact with the collecting station. Collecting stations may not be completely established at the time attack begins, but may be held in readiness to move in close support of the advancing infantry, so that when enemy resistance causes a marked decrease in rate of advance, the collecting station may be established to give close support to units suffering heavy casualties. It must be prepared to displace forward and support at all times the principal effort of the combat team. This forward movement normally is regulated by the division surgeon, but in emergencies the collecting unit commander may advance his station to meet the conditions confronting him. When the station is changed all concerned are informed of the new location.

Ambulance units establish an ambulance station as close in rear of the collecting stations as the combat situation will permit.

In attack situations where no great distance separates main and secondary attacks, one clearing station usually is sufficient. In this case all other factors being equal, it should be so located as to favor the flank on which the greater number of casualties is

to be expected. Clearing stations are displaced forward when the ambulance haul becomes excessive. In an envelopment in which there is a wide separation of combat teams, one clearing station should be established behind the main attack and another behind the secondary attack.

318. In pursuit, medical installations continue to operate until cleared from positions occupied at time of decision to pursue. All stations are cleared as rapidly as possible and prepared for movement forward in support of forces exerting direct pressure. Ambulances and reserve litter bearers are used to clear aid stations and battlefield of casualties left by rapidly advancing troops.

Ambulance, collecting, and clearing elements taken from reserve or from active units are attached to the encircling force in proportion to its size and composition.

319. In defense, units of the medical battalion (regiment) are initially employed in rough proportion to the combat units committed to defense of the position. The remainder are held in reserve to support the general reserve in the counterattack, extension of flanks, or in the counteroffensive. Collecting stations are located in rear of the regimental reserve line and at sites which have defilade from enemy artillery fire. The ambulances may frequently operate ahead of the collecting station during lulls in enemy artillery fire and at night. The clearing station is located out of range of hostile medium artillery fire and away from the flank most likely to be enveloped.

320. In retrograde movements, all available means are utilized by the division medical service to accomplish a series of successive concentrations of casualties in medical installation echeloned to rear. Control of operation and movements of units of the medical battalion (regiment) is decentralized. The division surgeon designates initial sites, routes of withdrawal, and sites for medical installations behind final positions. Collecting and ambulance units remain in close support of withdrawing units. Litter bearers from collecting platoons may be sent to reinforce unit medical detachments, and ambulances are pushed as far ahead of collecting stations as the situation will permit. Litter bearers and ambulances remain in support of covering forces and withdraw with them. The clearing station remains open in the old position to receive casualties until a new clearing station in a rearward position has been established. Timely evacuation of the clearing station by higher echelon is indispensable to its mobility. Medical personnel and supplies will be left with wounded at medical installations from which casualties have not been evacuated. The decision to abandon wounded is a command decision.

ANIMALS

321. Should the number of animals in an infantry division warrant attachment of a veterinary company to the division medical service, the company establishes and operates a veterinary clear-

ing station for the purpose of relieving veterinary aid stations of animal casualties. It is centrally located 4 to 7 miles from the front line. Evacuation from the veterinary clearing station to veterinary evacuation hospitals is made by army veterinary companies. In the absence of a veterinary clearing station in the division area, evacuation by army veterinary companies is direct from unit aid stations to veterinary evacuation hospitals.

In a retrograde movement, special effort is made to evacuate or otherwise dispose of disabled animals; when necessary, they are destroyed. Neither the veterinary personnel nor the animal patients are neutralized under the Geneva Convention, and the latter, if captured and capable of early restoration to serviceability, become a military asset to the enemy.

SECTION IV WITHIN CORPS

322. The corps utilizes its medical service to furnish necessary medical assistance to corps troops and to supervise operation of division medical personnel. It is not normally a link in the chain of evacuation from division to army installations unless acting independently, in which case its medical service functions in the same manner as that of an army. When acting independently, the medical service of a corps is augmented from the next higher echelon, particularly ambulance companies and surgical and evacuation hospitals. The corps may be directed by the army to supervise operation of surgical hospitals within the corps zone of action.

323. Ambulance units of the corps transport noneffectives of corps units not serving in division zones of action to corps clearing stations established by the corps clearing company. They may also be used to reinforce the division collecting service and, in emergencies, may assist the army in evacuation of division clearing stations.

324. Clearing companies establish corps clearing stations for the temporary care of the sick and wounded of corps troops. They may be utilized to reinforce the division medical service or, in emergencies, to relieve the division clearing stations of their casualties in order to permit advance of those stations.

SECTION V WITHIN ARMY

325. The army medical service consists of a headquarters, medical regiments, evacuation hospitals, surgical hospitals or motor-

ized evacuation hospitals, a convalescent hospital, a veterinary company, a medical laboratory, and a medical supply depot. These units furnish evacuation and hospitalization system throughout the army area by giving necessary medical attendance to army troops, reinforcing the medical service of corps and divisions, and evacuating casualties from division and corps clearing stations to the evacuation hospitals where they are hospitalized pending their recovery or removal to general hospitals of the communications zone or to army convalescent hospitals.

326. Need for evacuation, hospitalization, and medical supplies for men and animals begins with arrival of troops in the concentration area and continues throughout the period. At least one evacuation hospital and one veterinary evacuation hospital should be in operation before the bulk of the troops has arrived in the concentration area. The other evacuation hospitals are held in reserve. A medical depot, carrying stocks for replacement of expenditures and shortages in the army, opens at the time the evacuation hospital is opened. The medical laboratory is utilized to assist in sanitary survey of the area. In the advance, the evacuation hospital set up in the concentration area is utilized as long as facility of evacuation permits and thereafter other evacuation hospitals are advanced well forward. Evacuation hospitals not needed are held at some central point in rear, loaded on trains if necessary rolling stock is available in order to be moved forward quickly to those areas where they may be required.

HUMAN CASUALTIES

327. The army ambulance and collecting battalions, assisted in emergency by trucks or other available transportation, evacuate army and corps clearing stations, surgical hospitals, and clearing stations of all divisions to evacuation hospitals; transport patients from evacuation hospitals to the convalescent hospital, if established, and assist in loading of hospital trains.

328. Portable surgical hospitals provide definitive surgical care in areas where wheeled transportation is extremely difficult or impossible. They have their primary usefulness in jungle warfare where they are established within a few hundred yards of the combat lines.

Semimobile evacuation hospitals are sent forward and established in the vicinity of division clearing stations, from which they receive nontransportable or other serious cases, and provide early facilities for immediate surgical aid of a suitable character to the seriously wounded who cannot withstand transportation farther to the rear. These hospitals are units of the army, but in operation may function under corps supervision.

329. Evacuation hospitals constitute the neck of the funnel through which all casualties (less those evacuated by airplane) must pass in their transit from the combat zone to fixed hospitals in the communications zone. They are normally established 12 to 30 miles or more from the battle front, near landing fields, on

railroads, or on navigable waterways leading to the rear. Good roads to the front are essential. When combat is imminent, evacuation hospitals in sufficient numbers only to meet expected initial needs are established; others are held in reserve, preferably loaded in readiness on trains. Grouping two or more evacuation hospitals at one site facilitates evacuation of patients to general hospitals and insures bed space for incoming casualties. Although classed as mobile, evacuation hospitals are relatively immobile, and when once established during combat they are not moved until the troops have advanced so far that it is more advantageous to move the unit to the patient than the patient to the unit. After having been cleared of patients, evacuation hospitals are moved by rail or by army trucks. The army surgeon initiates arrangements for their movement. These units are established under tentage only in absence of adequate and suitably located buildings.

330. Evacuation of patients from evacuation hospitals to general hospitals in the communications zone is effected by means of hospital trains, more rarely by motor transportation, or by hospital boats, by arrangement with the regulating officer.

331. The convalescent hospital, located well to rear of and central to the army area, receives from evacuation hospitals convalescent and other cases offering prospect of early restoration to combat fitness. It plays an important role in conservation of troop strength in the combat zone.

332. The army medical laboratory is utilized in conduct of epidemiological investigations, sanitary surveys, the more technical laboratory¹ examinations, and studies within the army area.

333. The army medical supply depot must have rail or water connection with the regulating station and must be accessible to motor vehicles from army establishments. The unit may be divided into sections which are frequently established near groups of evacuation hospitals. Supplies are issued to army troops and establishments, and to divisions and corps through their medical battalions and regiments. Units drawing supplies from the depots use their own transportation.

ANIMAL CASUALTIES

334. Army veterinary companies establish special clearing stations as required to meet needs of troops not otherwise provided for and conduct animal casualties requiring evacuation from aid stations and clearing stations to veterinary evacuation hospitals and from the latter to the veterinary convalescent hospital.

335. Veterinary evacuation hospitals receive casualties from aid stations and clearing stations and perform like functions to those of evacuation hospitals of the medical service. Convalescent animals are not returned direct to units, but are evacuated to convalescent hospitals when the latter are established. More serious cases requiring prolonged treatment but giving promise of complete recovery are sent to veterinary general hospitals in

the communications zone by means of stock trains or special trains devised for transport of disabled animals. It is advantageous to locate evacuation hospitals near army or corps remount depots, and about 1 day's march for animals (15 to 20 miles) from the front, on a site near water.

336. The veterinary convalescent hospital receives convalescent animals from veterinary evacuation hospitals, reconditions them, and issues them to the army. It is usually located within 1 day's march of veterinary evacuation hospitals.

SECTION VI

WITHIN COMMUNICATIONS ZONE

337. The communications zone provides hospitalization for all cases originating therein or received from the combat zone. Number and type of medical units in the communications zone depend upon location of the zone in relation to the zone of the interior, extent of the zone, number of troops involved, character of hostile resistance, and policy of evacuation.

338. General policies regarding evacuation and hospitalization within the theater of operations are formulated by theater headquarters. When the policy provides that all cases probably able to return to duty within a reasonable length of time are to be held in the theater, the number of treatment beds required may approximate 15 percent of the strength of the forces in the theater. Some of the units destined to establish fixed hospitalization in the communications zone usually will be able to utilize existing shelter in permanent buildings. Accommodations for the rest must be provided by new construction.

339. Hospitalization requirements are anticipated and construction is begun months in advance of the time beds are to be occupied. Only hospitals of the fixed type, except field hospitals, which are mobile fixed bed hospitals, are utilized in the communications zone.

340. Field hospitals are mobile, fixed bed hospitals designed to give definite treatment in the field where it is impracticable to establish fixed bed hospitals. The unit is completely motorized and is organized into three identical platoons, each of which is capable of independent action if required.

ORGANIZATION

341. Station hospitals serve only the limited area to which assigned and usually do not receive patients from the combat zone. They are placed at locations in the communications zone where there is a sufficient concentration of military personnel to require local hospitalization.

342. General hospitals are fixed units (1,000-bed capacity) designed for definitive treatment of all cases arising within the theater of operations. Normally, the majority of their cases come from the combat zone. They are located a sufficient distance from the combat zone so that military reverses will not disturb their operation, and at points affording good rail or water communication with regulating stations and with the zone of the interior. They are dependent upon utilities such as water and sewerage systems, electricity, and gas. Suitable railroad sidings must be provided, and availability of nearby landing fields for airplane ambulances is desirable.

343. General hospitals are grouped whenever practicable into hospital centers of two or more general hospitals. Each hospital center contains a convalescent camp which normally has a bed capacity of 20 percent of the center. In these camps patients are prepared for return to duty.

MISCELLANEOUS UNITS

344. Aviation medical examining units conduct physical examinations of flying personnel. The number of these units depends upon size of air force in the theater. Medical supply depots usually operate as a section of general supply depots. The amount of supplies carried in those depots depends upon number of troops in the theater, distance of the communications zone from the zone of the interior, and ease of replenishment.

345. Veterinary general hospitals and veterinary station hospitals function for care of animal casualties in a manner closely paralleling that prescribed for personnel, except that final disposition is made within the communications zone. Evacuation of animal casualties to the zone of the interior is not contemplated.

346. Auxiliary surgical groups are composed of small administrative units plus a number of various types of teams, such as surgical, orthopedic, shock, gas maxillo-facial, neurosurgical, thoracic surgical, dental prosthetic, and miscellaneous teams. These teams will be used to reinforce other medical units.

347. Medical sanitary companies provide personnel to augment normally assigned Medical Department personnel in the maintenance of sanitation in large Medical Department units. These companies may also be employed on malaria control projects in conjunction with the work of the malaria control units.

348. A Medical Department concentration center is a theater installation directly under control of the chief surgeon, but operated by the communications zone surgeon. It is a training center for new medical units and personnel arriving in the theater, a refitting center for medical units withdrawn for reconstitution, and the station for medical units in theater reserve, such as auxiliary surgical groups, surgical and evacuation hospitals.

349. The medical service of the combat zone and that of the communications zone are linked principally by the hospital train

service operating under direct control of regulating stations. Hospital trains and stock trains for evacuating animal patients are assigned to regulating stations by theater headquarters on recommendation of the chief surgeon. The senior medical officer on the staff of the regulating officer is the "medical regulator." This officer, under the regulating officer, handles all evacuation from the army served by his regulating station. The medical regulator is furnished daily, or as often as necessary, reports from army as to number and types of patients in evacuation hospitals requiring evacuation, and reports from the surgeon, communications zone, as to the number and location of beds available in fixed hospitals to which patients can be evacuated. From the information contained in these reports the medical regulator prepares train schedules in coordination with other staff officers at the regulating station and advises evacuation hospitals and army G-4 of time of arrival of trains. A bed credit in a specific hospital is of little use to a regulating officer unless it amounts to at least 300 beds enough to accommodate one train-load of patients.

350. The extent to which airplane ambulances are used will be governed by number available in the theater, presence or absence of suitable landing fields within a short distance of point or points where casualties are collected, and character of the country and of the warfare. Whenever practicable, it is desirable to transport seriously wounded from the division area direct to general hospitals.

SECTION VII

MEDICAL SERVICE WITH CAVALRY, MOTORIZED, ARMORED, AND AIR FORCE UNITS

HORSE CAVALRY

351. Medical service in the cavalry division, horse, operates similarly to that in the infantry division. Medical units with cavalry are as mobile as the units they serve.

352. Tendency to disperse medical personnel by undue attachments to detached cavalry elements should be avoided.

353. Casualties in all echelons are concentrated at collecting points on the axis of advance where they can be taken over by supporting medical units in the rear. Measures for temporary care of casualties pending their evacuation are improvised by the medical units. Cavalry units require close support of medical units operating from rear, in order that the command may not be burdened with casualties for care of which, but little means exist.

354. For tactical employment the medical detachment of the cavalry regiment is divided into a headquarters section, a squadron section for each squadron, and a veterinary section. Operation of these sections is similar to that in the infantry regiment except that all aid stations established are of the most temporary character. A considerable portion of the casualties having received first aid from the troop aid men may be sent to the aid station on their own mounts. Casualties unable to proceed to the rear on their mounts are collected in groups in sheltered places (collecting points) to be evacuated by the collecting troop or ambulances from the medical squadron.

355. In a mounted attack the squadron medical section takes a central position in rear of the squadron and changes its disposition to conform to action of units engaged. The most advantageous time for collection of casualties will be immediately following attack and while the troops are being reorganized and maneuvered to meet counterattack or to pursue.

356. Aid stations are not fully established during periods of continued and rapid movement of troops. They are partly or fully established when contact with the enemy has produced a grouping of casualties and a temporary cessation of movement. When established, they are operated in a manner that will facilitate their prompt displacement.

357. The regimental aid station may be established to relieve squadron aid stations of their casualties. If not established, its personnel is used as a reserve or as supporting units for the squadron sections. An accumulation of casualties on the field, at collecting points, or at aid stations, must not prevent the medical personnel attached to cavalry from maintaining contact with the units they serve. These casualties are collected by supporting collecting platoons or ambulances from the medical squadron.

358. When the cavalry regiment is employed in combined mounted and dismounted action, the headquarters medical section normally establishes an aid station in rear of the center of the pivot of maneuver. Squadron medical sections operate as described in the previous paragraph. All collecting points are cleared by the headquarters medical sections or by supporting ambulance and collecting troops from the division medical service.

359. The veterinary section is organized to establish two squadron aid stations or one regimental aid station. The section functions in a manner similar to the medical sections. In combined mounted and dismounted action, one veterinary aid station may be employed behind the pivot, while the other follows the maneuvering mass in readiness to establish when indicated.

360. In camp, on the march, and in combat, the medical squadron provides medical service to the cavalry division similar to that given the infantry division by its medical service. In attack, elements of the medical squadron establish collecting, ambu-

lance, and clearing stations in echelon behind the pivot of maneuver and along the main axis from front to rear. However, many situations will place the maneuvering force at such great distance from the pivot as to require a collecting, ambulance, and clearing station for each of those two elements.

361. The collecting troop is organized to provide two collecting station units. Since the exact location of the collecting station for the maneuvering force cannot be foreseen, it is held in readiness in the assembly area until the situation permits its establishment. When established, its location is made known immediately to the medical squadron commander and all troops of the maneuvering force.

362. Ambulance service between the collecting station and the clearing station is performed in a manner similar to that in the infantry division.

363. The clearing troop is organized to provide two small clearing stations. Usually only one station is established. Its normal position is in rear of the pivot. When the situation is such that the ambulance haul from the collecting station serving the maneuvering force to the clearing station behind the pivot is unduly long, a small clearing station may be established behind the maneuvering force. This procedure, however, tends to immobilize both clearing stations. When practicable, the division clearing stations are evacuated by army ambulance units.

364. The veterinary troop establishes a veterinary clearing station based on the pivot of maneuver. The station is so located as to cover the bulk of animal casualties, usually 4 to 7 miles from the front line. The collecting platoons of the veterinary troop make contact with the veterinary aid stations and conduct animal casualties requiring evacuation to the clearing station. Evacuation from the division clearing station is made by veterinary companies of the army.

MOTORIZED UNITS

365. The system of evacuation with units completely motorized closely parallels that for all other units. Functions and method of employment of the unit medical service (medical detachments or sections) and the division medical service (medical battalion or regiment) are essentially the same as for the infantry division.

366. Responsibility for evacuating these units rests with the army (corps), and no change in procedure is required except when speed of movement of these units causes them to be separated at such great distances from supporting medical units that evacuation of patients in clearing stations by army ambulances to evacuation hospitals is impractical or undesirable.

367. In such instances, the patients may be removed to emergency evacuation stations. These stations are established by the army medical service on railways in advance of evacuation hospitals for the purpose of receiving and loading patients directly

on railway trains or boats for evacuation to evacuation or other hospitals. Seriously wounded are evacuated by airplane ambulances when such are available.

ARMORED UNITS

368. Attached medical personnel of a regiment of an armored division is organized into a headquarters section and a section for each battalion. Such personnel attached to a separate battalion (engineer, field artillery, reconnaissance, etc.) of an armored division is not divided into sections.

369. The battalion section accompanies its battalion at all times. In bivouac and on the march it operates in a manner similar to that for an infantry regiment. When the armored force is located in a park or assembly position, the medical section operates an aid station in the park or assembly position. When the battalion receives orders for an attack, the aid station is cleared immediately and accompanies maintenance vehicles of the battalion to their successive approach and attack positions when it establishes temporary aid stations to care for injuries which may have occurred during approach to these positions.

370. The armored division utilizes the various elements of the medical battalion (armored) to establish collecting points, ambulance stations, and clearing station for collection and temporary care of casualties. In bivouac and on the march the medical battalion (armored) functions in a manner similar to that of the medical squadron of the cavalry division.

371. After the attack has been launched the battalion medical section moves with the maintenance vehicles and establishes aid stations when and where needed, to care for the casualties arriving in the combat vehicles. When the combat situation is such that it is practicable for maintenance trucks to reach immobilized tanks, litter bearers accompany the mechanical crews and remove the wounded of the tank crew. These are brought to the aid station on a maintenance truck or an aid station truck.

372. During combat the cross-country ambulances carrying collecting personnel move forward along the axis of advance of the combat elements and collect the wounded from or left by the aid station. These casualties are moved to collecting points on good roads parallel to the axis of advance where they are given emergency treatment and transported by ambulances or other vehicles to the clearing station, which usually is established in the vicinity of the service park of the division.

373. Evacuation of aid stations of armored force units is a responsibility of the medical battalion (armored).

374. It is the responsibility of the corps or the army commander to make such timely evacuations of the clearing station as to permit it to move in close support of the brigade or division. This may be accomplished by means of army ambulances, spe-

cial busses, emergency evacuation station, and airplane ambulances.

375. In cases where the division is operating at great distances from the main force and prompt evacuation by higher echelon is not accomplished, decision as to disposition to be made of casualties rests with the separate force commander.

AIR FORCE UNITS

376. Medical detachments of air force squadrons establish dispensaries or aid stations on their airdromes for temporary care of sick and injured.

377. The surgeon on the staff of the air force service commander makes provisions for evacuation and hospitalization of airdrome aid stations operating in his base area. Depending upon location of the various squadrons, these arrangements include hospitalization in existing hospital stations, evacuation hospitals, station, or general hospitals. Evacuation to these hospitals of minor cases is ordinarily accomplished by means of ambulances assigned to airdromes. When practicable, serious cases are evacuated by airplane ambulances to the nearest evacuation or general hospital.

378. Station hospitals are established at large air bases remote from existing hospital facilities.

379. To air bases concerned with training or conditioning flyers, an aviation medical laboratory is assigned for the purpose of performing the special physical examinations required for flying duty.

SECTION VIII

SANITATION IN THEATER OF OPERATIONS

GENERAL

380. Military sanitation includes all measures directed toward preservation of physical fitness of military personnel. The surgeon should study causes of both battle and nonbattle injuries and should advise the commander on means to reduce them.

381. Administrative control of sanitation is exercised by organization commanders of all grades who are responsible for sanitation within their commands. Sanitary measures are executed by personnel of the organization concerned or by special troops. Except in medical department organizations, medical troops do not execute sanitary measures other than those involving professional activities, such as physical examinations, immunizations, operation of laboratories, and inspections. The medical service is responsible to the commander for investigating, reporting upon,

and making recommendations pertaining to all phases of military sanitation.

FACTORS IN SANITATION

382. During the mobilization and training period in the zone of the interior, control of infectious diseases introduced by carriers entering the army from civil life is of paramount importance. A newly mobilized military force possesses a relatively high degree of group susceptibility to infectious diseases. Effective environmental sanitation as a means of controlling spread of these diseases can be maintained more easily in the zone of the interior than in the theater of operations.

383. In the theater of operations introduction of infection into a military force from outside sources can be minimized by prohibiting extensive or numerous contacts between the troops and the civil population.

384. Resistance of the group to all diseases is augmented by proper physical training and by elimination of physical defectives. The more primitive the environment in a theater of operation the more difficult it becomes to protect the troops from environmental sources of infection, or to control or remove those environmental factors which serve to spread diseases. Consequently, environmental sanitation must be supervised closely by commanders of all grades in the theater of operation.

PLANS AND ORDERS

385. The plan for military operations in a given theater of operation should include a definite sanitation plan which provides for all sanitary measures of a general nature as well as for those special disease control procedures, need for which can be anticipated. The plan of sanitation is based on studies of health conditions existing in all sections of the theater which exert a favorable or unfavorable influence on the troops which are to operate in the theater. These studies are known as sanitary surveys.

386. A general sanitary survey of a theater of operation includes consideration and study of environmental and social factors, economic conditions, and prevalence of disease. Environmental factors of importance are topographical and meteorological conditions; water supply and facilities for purification; methods of waste disposal; housing conditions; food supplies; and kinds of disease-bearing insects present and control methods employed. Social factors of importance include living conditions, health agencies, laws and regulations, and laws relating to prostitution.

The epidemic and endemic prevalence of communicable diseases, sources of infection, control measures and facilities for hospitalization, segregation, and isolation are of particular importance. A limited sanitary survey is made as indicated by existing health situation for the purpose of controlling or preventing occurrence of some particular disease or diseases.

Memories of the influenza pandemic late in WW I were still fresh. The massing of mobilized troops in crowded mustering and training installations, combined with ignorance and uneven sanitation, resulted in a high communicability rate. The rate of infection was complicated by the extreme symptoms among the young and strong as immune systems went into overreaction and burned out pulmonary processes (acute respiratory syndrome, or ARS)—in effect, male soldiers of draft age were often killed not by the flu virus but by the violent response of the immune system.

Barracks were redesigned; soldiers bunked in alternate directions to reduce probability of aerosol-based infection. Responses to the pandemic—the misnamed “Spanish flu”—are still with us today.

Local sanitary surveys are made of all towns and cities accessible to troops and of all camp or bivouac sites to be occupied by troops.

387. Military sanitation is accomplished by administrative action by the proper military authority, which is in turn based on technical advice and recommendation of the surgeon of the command concerned. The recommendations are based on the results of sanitary surveys, studies, and inspections.

388. In the higher echelons, such as the communications zone or an army, action with regard to sanitation is normally controlled by means of circulars, bulletins, letters, or memoranda of instructions to the lower units of the command concerned. In a division or a fixed installation, routine sanitation matters are usually provided for in a general order, as an annex to an administrative order, or as a series of memoranda or instructions. Paragraph headings applicable in most situations include responsibility of unit commander, responsibilities of unit surgeon, duties of medical inspector, water supply, food and messes, waste disposal, quarters (barracks, tents, or billets), insect control, personal hygiene, location of dispensaries, venereal prophylaxis, physical inspections, and special measures for control of communicable diseases.

389. A complete sanitary order can remain effective in all its provisions and meet all requirements only for a comparatively short period of time; Changes in the environmental conditions or modifications in the military mission will necessitate frequent revisions of an existing order or publication of new orders.

390. Sanitary orders issued by the commanders of a large unit such as a division are general in character and provide a basis for more detailed orders to be issued by subordinate commanders.

CHAPTER 8

PERSONNEL

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SECTION I

MORALE

GENERAL

391. Morale is a mental and emotional state dependent upon, or influenced by, confidence, spirit, loyalty, hope, and determination. Military morale is evidenced by the degree of willingness to respond to the call of duty.

392. The creation and maintenance of high morale are primarily functions and responsibilities of command.

393. The War Department establishes policies pertaining to the morale of troops in the zone of the interior. (MR 1-10, 5 March 1943.) These policies are followed in the theater of operations so far as practicable.

394. Major factors affecting morale include: Correct classification and assignment, training, discipline, recognition of merit and accomplishment, and opportunity for advancement; religious services and ministrations, physical care and development; recreation, leaves, furloughs, and relief from boredom; mental factors, involving a sense of mission and of the justice and necessity of a cause, furthered by information concerning the progress and success of operations; organizational solidarity, which reaches its ultimate strength as the result of success in combat operations.

“The moral is to the material as three is to one.” -- Napoleon, Maxims.

395. Administrative factors which are the responsibility of the commander include provision for pay, food, shelter, clothing, insurance and family allowances, medical attention, sanitation, promotions and decorations, postal service, prompt and reasonable censorship, supervision of police surveillance, and return of personnel to original units after hospitalization or other absence. Almost every administrative duty has a direct bearing upon morale. The commander provides for the welfare and comfort of his men to the fullest extent consistent with situation and mission.

396. Deficiencies in shelter, supplies, medical attention, and other administrative elements can be minimized or prevented by careful planning and efficient operation on the part of the services, and by attention to detail, resourcefulness, and ingenuity in the commander.

DISCIPLINE

397. High morale and good discipline go hand in hand. Lack of discipline and unnecessarily harsh discipline are causes of lowered morale.

398. The ultimate aim of discipline is success in combat. Disciplinary training provides for automatic response to orders and commands, under the most adverse circumstances. Such response during training is prompted by the individual's belief in the fairness, justice, and competence of the commander, and produces good morale.

399. Disciplinary measures in the theater of operations must be reasonably adjusted to conditions, and sufficiently rigorous to accomplish their purpose without causing undue hardship. Punishments which remove the offender from the hazards and hardships of operations should be avoided. Stragglers are returned to their units promptly and malingerers are returned to duty.

RECOGNITION OF MERIT

400. Recognition and reward of merit stimulate confidence, determination, loyalty, and sacrifice, and elevate morale. Rewards must be made with discernment, justice, and promptness. No individual should be overlooked.

401. Important forms of recognition of merit are commendation, decoration, and promotion.

402. It is more effective to reward merit than to punish misconduct and inefficiency. Commendation during combat is especially valuable. If conditions permit, the commander should express approval to individuals immediately, before their comrades, and later reduce the commendation to writing for official record when warranted.

403. Award of authorized decorations is covered in regulations (AR 600-55). The theater commander establishes uniform practices in this matter to insure just awards to units and individuals.

To avoid delay, a supply of decorations is maintained at all headquarters authorized to award them.

404. Prompt promotion in recognition of leadership and other soldierly qualities, especially in combat, promotes morale and increases efficiency. A commander not authorized to make a deserved promotion recommends it promptly to higher authority. Promotion should not be denied because of wounds or other disability incurred in line of duty.

RECREATION

405. Recreation is a factor in the development of morale. Adequate provision for recreation, suited to individual preferences so far as practicable, is a command function in all echelons.

406. *Special Service* (par. 37) is represented by an officer on the special staff of all headquarters down to and including regiments and comparable units of the air forces, and permanent or semipermanent installations. In smaller units an officer other than a chaplain may be designated as special service officer in addition to other duties.

407. Recreational activities in the theater of operations include such of the following as are practicable and appropriate: athletics, publications, theatrical and motion picture entertainment, radio, music, library service, service clubs, organizational clubs, and facilities in leave areas for messing and lodging.

OTHER SERVICES

408. Other services affecting morale include welfare activities, orientation and information, canteen and exchange, and correspondence or group study.

409. Provision for the furnishing of such services is made by the War Department (MR 1-10), and is furthered, so far as possible, by commanders, theaters of operations.

410. Welfare services in theaters of operations parallel those in the zone of the interior, and include emergency relief, insurance and allotments, legal aid, and American Red Cross information and home service.

411. Orientation, information, and off-duty education are made available by the War Department, Special Service Division, and are normally made the responsibility of special service officers by their commanding officers. The importance of such informational and educational activities should be recognized, and the activities furthered as a primary morale factor.

412. Special Service companies (par. 37) may be attached to task forces to perform recreational and informational services in the communications zone.

413. Welfare and recreational services of the American Red Cross (AR 850-75) and other authorized civilian welfare agencies

may be used by theater commanders to supplement the activities of the Special Service Division, War Department, in accordance with current regulations and directives of the War Department.

STATUS OF MORALE

414. Provision should be made for determining the status of morale at regular intervals, and especially prior to combat. Lacking such information, a commander is acting without consideration of a fundamental factor in the estimate of combat effectiveness.

415. Such information may be obtained and correlated by the staff Special Service officer from the formal and informal reports of subordinate commanders, intelligence officers, provost marshal, inspectors of the command, surgeons, chaplains, and personnel officers.

416. Fluctuations in morale may be gauged from recurrent regular reports of AWOL and desertion, sick and venereal rates, courts martial, civil arrests of military personnel, company punishments, and equipment losses.

417. In action, direct observation of morale trends is possible through a check of straggling, desertion, malingering, abandoning of arms and equipment, aimless expenditure of ammunition, close grouping under fire, seeking cover without authority, deliberate sabotage of equipment, self-inflicted wounds, failure to dispose of casualties, and excessive fatigue without due cause.

SECTION II

REPLACEMENTS

GENERAL

418. The replacement system for officer and enlisted personnel is designed to assure dependable and timely arrival of properly qualified replacements at troop units as required. Before joining their units replacements are trained, clothed, and equipped appropriately. Officer replacements are supplied, as far as practicable in the grades required, by arm and service, and by MOS (Military Occupational Specialty). Enlisted replacements are supplied by primary MOS, as trained in the replacement training centers and schools of the various arms and services. They are usually, though not always, in the fifth, sixth, and seventh grades.

419. Preparation of the replacement plan, including numbers to be trained, the proper distribution between arms and services, and types of specialists is a function of the zone of the interior. The commander of the theater makes representations as to the needs of the theater, which must be coordinated by the War De-

partment with the needs of other theaters to determine the allotments of such replacements to each theater in accordance with their needs, the availability of such replacements, and shipping facilities.

420. Replacements, like supplies, are echeloned in depth. The flow of replacements is shown diagrammatically in figure 1.

REPLACEMENT ORGANIZATIONS

421. Primary sources of replacements for oversea theaters are replacement depots in the, zone of the interior.

422. In the theater, replacements are handled by replacement depots and separate replacement battalions located in the communications zone and the combat zone.

423. Replacement depots and battalions are designated numerically like other tactical and service units.

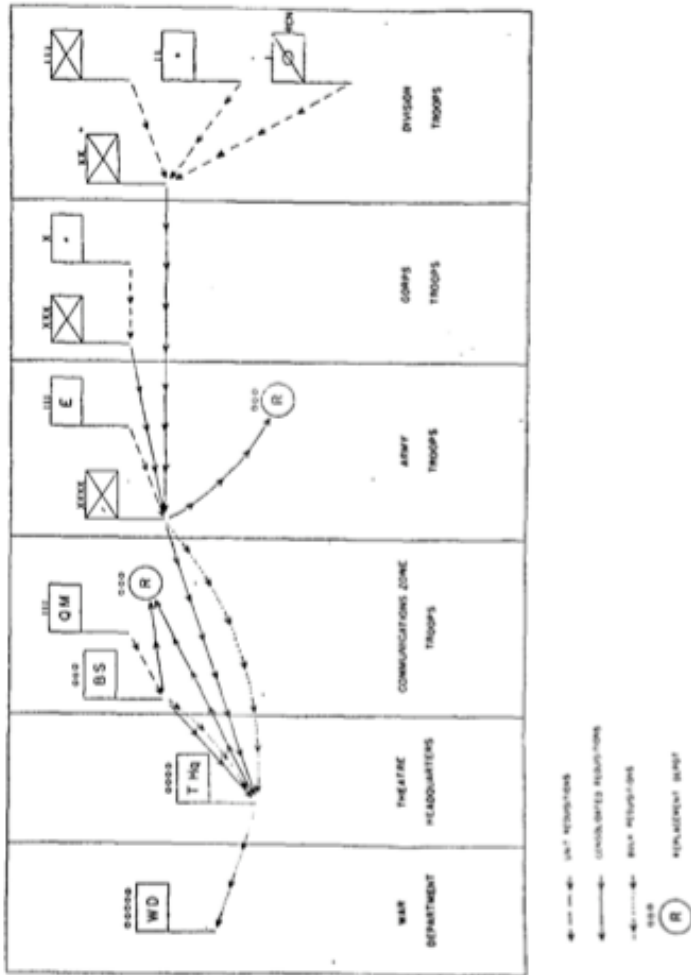


FIGURE 11.—Flow of replacement requisitions.

424. Replacements are forwarded by the most suitable transportation, or by marching directly to the requisitioning unit. A copy of the troop movement order is forwarded to the headquarters concerned and to intermediate headquarters, if any. Every effort is made to forward replacements in large groups, preferably trainloads or large truck convoys. Replacements should normally be sent to a unit when it is in a rest area or in reserve. They should not be sent to units engaged in combat when this can be avoided.

425. A depot is organized as a headquarters with one or more (usually five) battalions. A battalion consists of three or four (usually four) companies capable of housing, feeding, and administering 300 men each.

426. Training personnel is attached to the depot by the theater commander, as required, to carry on the training program which has been directed.

427. Replacement depots and separate replacement battalions are located on lines of communication accessible to units served and to the source of replacements from the rear. Experience indicates the desirability of pushing replacement organizations well forward in close support of the units which they serve in order to insure a prompt supply of replacements. Figure 12 illustrates a typical theater installation.

REQUISITIONS

428. Requisitions from the theater are normally made in bulk by arm and service, and are filled from the zone of the interior according to requirement rate tables for each theater. Requisitions from units in the theater are submitted as required to the next higher administrative unit which consolidates them and forwards them in turn. Theater headquarters establishes a system of priorities for the guidance of replacement organizations in filling. When the necessary replacements to fill a requisition are not available in the replacement organizations from which such replacements are normally supplied, the requisition or the unfilled portion of it may be forwarded to the next higher headquarters for necessary action. In such cases the higher headquarters may order it filled from another replacement organization directly to the requisitioning unit. Figure 12 shows the flow of requisitions diagrammatically.

429. Unit and consolidated requisitions show number and kind of specialists by MOS required to fill vacancies. Requisitions from units will be numbered serially and will not be cumulative. Sample forms for Unit Personnel Replacement Requisition and Consolidated Personnel Replacement Requisition are shown below.

The editor(s) consistently treat "personnel" as a singular form (our personnel is . . ."), though it is in fact a collective (as with "cattle") ,for reasons I can't comprehend. As noted in the preface, this manual seems indifferently edited, but mistakes like this seem gratuitous by 1940's standards.

This was in the days before glorification of writing to the "eighth grade level", too.

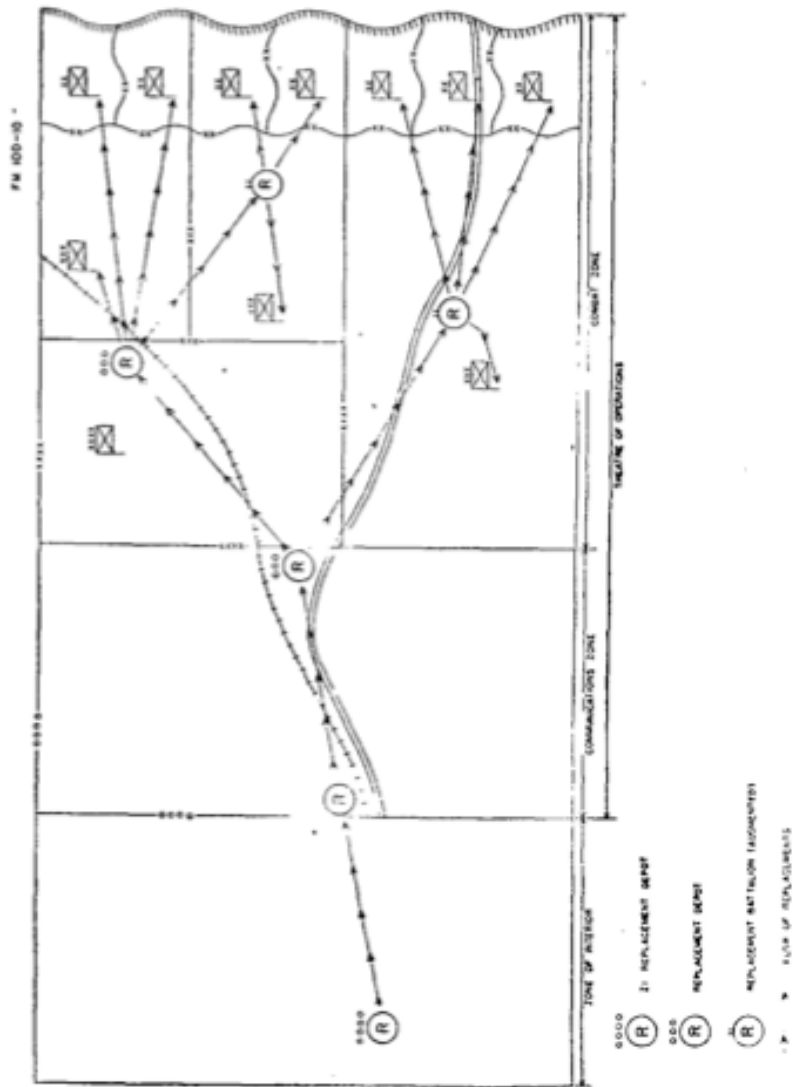


FIGURE 12.—Flow of replacements.

UNIT PERSONNEL REPLACEMENT REQUISITION

Requisitioning Unit _____
(Designation and principal weapon)

Requisition No. _____

*Railhead _____
 *Station _____ Date _____

T/O No. _____ This requisition is for *White
 *Colored _____

Page 1 of _____ pages

To _____
(Designation and station of approving authority)

Previously requisitioned; not yet received _____ For the Commanding Officer:

Previous Req. No. _____
 Date _____ (Name and grade)
 Unit personnel officer

Officers, WAC officers, Army nurses, and warrant officers

Grade	Arm or service	Specifi- cation serial No.	Military occupa- tional title	Num- ber re- quired

*Strike out word not applicable.

INSTRUCTIONS

1. Separate requisitions will be submitted for white and colored replacements. Separate requisitions will also be submitted for WAC replacements.
2. This unit requisition will be prepared in sufficient number of copies to permit retention of one at the requisitioning unit, one at intermediate headquarters (if desired), and two (original and duplicate) to the approving authority.

Enlisted men

Arm or service	Specifi- cation serial No.	Military occupational title	Number re- quired

W. D., A. G. O. Form No. 211.

INSTRUCTIONS—Continued

- 3. The principal arm or weapon of the requisitioning unit will be indicated on the same line with the title, for example, "138th FA, 75-mm HD."
- 4. Replacements for attached troops are a responsibility of the headquarters to which attached.
- 5. Additional requisition sheets will be used as required, each to be numbered and identified as a part of the requisition to which they pertain.
- 6. Unit requisitions will not be forwarded by approving authority to army or similar headquarters. They will be consolidated at division, corps (for corps troops only), or similar headquarters, and retained as a basis for distribution of replacements when received from the replacement depot.
- 7. Where delivery of replacements is desired outside the area of the division or similar unit, notation to that effect will be made on the forwarding consolidated requisition form and one copy of the unit requisition attached thereto as an inclosure.
- 8. When any part of a requisition previously submitted remains unfilled, that fact, together with requisition number and date, will be indicated in the space provided.

CONSOLIDATED PERSONNEL REPLACEMENT REQUISITION

Page 1 of _____ pages.

Headquarters _____ Station _____
(Requisitioning unit)
 Consolidated requisition No. _____ Date _____ This
 requisition is for *white
 *colored
 to _____
(Designation and station of army or similar approving authority)

Special requirements:
 Authentication of requisition-
 ing unit: For the commanding
 general:

(Name and grade) Adjutant General

Action of army or similar
 headquarters
 To _____
(Designation of communications zone
 replacement depot)
 1. Approved. Priority _____

 2. Ship on _____ to ar-
 rive at _____

(Destination)
 By command of _____

(Name and grade) Adjutant General

Officers, WAC Officers, Army nurses, and warrant officers

Grade	Arm or service	Specifi- cation serial No.	Military oc- cupational title	Num- ber re- quired

*Strike out word not applicable.

Enlisted men

Arm or service	Speci- fication serial No.	Military occupational title	Number re- quired

W. D., A. G. O. Form No. 212.

INSTRUCTIONS

1. Separate requisitions will be submitted for white and colored replacements. Separate requisitions will also be submitted for WAC replacements.

2. Consolidated requisitions will be prepared by army (for army troops only), by corps (for corps troops only), and by divisions or similar units for units assigned or attached thereto.

3. Replacements for attached troops are a responsibility of the headquarters to which attached.

4. Consolidated requisitions will be forwarded by commands indicated above to the headquarters of the army or similar command concerned. Unit requisitions will not be forwarded to army or similar command as a basis for the consolidated requisition, except when delivery of replacements is desired outside the area of the division or similar unit. In this case, notation to that effect will be made in the space "Special requirements" and one copy of the unit requisition attached as an inclosure.

5. Army or similar headquarters will audit and approve consolidated requisitions in the space provided, indicate priority, arrival date, and destination, and forward to the appropriate replacement depot. When special instructions are necessary they will be transmitted by covering indorsement.

6. Additional sheets will be used as required, each being numbered and identified as a part of the consolidated requisition to which they pertain.

7. Shortages which cannot be filled by intelligent substitution will be reported to theater or similar headquarters by the replacement depot as soon as determined.

8. Unit requisitions for officers, WAC officers, Army nurses, and warrant officers will be filled at replacement depots if a pool of such personnel is provided for that purpose. Otherwise, requisition for such personnel will be extracted from consolidated requisitions at army or similar headquarters and forwarded to designated replacement sources.

•••

REPLACEMENT POOLS

430. Commanders responsible for maintenance of replacement pools in replacement depots at the proper levels anticipate losses in accordance with the tactical plan and requisition replacements accordingly. These should be requisitioned in bulk by arm and service, in which case they are filled according to the requirement rates for the theater.

FORWARDING

431. Replacements are forwarded in casual detachments, properly organized and in charge of a suitable number of officers and noncommissioned officers to maintain proper discipline and perform administrative duties en route. Arrangements for travel and for rationing en route are made by the forwarding organization. Individual records of replacements are placed in the charge of the officer in command of the movement to be turned over to the receiving organization. The receiving organization is notified by the most expeditious means available of their departure and of their expected time of arrival.

432. Replacements are forwarded by the most suitable transportation or by marching directly to the requisitioning unit. A copy of the troop movement order is forwarded to the headquarters concerned and to intermediate headquarters, if any. Every effort is made to forward replacements in large groups, preferably trainloads or large truck convoys. Replacements should normally be sent to a unit when it is in a rest area or in reserve. They should not be sent to units engaged in combat when this can be avoided.

433. It is desirable to coordinate the flow of personnel replacements of vehicular crews for armored units with vehicular replacements. Unless circumstances peculiar to the theater dictate otherwise, this coordination is accomplished by moving personnel to vehicles from the communications zone replacement depot to the vehicular pool, division service park, or an intermediate point in unusual cases. (See fig. 13 for normal flow of replacement to armored units.) Any of these installations receiving personnel should be provided with a personnel replacement section for the purpose of coordinating the flow of personnel with the flow of replacement combat vehicles.

434. Headquarters receiving replacements for distribution to troop units make advance arrangements for their reception and orderly distribution to avoid delay. Distribution conforms to classification for which replacements are trained. Replacements may be supplied with individual identification of the MOS under which they are classified to assure proper assignment, in case they are temporarily separated from their records.

The golden rule is: *never leave soldiers in a replacement pool a minute longer than necessary.* The only thing worse than a scared, clueless replacement is a *bored* scared, clueless replacement. Replacements know they will be scattered, and do not build peer support. They also get into the kinds of trouble front line soldiers don't have time to imagine.

Keep in mind that tracked vehicle crewmen and mechanics are not trained the same way as wheeled vehicle crewmen and mechanics. If you fail to differentiate, it will take replacements longer to get up to speed when they arrive at their units.

In the 50's the Army had a huge artillery piece—a 280mm gun. Its prime mover had two tractors—one at the front and one behind. When the vehicle turned, the front and rear procedures were reversed. Each driver had a separate MOS.

MOS= "military occupational specialty" – what you're trained to be.

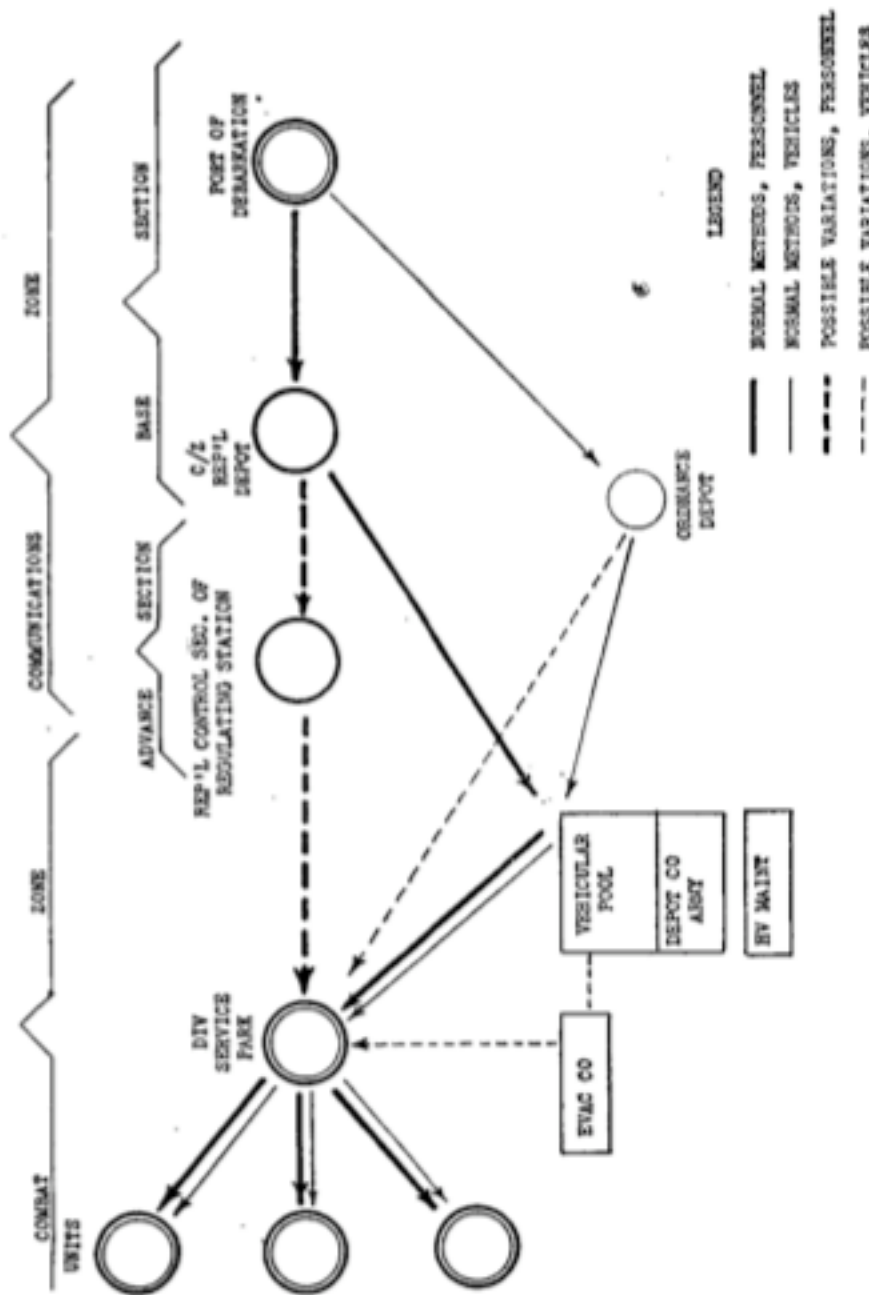


FIGURE 13.—Personnel and vehicle replacement flow chart for armored units.

SOURCES WITHIN THEATER

435. Personnel returned to duty from hospitals are an important source of replacements. The full effect of this source will be manifested only after several months of combat operations.

436. Those discharged from medical installations directly serving divisions are returned to their units through arrangements made by division headquarters. A similar system is followed for

individuals assigned to corps and army troops whom it has not been necessary to send farther to the rear than the hospitals directly serving those units. Personnel from field hospitals, general hospitals, evacuation hospitals, etc., in the communications zone are returned to their units whenever practicable through normal replacement channels.

437. Stragglers, individuals returning from schools, and other officers and enlisted men who have become separated from their units for any reason are usually forwarded through the replacement system.

SECTION III

MILITARY POLICE

438. Military police units, composed of military police troops, are organized, equipped, and trained to perform certain functions. These functions include the control of traffic; crime prevention and investigation; enforcement of laws and regulations; supervision of movements of individuals; protection of property; and handling of prisoners of war and restrained enemy aliens.

439. Military police battalions, companies, and platoons are assigned to and are integral parts of armies, corps, and divisions, respectively. The principal duties of such military police units are to control traffic, including the execution of the traffic circulation plan and the furnishing of road information; to handle stragglers and prisoners of war; and to enforce laws and regulations and supervise the movements of all individuals.

Plans and orders for traffic control and the evacuation of prisoners and civilians under military control are made in conformity with and in amplification of combat plans and orders. Efficient operation requires that the military police of any unit be informed of plans and orders in sufficient time to make necessary arrangements for carrying them into execution.

The straggler line is established generally in rear of the combat teams, along well-defined terrain features, preferably a road. Stragglers are assembled at straggler collecting points and returned to their units as soon as practicable.

Collection of stragglers may require the systematic search of rear areas, military police being assisted, if necessary, by other troops. Straggler lines may be maintained by patrol.

440. Military police battalions and companies are assigned to the theater commander, and by him are assigned to the communications zone; when necessary, they are attached to tactical units in the combat zone. They have been organized and trained especially for the protection of matériel, premises, and utilities important to the prosecution of the war, including transportation and communication facilities.

441. Military police post, camp, and station units are assigned to the theater commander and are used normally in the communications zone. The principal duties of these units are the prevention and investigation of crime; the enforcement of laws and regulations among the troops; custody of offenders subject to military laws; control of traffic, and the supervision of movements of all individuals.

Military police escort guard companies are assigned to the theater commander for the collection, transportation, custody, and disposal of prisoners of war and dangerous or potentially dangerous enemy aliens.

Prisoner of war processing companies are assigned to the theater commander to receive, search, and process prisoners of war, making permanent records and reports and furnishing the required information to the Prisoner of War Information Bureau.

The special staff of divisions, higher units, the communications zone, and the theater includes a provost marshal who, as a special staff officer, serves in a dual capacity as commanding officer of the military police and as an adviser to the commanding general. As a staff officer he makes recommendations for the operation of military, police and for the establishment of new policies. If a civil affairs officer commands a city or a political subdivision of territory, he may designate an officer under his command as provost marshal.

SECTION IV PRISONERS OF WAR

GENERAL

442. The United States is a party to the two conventions signed at Geneva, Switzerland, on 27 July 1929. One is relative to the treatment of the wounded and sick of armies in the field (Red Cross Convention). The other fixes the obligations of the captor power with respect to the treatment of prisoners of war. War Department regulations governing prisoners of war are considered and applied according to the spirit as well as the letter of these conventions. FM 27-10 embodies most of the essential provisions of the above conventions.

443. Prisoners of war captured or interned in the theater of operations remain in custody of the theater commander until released on parole, repatriated, or evacuated to the zone of the interior. FM 27-10 specifies the persons who may be held as prisoners of war.

444. Rights, privileges, obligations, and treatment of prisoners of war are covered in rules of land warfare. See paragraph 474 with reference to internment of enemy aliens.

Much has been said and written about violations of the 1929 Geneva Convention. Failure to respect rules of treatment for prisoners of war may be said to result from two factors.

First, a nation confident of victory is commensurately negligent of niceties, violation of which will not be punished by the losers. This error afflicted both major Axis powers, though for different reasons.

Second, morally toxic racial theories slithered out of the swamp in the 20's and 30's. The German Army tended to be more correct in dealing with British prisoners early in the war because they were "like" the Germans, culturally and racially. The Russians were considered beneath contempt and largely dehumanized.

Japanese cultural developments from the Middle Ages and through the Meiji Restoration of the 1860's came to have a strong racial component. The Germans just *thought* they were the Master Race. War-time cultural philosophy trickling through the ranks assigned an inferior, almost subhuman classification to non-Japanese.

445. Functions of military police in connection with prisoners of war are covered in FM 29-5.

446. The system of collecting and evacuating prisoners of war is shown diagrammatically in figure 14.

447. The individual or unit capturing prisoners disarms them at once and searches them. This immediate search is especially important for officer prisoners. Prisoners are permitted to retain clothing, insignia, decorations, identification cards or tags, personal effects, and helmets and gas masks. They will not be permitted to retain money and any article which may be used to facilitate escape. Money is taken from them only on the authority of an officer who gives them a receipt and arranges for crediting the amount to the prisoner's account. Pending examination, temporary possession may be taken of such personal effects as necessary, including pictures, papers, and maps. Each prisoner receives a signed receipt for personal items taken from him. Personal effects will be returned to the prisoner at the first practical opportunity, any withheld effects will accompany the prisoner during transfer.

Officer and warrant officer prisoners are segregated from enemy enlisted personnel. They are sheltered and messed separately from noncommissioned officers and privates. Further segregation is made according to nationality.

Officer prisoners are treated with the respect due their rank and age.

448. Guards in charge of prisoners prevent any conversation between them unless otherwise instructed. Guards instruct prisoners to enable them to understand the significance of the word "Halt", and warn them that anyone attempting to escape may be shot. Guards prevent prisoners from destroying any papers, pictures, and equipment which have not been taken away. Upon delivery of the prisoners and all personal effects to appropriate authorities, the commander of the escort when practical obtains a receipt.

449. Prisoners are evacuated from combat zones as rapidly as practicable. The prisoners are then conducted to the collecting point of the next higher unit. Prisoners of war enclosures are facilities established in combat and communications zones by commanding generals of theaters of operations or by field armies and, in special instances, by corps or divisions for the processing and temporary detention of prisoners.

450. Unless acting independently, the corps is not normally a link in the chain of evacuation of prisoners of war from divisions to army enclosures. Normally, army military police evacuate prisoners from division collecting points to army prisoner of war enclosures. The evacuation of those desired for intelligence examination by corps headquarters is usually accomplished by corps military police.

Part of this certainly resulted from perceived insults, particularly from the United States, during the "yellow peril" immigration flap and the settlement of the Russo-Japanese War.

This tendency, oddly, was generational and spread from the middle ranks. Older, senior officers tended to be traditional and moderate; many had served tours in the United States and England and had little patience for racial extremism. But within the Japanese Army in the prewar years spread a curious practice of "loyal insubordination" (*gekokujo*) that encouraged junior and middle-level officers to do on their own what they felt their seniors were unwilling or unable to do. COL Tsuji Yasanobu, known as the "god of operations", practiced *gekokujo* in its most extreme form without the authorization of senior officers (many of whom despised him). Such practices always have unfortunate consequences on those who practice them and those on whom they are practiced. It is always possible to give evil a bad name.

Nor can commanders against whom such insubordination is practiced claim innocence under international law (*in re Yamashita*, 327 U. S. 1, 1946)

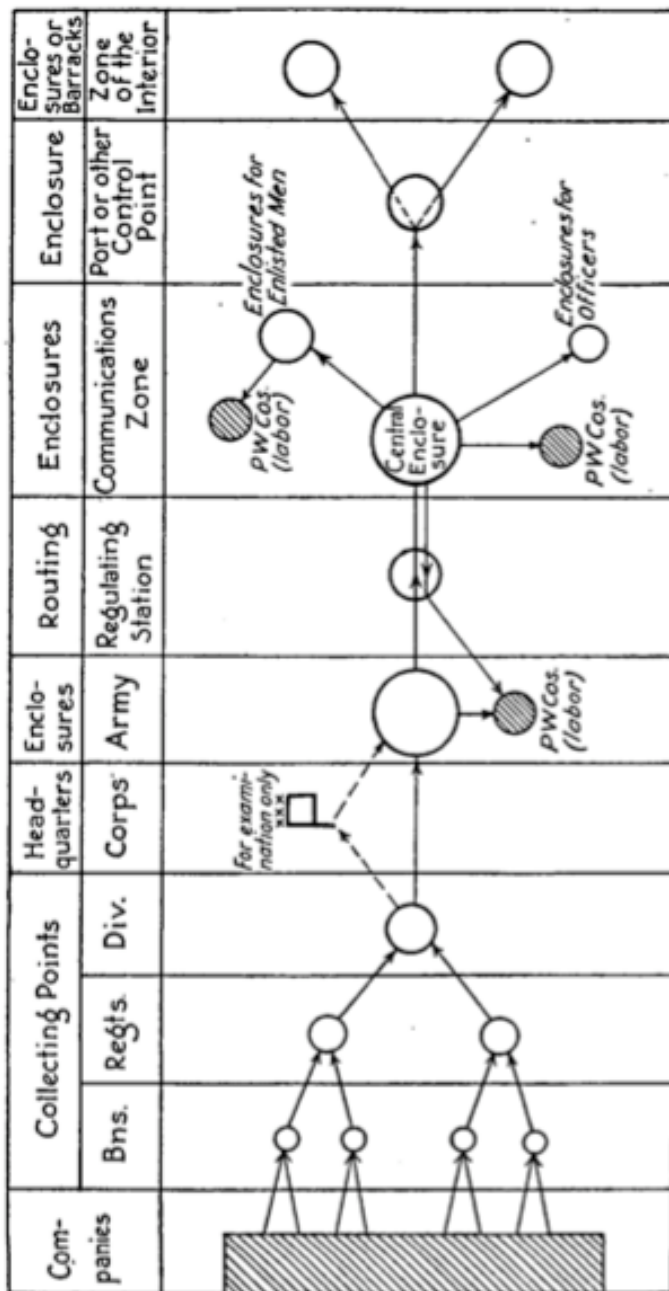


FIGURE 14.—Evacuation of prisoners of war.

451. Wounded and sick prisoners are evacuated in the same manner as friendly wounded and sick. The medical service reports incapacitated prisoners to the appropriate intelligence section and delivers personal effects taken from them. Incapacitated prisoners are assisted to the rear by other prisoners.

Normally, a prisoner will be processed upon arrival at an army enclosure. The commanding officer of the prisoner of war enclosure is responsible for the preparation of the Basic Personnel Record; W. D., P. M. G. Form No. 2, unless this record has been completed previously. When processed, serial numbers are

assigned prisoners in accordance with regulations. Whenever outer garments are issued to prisoners they will be appropriately marked with the letters "PW."

As soon as practicable after capture, prisoners are given a physical examination, vaccinated against smallpox, and inoculated against typhoid and paratyphoid fevers. Prisoners are furnished medical and dental treatment identical with that provided for United States troops.

452. The systematic and methodical examination of prisoners offers one of the most fruitful sources of intelligence. The system of examination parallels that of evacuation and is incident thereto. Examination takes precedence over rapid evacuation, except in forward areas where prompt removal of prisoners is usually the paramount consideration.

453. Every prisoner is required to give his true name and rank, or else his serial number. In case he infringes this rule, he will be liable to the curtailment of the privileges accorded to prisoners of his category. No coercion may be used on prisoners to obtain information concerning the state of their army or country, nor may punishment be imposed or threatened for refusal to answer questions on those subjects.

454. All personnel concerned with prisoners is required to cooperate fully with intelligence officers in the examination of prisoners.

455. The intelligence examination of prisoners of war is treated in FM 30-15.

TREATMENT

456. Prisoners of war are in the power of the enemy country, but not of the individuals or bodies of troops who capture them. They are treated with humanity and are protected against acts of violence, insults, and public curiosity. Measures of reprisal, handcuffing, or tying of prisoners are prohibited. Prisoners have the right to have their persons and their honor respected. Women are treated with all the regard due their sex. Discrimination in treatment between prisoners is lawful only when they are based on military grade, state of physical health, professional qualifications, or sex.

457. The United States is bound to provide for the maintenance of prisoners, including food, clothing, footwear, and shelter. Normally, the food ration of prisoners is equal in quantity and quality to that of troops at base camps. Approved items of clothing and equipment, general supplies, subsistence, and fuel are requisitioned from the quartermaster.

North Korean PW's held by the US Army were first interned on Koje-do Island. They were issued surplus US Army officer uniforms.

458. Prisoners are not to be exposed needlessly to danger while awaiting evacuation. Only prisoners who, because of wounds or sickness, would run greater risks by being evacuated than by

remaining where they are may be temporarily kept in a danger zone.

MISCELLANEOUS

459. Prisoners other than officers are required to perform labor. Noncommissioned officer prisoners are required to do supervisory work only. Prisoners do not receive wages for labor which primarily benefits themselves. This includes labor connected with the administration, management, and maintenance of detention facilities. Prisoners receive wages for other types of labor.

460. Prisoners of war processing companies are organized and trained for the purpose of processing prisoners of war. Basic personnel records are completed in triplicate with photographs, fingerprints, and other information. Two copies of these records are sent to the Prisoner of War Information Bureau, Washington 25, D. C. The original of the basic personnel record accompanies the prisoner during transfer.

Prisoners are subject to the laws, regulations, and orders in force in the Army of the United States, including the Articles of War.

Prisoners who die are honorably buried. The graves are identified with an appropriate marker, respected, and properly maintained. A record of the location of each grave is forwarded to the Prisoner of War Information Bureau.

461. United States troops and other American personnel are informed that if captured by the enemy they should communicate with the American Red Cross, the International Red Cross Committee, or the representative of the neutral nation which is acting as the protecting power in the interests of American prisoners of war. They are instructed also as to their rights under the Geneva Convention and the rules of land warfare.

Note that these niceties apply to prisoners of war and not to private citizens of the subject state or belligerent states. International law was somewhat vague on such issues, largely because the genocidal frenzies of WW II were to some degree unprecedented in modern history. The idea of a crime against humanity was not unknown, but World War Two gave it a name and a body of law.

SECTION V

ADJUSTMENTS

462. Control of appointment, assignment, transfer, promotion, demotion, and elimination by discharge or retirement of personnel in the theater of operations is delegated to the theater commander in conformity with War Department policies. These adjustments are decentralized to the extent practicable.

463. Procedures relative to enlisted men conform in general to those in effect in time of peace, in which final authority is usually vested in regimental or separate unit commanders. Officers are originally commissioned, promoted, and demoted by the President. Their discharge or retirement requires approval by the War Department. Procedures with respect to categories of personnel of the Army, other than officers and enlisted men, are

specially prescribed. Assignments and transfers are governed primarily by military requirements and fitness of the individual for the duty. The individual's preference should not be ignored.

464. During the period of war, the peacetime system of promotion, except for promotions in the Regular Army in accordance with law, is suspended. Promotions to temporary grades will be in accordance with instructions and regulations issued by the War Department.

465. A system of reclassification of officers may be established in the theater of operations, in conformity with instructions from the War Department, whereby commanders of armies and the communications zone adjust assignments and recommend demotion or elimination of those whose efficiency has changed or whose assignment was in error.

Adjustment of the status of personnel by reason of infractions of discipline is delegated to commanders from the company upward in ratio to the gravity of the offense, in conformity with the Articles of War and other laws and regulations.

SECTION VI

LEAVES OF ABSENCE AND FURLONGHS

466. Leaves of absence and furloughs afford relaxation, thereby increasing capabilities of the individual for service. Judicious application of a sound policy will minimize authorized absenteeism.

467. The theater commander prescribes the system of leaves of absence and furloughs. The system includes designation of leave areas either in the communications zone or by special arrangement in the zone of the interior in which personnel usually will be required to spend their leaves or furloughs. Regularly scheduled transportation to and from leave areas is a part of the system. Regulations concerning circulation, subsistence, and conduct within leave areas, as well as requirements prior to departure on leave, such as orders, equipment, and physical condition, are prescribed by the theater commander.

468. The amount of leave of absence or furlough granted depends on the need for the individual's service with his organization and the individual's need for rest. Except in emergencies requiring suspension of all leaves or furloughs, a 7 days' leave or furlough, exclusive of travel time, after 4 months' service in the theater of operations, and a similar period each 4 months thereafter, meets the usual requirements. Policies in the theater usually authorize granting special leaves for furloughs not to exceed 3 days in exceptional cases, but prohibit accumulation of leaves or furloughs.

Officers in the Army of my early days had two ranks: an AUS (Army of the United States) rank, which was worn by all components—regular army, reserve, and National Guard. This was the rank on your uniform. Regular Army officers also has an RA rank—your “permanent” rank—, which was frequently lower than the AUS rank. You also had two serial numbers, an AUS and an RA (my RA was OF120609). It was a confusing system, and eventually disappeared.

But the purpose was to allow promotions in a wartime mobilization to inflate to meet requirements without creating a huge postwar “hump” of senior RA officers for which there were no postings. Think about George Custer, who wore two stars at Appomattox and was quickly reduced from his brevet rank to his permanent rank, arbitrarily Lieutenant Colonel.

Leave is granted to individuals; furloughs are granted to units or categories.

469. Regimental and separate unit commanders are authorized to grant leaves of absence and furloughs. They accord the privilege to individuals according to rosters which are based on length of time since the last leave or furlough and length of service in the theater, and finally by lot, if necessary. Adjustments of rosters may be required to avoid the absence at one time of too many officers, noncommissioned officers, or other specially qualified personnel. Usually not more than 10 percent of the enlisted men will be absent on furlough at one time. In deviations from the fundamental of the roster, discrimination against any category of personnel, particularly of individuals in key positions, is to be avoided. Commanders are not to lose sight of advantages in training and morale afforded by giving opportunities to understudies to assume full responsibilities of positions for which they are substituting.

470. Division and higher commanders have authority to suspend granting leaves of absence or furloughs for military reasons. These commanders are responsible that the discretionary powers granted subordinates with regard to leaves of absence and furloughs are used to the best advantage; in particular, they will take measures to see that the percentage of personnel granted the privileges in each organization conforms in general to the average of organizations operating under similar conditions.

SECTION VII

CIVILIANS IN THEATER OF OPERATIONS

GENERAL

471. Relationships between the military forces and the local civilian population are determined in a large measure by location of the theater of operations. Movement of civilians into, within, and from such part of the theater of operations as may be under military control is governed by instructions of the War Department and the theater commander. Where necessary, the provost marshal causes to be issued to individuals credentials or passes prescribing limits of circulation and nature of privileges. The policy on possession of arms by civilians is determined by the theater commander.

IN OUR OWN TERRITORY

472. Until the civil government has been deposed or overthrown by the enemy or, by reason of hostile operations, has left the area, it continues to exercise its legal functions. Full cooperation between civil and military authorities should be sought. Nevertheless the military commander will not permit either the

civil government or the persons or property of individuals to impede tactical operations, and will take such preventive measures as may be actually necessary under the circumstances.

473. In case the civil government has been deposed or overthrown by the enemy, or by reasons of hostile operations has left the area, a state of martial law exists under which the military forces must govern the local population until civil government can be restored. Existence of martial rule is not dependent upon a proclamation, but a proclamation by the President or by the theater commander is usually desirable as a means of informing all concerned of existence of a state of martial rule, of boundaries of area affected, and of special regulations and restrictions that will be enforced by the troops. With modern means of communication available to the theater commander, he should ordinarily not need to issue such a proclamation without the express direction of the President. Under martial rule, control is exercised by the theater commander under direction of the President as commander in chief of the Army and Navy.

474. Natives, citizens, denizens, or subjects of the hostile nations, of the age of 14 and upward, not naturalized and resident in either the United States or territory under the jurisdiction of the United States, or territory under the military government of the United States, are liable to be aliens. If martial law is not in effect in the theater of operations, procedure with respect to arrest, detention, parole, and internment of enemy aliens conforms to procedure in the zone of the interior. Civil agencies exercise full control, except that military authorities provide facilities for internment. If martial law is in effect, the theater commander exercises full control.

Enemy aliens are usually kept in prisoner of war enclosures. They are evacuated promptly to the zone of the interior. They are not compelled to work except for their comfort and maintenance of the establishment in which detained. They may, with their written consent, be authorized to work as provided for prisoners of war.

IN OCCUPIED ENEMY TERRITORY

475. Military government is established and maintained by a belligerent by force of arms over occupied territory and the inhabitants of either an enemy nation or domestic territory recovered from rebels treated as belligerents. In occupied hostile territory and domestic territory recovered from rebels treated as belligerents the theater commander becomes responsible for the government and control of the civil population and for the administration of the area. Military necessity may temporarily impose a similar responsibility in the territory of a neutral; and either military necessity or treaty may temporarily impose a similar responsibility in the territory of an ally which we have recovered from the enemy, or in which the legitimate government, by reason of hostile operations, has ceased to exercise its functions.

This caused some ruckus in Germany, when the de-Nazification orders conflicted with FM 100-10 (nobody had encountered a case like Hitler and the occupation authorities were making it up as they went along), though Patton was the only one who managed to make it a serious problem. Most of the responsible officials in occupied German territory were National Socialists, because they had to be. Naturally, some were uncomfortable and some thought it was hunky-dory; by 1945 being a party member was not as popular.

The same problem arose in 2003, when there was a push to remove members of the Ba'ath Socialist party in Iraq from their positions (Hussein was in hiding, and in any case the Ba'ath Party was openly modeled on the Nazis). This act eviscerated the ranks of capable administrators and led to chaos.

476. The commander of the theater of operations usually makes known by proclamation the facts of military occupation and the organization of military government, together apprehended, restrained, secured, or removed as enemy with procedures to be followed by the inhabitants. He is guided in formulation of regulations governing the status of the civilian government and the population of the occupied area by the rules of land warfare.

477. All functions of the hostile government-legislative executive, or administrative-whether of a general, provincial or local character, cease under military occupation or continue only with the sanction of the commander of the occupying force. So far as practicable, however, civil affairs personnel, under policies established by the theater commander and subordinate commanders within their zones of operation or areas of responsibility, administer occupied territory through the agency of the existing civil services and local provincial native officials.

478. The principal object of the occupying force is to provide for its security, support, and the efficiency and success of its operations. In the process of restoring public order and safety, the ordinary criminal laws of the occupied territory which do not conflict with that objective are continued in force. These laws continue to be administered by the local officials as far as practicable.

479. The occupying force can demand and enforce from the inhabitants such obedience as may be necessary for security of the force, for maintenance of law and order, and proper administration of the country.

Services of the inhabitants of occupied territory may be requisitioned so long as the duties do not directly concern operations of war against their own country. These services include the work of professional men and tradesmen, and officials and employees, of public utilities, transportation services, and signal communication services. Labor may be requisitioned to collect the wounded, to bury the dead, and to restore general condition of public works of the country.

480. For treatment of enemy inhabitants and of public and private property, see FM 27-10. For exploitation of local resources in occupied territory, see section V, chapter 10. For a more detailed discussion of military government, see FM 27-5.

ORGANIZATION FOR CIVIL AFFAIRS

481. The staff agency of the theater commander concerned with the relations between the military forces and the civil government and the resident civilian population is the civil affairs section. This section may include such subsections corresponding to the several functions of civil government, and such subsections for coordination and administration as may be deemed advisable. The headquarters of the communications zone, of the other territorial subdivisions of the theater, and of field armies and subordinate tactical commands, may include civil affairs sec-

tions. Within the communications zone, the civil affairs organizations under martial law or military government include chiefs of civil affairs groups, with necessary assistants, in command of political subdivisions of the civil government. The commanding general, communications zone, may direct the chiefs of civil affairs groups assigned to the largest political subdivisions, and that these, in turn, exercise command over chiefs of civil affairs groups assigned to smaller political subdivisions. In the combat zone, control of civil affairs is ordinarily through the tactical chain of command.

MASS MOVEMENT

482. Compulsory movement of civilians within or from the theater of operations is directed by the theater commander, usually after approval by the War Department. In emergencies, limited movements may be ordered by lower commanders. Early and rapid evacuation of civilians from probable areas of combat may favorably influence successful conduct of military operations.

483. Mass movements of civilians, whether compulsory or voluntary, are closely controlled by the military police, assisted when necessary by other troops, welfare personnel, and resident civilians, so as to prevent traffic congestion, spread of disease, and wastage of local resources.

484. Refugee evacuation centers are temporary assembly points for evacuees. Evacuation areas are the ultimate destinations. Operation of these centers and areas in the theater of operations are delegated to local civilian authorities under military supervision. Material requirements for refugees such as transportation, shelter, subsistence, and medical attention are furnished from civilian sources, aided by military forces.

485. Civilian repatriates are permitted to return to areas from which they have been previously evacuated when it will not interfere with military operations. Their movements in mass are controlled in a manner similar to those of refugees.

ACCOMPANYING OR SERVING WITH ARMY

486. Persons accompanying or serving with the Army in the field are subject to military law.

487. The theater commander is responsible that efficiency of the troops is not diminished by employment of soldiers on work which can be done equally well by available civilians.

Civilians may be employed in the theater of operations as officials or as skilled or unskilled labor. Recruitment, organization, and administration of civilian labor are functions usually delegated to an employee bureau in the communications zone. General administrative problems confronting the employee bureau include procurement, transportation, organization, and administration of labor companies and labor depots, contracts, accounts and records, women employees, and medical arrangements. In-

dividual civilian employees or civilian labor units are released, when required, to armies, corps, or divisions. The unit to which they are attached assumes responsibilities for supervision of work, administration, and preparation of required reports and records. Under special conditions larger tactical units may be authorized to employ civilian labor recruited locally.

488. Welfare and recreational activities are the responsibility of the theater commander, who will direct the conduct of such activities. He will deal only with such organizations as are prescribed by the War Department orders and directives.

489. Representatives of agencies of public information are accredited to the theater of operations by the War Department. This public relations personnel consists of press correspondents, photographers, and radio news commentators. They wear the uniform and insignia prescribed in Army Regulations.

490. Permits may be granted by the War Department to persons to visit the theater of operations. A bureau is maintained by theater headquarters for accommodating and controlling visitors.

CHAPTER 9

TRAFFIC CIRCULATION AND CONTROL

GENERAL

491. Traffic circulation and control should be such as to obtain the best possible use of the road net within a theater of operations to the end that mobility of the troops may be maintained and supplies may always be available as and where needed. Situations will vary from one in which density of troop concentration is low, road net is ample, and danger of interruption is small, to the opposite extreme in which massing of troops and scarcity of good roads and danger of their damage by hostile action make it difficult to maintain supply and troop movements. In the first case, minimum control is required; in the latter, rigid control of traffic may be required, particularly while extensive troop movements are under way.

492. Degree of control exercised should be the minimum required to obtain desired results. The basic system of control must be such as to obtain best results in a favorable situation, yet such that more rigid control in the degree required may be imposed as difficulty of the situation increases.

FACTORS

493. In general, methods of controlling and assisting traffic developed in civilian practice should be followed with only the modifications necessary to meet military requirements.

Essential differences between peacetime civilian traffic and military traffic in a theater of operations are that military traffic is subject to sudden interference, gives prominence to secret movement at night, and is more susceptible to control than civilian traffic.

494. The fact that military traffic is subject to sudden interference by hostile activities, such as airplane bombing or raids by motorized parties, requires that the plan of road circulation and traffic control be flexible so that damaged points may be bypassed at once and arrangements made for prompt repair of the damage.

495. Movement of traffic at night with secrecy requires development of means of marking roads and of lighting vehicles so as to give maximum assistance to drivers and at the same time

Many areas of the ETO had road nets not well suited to the massive movement of war materiel. A typical two-lane road in rural France or Belgium was a one-lane road with a line painted down the center. This made for traffic jams when large numbers of trucks had to pass.

This required converting the road net in many areas to one-way traffic, which required a strict circulation plan that depended upon lots of signage and MP stations to reduce the number of head-ons. Absent air supremacy, it also meant driving at night without lights.

avoid detection by airplane observers. This is a problem entirely foreign to civil practice.

496. The fact that all agencies concerned in military traffic are subject to centralized control makes possible adoption of measures which are impossible in the case of civil traffic.

AGENCIES CONCERNED

497. Provision of a plan of circulation when required, determination of control measures required, and supervision and coordination of activities of the various other agencies involved in traffic circulation and control are functions of the G-4 section of the general staff of the headquarters which controls the area involved.

498. Maintenance of existing roads and their improvement and extension where feasible, provision of suitable road maps, and posting signs along the roads indicating routes, localities, and establishments as shown on the maps, and other signs to facilitate traffic are functions of the Corps of Engineers.

499. Enforcement of regulations and orders for control of traffic and assistance to traffic by giving information and directions along the route are functions of the military police.

500. Provision of means of communication by telephone, telegraph, or radio between traffic control posts of the military police or other agencies involved in traffic control is a function of the Signal Corps.

501. Provision of suitable vehicle accessories, including adequate brakes and satisfactory lights, including those for driving at night so as to avoid accidents and yet be invisible to airplane observers, is a function of the Quartermaster Corps, Ordnance Department, or other service which provides the vehicle.

502. Training organizations and individual drivers in proper use of roads is one of the important responsibilities of organization commanders.

503. Coordination of traffic between the communications zone and the combat zone is effected by the regulating officer as a representative of the theater commander. Coordination of traffic between the army service area and the corps rear area is effected by the army; between the corps rear area and the division area, by the corps.

PLANS

504. In formulating a plan of traffic circulation, G-4 should obtain and give careful consideration to the recommendations of the unit engineer who, in order to carry out his functions, must make a thorough reconnaissance of the road net, including condition and capacity of all roads and bridges, location of critical

points and means for quickly bypassing points most subject to traffic interruption.

505. The plan of circulation adopted should be the simplest one that will fit the situation. When traffic is light and an ample road net is available few restrictions will be required. Vehicles will proceed by the most direct routes to their destinations. Main supply routes usually will be designated, primarily as an indication that they will receive priority of maintenance and that along them will be posted traffic police to regulate and assist traffic.

506. As density of traffic increases, the number of restrictions required will become greater. Animal-drawn traffic, because its presence greatly hinders motor traffic, will have to be prohibited from the main roads. One-way traffic is provided on a road which carries particularly heavy traffic, provided a satisfactory return route is available. It may be necessary to provide that on a certain stretch of road where a separate return route is not available traffic proceed in one direction during certain hours and in the opposite direction at other hours.

507. The plan of circulation at night if secrecy is to be maintained may differ from the plan in effect by day because of increased difficulty of maintaining traffic in both directions. It may be necessary to provide for traffic in only one direction on all main roads. Maintenance of heavy traffic in both directions with secrecy on very dark nights will require development of effective means of marking roads and lighting vehicles.

508. When heavy troop movements are under way it may be necessary to provide that all movement on main routes be by motor convoys dispatched and rigidly controlled from a central control agency. This is particularly true in the case of a secret movement at night.

509. The plan of circulation in effect, including all restrictions on use of roads, should be shown on circulation maps or road sketches, which should be provided to all vehicle drivers, all traffic police, and all others concerned in use of roads.

510. Final test of the circulation plan in a given situation is that it permits all vehicles involved in supply, evacuation, and troop movement to perform their proper functions with minimum interference with or by other vehicles.

511. Maintenance, improvement, and extension of roads are intimately connected with the plan of circulation and control. A given road has a certain capacity to sustain traffic. If subjected to heavier traffic, it will deteriorate rapidly with consequent heavy maintenance and eventual breakdown. A good but narrow road, capable of sustaining one lane of heavy traffic indefinitely, may break down in a short time if subjected to heavy traffic in both directions, since vehicles must travel in part on the shoulders of the road. These matters covered in recommendations of the unit engineer should receive careful consideration in formulation of the circulation plan. On the other hand, improvement or exten-

sion of a short stretch of road may permit adoption of a greatly improved plan.

512. Movement of civilian traffic in the theater of operations cannot be ignored. Any mass evacuation of the civilian population from the combat zone, unless properly controlled, may result in a complete stoppage of all military traffic to the severe detriment of military operations. Interference of refugee movements with military traffic can be avoided or minimized by requiring that evacuation take place prior to or during a lull in military movements, by requiring that refugees use roads or trails carrying little or no military traffic, by diverting refugee traffic away from the areas most important for military operations, by using closely controlled refugee convoys, and by forcing refugee traffic to move to the roadsides or to designated areas pending completion of military movements.

CONTROL

513. There should be a military police traffic control post at each important road junction. To the extent feasible these posts should be connected by telephone or by voice radio communication with a central control agency operating under supervision of G-4 of the headquarters which controls the area involved. For important movements, especially at night, the military police may be supplemented at the less important road junctions by enlisted men (markers) provided by the unit executing the movement.

Traffic control posts are supplemented by traffic patrols consisting of military police mounted on cars, motorcycles, bicycles, or horses, who patrol the roads.

Military police must be thoroughly acquainted with the roads in the area in which they operate, including their condition and locations of establishments to which they lead. Their duties are to enforce traffic regulations, to assist traffic by giving information and directions, to pass traffic at intersections in accordance with established priorities, and to report promptly any damage to roads or bridges and any other obstruction of traffic. If traffic is interrupted or becomes so congested as to cause undue delay on the sections of road for which they are responsible, they report at once to the central control agency which gives directions for diverting traffic to some other route until the obstruction or congestion is removed.

In the performance of their duties military police are representatives of the headquarters which controls their area, and are not subject to orders from any lesser authority.

EXPEDIENTS

514. Traffic in any area will be facilitated if, in accord with civil practice, routes are numbered, route signs are posted, and road maps showing the various routes are provided to each driver of a vehicle, to each traffic policeman, and to all others concerned

in use of or regulation of traffic on the roads. It is also desirable that signs be posted to identify localities such as road junctions shown on the maps, as an aid in orientation. To facilitate movement at night with secrecy, use should be made to the extent feasible of phosphorescent or dimly lighted signs at road junctions and at bridge approaches and other points where warning may be needed.

515. Suitable road maps may cover territory extending well within the hostile lines. As the army advances route signs should be posted to accord with the maps. Supplemental sketches or maps showing locations of establishments and routes thereto not shown on the printed maps may be reproduced locally by mimeograph or other available means.

516. It is especially necessary that military vehicles be equipped with adequate brakes and with suitable lights. To facilitate movement at night without accidents and with minimum danger of detection by airplane observers, each vehicle should be equipped with a blue tail light, with lights which illuminate spots on the ground underneath the vehicle, or with other devices visible to the driver of the following vehicle but not to an overhead observer. Headlights or spotlights invisible to an overhead observer must be developed and provided to supplement other means of outlining to the driver the edge of the road ahead. Markers equipped with shielded flashlights may supplement other means of indicating proper direction at road junctions.

517. Thorough training of individual drivers and of organizations is essential if traffic is to move with the greatest possible freedom. In addition to training individual drivers in operation of their vehicles, in observance of the ordinary rules of the road and of special traffic regulations, and in their relation to traffic police, commanders must impress upon their organizations the fact that when on main roads vehicles must be kept moving; that for halts vehicles or convoys must enter side roads or pull off onto parking spaces or wide shoulders in order to leave the paved road free of obstruction; and that stalled vehicles must be taken in tow at once or pushed clear of the road if towing is impossible. Actual practice must be had in driving, both by individual vehicle and in convoy, on strange roads, with particular stress on driving at night while maintaining secrecy. Such practice should include driving over inadequately marked roads, following a log of the route based on speedometer readings.

518. Establishments such as clearing stations, dumps, distributing, or collecting points, while having ready access to the main roads, should be actually located on side roads so that congestion due to waiting vehicles will not affect traffic on main roads.

519. In general, traffic is facilitated if vehicles engaged in supply and evacuation move individually rather than in convoy. This requires well-marked roads and intelligent drivers provided with suitable maps. This system has the advantages of permit-

ting maximum speed by each vehicle, keeping traffic spread out on the road in order to avoid presenting a remunerative target to airplane attack, attracting hostile attention in minimum degree, and enabling vehicles to proceed with minimum delay at route intersections, thus obtaining maximum service from each vehicle.

520. Motor troop movement by individual vehicles dispatched at irregular intervals has the same advantages enumerated above. It has the disadvantages of decreasing degree of control of the commander over his unit while the movement is under way, and of requiring a greater lapse of time from inception to completion of the movement, except when distance to be covered is sufficient for the greater speed to compensate for the increased time length of the column.

521. At night while maintaining secrecy, movement by convoy may be necessary if routes are not adequately marked or if extensive troop movements by convoy are under way.

CHAPTER 10

MISCELLANEOUS

	Paragraphs
SECTION I. Burials.....	522-528
II. Salvage.....	529-533
III. Army postal service.....	534-537
IV. Censorship.....	538-544
V. Exploitation of local resources.....	545-551
VI. Quarters.....	552-562
VII. Property accountability.....	563-565

SECTION I

BURIALS

522. Mortuary matters in the theater of operations are conducted and supervised by the Graves Registration Service of the Quartermaster Corps. In the absence of this service, chaplains usually perform its functions. The primary duties of this service are proper interment of the dead, including enemy dead, and establishment beyond doubt of their identity.

523. Important considerations are recording of information, including decedent's name, serial number, grade, and organization; place, cause, and date of death, date of burial, and location of grave; sanitary protection in battle area; and morale of organization and home population.

524. When necessary, units of the Graves Registration Service are reinforced by labor troops or by civilian or prisoner labor.

525. Locations for cemeteries are designated by division and higher commanders. Isolated interments should be avoided.

526. In event that the Graves Registration Service is capable of providing only general supervision in an area, the commander thereof makes necessary arrangements for burials through the chaplain and a detailed burial detachment.

527. Burials in emergencies in which usual supervision cannot be provided conform to prescribed procedure as far as practicable. Delay in burial of the dead is a depressant to morale of combat troops. The commander of the burial detail submits a report

through channels to the area commander, who causes proper records to be made and notifies deceased's organization commander.

528. Final and careful searches of battlefields are made to insure burials and registration of graves. Reports are rendered on burial of enemy dead in conformity with the rules of land warfare. Documents found on enemy dead will be, examined by the proper intelligence section before final disposition.

SECTION II.

SALVAGE

529. The prompt salvage of equipment which has been abandoned on the battlefield and in bivouac areas, exploitation of captured supplies, and utilization of waste materials are important measures for conservation of military resources. FM 30-15 prescribes procedure to be followed in examination of captured matériel.

530. In divisions and higher units salvage operations are supervised by a salvage officer who functions under the unit quartermaster.

531. The salvage service of the theater of operations consists of units engaged wholly or in part in collection, evacuation, classification, reclamation, and disposition of waste materials, abandoned property, and unserviceable supplies. Installations of the salvage service comprise collecting points, clothing and bath units, laundries, and other reclamation plants and shops. In emergencies combat troops are detailed to assist in collection.

532. Salvage collecting points in locations favorable for transportation by empty vehicles moving to the rear are designated in administrative orders of divisions and larger units. Arms and equipment of the sick and wounded are collected at medical establishments.

533. Salvaged property is sorted at collecting points. Articles which may be utilized for further service are sent to supply points for distribution. Salvaged property not retained for distribution is evacuated, usually through railheads, to depots in the communications zone for reclamation or other disposition. Specimens of new enemy equipment are turned over to development agencies in rear of the combat zone. Other enemy equipment which is serviceable is turned over to the appropriate supply agency for issue. Repairable equipment is repaired and issued.

SECTION III

ARMY POSTAL SERVICE

534. Postal service for troops in the theater of operations is furnished by the Army Postal Service, operated by the Adjutant General's Department.

a. Mail originating in the zone of the interior for troops in the theater of operations is sorted at postal concentration centers which are established by the Post Office Department near the rear boundary of the theater of operations. Here the mail is sorted and tagged for units and organizations in the theater of operations and is forwarded to base post offices established by the Army Postal Service in the communications zone. At the base post offices mail is further sorted and forwarded to army post offices which handle mail for divisions, corps, armies, and territorial groupings of troops or installations in the communications zone (see fig. 15).

b. Mail sent from base post offices to the combat zone is routed through the regulating station where the postal regulating section of the station makes arrangements for its dispatch to the proper Army post office. When no communications zone has been established, mail is forwarded directly to the regulating station from postal concentration centers in the zone of the interior.

c. Mail from the theater of operations for the zone of the interior is collected by army post offices and shipped to postal concentration centers by the reverse routing.

535. The Army Postal Service delivers mail to and collects mail from regiments, separate battalions, and large units. Distribution of mail within a unit is the responsibility of the commander concerned.

Personnel of the Army Postal Service is not ordinarily assigned or attached to units smaller than a division. Commanders of regiments and similar units detail and train postal personnel, and commanders of companies and similar units detail and train mail orderlies to assist in furnishing postal services for their units.

536. When necessary, a motor dispatch service is organized and operated as part of the Army Postal Service to afford rapid and frequent communication between the headquarters of divisions and larger units. An officer courier service is organized and operated for important communication between the War Department, theater, and other principal field headquarters when available signal communication will not suffice.

537. The Army Postal Service will not dispatch, except to the censor of the theater of operations, any correspondence originating in the theater which has not been imprinted properly with a censorship stamp and countersigned by an officer.

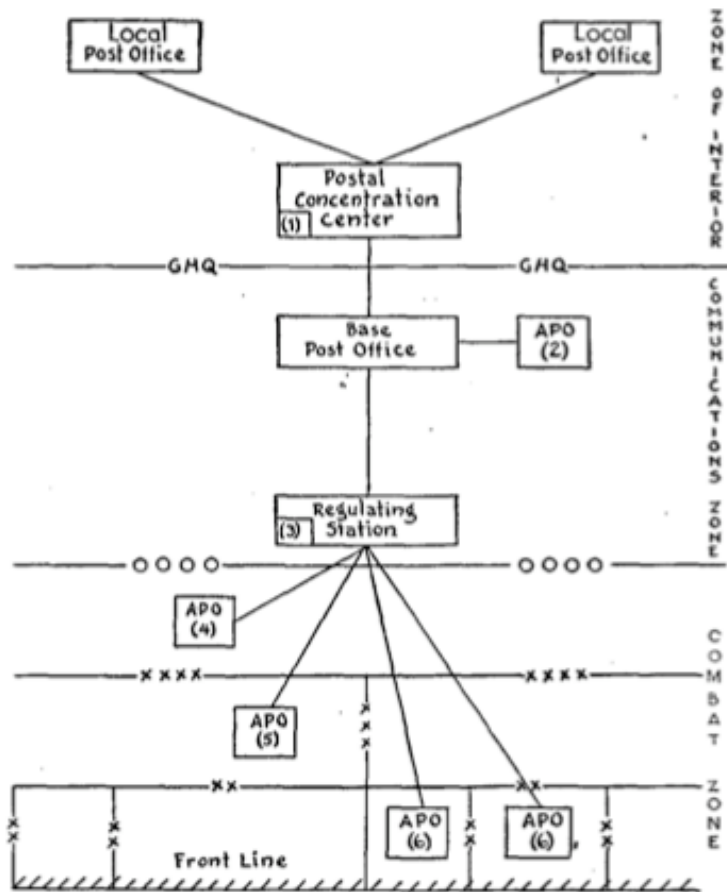


FIGURE 15.—Flow of mail.

NOTES

- (1) Army Postal Service furnishes liaison personnel to inform Post Office Department officials of the location of troops in the theater of operations.
- (2) As many as are necessary to serve communications zone troops and installations.
- (3) Postal regulating section.
- (4) For army troops.
- (5) For corps troops.
- (6) One per division.

SECTION IV

CENSORSHIP

538. Censorship is the official inspection and control of all private communications, photographs, motion pictures, press dispatches, publications, and radio broadcasts. It is imposed in order to prevent information of military or economic value from reaching the enemy, to insure that only approved accounts of military activities are published or broadcast, and to maintain friendly relations with allied and neutral nations.

Very little ██████████
██████████ said about censorship.

539. The theater commander issues regulations covering censorship of all communications originating within his command, including those of civilians accredited to the field forces. Where military government or martial law is in effect, all civilian communications and publications are also subject to censorship regulations published by the theater commander. In any portion of the theater not under control of military authorities, exercise of such censorship measures as may be covered by law is carried out by civilian officials. In such case close cooperation is essential between the latter and military intelligence officials.

540. Military censorship regulations govern—

a. Official messages transmitted in the clear via electrical means and personal communications, films, photographs, press dispatches, newspapers, journals, magazines, books, pamphlets, parcels, recordings and transcriptions, radio broadcasts, telegrams, telephone messages, cables, radiograms, and all other personal communications, no matter how transmitted.

b. Private use of channels of communication.

c. Private ownership of radio-sending apparatus.

d. Pictures, still or motion, taken by other than military personnel.

e. Newspapers published within the theater.

541. In the exercise of censorship, objectionable matter may be suppressed, excised, deleted, returned to senders, condemned, or delayed, as may be appropriate.

542. Prompt seizure by the leading troops of all civilian means of signal communication in the combat zone pending establishment of normal censorship methods is of great importance. This should be accomplished in such a manner as to prevent destruction by the enemy, and to enable the immediate employment of such means for our own purposes by signal and communication officers of our own forces.

543. Military censorship is a function of command. Each company, unit, or detachment commander, either personally or by delegation of authority to a subordinate commissioned officer, is responsible that all personal mail originating in his command be censored in accordance with existing instructions. The envelope or cover will be signed by the unit censor, the impression of a numbered United States Army examiner stamp placed thereon, and the communication released to the Army Postal Service. The Army Postal Service will turn over to the chief base censor any or all mail requested by him as directed by higher authority for the purpose of censorship. After base censorship examination the Army Postal Service will forward mail to the addressee through authorized channels.

544. The theater censor makes recommendations to the theater commander as to the publication of censorship regulations. His office is responsible for general supervision over the theater censorship and for censoring of press dispatches, radio broadcasts, articles and pictures for publication, and all outgoing mail not stamped by a regimental censor.

SECTION V

EXPLOITATION OF LOCAL RESOURCES

545. Local resources in a theater of operations are fully utilized, particularly when the theater of operations is overseas or in a location deficient in routes of communication. In using local resources due consideration is given to needs of the local population.

Local resources particularly to be exploited are shelter, utilities, transportation, means of signal communication, supplies, and services. Supplies most desirable for local procurement are those involving much tonnage, such as food, forage, fuel, gasoline, lubricants, and engineer construction material.

546. Material resources may be exploited by purchase, requisition, contributions, billeting, or confiscation. Requisitions are demands made on the inhabitants which differ from purchases in that the buyer fixes the price and the owner has no option in the transaction. Contributions are demands for money. Billeting may include furnishing subsistence as well as quarters.

547. Procedure for utilization of local resources in the theater of operations is prescribed by the theater commander, in conformity with law, rules of land warfare, and regulations of higher authority. Unauthorized seizure of property is punished as looting.

548. When the theater of operations is in our own or friendly territory, supplies are obtained by purchase unless legal authority for requisitioning or billeting is established. When the theater of operations is in hostile territory, supplies are usually obtained by purchase or requisition.

549. Under the rules of land warfare practically everything may be requisitioned. Requisitions are in proportion to the resources of the country, but of such nature as not to involve the inhabitants in the obligation of taking part in military operations against their own country. Property requisitioned is either paid for in cash or restored with suitable indemnification. Better results are obtained by payment at time of delivery. If this is not done, receipts are given subject to later redemption.

550. Requisitioning of supplies is either direct from individuals by specially detailed foraging parties or by systematic collection. Foraging is usually resorted to only for supply of advanced troops or small parties. Best results are usually obtained through requisitions on local civil officials by supply services of large units.

551. Under some conditions it may be advisable to organize a central purchasing agency under the communications zone commander to supervise and coordinate purchase and requisition of supplies in the theater of operations. Actual purchases are made by purchasing officers of the several services rather than by this agency. However, the central purchasing agency is delegated authority to issue policies and regulations governing purchases by the supply services.

SECTION VI

QUARTERING

GENERAL

552. Quarters is the provision and administration of shelter for personnel headquarters, establishments, and supplies.

553. The theater or chief base censor makes recommendations to the theater commander as to the publication of censorship regulations and the coordination of all censorship activities within the theater or separate base.

554. When troops rest on the ground with no overhead cover or under shelter tents or improvised shelter, they are in bivouac. Although bivouacking facilitates tactical control and readiness for action, it is undesirable for reasons of comfort, rest, and protection from the weather.

555. When troops are sheltered by heavy tentage they are in camp. When quartered in temporary structures especially constructed for military purposes they are in cantonment. Camps and cantonments are more suitable for use in the communications zone than in the combat zone. Portability of tentage makes tent camps advantageous for temporary shelter. Cantonments are more economical for prolonged occupancy.

556. Troops are in billets when they occupy private or public buildings. In the United States and its oversea territories billeting in private dwellings is limited by the Third Amendment to the Constitution. In hostile territory billeting is resorted to when desirable. In the territory of an ally, local laws and customs govern billeting. Billets afford protection against inclement weather and screen troops from air observation. Moreover, they provide immediately available shelter and facilitate proper care of men, animals, and equipment.

557. Type of shelter provided and locations of quartering areas are governed as far as the tactical situation permits by considerations of security, administration, sanitation, existence of facilities, and comfort of the troops. For tactical considerations see **FM 100-5**.

Requisites of favorable quartering areas include adequate routes of communication to and within the area; protection against the elements; availability of an adequate supply of water, wood, and forage; good natural drainage; firm and dry soil; and freedom from sources of disease.

558. New construction for quartering purposes in a theater of operations is usually confined to the communications zone.

PROCEDURE

559. When a command moves into an organized quartering or training area of the communications zone, or, exceptionally, of the combat zone, quartering arrangements are made through the commander having territorial jurisdiction over the area. If the area into which a military force moves is in the combat zone and under sole jurisdiction of the commander of this military force, quartering arrangements are made direct with the inhabitants.

560. Advance preparations for quartering a command are usually made by a detailed quartering party which may consist of a staff officer who is the chief quartering officer, a medical officer, necessary assistants, and representatives of subordinate units. This party makes necessary arrangements subject to approval of the commander and of the proper authority in the area. It selects the area unless this has already been done, apportions areas and allots available facilities to the several major units, and reserves facilities for administration of the whole command such as headquarters, medical installations, and supply establishments.

561. Initial allotment of quartering areas having been made, the senior commander of the area assumes responsibility for reallocation of his area to subordinate units, its local security, coun-

terespionage measures, control of the inhabitants, its sanitation, further allocation and use of the various local resources and utilities, establishment of signal communication within the area, and other arrangements necessary for prompt quartering of the troops, their safety, and their administration.

562. When areas in rear of the zone of active operations are successively occupied by different units, a permanent organization for administration of the several areas usually is established. Permanent area and subarea commanders are appointed and are furnished with necessary assistants. They prepare standing orders governing administration of their areas under direction of the commander of the communications zone. Commanders of units occupying the areas are subject to the standing orders of the areas.

SECTION VII

PROPERTY ACCOUNTABILITY

563. Unless otherwise authorized by the War Department, when an organization assigned to a theater of operations reaches its first quartering area in the theater, each responsible officer will take a physical inventory of the property which has been charged to him on memorandum receipt and will adjust such differences as may be discovered with the proper accountable officer. Each officer of the organization who is accountable for property will then submit his stock record account and supporting vouchers to an officer designated by the theater commander for final audit. The Secretary of War may, however, waive the requirement of making the final inventory and property audit. While the organization remains in the theater of operations, property will be accounted for in accordance with such general instructions as have been or may be prescribed by the Secretary of War. An organization passing *permanently* out of the theater of operations is required to reestablish a property accounting record of property in its possession. This new account will be based on the certified inventory of a disinterested officer.

NOTE.—The term "theater of operations" or "theater" as used in paragraphs 564 and 565 will be construed as also meaning the area of operations of a department, defense command, task force, or similar command not included in an area otherwise designated by the War Department as a theater of operations..

564. Based on the general instructions announced by the Secretary of War, the theater commander establishes a system for the accounting of property issued by supply establishments of the communications zone, or which is transferred from one service to another within the communications zone. The system of ac-

countability will be as simple as is consistent with keeping a record of stocks on hand, prompt delivery of supplies, and reasonable provision for protection against loss or theft.

565. In the combat zone no formal accounting for supplies is required. When supplies are issued to troops or are transferred from one service to another the receiving officer receipts for the supplies with a notation showing the organization or the work for which the supplies are required. No further formal accounting for supplies is necessary from the receiving officer. The same care is taken of all equipment, supplies, and material, and the same economy in their use is observed as in cases where a formal accounting is required. All commanders are charged with insuring that neither men nor organizations of their commands waste or misuse supplies, material, and equipment furnished to them, or accumulate an unauthorized surplus thereof. Organizations or individuals demanding much in excess of the average amounts required by other like units under similar conditions are investigated and appropriate action taken.