

COMMAND SCHOOL

IT TRAINS GENERAL STAFFS FOR ATTACK

Most battles and all wars are won by brains. The army that combines daring initiative with a maximum of careful planning is unbeatable, even though it is outnumbered 3 to 1 by an ill-organized and unimaginative enemy. The brains of an army is its general staff—an anonymous group of officers who insure the supply of men and material, gather information about the enemy, make suggestions to the commanding general and then after he has decided on a plan of operations, carry out his decisions in the field.

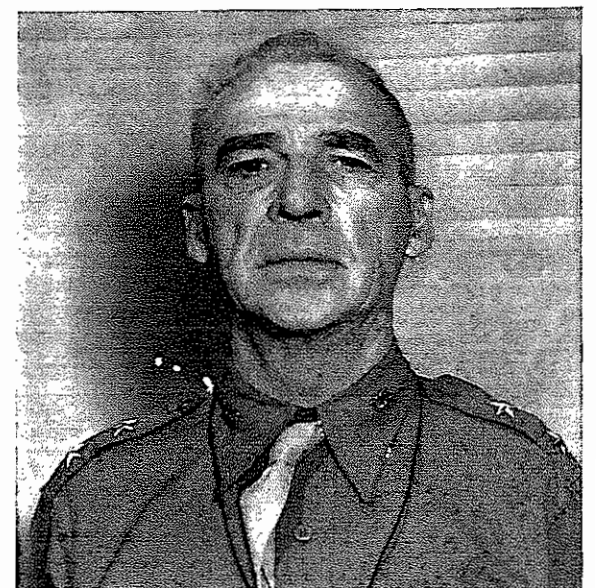
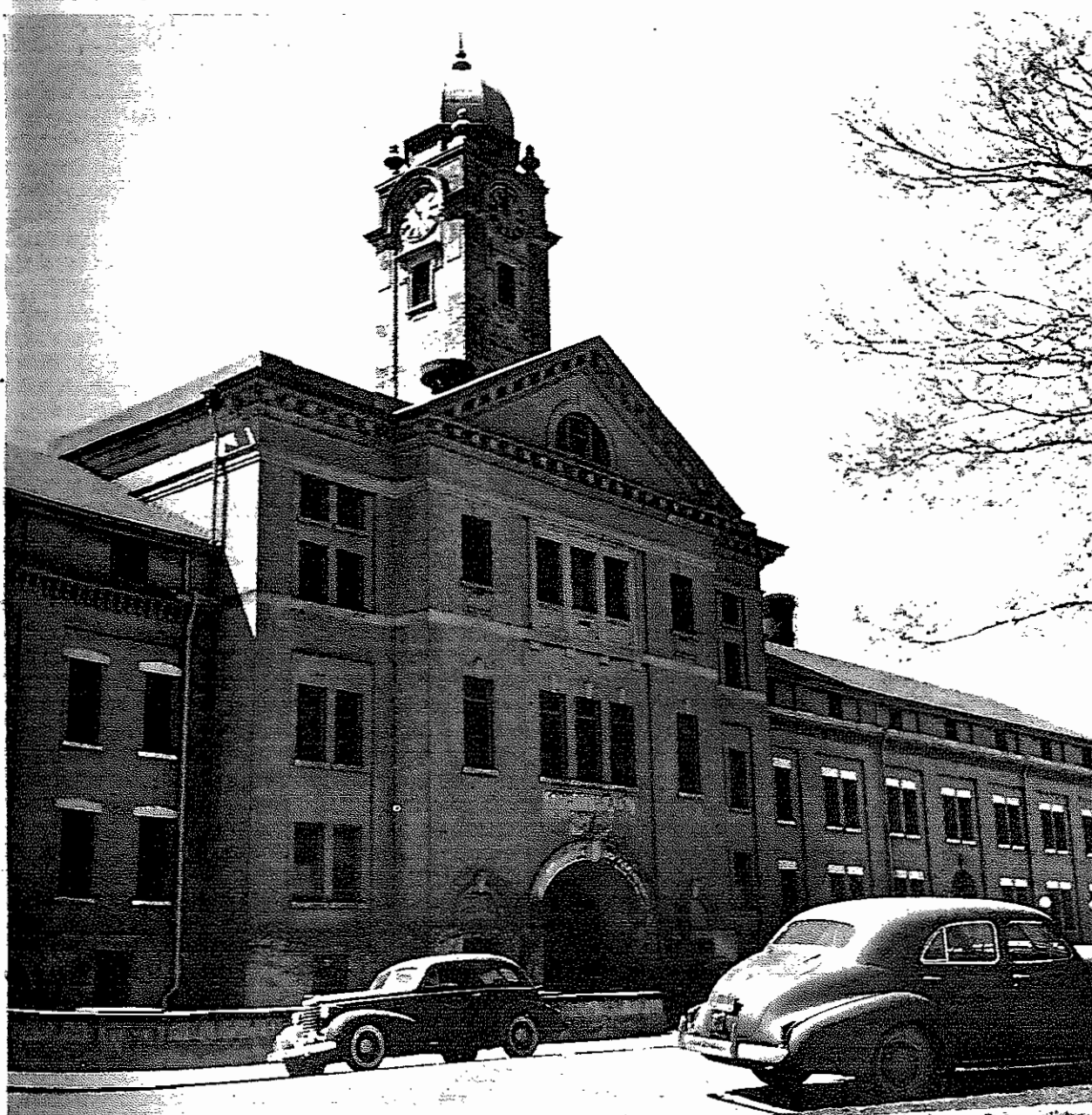
Most staff officers of the U. S. Army are trained at the Command and General Staff School at Fort Leavenworth, Kan. Here for nine grueling weeks they study during every waking hour, working over maps, manuals and problems that their predecessors had two years' time to master. No school in the world is tougher. A rookie's basic training or a new officer's indoctrination course is kindergarten compared to this university of war. When an officer graduates he is fit to assume responsibilities that involve thousands of lives, millions of dollars worth of equipment and the future course of the world. For the school, the Army picks the cream of its command. The students must not be below the rank of captain and must be serving, or selected to serve, on the staffs of armies, corps, divisions, brigades, regiments or battalions. If a student flunks the course his military career is seriously handicapped.

It was the staff work of Leavenworth graduates at command posts in France that won the American battles of World War I. Victory or defeat in World War II is directly dependent on the men studying at the Command and General Staff School today. The most encouraging thing about their present-day course is that problems of defense are being reduced and the new emphasis is entirely on the concrete elements of attack.

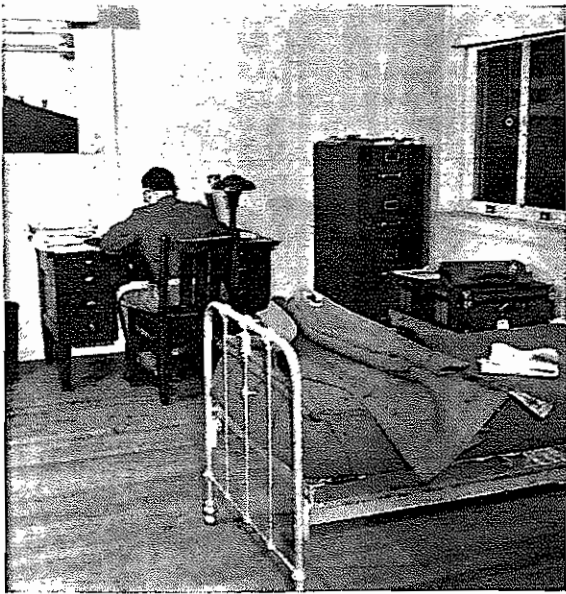


ARRIVING AT LEAVENWORTH, students have their luggage checked over at the station. Next they will register, be assigned quarters and then will begin the nine-week grind of

classes in the grim gray building below. The lessons they learn in Grant Hall will soon be put to test in the field. On them depend future American battles and the outcome of the war.



GENERAL TRUESDELL IS SCHOOL'S COMMANDANT

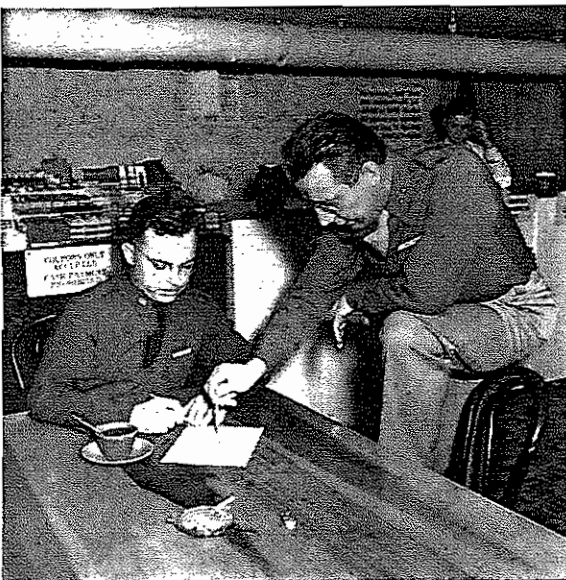


LATE AT NIGHT, officers work in their bare rooms on problems which must be complete and perfect for morning classes.

OFFICERS ARE MADE TO MASTER ONE OF STAFF'S FOUR G'S

A staff is divided into four sections—G-1, G-2, G-3 and G-4. Each G of a staff has his own specialized work to do. G-1 has complete charge of his unit's personnel. He gets replacements, keeps service records, supervises sanitation and government of the troops, and has charge of prisoners. G-2, the military information section, collects, coordinates and distributes all data about the enemy. G-3 recommends plans of operations, prepares field orders and executes his commanding officer's plan of attack or retreat. G-4 must procure, store and distribute all supplies, furnish transportation, control traffic, take care of the wounded and bury the dead.

For the first six weeks of the Leavenworth course, students study the problems of all the G's. Then they specialize in the work of one. None of the work is theoretical. They work out a specific problem each day, complete with maps, plans of operations and tables of organization. The simplified form of each G's homework on one problem is shown on the following pages.



SHOPTALK ABOUT SCHOOLWORK goes on during every leisure moment. Here two officers discuss attack over coffee.



A LECTURE ON TACTICS is absorbed by one section of the school's 400 students. Large classes like this are held for the

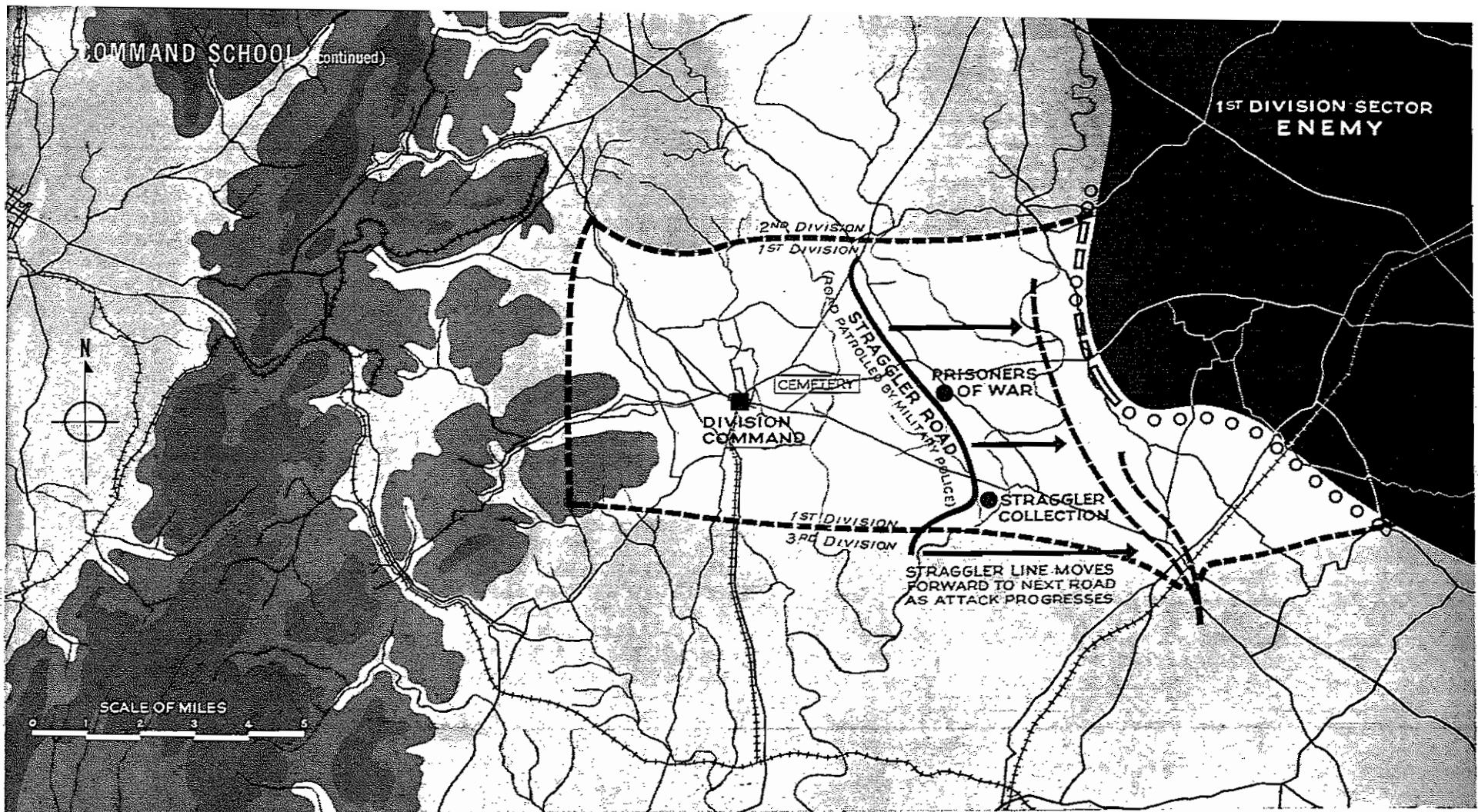
first six weeks of the course, when the students break up into small units and study the work of a single G. Later they form



mimic general staffs and concentrate their combined learning on problems to qualify for graduation. They are kept up-to-

date on the latest military developments in China, Russia and Egypt, and have access to confidential attachés' reports and

the finest military library in the country. Some textbooks are so subject to change that they are mimeographed, not printed.



G-1 This officer and his assistants are concerned with personnel—the soldiers that make up the “First Division.” Therefore, when his commanding general tells him that he plans to attack, G-1 must be sure that all the soldiers of the First Division who are scheduled to advance get to the right place at the right time. In the noise and confusion of battle, many soldiers lose their way and have to be directed. These men are called “stragglers.”

G-1 picks a straggler road a little behind the front and details military police (who are under his jurisdiction) to patrol it and send men who have lost their direction back to the front. Next he decides on a station to which prisoners of war will be brought as the attack progresses. He picks the site of the division’s cemetery, for he must keep a record of all the dead. When the attack is over he will make out casualty lists, send

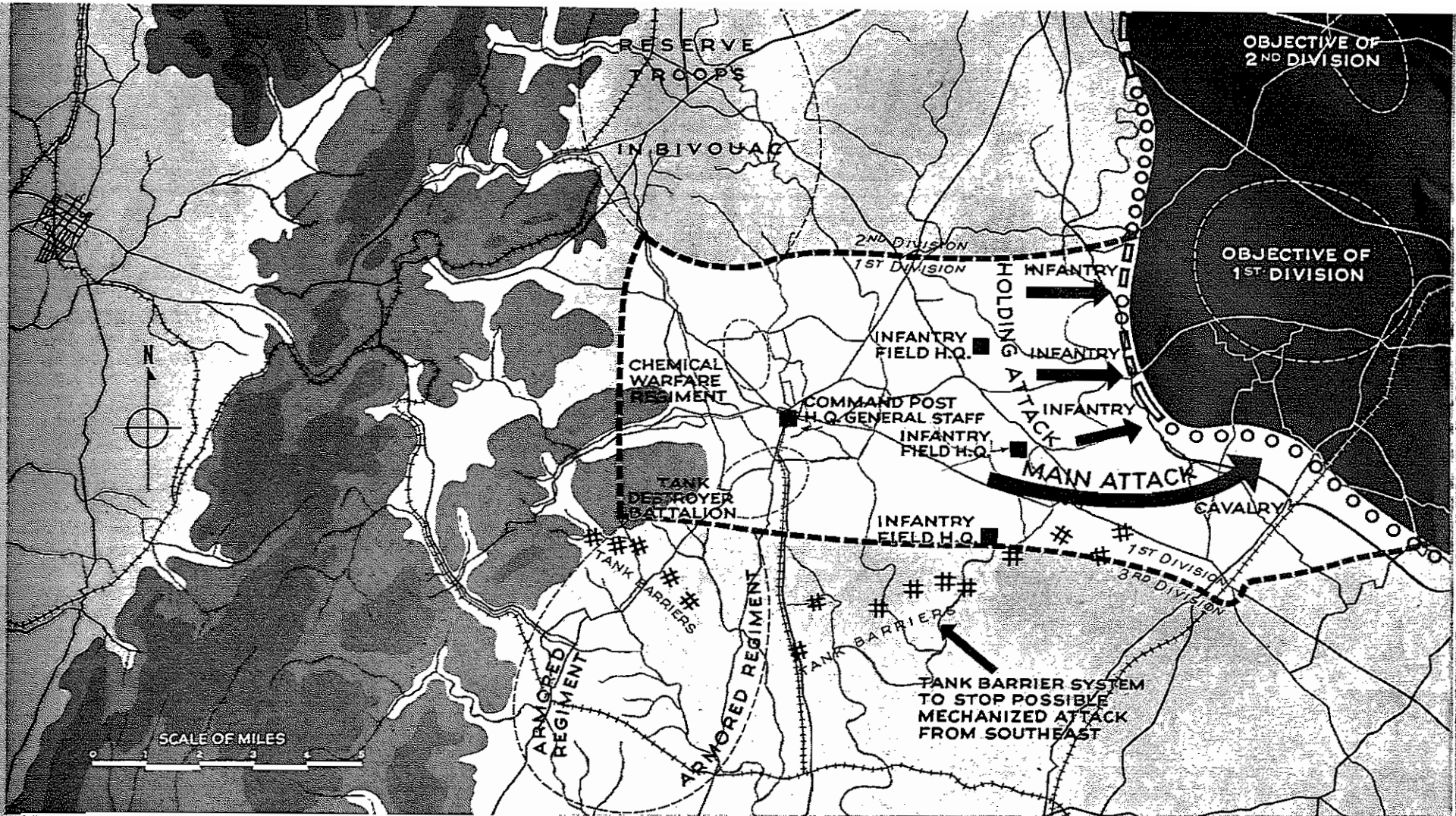
back recommendations for decorations and citations to the Army’s headquarters, inspect the sanitary facilities of the new camp site, distribute mail, give out furloughs, and see that new troops come up from the rear to replace casualties. Then he will report to his general on the personnel status and strength of the division. The maps on this page are simplified versions of the student staff officers’. Theirs are more complete and show the terrain of the battle area in much greater detail.

G-2 This officer is interested in the strength and movements of the enemy. He sends out reconnaissance planes to take pictures of the enemy defenses and terrain and studies the pictures when they have been taken. He talks to spies and refugees who have been in enemy territory. He orders scouting parties beyond the advance lines for more information. When he knows everything possible about the enemy, G-2 makes out comprehensive maps

and reports for the commanding general. From these, the First Division’s attack will be planned. In the map below, G-2 has marked enemy movements behind the enemy’s line. He has found out just what kind of troops are in the enemy’s front line, indicating the cavalry with circles, the infantry with rectangles, and fortified positions with heavy, irregular lines. The question marks indicate that he is uncertain about the number of a particular type

of troops in an area. The most important thing G-2 has discovered is that a large number of enemy troops are bivouacked, behind fortified positions, opposite the First Division. And also that there is a weak spot in the enemy’s line. Through this weak spot the commanding general decides to smash with his mobile troops, while the rest of the division makes holding attacks to divert the enemy. Once through the weak point, the mobile troops will turn and destroy the enemy in bivouac.





G-3 The work of this branch of the General Staff is to execute the commanding officer's decisions. After the chief has decided to attack, on the basis of G-2's report and the advice of his staff, he turns the mechanical details over to G-3. G-3, who knows the location, effective strength and state of equipment of the division's combat troops, begins to move units to new positions. He concentrates the mobile troops near the enemy's weak spot and

distributes infantry, who will make diverting attacks, along the line. Then he orders field headquarters to be set up near the troops. Next he talks to the G-3's of the neighboring Second and Third Divisions to be sure that their plans do not conflict with his. When all this is done the troops will be ready to attack.

But G-3 must prepare for all contingencies. Military Intelligence (G-2) has told him that a mechanized enemy column

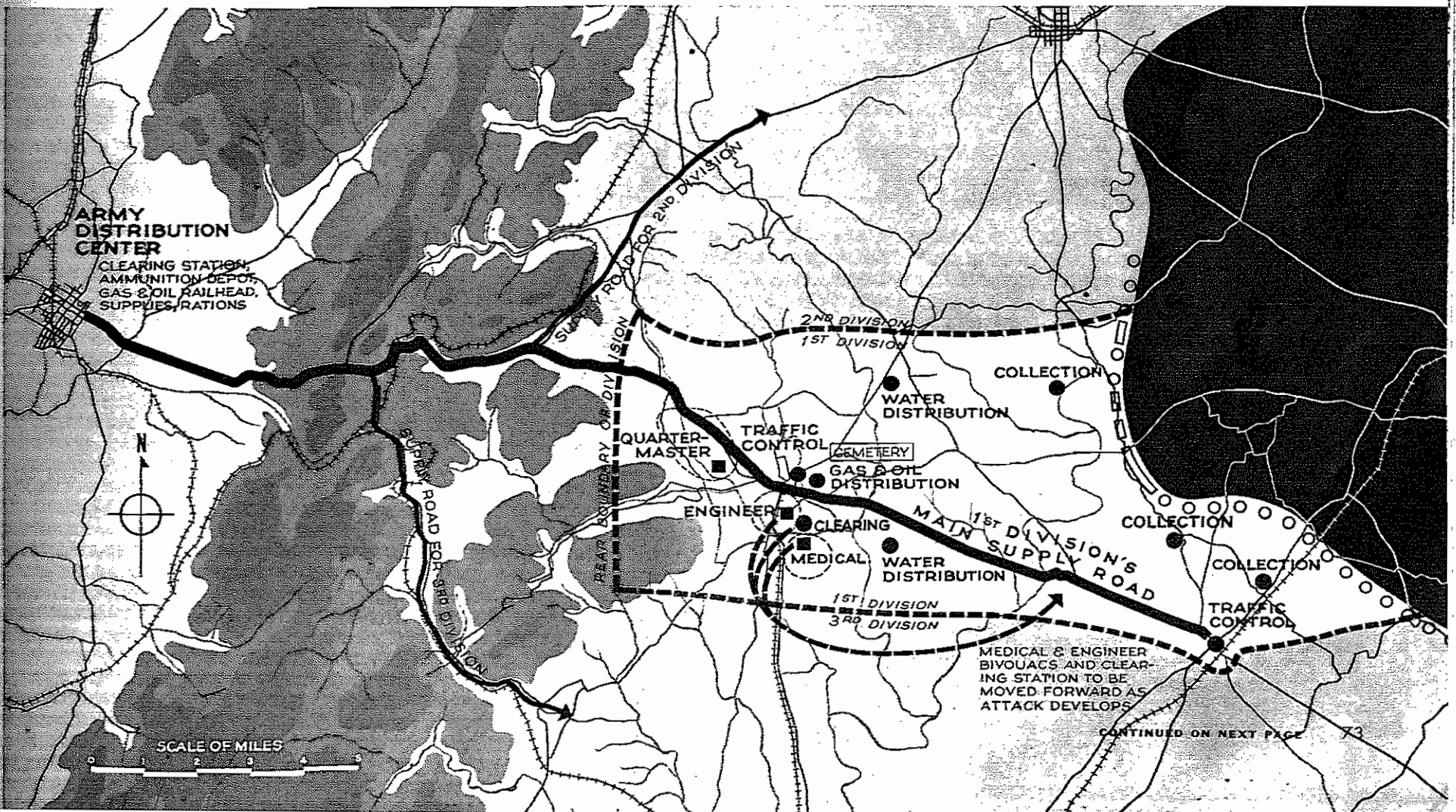
is advancing from the southeast. It might break into his flank during the attack if it is not stopped. So he orders tank barriers constructed at all the critical points on the division's flank and places an armored regiment near them for a counterattack. Behind the barriers is a tank destroyer battalion, with self-propelled guns, to stop any enemy tanks that might get through. Behind that are chemical warfare troops with flame throwers. The First Division can now attack in safety.

G-4 All the headaches of supply belong to G-4. This officer must furnish all water, food, equipment, ammunition, medicine and transportation for the troops. He is told when the attack will commence and where it will take place. Then it is his responsibility to see that the troops have everything they need, when and where they want it.

First he checks with the Army Distribution Center, far in

the rear, which is the supply center for all the divisions. He makes sure that it has plenty of food, fuel and ammunition and tells it to prepare for casualties which he will be bringing back from the front. Then he sets up stations to distribute supplies in his own sector. These stations must be moved as the attack develops, to be kept near the troops, so G-4 has to assign trucks to move them. Another of his responsibilities is to tend and move the wounded and to bury the dead, so

he selects spots for collection stations near the front. The control of all vehicles is another of his jobs, and complicated traffic systems must be worked out to make sure that trucks will keep moving and not snarl up communication lines. Then, after the attack is nearly over, he will see that salvage and work troops are sent out after the combat men. They will repair all damaged equipment, salvage things that cannot be repaired, and get the roads ready to move the division once more.





FUTURE G-3'S SIT ON SITE OF OBSERVATION POST AND STUDY THE BATTLEFIELD. THIS IS A GOOD SPOT FOR POST BECAUSE IT GIVES UNHAMPERED VIEW

STAFF MEN DISCOVER THEIR BEST FRIEND IS BATTLE TERRAIN

Not all of the Command and General Staff School's problems are worked out in the classroom. Because the success of each G depends on his knowledge and use of terrain, the school frequently adjourns to the nearby rolling Kansas hills to work things out at first hand. The G-1 section studies the roads that it would have to patrol to pick up stragglers from the advance forces. It selects the best position for cemeteries and prisoner-of-war posts. G-2 scouts the enemy. G-3 places the theo-

retical forces for the attack. G-4 looks over the railroads and supply lines.

This field work is vital in the thorough training of staff officers. Battles are won or lost through the proper use of hills, rivers and roads. Someday soon, the officers who are now engaged in moving imaginary men and supplies over a Kansas landscape will be moving the real things over the terrain of China, Russia or Western Europe. It will be too late then for mistakes.



NETWORK OF ROADS behind the advance lines is very carefully studied. Over these during an attack must move men and supplies; dead, wounded and prisoners must be taken to rear.



RAILHEADS are important to G-4's. Here a group of G-4 students plan where they would set up fuel, ammunition and food dumps; where they would place clearing stations for wounded.



G-2 STUDENT GETS INFORMATION ABOUT THE ENEMY BY READING AERIAL PHOTOGRAPHS THROUGH AN ARMY STEREOSCOPIC DEVICE