

SMALL WARS MANUAL
UNITED STATES MARINE CORPS
1940



CHAPTER II
ORGANIZATION



RESTRICTED

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RESTRICTED

**SMALL WARS MANUAL
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CHAPTER II

ORGANIZATION

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2-1. **General.**—*a.* It has been stated in the previous chapter that the President, as the Chief Executive, makes the decision which initiates small war operations and that this decision is promulgated through the regular channels to the commander of the intervening force. Upon the receipt of instructions from higher authority, it is incumbent on each commander in the chain of command to make an estimate of the situation to determine the best course of action and how it is to be carried out.

b. This estimate follows the general outline of a normal "Estimate of the Situation" although certain points which are peculiar to small war operations should be emphasized. In particular decisions must be made as to: the composition of the staff; the size of the force required to accomplish the mission, or how to employ the force available most advantageously; the proportion of the infantry, supporting arms and services best suited for the situation; and the requisition and distribution of special weapons and equipment which are not included in the normal organization but which are considered necessary.

c. If sufficient information of the probable theater of operations has not been furnished, maps, monographs, and other current data concerning the country must be obtained, including information on the following: past and present political situation; economic situation; classes and distribution of the population; psychological nature of the inhabitants; military geography, both general and physical; and the military situation.

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2-2. **The mission.**—In a major war, the mission assigned to the armed forces is usually unequivocal—the defeat and destruction of the hostile forces. This is seldom true in small wars. More often than not, the mission will be to establish and maintain law and order by supporting or replacing the civil government in countries or areas in which the interests of the United States have been placed in jeopardy, in order to insure the safety and security of our nationals, their property and interests. If there is an organized hostile force opposing the intervention, the primary objective in small wars, as in a major war, is its early destruction. In those cases where armed opposition is encountered only from irregular forces under the leadership of malcontents or unrecognized officials, the mission is one of diplomacy rather than military. Frequently the commander of a force operating in a small wars theater of operations is not given a specific mission as such in his written orders or directive, and it then becomes necessary for him to deduce his mission from the general intent of the higher authority, or even from the foreign policy of the United States. In any event, the mission should be accomplished with a minimum loss of life and property and by methods that leave no aftermath of bitterness or render the return to peace unnecessarily difficult.

2-3. **Factors to be considered in estimating enemy strength.**—

a. Political status.—(1) In the majority of our past small wars operations, intervention has been due to internal disorder which endangered foreign lives and property, or has been undertaken to enforce treaty obligations.

(2) In the first instance, the chaotic condition usually has been brought about as a result of the tyrannical measures adopted by the party in control of the government, by the unconstitutional usurpation of power by a political faction for the sake of gain, or because of intense hatred between rival factions which culminated in a revolt against the recognized government. As the result of such action, a state of revolution existed which was detrimental to internal and external peace and good will. The intervening power was faced usually with one of two alternatives; either to intervene between the warring factions, occupy one or more proclaimed neutral zones, and endeavor by pacific or forceful action to make the rival parties accept mediation and settlement of the controversy; or to assist, by pacific or forceful action, one side or the other, or even to support a new party, in the suppression of the disorders.

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(3) In the second instance, that of enforcing treaty obligations, the immediate cause of intervention usually has been the neglect and repeated refusal of the local government to carry out its obligations under the terms of a commercial or political treaty. The intervening forces sought, by show of force or by actual field operations, to enforce those obligations. If such action was unsuccessful, the intervening power in some cases deposed the party in control and established a *de facto* or *de jure* government which would carry out the provisions of the treaty. This often resulted in active opposition by the ousted party against the intervening forces who were giving aid, force, and power to the new government.

(4) It is evident from the above that the internal political organization of the country concerned, the strength of the forces which may oppose the intervention, and the external obligations of the country as a member of the family of nations, should be carefully considered in the estimate of the situation. In addition, the estimate must include the probable effect which the intervention will have upon the public opinion of the citizens of the intervening power and upon the good will of other countries. The latter, in particular, is of great importance since the friendship and trade relations of countries which are not sympathetic to the intervention may be alienated by such action.

b. Economic status and logistic support available.—The ability of a hostile force to oppose the intervening force may be limited by the availability of subsistence, natural resources, finances, arms, equipment, and ammunition. The forces opposing the intervention often live off the country by forcing contributions of money, subsistence, and other supplies from the peaceful inhabitants, or by donations from local civilians sympathetic to their cause. Even though the country concerned may be heavily indebted to their own citizens as well as to foreign powers, funds are often diverted from the state treasury or may be received from foreign sources for the purchase of modern arms and munitions of war. As a result, the intervening force usually finds the forces opposing them armed and equipped with modern weapons and capable of sustaining themselves in the field for an unlimited period. This is especially true if, as is usually the case, the hostile forces resort to guerrilla warfare.

c. Geographical features.—That part of the estimate of the situation which considers the geographical features of the theater of operations is fully as important in small wars as in a major war. It covers the general terrain features, the geographical divisions of the

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country as fixed by relief, suitable debarkation places, the character and suitability of routes of communication, the distribution of population, the location of principal cities, the political divisions of the state, and the strategical and tactical aspects of the frontiers. The location and extent of plain, plateau, and mountain regions, and of open, wooded, or jungle areas will affect the organization, equipment, and field operations of the intervening force. If a state of revolution is the basic cause of intervention, the political divisions within the country are particularly important and may in themselves, determine the strategic plan of operation. Of special significance, also, are those areas in which the majority of foreign citizens and interests are concentrated, since the establishment of neutral zones and similar protective operations usually will be initiated in those localities.

d. Climatic conditions.—Climatic conditions in the probable theater of operations will affect the organization, clothing, equipment, supplies, health, and especially the operations of the intervening forces. A campaign planned for the dry season may be entirely different from one planned for the rainy season. This is particularly true in countries where the road system is primitive, or where dependence is placed on river transportation for the movement of troops and supplies. Weather conditions during certain seasons of the year may increase the difficulties of combat operations in the theater of operations, but if properly evaluated, they should not be considered as insurmountable obstacles.

e. Information and security service of the enemy.—It can be stated as an accepted premise that, in small wars, the intelligence service of the opposing forces will be superior initially to that of the intervening force. From the point of view of the intervening power, the intervention is usually considered a friendly effort to assist the occupied country to reestablish peace and order within its boundaries. From the viewpoint of the majority of the citizens of the occupied country, however, this action by an alien power is an unfriendly one. Although the majority of these inhabitants will not actively oppose the intervention, many of them will indirectly assist the native forces with information relative to the movements of the intervening forces. This is especially true of those citizens who have relatives among the native forces operating in the field. To off-set this situation, recourse must be had to propaganda clearly stating the definite purpose of the intervening forces in order to show the friendly aid that is being offered to the country. Friendships should be made with the inhabitants in an honest and faithful endeavor to assist them to

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resume their peaceful occupations and to protect them from the illegal demands made upon them by the malcontents. The liberal use of intelligence funds will be of assistance in obtaining information of hostile intentions. Secrecy and rapidity of movements, the distribution of false information regarding proposed operations, and the use of code or cipher messages will aid in preventing the hostile forces from gaining information of contemplated movements of our own forces. Routine patrols must be avoided. An effort must be made to learn the terrain and to become familiar with and utilize every road and trail in the theater of operations. Above all, an active and aggressive campaign against the hostile forces in the field is the most effective method of destroying their intelligence service. A guerrilla band which is constantly harassed and driven from place to place soon loses contact with its own sources of information; it becomes confused and its intelligence system breaks down. As the occupation continues, superiority in this respect will gradually be obtained by the intervening forces.

f. Material characteristics.—Irregulars in small wars are not encumbered with modern supply loads or other impedimenta which reduce the speed at which troops can march. Their knowledge of the terrain and their mobility permits them to move quickly and safely to avoid combat and then to launch an attack against a defenseless village or some isolated outpost. In the past, these irregulars have been armed with old types of weapons, most of which have been considered obsolete, while the intervening forces have been equipped with superior modern weapons. Due to the ease with which modern arms and equipment can be obtained from outside sources, it can be expected that, in the future, irregulars will have weapons and equipment equally as effective as those of the intervening forces. Except for aviation, therefore, the decided advantage in arms and equipment enjoyed by intervening troops in the past will seldom obtain in the future.

g. Composition, condition, and disposition of enemy forces.—When the intervening forces initially enter a small wars country, they usually find the opposing elements organized into fairly large groups controlling certain definite areas. If these large groups can be engaged and decisively defeated, armed opposition to the intervention may be brought to an end and an early peace achieved. If this fails, the larger groups either retire to more remote areas, or are dispersed into numerous small bands which remain in the same general locality, and the action becomes one of protracted guerrilla warfare.

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h. Racial characteristics, morale, and skill.—The leadership of the opposing forces in small wars must not be underestimated. Very often the opposition is led by men who have been trained in the United States or European military schools and who have had much experience in practical soldiering in their specialized type of warfare. Irregular forces in active operations always attract foreign soldiers of fortune of varied experience and reputation whose fighting methods influence the character of opposition encountered. (For further details, see Section III, Chapter I, "Psychology.")

2-4. **Relative strength.**—After considering the strength of your own forces, always keeping the mission of the force in mind, the factors of the *Enemy and Own Strength* are compared in order to arrive at a definite conclusion as to the relative combat efficiency of the opposing forces.

2-5. **Enemy courses of action.**—The probable intentions of the opposing forces will depend a great deal, initially, upon the causes leading up to the intervention. In the majority of cases, their purpose will be to hold the area in which they are located as a section seceding from that part of the country which is first occupied by the intervening force. Even though under the control of a single leader, they will seldom oppose the landings or engage in offensive action, initially, against the forces of occupation. As the movement inland begins, strong defensive action can be expected from the larger hostile groups. When these have been dispersed, smaller bands or groups will operate actively not only against the intervening forces but also against the towns and population then under control of the latter. Finally, the opposition usually will degenerate into guerrilla warfare. So many small bands will be in the field that a definite conclusion as to the probable intentions of any one of them will be difficult to determine. Generally their intentions will be to make surprise attacks against the intervening forces in superior numbers and against undefended local villages and towns. To offset such action, patrols must be strong enough in numbers and armament to withstand any anticipated attack or ambush, and the principal villages and towns must be given adequate protection. Further, by energetic patrolling of the area and vigorous pursuit of the hostile forces once contact is gained, the irregulars should be forced to disband completely or to move to more remote and less fertile areas. The pursuit of these small bands must be continuous.

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2-6. Own courses of action.—The intervening force commander must choose the best course of action to follow in order to accomplish his mission. This will necessarily result in a scheme of maneuver, either strategical or tactical. To accomplish this mission, it may be necessary to make a show of force in occupying the State capital, for often the history of the country will indicate that he who holds the capital holds the country. Again, he may be forced to occupy the principal cities of the country, or a certain area, the economic resources of which are such that its possessor controls the lifeblood of the country. More frequently, it will be necessary to initiate active combat operations against the large groups of opposing forces which occupy certain areas. The entire scheme of maneuver will frequently result in the occupation of the coastal area initially with a gradual coordinated movement inland, thus increasing the territory over which control and protection may be established. As this territory extends, it will be necessary to create military areas within it under the control to subordinate commanders. The area commander in turn will seek to control his area by use of small detachments to protect the towns and to conduct active operations against irregular groups until the area becomes completely pacified.

2-7. The decision.—When the force commander has finally selected the best course of action and determined, in general terms, how it may be executed, he makes his decision, which consists of a statement of his course of action followed by how it is to be carried out, and why. The decision indicates the commander's general plan of action as expressed in paragraph 2 of an operation order. The basic principle underlying any decision in a small-wars operation is that of initiating immediately energetic action to disband or destroy the hostile forces. This action should hasten the return of normal peace and good order to the country in the shortest possible time.

2-8. Supporting measures.—After the basic decision has been reached, the Force Commander must consider carefully the supporting measures which are required to put it into effect. The mission; the operations required to carry out the scheme of maneuver; the organization, armament, and leadership of the opposing forces; the terrain, geography, and climate in the theater of operations; the natural resources and routes of communication within the country to be occupied; all must be considered and all will affect the formulation of the campaign and operation plans. These factors will determine the size and composition of the commander's staff; the organiza-

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tion of the force; the type of infantry weapons and the proper proportion of aircraft, artillery, and other supporting arms and services required; and the administrative and logistic details. When these supporting measures have been determined, the commander evolves his campaign and operation plans.

2-9. **Campaign and operation plans.**—*a.* In military operations of small wars, strategical and tactical principles are applied to attain the political objective of the government. The political objective indicates the general character of the campaign which the military leader will undertake. The campaign plan indicates the military objective and, in general terms, the nature and method of conducting the campaign. It will set forth the legal aspects of the operations and the correlated authority and responsibilities of the force. If military government or some form of political control is to be instituted, the necessary directives are included in the campaign plan. This plan also indicates the general nature of employment of the military forces. It indicates what use, if any, will be made of existing native forces or of those to be organized.

b. The operation plan prescribes the details of the tactical employment of the force employed and the important details of supply and transportation for that force. It may indicate the territorial division of the country for tactical or administrative control. It provides also for the most efficient employment, maintenance, and development of the existing signal communication system. If the campaign plan calls for the organization of a native constabulary, detailed plans must be made for its early organization and training. If the campaign plan calls for the employment of local armed civilians or guards, or if such action is considered necessary or advisable, plans must be made for the organization, training, equipment, supply, clothing, subsistence, pay, shelter, and employment of such troops. If the mission calls for the supervision of elections, this plan must include the necessary arrangements for the nonmilitary features of this duty as well as the tactical disposition of the force in the accomplishment of the task.

c. Tactical operations of regular troops against guerrillas in small wars are habitually offensive. Even though operating under a strategic defensive campaign plan, regular combatants in contact with hostile forces will emphasize the principle of the offensive to gain psychological supremacy. Isolated forces exposed to possible attack by overwhelming numbers must be well protected in positions pre-

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pared to develop the greatest possible effect of their weapons. Reverses, particularly at first, must be avoided at all costs.

d. The initiation of a campaign before adequate preparations have been made, may well be as fatal in a small war as in regular warfare. Prolonged operations are detrimental to the morale and prestige of the intervening forces. They can be avoided only by properly estimating the situation and by evolving as comprehensive, flexible, and simple a plan as possible before the campaign begins.

SECTION II

THE STAFF IN SMALL WARS

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2-10. **Command and staff responsibility in small wars.**—A force engaged in small wars operations, irrespective of its size, is usually independent or semi-independent and, in such a campaign, assumes strategical, tactical, and territorial functions. Strategical decisions and territorial control are usually matters for the attention of the high command in major warfare. In small wars the Force Commander must be prepared to make or recommend decisions as to the strategy of the operation, and his staff must be able to function as a GHQ staff. In short, the force must be prepared to exercise those functions of command, supply, and territorial control which are

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required of the supreme command or its major subdivisions in regular warfare. More extensive planning is required than would ordinarily be expected of the same size unit that is part of a higher command. For these reasons, it is obvious that a force undertaking a small wars campaign must be adequately staffed for independent operations even if the tables of organization do not specify a full staff complement. Whether or not the executive staff is relieved of all operative functions will depend on the size and composition of the force and the situation. It is possible to visualize an independent regiment in such a situation that the demands placed upon the organization would make it inadvisable for a member of the Executive Staff to operate the various activities pertaining to his Executive Staff section. Likewise it is possible that the Executive Staff of a much larger force can operate the activities of their sections after the situation is thoroughly under control. The staff organization must be fitted to the unit after consideration of its size, composition, and the situation confronting it.

2-11. The Force Commander.—One of the first decisions of the force commander must make is the size and composition of his staff. He then considers the extent to which he will decentralize authority to his staff and to subordinate commanders. This decision will greatly influence his assignments of officers to specific staff and command duties. The assignment of officers according to their attainments, temperaments, and special qualifications, is one of the most important measures to insure smooth and efficient operation of the organizations or establishments. The larger the unit, the more important this becomes. The force commander must be able to issue directives only, leaving the details to his subordinates. He contents himself with seeing that the work is properly done and that the principle of the directive is not departed from, always holding himself ready to rule on doubtful points and to advise subordinates who are having difficulty.

2-12. Staff procedure.—*a.* The staff of a unit or organization consists of those officers specifically provided for the purpose of assisting the commander in exercising his command functions. It is divided into two groups: the Executive, or General, Staff (Chief of Staff; F-1, Personnel; F-2, Intelligence; F-3, Plans and Training; and F-4, Supply), who comprehend all the functions of command; and the Special Staff, which includes the heads of technical, supply, and administrative services, and certain technical specialists. Usually, the Executive Staff is not an operating agency; in a small force, Executive Staff officers may, or may not, actually operate one or

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more of the services under their sections. The organization of the staff is shown diagrammatically in Plate 1. Staff principles and functions, as defined in the "War Department Field Manual 101-5," remain fundamentally the same irrespective of the type of operation.

b. The staff, in close cooperation, works out the plans enunciated by the commander, formulates the orders and instructions for putting the plans into execution, and by observation and inspection insures proper execution. Staff officers must keep themselves informed of the situation at all times, and be able to place before the commander information in such thoroughly digested form as will enable him to come to a sound and prompt decision without having to consider an infinite number of details.

c. Staff conferences, staff visits, staff inspections, measures to insure adequate liaison, and provision for administrative details are the usual methods employed by all staff organizations to facilitate the proper performance of their specific duties. This procedure unifies the efforts of the staff in furthering the accomplishment of the will of the commander.

d. Administrative procedure and the details of the organization and routine of the various staff offices are largely dependent on the requirements of the particular situation. It is important that essential information be immediately available and that every item coming under the cognizance of the staff section or special staff officer concerned receive proper attention and be disseminated to individuals concerned. This entails the formulation of a systematic office routine and proper allocation of duties to individuals. Executive staff sections are not offices of permanent record. Each of these sections keeps a journal (Plate II) which is the daybook of the section. It contains briefs of important written and verbal messages, both received and sent, and notations of periodic reports, orders, and similar matters that pertain to the section. If an item is received or issued orally, it is entered in detail; if written, the entry may be either a reference to the file number of the document or a brief of its contents. A brief notation is also made of instructions and directions pertaining to the section which have been given by the commander or a member of the section to someone outside of the section. The journal is closed when directed by the commander, at the end of the day, a phase, or other period. These journals are the permanent records of the activities of the sections; combined, they form the record of events of the organization. For further details, see FM 101-5.

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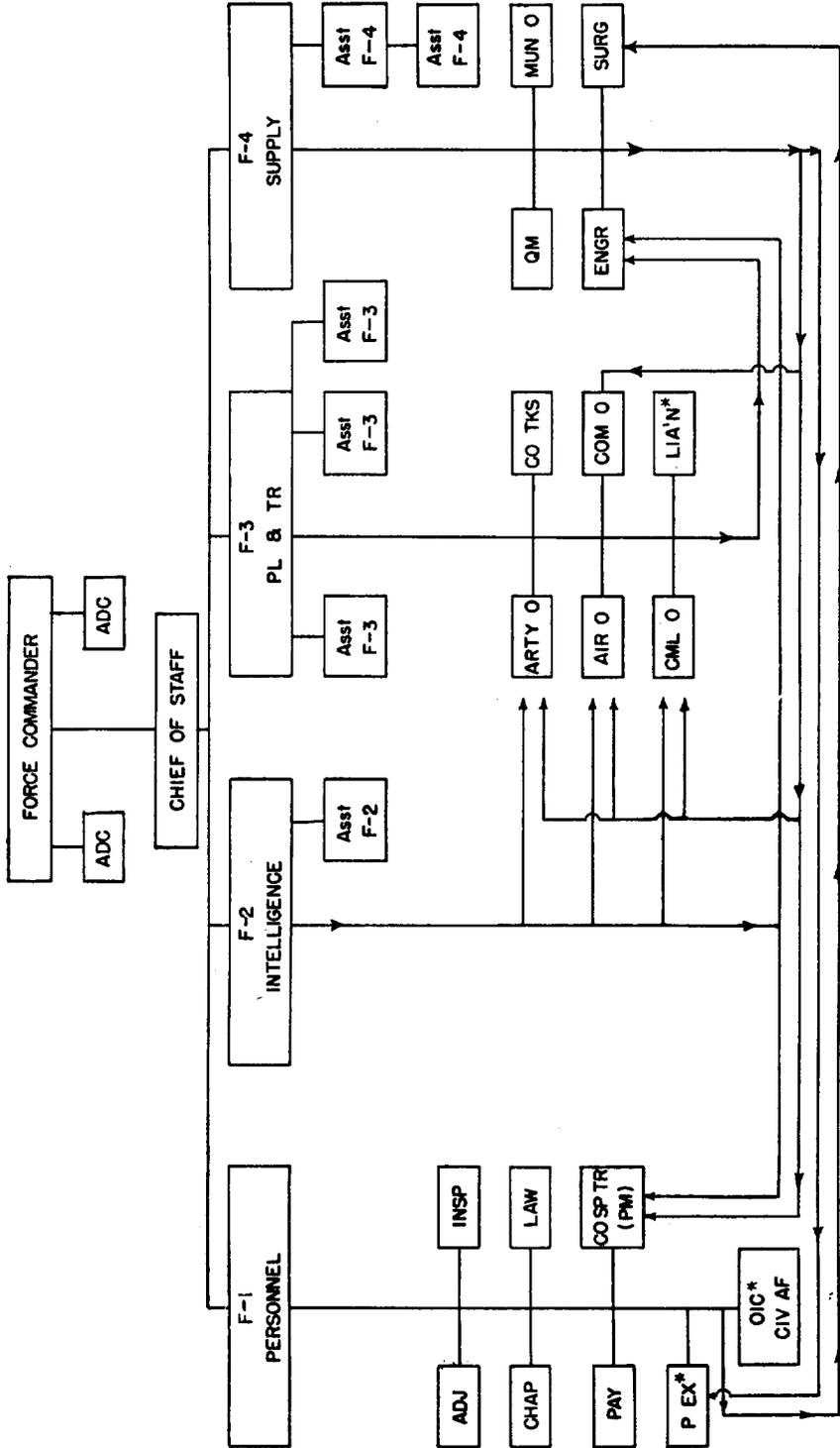


PLATE I—FORCE STAFF.

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The foregoing diagram shows the staff of a small wars force consisting of a reinforced brigade. Special Staff Officers are here grouped under Executive Staff Sections under which they would normally perform the major portion of their functions. The diagram presumes a situation in which the function of the Executive Staff is that of direction, and the function of the Special Staff is that of operation.

Arrows indicate important functions with other staff sections.

Asterisks indicate assignments of staff officers in certain situations, although their functions may be assumed by other members of the staff if not of sufficient importance to warrant the detail of a separate officer.

JOURNAL ¹

Hq (Unit.)
 (Place.)
 (Date.)

From: (Date and hour.)
 To: (Date and hour.)

Time ²	Serial No.	Time dated ³	Incidents, messages, orders, etc.		Dispositions	Remarks
			In	Out		

¹ Insert F-1, F-2, F-3, F-4, or "Consolidated," as appropriate.

² Refers to time of receipt or sending in the office keeping the journal.

³ Refers to time the information was sent and thus calls attention to how old it is.

2-13. **The chief of staff.**—*a.* In a force no greater than a regiment or a reinforced regiment, the executive officer may perform all of the duties of chief of staff. In larger forces, the chief of staff usually will be an officer specially detailed for the purpose. His principal duties are to act as military adviser to the commander and to coordinate the activities of the staff. (See "War Department Field Manual 101-5.") He conducts all routine business in order to enable the commander to devote his time and efforts to more important matters. During the temporary absence of the commander, the chief of staff makes such decisions as the situation may demand; in each case he is guided by the policies, general instructions, or his intimate knowledge of the commander's wishes.

b. The chief of staff prescribes the internal organization of the various sections so as to fix responsibility for the initiation and supervision of work in order to secure efficiency and teamwork. He decides which members of one staff section will understudy the members of another staff section. He makes sure that the special staff is properly organized. Each chief of section will be so engrossed in his own work that, at times, one section will infringe on the duties of another. The chief of

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staff must adjust this at once. His diplomacy and tact in adjusting such situations at the start will have a favorable reaction on the entire command.

c. As the organization progresses, it often develops that certain duties should be shifted from one unit to another. The chief of staff should see that such changes are made promptly. The map section of the engineers has been shifted logically, at times, from that unit to the second section. If a military government has not been established, civil relations may be shifted from the first to the second section.

d. During the concentration period, the chief of staff will be particularly interested in the plans of the staff sections and their arrangements for:

- (1) Receiving incoming details and individuals.
- (2) Prompt issue of equipment.
- (3) Prompt completion of medical and other administrative inspections.
- (4) Facilities for training.
- (5) Coordination of training of all units.
- (6) Organization of the Intelligence Service to meet the probable requirements of the situation.
- (7) Organization of the Provost Service to meet adequately the probable demands that will be made upon it in the theater of operations.

e. The chief of staff should supervise the plans for increasing the intelligence personnel and for the establishment of provost services if it can be foreseen that the operations may result in the occupation of a country or a large section of it. The forces of occupation have four weapons with which to act: (*a*) Moral effect of the presence of troops; (*b*) intelligence service; (*c*) provost service (including Exceptional Military Courts); and finally (*d*) offensive action. The intelligence and provost services should be carefully considered in connection with "peaceful occupation." In the past, scant attention has been given to these services in the preparation of operation plans for small wars operations. As a rule, they have been established only when the necessities of operation forced it upon the higher command. In most cases an increase of personnel in intelligence units will be required over that allowed in organization tables when the operations include the complete occupation of a country or of large areas of it.

f. The provost service, including the exceptional military-court system, represents the military government to the mass of the people, with whom it comes in direct contact, and is the normal active instru-

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ment for the maintenance of tranquillity, freeing the natives from agitation and intimidation by their own countrymen. The provost service, more than any other element of the forces except the Intelligence Service, should understand the people, their temperament, customs, activities, and the everyday working of the average native mind. It warrants a well-founded and complete organization, including provost marshals and judges with legal knowledge, good and loyal interpreters, and sufficient clerical assistance to dispatch business with justice and celerity.

2-14. **The first section (personnel)—F-1.**—*a.* The assistant chief of staff, F-1, coordinates the activities of those agencies performing the functions that he is charged with in the "War Department Field Manual 101-5." He cooperates with the second section on matters pertaining to prisoners of war, espionage, etc., and with the third and fourth sections in regard to quartering, priorities of replacement, and allotment of time for recreational work. He is responsible for certain provisions of the administrative order, and must cooperate with the fourth section in this matter. Because he is charged with those functions which relate to the personnel of the command as individuals, he is brought into close contact with the adjutant, the inspector, the chaplain, the law officer, the surgeon, the provost marshal, the paymaster, the communications officer, the exchange officer, and the commanding officer, special troops.

b. The first section organizes the personnel of the staff section, and makes assignments of the clerical personnel, orderlies, and specialists therein.

c. Prior to leaving the United States, this section formulates a plan covering the replacements to accompany the force, numbers and classes of replacements to be dispatched later, dates that such replacements are desired, and priorities. This plan may appear as an annex to an appropriate administration order. In determining the number of replacements to be provided, the losses which may be incurred among the various classes of troops must be estimated. An ample margin should be allowed for casualties in transit and during the landing, and consideration given to the climatic and sanitary conditions en route and within the area of operations, the types of operations contemplated, the branch of service, and the time required for replacements to arrive. After arrival in the theater of operations, F-1 should insure by timely planning that complete information as to the needs of the force reaches the appropriate headquarters in the United States in sufficient time for replace-

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ments to arrive when needed. He should cooperate closely with the third section in estimating, well in advance of actual needs, changes in conditions that will require replacements, augmentation, or reduction of the Force. When replacements or reinforcements are received, they are distributed in accordance with priorities formulated by the third section.

d. F-1, in collaboration with the Commanding Officer, Special Troops, is charged with the allocation of space to the various headquarters' offices. Whatever the contemplated duration of the occupation, force headquarters should be so located and space so allocated thereat as to facilitate either the expansion or the reduction of its activities. In selecting and allocating office space, the first section confers with all members of the staff relative to their needs, and particularly with the fourth section, which supervises rentals and purchases.

e. Until personnel is specifically designated to take active charge of military government, the first section prepares plans as necessary for its establishment. Usually it will be advisable to organize a special staff section for this purpose. If the military government is an independent organization apart from the force, the first section acts as the liaison agent between the force commander and the staff of the military governor. For details, see Chapter XIII, "Military Government."

f. Since post exchanges are established for the welfare and convenience of the enlisted men, supervision of this activity comes under the first section. See paragraph 2-36.

g. The first section is charged with the rendition of reports concerning, and the handling of, civilian prisoners or prisoners taken from hostile forces. If a local constabulary is operating in cooperation with the intervening force, such prisoners usually are turned over to the former for trial by the constabulary courts martial or by civil courts; otherwise they are held at the disposal of the force commander.

h. The first section prepares and promulgates regulations governing the conduct of personnel in their associations with friendly natives in an effort to further cordial public relations. Social customs in countries in which small wars operations usually occur differ in many respects from those in the United States. Violation of these customs, and thoughtless disrespect to local inhabitants, tend to create animosity and distrust which makes our presence unwelcome and the task of restoring law and order more difficult.

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i. The first section prepares and transmits to the fourth section such parts of the force administrative orders as affect the activities of the first section. These are principally: Replacements; military police; postal service; care and disposition of civilian prisoners and prisoners taken from the hostile forces; payment of the command; and post exchange supplies.

j. The records kept in the office of the first section should be reduced to the minimum. See paragraph 2-12, *d.* The following documents are needed in order to function efficiently:

- (1) Section journal.
- (2) A suspense file of orders, memoranda, and letters of instructions, which later are turned over to the adjutant.
- (3) Copies of important communications which affect the force continuously. (The originals are kept in the adjutant's files.)
- (4) A situation map should be kept posted, showing the status of matters pertaining to the first section at all times.

2-15. **The second section (intelligence) F-2.—*a. General.***—(1) The assistant chief of staff F-2 constitutes the Bureau of Enemy Information. This section must keep in close touch with all other staff sections and is responsible for the dissemination of enemy information which may affect the operations of those agencies. This includes not only information of the military situation, but the political, economic, and social status of the occupied area, together with the attitude and activities of the civil population and political leaders insofar as those elements may affect the accomplishment of the mission.

(2) The duties of the intelligence officer are outlined in "War Department Field Manual 101-5." In addition, the following are of special importance in small wars operations:

(*a*) The names and descriptions of leaders, areas in which they operate, and the methods and material means which they employ in combat.

(*b*) Hostile propaganda in occupied territory, adjacent territory or countries, and our own country; and the methods, means, and agents used for its propagation.

(*c*) Liaison with government and local officials of the occupied country or areas, and with the civil representatives of our own and foreign governments therein.

(*d*) Close liaison with the commander of aviation in arranging for aerial reconnaissance.

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(e) Maintenance of cordial relations with the local, American, and foreign press, and censoring of all press releases.

b. *Duties prior to embarkation.*—(1) During the concentration phase prior to embarkation, the second section will be primarily concerned with obtaining all available information relative to the country in which it is proposed to operate. Monographs, maps, and other pertinent information normally should be furnished by the Force General Staff. In no type of warfare is the latest current information more vital. For this reason the second section should immediately establish liaison with the corresponding sections of the naval and military services and with the nearest representatives of the State Department.

(2) The selection, organization, and training of the commissioned and enlisted intelligence personnel of both the headquarters and combat units should be carried on concurrently with the F-2 estimate of the situation. (See paragraph 2-13, e.) Every effort should be made to obtain personnel conversant with the language of the country. The force of interpreters will generally be augmented by the employment of natives. The second section, in conjunction with F-4, should compile and obtain approval of an "Allowance and Pay Table for Interpreters," based on the scale of wages of the country concerned, and funds should be allocated for payment thereunder prior to embarkation.

(3) A résumé of the available information of the theatre of operations should be completed as soon as practicable and reproduced and disseminated throughout the command. The following form is suggested for compiling this information. Some items listed therein may not be applicable in every situation, and additional items may be of great value in certain situations.

A FORM FOR A STUDY OF THE THEATER OF OPERATIONS

1. POLITICAL.—a. *History.*b. *System of Government.*

- (1) Form of government (dictatorship, republic, etc.).
- (2) Organization and method of operation.
- (3) Political subdivisions.

c. *Internal political situation.*

- (1) Present government (head of state and other political leaders; personalities).
- (2) Political issues.
- (3) Analysis of parties.
- (4) Regional and social differences.
- (5) The press.

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1. POLITICAL.—*a. History—Continued.*
 - d. International politics.*
 - (1) Bearing of internal political situation on international policies.
 - (2) Foreign policies.
 - (3) Foreign relations.
 - e. Summation (How does this affect the contemplated operations?).*
2. ECONOMIC.—*a. General economic characteristics.*
 - (1) Natural resources.
 - (2) Degree of economic development.
 - (3) Dependence on foreign trade.
 - b. National productive capacity.*
 - (1) Agriculture.
 - (2) Mining.
 - (3) Manufacture.
 - (4) Shipbuilding.
 - c. Commerce.*
 - (1) Domestic trade.
 - (2) Foreign trade.
 - d. Transportation.*
 - (1) Railroads.
 - (2) Highways.
 - (3) Water.
 - (4) Air.
 - e. Communication.*
 - (1) Cables.
 - (2) Radio.
 - (3) Telegraph.
 - (4) Telephone.
 - f. Finance (method of financing government).*
 - g. Population (economic aspects; present population analysis of population, labor, and social conditions).*
 - h. Plans for industrial mobilization.*
 - i. Economic penetration by foreign interests.*
 - j. Influence of economic situation on foreign relations.*
 - k. General conclusions (reference to economic self-sufficiency, capacity for production of war supplies and food supplies, and degree of dependence on maintenance of trade routes).*
3. GEOGRAPHY (PHYSICAL).¹—*a. General topography and hydrography.*
 - b. Rivers and water supply.*
 - c. Climatic conditions.*
 - d. Critical areas (areas the loss of which would seriously hamper the country under consideration).*
 - e. Vital areas (areas essential to the country concerned).*
 - (1) Routes of approach.
 - (2) Roads, trails, and railroads.
 - (3) Harbors and beaches near critical areas.

¹Such geographical items as have been considered under political or economic headings should be omitted.

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3. **GEOGRAPHY (PHYSICAL).**—*a. General topography and hydrography.*—Contd.
- (4) Communications.
 - (5) General terrain considerations.
- f. Conclusions* (the effect of general terrain considerations on operations. The most favorable theater of operation from a standpoint of physical geography).
4. **PSYCHOLOGICAL SITUATION.**²—*a. General racial characteristics; types, races, etc.*
- b. Education.*
 - c. Religion.*
 - d. Attitude of inhabitants toward foreigners.*
 - e. Susceptibility to propaganda* (influence of church, press, radio, or other agency).
 - f. Conclusions.*
5. **COMBAT ESTIMATE.**—*a. Coordination of national defense.*
- (1) Military forces (government and opposition).
 - (2) Supreme commander (government and opposition).
- b. Personnel.*
- (1) Estimated strength of components of both government and hostile forces.
 - (2) Government forces and leaders.
 - (3) Hostile forces and leaders.
- c. Training, efficiency, and morale* (government and hostile forces).
- (1) Individual.
 - (2) Unit and combined training.
 - (3) Training of reserves.
 - (4) System of promotion of officers.
 - (5) Efficiency.
 - (6) Morale.
- d. Recruiting methods.*
- (1) Government forces.
 - (2) Hostile forces.
- e. Equipment and supplies available.*
- (1) To government forces.
 - (a) On hand.
 - (b) Replacement possibilities and sources.
 - (2) To hostile forces.
 - (a) On hand.
 - (b) Replacement possibilities and sources.
- f. Method of conducting combat.*
- g. Navy.*
- (1) Strength.
 - (2) Organization.
 - (3) Training, efficiency, and morale.
- h. Conclusions.*
6. **GENERAL CONCLUSION** (Relative value should be given to all factors and final conclusions must be based on the study as a whole).

²Discuss only such items as are not covered fully elsewhere in the study. Refer to other paragraphs where appropriate.

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(4) (a) Available maps are usually inaccurate and of small scale; their procurement is costly and the supply limited. They have often proved so unreliable as to detail as to be valueless except for the purpose of correction. It is often more practical and economical to obtain maps only for headquarters and executive staff sections of all units, providing means for the reproduction and distribution of corrected sections or of new maps made after arrival in the theater of operations. In small-wars operations where engineer troops have not been present, map reproduction has been made a responsibility of the second section; in other cases, the map-reproduction section of the engineers has been transferred to the force headquarters intelligence section. In any event, the second section is responsible for the procurement and distribution of maps.

(b) Aerial photography, in addition to its other military uses, will play an important part in the development of new maps and obtaining accurate information for the correction of old ones after reaching the theater of operations. The procurement of an initial supply of film and other materials for this purpose is essential.

(5) In order to establish favorable press relations at the start, and to avoid the publication of harmful and incorrect information, a definite policy must be adopted as to who will receive representatives of the press, what information will be furnished, and what means will be provided for obtaining it. Even though the campaign may be too insignificant to have correspondents and photographers attached for the entire operation, they will invariably be present at the beginning. In some cases, officers have been permitted to act as correspondents; if this is done, a definite agreement must be made relative to the class of information which will be furnished.

(6) If a military government is not established, civil relations with the local officials, native civilians, and foreign nationals, including citizens of the United States, become a function of the second section. Best results will be obtained if the policy for dealing with the various elements is established before the force arrives in the theater of operations. After arrival, the local representatives of the State Department should be consulted and such changes made in the policy as appear to be desirable.

(7) Organizations which are opposed to intervention in the affairs of other nations, regardless of the cause, have at times disseminated their propaganda to the force. The second section is responsible for guarding against this by locating the source and notifying, through official channels, the proper civilian officials. An early statement of

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the facts relating to the situation, by the commander, will usually forestall any ill effects from such propaganda.

(8) Intelligence funds, which are not a part of the quartermaster allotment, are required for the proper functioning of the second section. F-2 is responsible for requesting the allotment of such funds prior to the embarkation of the force.

c. Duties in the theater of operations.—(1) The F-2 section is primarily an office for the consolidation of information supplied by lower units, special agents, and outside sources; and for the prompt distribution of the resulting information to other staffs, sections, and organizations concerned. If circumstances require the second section to assume the duties of the officer in charge of civil affairs or other functions, additional divisions must be organized within the section under competent assistants.

(2) The following intelligence agencies are available to F-2 for the collection of information: Secret agents, voluntary informers, aviation, intelligence agencies of lower organizations (brigades, regiments, areas, etc.), other governmental departments.

(a) Secret agents, hired from among the inhabitants in the theater of operations, have proved valuable collectors of information in the past. They must be carefully selected and, once employed, a close watch should be kept on their activities. Usually such agents have been politically opposed to the native forces whose activities have resulted in the intervention. If they attempt to use their position for their own aggrandizement or to embarrass personal enemies, they are useless as sources of information and handicap the intervening force in gaining the confidence of the population. However, when reliable agents have been obtained in past operations, they have provided extremely valuable information. It is often advisable to pay them low regular wages and to reward them with bonuses for timely and accurate information.

(b) The major portion of the information obtained from voluntary informers is often false, grossly distorted, or too late to be of value unless the informer has personal reasons for making the report. Liberal cash payments for information that proved correct and timely have sometimes brought excellent results. Hired agents and informers have been of assistance in the past in uncovering the hostile sources of supply. The source of the information must be kept inviolable in order to protect the informers and to insure an uninterrupted flow of information. The universal tendency of even

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reliable hired agents and voluntary informers is to protect anyone with whom they are connected by politics, business, or blood.

(c) It is not improbable that high officials of both the party in power and the opposition may secretly support insurrectionary activities in order to insure themselves an armed following in the field in case the intervention should be ended suddenly. Such a condition increases the difficult task of securing agents who will report impartially on all disturbing elements.

(d) Excellent results have been obtained through the cooperation of business establishments which maintain branches or other contacts throughout the occupied areas. For financial reasons, the central office of such concerns must have timely and impartial knowledge of actual or prospective conditions throughout the country. In many cases they are dependent upon the intervening forces for protection of their personnel and property, and it is to their advantage to restore peaceful conditions as rapidly as possible. In seeking to establish such a contact, the intelligence officer should look for a business establishment with which the force normally does business. Liaison should be maintained through members of the command who visit the business house in the routine course of duty and who are publicly known to do so. It is unfair, as well as poor intelligence technique, to risk the life or the business career of a man in his community through carelessness or loose talk. Many companies have accurate and detailed maps or surveys on file which may be obtained and reproduced to supplement the small-scale maps available to the force.

(e) Aerial reconnaissance is invaluable in locating large movements, encampments, and affected areas. When the opposition has been broken into small groups, the lapse of time between gaining information and the arrival of a ground patrol is usually too great to give effective results. The use of observation aviation in close support of infantry patrols operating against small hostile forces is of doubtful value. The airplane discloses the presence and location of the patrols and enables the hostile groups to avoid them or to choose the time and place for making contact. Any ambush that can be located from the air should be uncovered in ample time by the exercise of a little care on the part of the patrol leader. Aerial photographic missions often will be the best or only means for securing accurate information of the terrain in the theater of operations. For further details, see Chapter IX, "Aviation."

(f) Subordinate units provide the force commander with detailed information on hostile activities, the terrain and geography, and the

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political and economic situation in the areas in which they operate.

As combat intelligence for the purpose of gaining contact with and destroying hostile armed opposition, such information usually will be of value only to the unit first gaining it. But such information, when collected from the entire theater of operations and transformed into military intelligence, provides the commander with the information he must have to dispose his forces in accordance with the situation and to prepare for eventualities. F-2 should coordinate the activities of the intelligence sections of subordinate units. The second section of a subordinate organization, quartered in the same city or town as force headquarters, should not be used as an appendage to the force intelligence section, but should be permitted and required to function in its normal manner. However, F-2 should utilize every opportunity to develop a close understanding and personal relationship with subordinate intelligence officers.

(g) F-2 should maintain close liaison with other agencies of our government established in the theater of operations. Information from such agencies concerning the higher officials of the government of the occupied state and of the opposition party, as well as of the economic condition of the state, may be accepted as sound. But because of the limited circle within which they move, as well as for other reasons, their opinion concerning the effect of the national economy on the peace of the state, and of political and social trends to which the higher classes are unsympathetic, must be accepted with care. The same applies to the opinions of America businessmen domiciled in the country. An officer possessing a working knowledge of the language, a knowledge of the psychology of the people, good powers of observation, and who has associated with the average civilian in the outlying districts for a month, is in a position to possess a sounder knowledge of the fundamental disturbing factors at work in the country than an official or businessman who may have spent years in the capital only.

(h) Close contact should be maintained also with representatives of our government in bordering states, especially with naval and military attachés. This is particularly applicable when the affected area borders the frontier.

(3) The same agencies for securing information are available to brigade (if the force consists of more than a reenforced brigade) and regimental intelligence officers as are available to F-2, except that it will be unusual for them to contact representatives of our own or foreign governments directly. Reconnaissance aviation is usually

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available on request. If a regiment is operating independently in a small wars situation, the regimental intelligence section should be strengthened to fulfill adequately the functions of the F-2 section.

(4) (a) Even the battalion in small wars rarely operates as a unit. Its companies often occupy the more important villages in the battalion area and, in turn, send out subdivisions to occupy strategically located settlements and outposts. The battalion intelligence officer should spend as much time as possible in the field in order that he may become thoroughly familiar with the situation throughout the area.

(b) As soon as it is established, every detached post or station must organize and develop its own intelligence system. Each garrison must initiate active patrolling for the purpose of becoming familiar with the routes of communication, topography and geography of the district, the inhabitants, and the economic and political forces at work in the community. Routine patrols over the same roads or trails and at regular intervals of time should be avoided; rather the objective should be to discover new trails and to explore new areas with each successive patrol and to confuse the opponents by varying the dates and hours of departure. Local garrisons must become so familiar with their subdistricts that any changes or unusual conditions will be immediately apparent. Local commanders and their noncommissioned officers should be able to proceed to any point in their subdistrict via the shortest and quickest route and without the assistance of a guide or interpreter.

(c) Maps furnished from the higher echelons must be supplemented by road sketches and the correction or addition of all pertinent military information. This work should be undertaken immediately upon arrival, beginning with the most important unmapped roads or trails and continuing throughout the occupation until accurate large-scale maps are available of all subdistricts. A supplementary chart should be compiled indicating the distances between all points of military importance and the time factor involved for each type of transportation available and for each season of the year.

(d) A record should be kept of all prominent citizens in the locality, whether friendly or hostile to the intervention. Each record should show: The full name of the individual as taken from the baptismal or birth certificate (both when these records differ); the name by which the person is customarily known; all known aliases, if any; and his reputation, character, and activities. Additional information should be entered on the record as it becomes available. Duplicates

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are forwarded to the next higher echelon. It is only by this means that accurate and continuous information can be maintained on the inhabitants of the occupied areas, which will prove invaluable when questioning individuals, for orienting newly arriving officers, and for preparing charges when it is desired to bring suspects to trial for their activities.

(e) Intelligence activities are greatly handicapped if the officers attached to battalions and smaller units in the field are not familiar with the local language. This is especially true with Bn-2. Each officer should endeavor to learn the language sufficiently well to engage in social activities and to dispense with interpreters as soon as possible.

(f) Outpost commanders may obtain information by:

Establishing a service of information through the local mayor or senior civil official;

Weekly reports from the senior civil official in each settlement within the subdistrict;

Questioning commercial travelers;

Interrogating persons or the relatives of persons injured or molested by the hostile forces;

Close surveillance of relatives of hostile individuals;

Examination of prisoners; and

Constant observation of the movements of all able-bodied men in the district.

(g) Methods of extracting information which are not countenanced by the laws of war and the customs of humanity cannot be tolerated. Such actions tend to produce only false information and are degrading to the person inflicting them.

d. Intelligence records.—(1) *Study of the theater of operations.*—A thorough knowledge of the theater of operations in small wars is highly important to all officers from the force commander to the junior patrol or outpost commander. Information compiled prior to arrival in the theater must be supplemented by reconnaissance and research on the ground. See paragraph 2-15, b.

(2) *Special studies.*—From time to time the intelligence officer may be called upon to make special studies of particular localities, situations, or other factors arising during the course of the campaign.

(3) *The intelligence annex.*—A complete intelligence annex may be issued at the beginning of the operations to accompany the campaign plan. Such an annex is not usually necessary in small wars operations unless strong, organized resistance to the intervention is anticipated.

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The form for the intelligence annex given in "War Department Field Manual 101-5" may be used as a guide.

(4) *The intelligence estimate.*—(a) The intelligence estimate during the early phases of intervention may closely parallel the F-2 estimate of a major war. It is that part of the commander's estimate of the situation which covers the hostile forces and their probable course of action. The following outline may be used as a guide for such an estimate:

F-2 ESTIMATE

(Heading)

File No.

Maps:

1. HOSTILE FORCES:

Dispositions; strength; physical conditions; morale; training; composition; supply and equipment; assistance to be expected from other sources.

2. ENEMY'S CAPABILITIES:

Enemy's mission; plans open to enemy; analysis of courses open to the enemy.

3. MOST PROBABLE COURSE OF ENEMY ACTION.

(Signature.)

(b) As the intervention continues and the hostile forces are dispersed into small groups, purely military operations usually become subordinate to civil problems. The following form may be used as a guide for an F-2 estimate of the political, economical, and civil situation:

ESTIMATE OF THE POLITICAL, ECONOMICAL, AND CIVIL SITUATION

From: Date and hour

To: Date and hour

Unit

Place

Date and hour

File No.

Maps:

1. GENERAL STATE OF TERRITORY OCCUPIED:

State under the appropriate number of subparagraphs, a general summary of hostile activities as it exists in each subdivision of the state or territory, allotting a subparagraph to each geographic subdivision.

2. ATTITUDE OF CIVIL POPULATION:

Discuss attitude of the leaders, whether political or military. The general attitude of the population, whether friendly, tolerant, apathetic, or hostile. Local assistance or obstruction we may expect to our efforts.

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3. ECONOMIC SITUATION :

Condition of business. Employment situation. Price of foodstuffs. Condition of crops. Influx or outflow of laborers. Conditions amongst laborers.

4. POLICE OPERATION :

Police conditions. Cooperation of native forces and native Civil Police with our own. Type of crime for which most arrests are made, whether major or minor offenses. Amount and reliability of information furnished by local force or police. Arms in use by local police, type and number. If police are subject to local political leaders for their jobs. Sources of their pay and a comparison of it with other salaried positions in the locality.

5. MILITARY OPERATION :

Either discuss or refer to B-2 Reports.

6. POLITICAL SITUATION :

A discussion of the local political situation in various sections of the state or territory, as it affects the state as a whole. A discussion of national politics and political questions. The statements or actions of national political leaders or the national political governing body. Political situation in adjacent states which may have an immediate bearing on the local situation.

7. MISCELLANEOUS :

Such items of interest bearing on the political, economic, and civil situation as does not come belong under the proceeding paragraphs.

(s) B
Major
F-2

(5) *The Journal*.—See paragraph 2-12, d.

(6) *The Intelligence Report*.—(a) The information which has been collected and evaluated during a given period is disseminated by means of an intelligence report or an intelligence memorandum. The period of time to be covered by the report is prescribed by higher authority, or by the unit commander. It is issued by all combat units down to and including the battalion or corresponding command for the purpose of informing superior, adjacent, and subordinate organizations of the situation confronting the unit preparing the report. It may be supplemented by a situation map or overlay. In small wars operations, it may be advisable to prepare separate reports on the military, economic, and political situations, or, if they interlock, a combined report may be submitted. The military report is similar to that given in "War Department Field Manual 101-5." The following form may be used as a guide in preparing a combined report :

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PERIODIC REPORT OF INTELLIGENCE

From: Date and hour

To: Date and hour

File No.

CONFIDENTIAL

(Heading)

1. **ATTITUDE OF CIVIL POPULATION TOWARD MILITARY GOVERNMENT OR OCCUPATION:**
Hostile, neutral, or friendly; by social classes.
2. **POLITICAL ACTIVITIES:**
Activity of political parties during period—deductions.
3. **ECONOMIC CONDITIONS:**
Condition of crops, prices of foodstuffs, if low or high, reason therefor, pests, epidemics, disasters, labor and wages, economic conditions which may tend to produce disorder and unrest.
4. **LOCAL DISTURBANCES:**
Agitation or disorder caused by rumors, secret organizations, disputes over property, criminal element.
5. **PROSECUTIONS:**
Prosecution of prominent people such as newspaper men, civil officials, etc.
6. **HOSTILE FORCES:**
Names of leaders, strength; number and kinds of arms, localities frequented—activity during period, normal or abnormal—deductions.
7. **HOSTILE ACTIVITIES:**
8. **MILITARY OPERATIONS:**
Synopsis of military activity to offset hostile operations and unsettled conditions.
9. **ARMS AND EQUIPMENT:**
Number of arms and equipment captured, surrendered, or taken up, with general locality.
10. **MISCELLANEOUS.**
11. **CONCLUSIONS:**
 - (a) General state of territory occupied.
 - (b) Possible future trend of events or courses of action open to the opposition.
 - (c) Most probable future trend and course of action, based on a sound estimate only.

(Signature.)

(b) Reports submitted by organization commanders in the field should be complete and detailed. It is better to send in too much information than too little. A report which is meaningless to the commander of a small detachment may be essential to the next higher echelon when considered with the information received from other sources. On the other hand, F-2 reports to higher authority may be

in the form of brief summaries, omitting the mass of detail collected by the combat organizations. Where the immediate transmission of items of information is necessary, the most rapid means of communication available is employed.

(c) The rapid dissemination of military intelligence to all organizations concerned is fully as important as the collection of original information. The distribution of intelligence reports should include the smallest separate detachment in the field. Because of the wide dispersion of troops in usual small wars operations, intelligence reports are often the only means by which a patrol commander can be kept informed of hostile activities, or plan his operations to intercept probable enemy movements.

(d) In view of the peculiar status of our forces in small wars operations, in which they frequently become involved for the sole purpose of providing military aid to the civil power of a foreign nation in order to restore peace within the boundaries of the state, the use of the term "enemy" should be avoided in all records, reports, and other documents.

(7) *The intelligence work sheet.*—As information is received by the second section, it must be recorded in an orderly fashion preliminary to the preparation of the intelligence report. This is done by means of the intelligence work sheet. No form for this is prescribed, but a convenient method is to classify the information as it is received under the headings used in the intelligence report, starting each heading with a new sheet. This provides a satisfactory means for segregating the information, and greatly facilitates the preparation of the intelligence report.

(8) *The intelligence situation map.*—A situation map, showing the latest reported disposition of the hostile forces, is kept by the second section.

2-16. The third section (plans and training)—F-3.—a. The assistant chief of staff F-3 performs the specific duties outlined in "War Department Field Manual 101-5."

b. One of the first duties of F-3 may be to prepare letters of instruction for the immediate subordinate organization commanders as outlined by the force commander. Such instructions are secret. They indicate the successive steps to be taken if the operations progress favorably, or contemplated plans in case of reverse or other eventualities. In major warfare, letters of instruction are not common in units smaller than a corps but in small wars situations, which are usually extremely vague and which present so many possibilities,

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some instructions of this nature will assist the commander's immediate subordinates in the execution of his scheme of maneuver and campaign plan.

c. The third section prepares the necessary organization, movement, communications, and tactical plans. Organization of the combat units includes the priority of the assignment of replacements, and recommendations for desirable changes in armament and equipment. In conjunction with F-2, he estimates the strength, armament, equipment, and tactics of the opposing forces, and determines the necessity for the attached supporting arms with the Force such as aviation, artillery, tanks, etc., and the appropriate strength thereof. Every available means of communication must be utilized; generally additional equipment and personnel will be required as a shortage of communication material may influence the plan of campaign. The prompt preparation of an air-ground liaison code is very important.

d. In conjunction with the special staff and F-4, the third section determines the number of units of fire of normal and special ammunition to be carried with the force initially, and requests replacements from the United States as necessary.

e. F-3 prepares and issues orders for all troop movements. However, he prescribes only the general location and dispositions of the technical, supply, and administrative units and the actual movement orders for these units are issued by the staff section concerned after consultation with and approval of F-3. In considering the combat missions to be assigned to the various organizations, areas, or districts in the theater of operations, he makes appropriate redistribution of personnel or requests replacements when necessary. Because of the time factor involved in the redistribution of men or the arrival of replacements from the United States, troop movements must be planned farther in advance in small wars operations than in regular warfare.

f. In small wars, the units of the force are generally so widely distributed throughout the theater of operations that the commander may have difficulty in keeping abreast of the situations existing in the various elements. Operations orders should usually be phrased in general terms and the details of execution delegated to subordinate commanders. This necessary decentralization of authority is simplified by partition of the theater and the organization of the command into areas, districts, and subdistricts.

g. By intimate contact with other staff sections, F-3 keeps informed of all pertinent matters affecting the combat efficiency of the

force. He maintains close liaison with the special staff officers concerning all matters in which their duties, technical knowledge, and functions will affect the operations. He coordinates the efforts of subordinate units or the various area organizations, the supporting arms (aviation in particular), and armed native organizations, to the end that the greatest combat effectiveness is assured.

h. In addition to situation maps, overlays, and other data permitting a ready grasp of the tactical situation, the third section keeps a suspense file of all memoranda or orders emanating therefrom, and a work sheet and a section journal.

2-17. The fourth section (supply)—F-4.—*a.* The assistant chief of staff F-4 is charged with the preparation of plans, policies, priorities, and decisions incurred in the supervision and coordination of the technical, supply, and administrative services, in matters of supply, transportation, evacuation, hospitalization, and maintenance. F-4 must so exercise his supervision of these services that the troops will not be incapacitated by the lack of sufficient clothing, food, and ammunition, and so as to relieve their commanders of the worry as to whether these articles will be furnished. The specific duties of the fourth section are outlined in "War Department Field Manual 101-5."

b. F-4, in conjunction with the third section, recommends changes in types and amounts of individual, organization, combat, supplementary, and special equipment, and the units of fire of normal and special ammunition to be carried initially. In cooperation with the first section, F-4 estimates the civilian labor needed and obtainable in the theater of operations, and the number and composition of specialists units to be attached to the force for the service of supply, hospitalization, communication, and transportation. He determines the amount of supplies that can be obtained from local sources and prepares a schedule for shipment of replacements. The amounts and types of transport to be taken will depend upon the tactical and administrative requirements, the general nature of the terrain in the theater of operations, and the availability and suitability of native transport. In many situations, a large reduction in allowances or a complete change in type from that specified in organization tables, or both, may be required. See Chapter III, "Logistics."

c. The fourth section normally coordinates, supervises, and directs the supply services without in any way operating their specialities. Ordinarily these services deal directly with F-4, who settles routine matters and refers those which involve new policies to the chief of staff for decision.

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d. Since our relations with the local government in the theater of operations is usually friendly, F-4 makes the necessary arrangements with the customs officials relative to the clearance of supplies and material for the force.

2-18. The special staff.—*a.* The special staff consists of all officers, other than the executive staff (chief of staff, F-1, F-2, F-3, and F-4), specifically provided for the purpose of assisting the commander in exercising his command functions. This special group includes the heads of the technical, supply, and administrative services, and certain technical specialists. In the Force, the executive staff and the special staff are separate and distinct, while in lower units they usually merge into each other, one officer frequently being charged with the duties of one or more special staff officers as well as with those of a member of the executive staff. Special staff officers normally assigned to a small wars force of a reinforced brigade or larger organization are listed in the succeeding paragraphs.

b. Although the special staff sections usually function under the coordination of the executive staff sections (See Plate I, paragraph 2-12, a), such staff officers are not precluded from dealing directly with the chief of staff or the force commander when necessary. Special staff officers are not “under” any one officer of the executive staff but function with any or all of them, and with each other.

2-19. The adjutant.—The functions of the adjutant correspond with those prescribed for the adjutant general in “War Department Field Manual 101-5.” In lower units, these functions are combined with those of F-1.

b. (1) The Force postal service is operated, under orders of the adjutant, by the postal officer, or enlisted mail clerk when no postal officer is appointed. It is advisable, however, to place an officer in charge of the post office, particularly when a large portion of the force is in the field, and cash for the purchase and payment of money orders must be handled by messenger.

(2) The postmaster at the point of concentration or port of embarkation should be consulted for information on the postal forms required.

(3) Prior to sailing, and periodically thereafter as may be necessary, an order should be published giving the correct mailing address of the command, and recommending that officers and men advise their correspondents to send money only by domestic, rather than by international money orders.

(4) If the prompt and efficient dispatch and distribution of mail cannot be effected by the authorized postal section complement, the

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adjutant should not hesitate to request the temporary or permanent assignment of additional personnel. Officers and men of the command must be able to send and receive mail with facility; valuables must be secure while in transit within the Force; and the mail clerk must receive promptly the signed receipt of the addressee for registered and insured articles on the postal form provided for that purpose.

c. Combat organizations conducting operations in the field should be relieved of as much routine administrative work as possible. Company first sergeants and company clerks may be assembled at battalion or area headquarters where, under the supervision of Bn-1, they are responsible for the preparation of muster rolls, pay rolls, service record-book entries, routine correspondence, etc.

2-20. **The inspector.**—*a.* In addition to the functions prescribed in "War Department Field Manual 101-5," the inspector in small wars operations is usually required to investigate claims for damages resulting from the occupation.

b. Inspections.—(1) Inspections should not interfere with tactical operations.

(2) When patrols escort the inspector from one outpost to another, they should be of a reasonable strength; it is preferable that the inspector accompany ordinary patrols demanded by routine operations.

(3) The inspector assumes no authority while making his inspection and issues no orders unless specifically authorized to do so by the force commander.

(4) No report should be made of minor discrepancies which can be and are corrected locally.

(5) When the inspector makes recommendations or notes deficiencies in his report, he should see that proper action is taken in accordance with the policy or orders of the force commander. This is particularly true with reference to matters affecting the morale and efficiency of the troops.

c. Investigations.—One of the most important duties of the inspector in small wars is to investigate matters which involve controversies between individuals of the force and local inhabitants. These investigations should be promptly, thoroughly, and fairly made, bearing in mind the interests of the individuals concerned and those of our Government. The finding of facts should be recorded and filed for future reference to meet those charges of impropriety which so often follow our withdrawal from the theater of operations.

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d. Claims and damages.—(1) Claims and damages may be a source of embarrassment to the command if they are not investigated and acted upon promptly. When a special claim board is not designated, the inspector generally acts in that capacity.

(2) In every small war, claims, involving personal injury or property damage, are presented which could be settled immediately and at great savings to the Government if funds were made available for that purpose.

(3) If an injury has been done to any individual or private property is damaged, it should be reported to the proper authority without delay. The latter should order an immediate investigation even though no claim has been presented. Damages which are the result of neglect or misconduct on the part of members of the command should be determined before the departure of the individuals concerned from the locality. The investigation should determine whether the damages are the result of a wilful act, negligence, accident; unintentional injury, or of ordinary wear and deterioration. Private or public property occupied or employed by our forces should be inspected by the local commander or his representative and the native inhabitants concerned and a record made of all deficiencies or irregularities. Such an inspection is made upon taking possession of and upon vacating the property.

(4) Prior to withdrawal from the theater of operations, the force commander may issue a proclamation indicating that all claims for damages must be submitted to the designated authority before a given date. This enables the investigation and adjustment of the claims before the evacuation of the area. It has the disadvantage of encouraging a flood of unreasonable claims.

(5) No claims should be allowed for damage to property or for personal injury which is incident to military operations or the maintenance of public safety, when no criminal intent or carelessness is in question.

(6) Records of all data affecting claims, including receipts and releases, should be retained with the files of the Force or otherwise disposed of as directed by higher authority.

2-21. The law officer.—In small wars operations, the law officer is the legal adviser to the force commander and his staff on questions of local civil law, in addition to the functions prescribed for the "Judge Advocate" in "War Department Field Manual 101-5."

2-22. The officer in charge of civil affairs.—See "War Department Field Manual 101-5."

2-23. **The chaplain.**—See “War Department Field Manual 101-5.”

2-24. **The paymaster.**—*a.* The paymaster is charged with those duties prescribed for “The Finance Officer” in the “War Department Field Manual 101-5,” which pertain to the payment of the command, including mileage and traveling expenses of commissioned officers. In small wars operations, he must be prepared to advise the force commander regarding the trend of foreign exchange, especially whether the command shall be paid in whole or in part in United States currency or local currency.

b. The paymaster does not pay travel expenses of enlisted men, except when travel by air is involved, nor does he handle the expenses of transportation of dependents, which payments are made by the disbursing quartermaster. In the absence of a disbursing quartermaster, the paymaster may make disbursements of funds pertaining to the Quartermaster’s Department, charging such disbursements to the quartermaster’s appropriation involved.

2-25. **The provost marshal.**—*a.* In addition to the normal duties prescribed for the provost marshal in “War Department Field Manual 101-5,” in small wars operations he has many functions relative to the control of the local civilian population, some of which are listed below:

- (1) Control of circulation of civilian population.
- (2) Detention of and bringing to justice offenders against the Executive Orders and the Proclamation of Intervention.
- (3) Repression of crime.
- (4) Enforcement of the Executive Orders and execution of the mandates of the military authority.
- (5) Execution of sentences of military courts.
- (6) Arrest and detention of suspects. Investigation of reports bearing on civilian activities.
- (7) Special investigation of complaints made by civilians against the members of the occupation, municipal police, etc.
- (8) Observe civil officials in performance of their duties and report any official violation of this trust.
- (9) Custody of certain prisons and their inmates; enforcement of prison regulations; and supervision of prison labor.
- (10) Issue and cancel firearms permits in accordance with Force Orders.
- (11) Control the storage and release of firearms, ammunition, and explosives imported into the country. The sale of ammunition to persons possessing arms on permits in accordance with Force Orders.

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b. Native prisoners should never be confined with personnel of the intervening force; separate prisons should be used. F-2 is permitted to have free access to all native prisoners for interrogation and examination. The first section is responsible for such action as may be necessary concerning prisoners in the hands of hostile forces, and for individuals who become embroiled with the friendly civil population or are arrested by the local authorities.

2-26. **The commanding officer of special troops.**—The commanding officer of special troops normally performs those duties prescribed for the “Headquarters Commandant” in “War Department Field Manual 101-5.” In many cases he will also be the provost marshal, and charged with the duties of that officer.

2-27. **The artillery officer.**—The artillery officer has the functions set forth for the “Chief of Artillery” in “War Department Field Manual 101-5,” and, in addition, normally serves in the dual capacity of commander of the artillery units with the force. If a landing against opposition is anticipated, the artillery officer is responsible for the artillery annexes attached to the operations orders.

2-28. **The air officer.**—See “War Department Field Manual 101-5.” In his dual capacity of commander of the force aviation, he is responsible for the execution of all duties and operations assigned to such aviation by the force commander.

2-29. **The communications officer.**—*a. General duties.*—(1) The communications officer performs those functions prescribed for the “Signal Officer” in “War Department Field Manual 101-5.” In addition he:

(*a*) Coordinates communication activities with the U. S. Naval Forces, native communication agencies, and communication establishments owned by commercial concerns.

(*b*) Assumes responsibility for all naval codes and ciphers.

(*c*) Supervises all encoding and decoding of dispatches.

(2) If the headquarters of the force is so located that its communication system becomes of primary importance in the chain of Naval Communication and is the principal agency for handling dispatches for the State Department, a separate communications officer with rank corresponding to that of the chiefs of section of the executive staff should be assigned to the special staff. This officer would not necessarily have to be a communications technician. By virtue of his rank and position he would be able to advise the force commander relative to communication matters, and in general

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execute the communication policy, leaving the technical details of training and operation to a technical assistant or to the commander of the force communication unit.

b. Classes of communication.—The classes of communication to be handled as wire or radio messages, and the classes to be handled by letter, should be determined prior to embarkation. Authority to handle class E (personal messages) by radio should be obtained.

e. Additional communication personnel and equipment.—Organization tables do not provide sufficient personnel or material, especially radio equipment, to meet the normal requirements of small wars operations. The communication officer is responsible for augmenting the trained personnel and obtaining the additional equipment demanded by the situation.

d. Communication policy.—(1) Irrespective of the size of the force, there are certain duties relative to policy which fall to the communications officer in small wars. The more extended the force, the more involved the policy will be. Part of the policy will be dictated by the Naval Communication Service, as defined in Naval Communication Instructions, while a part will be incident to the type of intervention.

(2) The communications officer should ascertain whether the communication facilities of the country concerned are privately or publicly owned and operated, their extent, and the communication agencies employed. He should determine what, if any, communication agencies are devoted exclusively to military activities, obtaining the call signs and frequencies of the radio establishment. He should also ascertain what communication facilities are owned and operated by foreign companies. Upon arrival in the theater of operations, he should verify this information.

2-30. **The engineer officer.**—See “War Department Field Manual 101-5.”

2-31. **The surgeon.**—*a.* See “War Department Field Manual 101-5.”

b. In small wars operations, when the force may be widely dispersed, the force surgeon should consider:

- (1) The necessity for additional medical personnel.
- (2) Extra supplies of medical materials, quinine, and similar medicaments.
- (3) Portable dental outfits.
- (4) The preparation of medical supplies for airplane drops.

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2-32. **The quartermaster.**—In addition to the functions prescribed in “War Department Field Manual 101-5,” the force quartermaster is charged with:

- a.* The operation of sales stores.
- b.* The procurement of local transportation, including riding, draft, and pack animals, either by hire or purchase.
- c.* Recommending changes in existing system of accountability, when required.
- d.* Making estimates and requests for quartermaster funds, and supervising the allotment of funds as approved by the force commander.
- e.* Custody and disbursement of quartermaster funds, and funds from other branches of the naval service, as authorized.³
- f.* Payment for supplies and services purchased; and for damages and claims, when authorized.³
- g.* Payment for labor and transportation hired.³

2-33. **The chemical officer.**—See “War Department Field Manual 101-5.”

2-34. **The tank officer.**—The commanding officer of the tank unit attached to the force is the technical and tactical advisor to the force commander in all matters pertaining to the use of tanks or armored cars, and to defense against mechanized forces.

2-35. **The munitions officer.**—The munitions officer performs those functions specified for the “Ordnance Officer” and the “Munitions Officer” in “War Department Field Manual 101-5.”

2-36. **The post exchange officer.**—The post exchange officer is a distinct member of the force special staff. His duties are:

- a.* To obtain initial funds for establishment of the exchange.
- b.* To procure exchange supplies by purchase or on consignment.
- c.* To plan for the distribution of post exchange stores to outlying garrisons.
- d.* To conduct the exchange in accordance with regulations.

2-37. **The amusement and welfare officer.**—*a.* An officer may be specifically designated as the amusement and welfare officer and assigned to the force special staff, or these duties may be delegated to a staff officer in addition to his regular duties.

b. His duties are:

³ If an officer other the force quartermaster is designated as disbursing assistant quartermaster, the duties specified under *e*, *f*, and *g* are performed by that officer.

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- (1) To obtain amusement funds from proceeds of the post exchange, and from the government fund "Recreation for enlisted men."
 - (2) To procure and administer Red Cross and Navy relief funds.
 - (3) To establish libraries at the bases and hospitals.
 - (4) To purchase and distribute current periodicals.
 - (5) To obtain and distribute athletic equipment and material for other forms of recreation.
- c.* In the initial phases of a small wars operation, the duties of the amusement and welfare officer often may be assigned to the chaplain.

SECTION III

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2-38. **General.**—*a.* It can be assumed that the Fleet Marine Force in the Marine Corps, and the reenforced infantry or cavalry brigade in the Army, will be the basic organizations for small wars operations. Major changes in their strength, organization, armament, and equipment are neither essential nor desirable. However, some slight modifications in armament and equipment may be advisable, and the proportion of supporting arms and services attached to the force may vary from the normal.

b. A force assigned a small wars mission should be tactically and administratively a self-sustaining unit. It must be highly mobile,

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and tactical units, such as the battalion, must be prepared to act independently as administrative organizations. The final composition of the force will depend upon its mission, the forces available, and the character of the operations.

c. The organization and armament of the opposing force may range from small, roving, guerrilla bands, equipped only with small arms, to a completely modern force armed with the latest types of material. The lack of preponderance of any arm or weapon by the opponent will be the material factor in determining what arms and weapons will be required by the intervening force. The force must be of sufficient strength and so proportioned that it can accomplish its mission in the minimum time and with the minimum losses.

d. The terrain, climatic conditions, transportation facilities, and the availability and source of supply will influence the types of arms and equipment and especially the classes of transportation required by the force.

2-39. **Infantry.**—*a. Importance.*—Infantry, the arm of close combat, has been the most important arm in small wars because, from the very nature of such wars, it is evident that the ultimate objective will be reached only by close combat. The policy that every man, regardless of his specialty, be basically trained as an infantryman has been vindicated time and again, and any tendency to deviate from that policy must be guarded against.

b. Training.—Infantry units must be efficient, mobile, light infantry, composed of individuals of high morale and personal courage, thoroughly trained in the use of the rifle and of automatic weapons and capable of withstanding great fatigue on long and often fruitless patrols. As they must assume the offensive under the most difficult conditions of war, terrain, and climate, these troops must be well trained and well led.

c. Rifle companies.—Sooner or later, it is inevitable that small wars operations will degenerate into guerrilla warfare conducted by small hostile groups in wooded, mountainous terrain. It has generally been found that the rifle platoon of three squads is the basic unit best suited to combat such tactics. Each platoon sent on an independent combat mission should have at least one and preferably two commissioned officers attached to it. It is desirable, therefore, that the number of junior officers assigned to rifle companies be increased above the normal complement authorized in the tables of organization. The number of cooks in a rifle company should also be increased to provide one for each platoon as the company often may be divided into

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three separate combat patrols or outpost detachments. The attachment of a hospital corpsman to each detachment is essential.

d. Machine gun companies.—The infantry machine gun company fulfills its normal roles during the initial operations in small wars. In the later phases of guerrilla warfare and pacification, it will seldom be used as a complete organization. Squads and sections often will be attached to small combat patrols, or to detached outposts for the purpose of defense. In order to conserve personnel, some machine gun units in past small wars operations have been converted into rifle organizations, and their machine guns, minus the operating personnel, distributed among outlying stations. This is not good practice. Machine gun organizations should be maintained as such, and the smaller units detached to rifle platoons and companies as the necessity therefor arises. These remarks are also applicable to the 81 mm. mortar and antitank platoons.

2-40. Infantry weapons.—*a. General.*—(1) The nature of small wars operations, varying from landings against organized opposition in the initial stages to patrolling the remote areas of the country against poorly armed guerrillas in the later stages, may make some changes in the armament of the infantry desirable. Whether these changes should take place before leaving the United States, or whether they should be anticipated and effected in the theater of operations, must be determined during the estimate of the situation.

(2) The arming of the infantry for small war purposes is influenced by—

(*a*) Fighting power of the enemy, with particular reference to numerical strength, armament, leadership, and tactics.

(*b*) The short ranges of jungle warfare.

(*c*) The necessity for small units to defend themselves at close quarters when attacked by superior numbers.

(*d*) The method of transporting men, weapons, and ammunition.

(*e*) The strength of, and the offensive or defensive mission assigned to, a patrol or outpost.

(*f*) The personal opinions of the officers concerned. A company commander on an independent mission in a small war is generally given more latitude in the arming of his company than he would be permitted in a major war.

(3) Ammunition supply is a difficult problem in small wars operations. A detached post or a combat patrol operating away from its base cannot depend upon immediate, routine replacement of its ammunition expenditures. The state of training of the unit in fire dis-

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cipline and fire control may be an influential factor in determining the number and type of infantry weapons assigned.

b. The U. S. rifle, caliber .30, M1903.—The bolt-action magazine fed, U. S. Rifle, caliber .30, M1903, often erroneously called the Springfield rifle, eventually will be replaced by the semiautomatic rifle as the standard arm of the infantry. Its rate of fire, accuracy, and rugged dependability in the field may influence its continued use in small wars operations. When fitted with a rifle grenade discharger, this rifle acts as the propellant for the rifle grenade.

c. The U. S. rifle, caliber .30, M1.—The U. S. Rifle, Caliber .30, M1, is a gas operated, semiautomatic, shoulder rifle. It has been adopted as the standard infantry weapon by the U. S. Army to replace the M1903 rifle. It weighs approximately a half pound more than the M1903 rifle. Its effective rate of fire is from 16 to 20 rounds per minute as compared to 10 to 20 rounds per minute for the bolt-action rifle. It is especially useful against low flying aircraft and rapidly moving terrestrial targets. It requires more care and attention than the M1903 rifle, the Browning automatic rifle, or the Thompson submachine gun. It cannot be used to propel rifle grenades of either the V. B. or rod type. Whether or not it entirely replaces the M1903 rifle, the characteristics of the M1 rifle make it definitely superior to the Browning automatic rifle M1917, and the Thompson submachine gun for small wars operations. A minimum of two U. S. rifles, caliber .30, M1, should be assigned to every rifle squad engaged in small wars operations and, in some situations, it may be desirable to issue them to every member of the squad.

d. The Browning automatic rifle, caliber .30, M1917.—With the advent of the M1 rifle and the adoption of the light machine gun as an accompanying weapon for rifle units, the Browning automatic rifle, caliber .30, M1917, with its cumbersome length, weight, and ammunition supply, should no longer be seriously considered as a suitable weapon for small-wars operations.

e. The Browning automatic rifle, caliber .30, M1917 (modified).—The Browning automatic rifle, caliber .30, M1917 (modified), is essentially the same weapon as the BAR, fitted with a bipod mount and a reduced cyclic rate of fire which convert the weapon into an effective light machine gun capable of delivering accurate, full automatic fire. It can be carried by one man, and has the mobility of a rifle on the march and in combat. Two ammunition carriers are required, the team of three men making up a light-machine-gun group. Two groups, under a corporal, comprise a light-machine-gun

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squad. Its characteristics make the Browning automatic rifle (modified) the ideal accompanying and supporting weapon for rifle units. Pending the development and adoption of some other standard light machine gun, two of these rifles should be provided for every rifle platoon of three squads in small-wars operations.

f. The Thompson submachine gun, caliber .45, M1928.—(1) Because of its light weight and short over-all length which facilitate carrying in wooded, mountainous terrain, the Thompson submachine gun has been used extensively in small-wars operations as a partial substitute for the Browning automatic rifle. It has the following disadvantages as a standard combat arm: it uses the caliber .45 cartridge which is employed in no other weapon in the rifle company except the pistol; special magazines must be carried which are difficult to reload during combat if the supply of loaded magazines is exhausted; its effective range is only 150 to 200 yards; the continuous danger space is quite limited; it is not particularly accurate. With the development of a satisfactory semiautomatic rifle, the Thompson submachine gun should no longer be considered as an organic weapon in the rifle squad in small wars.

(2) The Thompson submachine gun may be issued to messengers in place of the automatic pistol, and to a limited number of machine gun, tank, transport, aviation, and similar personnel for close-in defense in small-wars operations. In some situations it may be desirable as a military police weapon. The 20-round magazine is quieter, easier to carry and handle, and is not subject to as many malfunctions as the 50-round drum.

g. The V. B. rifle grenade, mark I.—The V. B. rifle grenade has been replaced by the 60-mm. mortar as an organic weapon of the rifle company. However, it has certain characteristics which may warrant its use in small-wars operations as a substitute for or supplementary to the mortar. The grenade weighs only 17 ounces as compared to 3.48 pounds for the mortar projectile. An M1903 rifle, a grenade discharger, and the necessary grenades may be issued to each rifle squad, thus tripling the number of grenade weapons with a rifle platoon and eliminating the necessity for a separate mortar squad. The range of the rifle grenade, using the service cartridge is from 120 to 180 yards as compared to 75 to 1,800 yards for the 60-mm. mortar. The effective bursting radius of both projectiles is approximately 20 yards.

h. The 60-mm. mortar.—Two 60-mm. mortars are organically assigned to the headquarters platoon of a rifle company. A squad

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of a corporal and 4 privates is required to carry one mortar and 30 rounds of ammunition therefor. A weapon of this type has proved so valuable in previous small wars that at least one mortar should be available for every rifle platoon, or the V. B. rifle grenade should be provided as a substitute weapon.

i. The hand grenade, fragmentation, mark II.—See War Department Field Manual 23-30.

j. The automatic pistol, caliber .45 M1911.—See War Department Field Manual 23-35.

k. The bayonet, M1905.—See War Department Field Manual 23-35.

l. The Browning machine gun, caliber .30, M1917.—The employment of the Browning machine gun, caliber .30, M1917, will be normal during the initial phases of a small war. In the later phases of the operations, the machine gun will be used principally for the defense of outlying stations and the Browning automatic rifle (modified) will probably replace it as the supporting weapon for combat patrols.

m. The Browning machine gun, caliber .50, M2.—The employment of this weapon as an antiaircraft and antitank weapon will be normal.

n. The 81-mm. mortar, M1.—(1) The 81-mm. mortar is one of the most valuable weapons in small wars operations. During the landing phase and the early operations against organized forces, its application will be similar to that in a major war. In some situations in which hostile artillery is weak or lacking altogether, it may be advantageous to increase the usual complement of mortars and to employ them as infantry support in place of the heavier and more cumbersome field artillery. Because of its weight, mobility, and range, the 81-mm. mortar is the ideal supporting weapon for combat patrols operating against mountainous fortified strongholds of the enemy in the later phases of the campaign. Squads and sections often may be detached for the defense of small outposts scattered throughout the theater of operations.

(2) The mortar may be fired from boats in the initial landing or in river operations by seating the base plate in a pit of sandbags, straddling the barrel, and holding and pointing it by hand as in firing grenades from the rifle. The barrel should be wrapped with burlap and the hands should be protected by asbestos gloves.

o. The 37-mm. gun, M4 or M1916.—The tactics and employment of the 37-mm. gun do not vary in small wars from those of a major

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operation. Opportunities for its use probably will be limited after the completion of the initial phases of the intervention.

2-41. **Infantry individual equipment.**—*a.* Infantry units in the field in small wars operations should be lightly equipped, carrying only their weapons and essential individual equipment. Rations, packs or rolls, and extra ammunition should be carried on pack animals or other suitable transport. If the situation requires the men to carry full packs, rations, and extra ammunition, their mobility is greatly reduced and they are seriously handicapped in combat.

b. Entrenching tools are seldom required after the organized hostile forces have been dispersed. In some situations, they have been entirely dispensed with during the period of pacification, patrolling, and guerilla warfare which follows the initial operations.

c. The amount of ammunition carried in the belt is usually sufficient for a single engagement. Even with a small combat patrol, the extra ammunition should be transported in the train, if possible. The cloth bandolier is not strong enough to stand up under hard service in the field. If the bandolier is carried, a considerable quantity of ammunition is lost which is generally salvaged by hostile troops or their sympathizers. A small leather box, suspended from the shoulder and large enough to carry one folded bandolier, has proved a satisfactory substitute for the regular bandolier.

d. If field operations continue for a considerable length of time, it may be necessary to reinforce the cartridge belts, magazine carriers, and other web equipment with leather. This has been done in the past by local artisans in the theater of operations.

e. Grenade carriers of leather or heavy canvas similar in design to the Browning automatic rifle bandolier, have been improvised in recent small wars operations. Another satisfactory carrier was made by cutting off one of the two rows of five pockets on the regular grenade apron and attaching the necessary straps. Empty .30 caliber bandoliers are not satisfactory for grenade carriers.

f. The agricultural machete is far superior to the issue bolo for cutting trails, clearing fields of fire, building shelters in bivouac, cutting forage and firewood, etc. in tropical countries. The minimum issue should be two per squad engaged in active patrolling in such terrain.

g. The horseshoe roll may replace the regulation infantry pack during field operations in small wars. It is lighter in weight and easier to assemble than the regular pack; it can be easily shifted

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from place to place on the shoulders, quickly discarded at halts or in combat, and readily secured to the riding or pack saddle.

h. Mounted men should not be permitted to carry rifles or other shoulder weapons in boots nor to secure their arms or ammunition to the saddles while passing through hostile areas in which contact is imminent.

2-42. **Mounted troops.**—Infantry companies, hastily converted into mounted organizations, have played an important role in many past operations. Experience has demonstrated that local animals, accustomed to the climatic conditions and forage of the country, are more suitable for mounts than imported animals. Preparation for mounted duty will consist generally in training for this duty and the provision of necessary equipment. For further details, see Chapter VII, "Mounted Detachments."

2-43. **Engineers.**—*a.* Experience has demonstrated that the construction, improvement, and maintenance of routes of communication, including railroads, is one of the most important factors in a successful small-wars campaign. This is a function of the engineers.

b. The lack of accurate maps and the limited supply of those available has handicapped all operations in the past. A trained engineer unit supplemented by the aerial photographic facilities of aviation is indispensable. Although much of the basic ground work will be performed by combat organizations, the completion and reproduction of accurate maps must be left to skilled engineer troops.

c. With the increased use of explosives in all trades and occupations as well as in military operations, demolition materials are readily available to, and are extensively employed by, irregular forces. A demolition unit is required for our own tactical and construction needs, and for counter-demolition work.

d. Engineers are trained and equipped as light infantry. They should not be so used, except in an emergency, but they form a potential reserve for combat, and for guard duty at bases and depots.

e. The proportion of engineer troops with the force will depend largely upon the means of communication available in the theater of operations, and the condition and suitability of the road net for the contemplated campaign. In most small-wars situations, the necessary manual labor involved can be obtained locally.

2-44. **Tanks and armored cars.**—*a.* The morale effect of tanks and armored cars is probably greater in small wars operations than it is in a major war. The nature of the terrain in the theater of

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operations will determine whether or not they can be profitably employed.

b. When strong opposition to the initial landings is expected or encountered, the employment of tanks will be a material aid and will reduce the number of casualties. Tanks are particularly valuable in assaulting towns and villages, and in controlling the inhabitants of an occupied hostile city.

c. Armored cars can be employed to patrol the streets of occupied cities, and to maintain liaison between outlying garrisons. With suitable motorized infantry escorts, they are effective in dispersing the larger hostile forces encountered in the early phases of the occupation.

d. Except for the fact that tanks and armored cars can be used more freely in small wars due to the lack of effective opposition, their tactics will be basically the same as in a major war. As the hostile forces withdraw into the more remote parts of the country, where the terrain is generally unsuited for mechanized units, their usefulness in the field will rapidly disappear.

2-45. **Transport.**—See Chapter III, “Logistics.”

2-46. **Signal troops.**—*a. General.*—Signal troops install, maintain, and operate any or all of the following communication agencies: (1) Message center; (2) messenger service, including foot messengers, mounted messengers, motorcycle messengers, and messengers using motor vehicles, boats, airplanes, and railroads as a means of transportation; (3) radio service; (4) wire service, including telephone and telegraph services operated both by military and civilian personnel; (5) visual service, including all types of flags, lights, and pyrotechnics; (6) air-ground liaison; (7) pigeon service. Detailed instructions governing the duties of signal troops will be found in “War Department Field Manual 24-5.”

b. Importance.—The importance of an efficient communication system cannot be overestimated. It is only through the communication system that contact is maintained with detached garrisons and units operating independently in the field. All officers and noncommissioned officers should be familiar with the capabilities and limitations of the communication system in order that full use may be made of it. In the smaller units, the commanding officer will act as his own communications officer.

c. Commercial and Government services.—When commercial radio and wire service is available, it may be convenient to execute contracts for handling certain official dispatches, particularly in the early

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stages of an operation before all the communication facilities of the force can be put into operation. However, military communication facilities should be substituted therefor as soon as practicable. If the local government operates its own radio and wire service, it is generally possible to arrange for transmission of official dispatches without charge. In some instances, the occupying force will find that an agreement or protocol, covering the establishment and operation of communication agencies by the occupying force, has been established between our own country and the country involved. Such an agreement usually contains a clause stating that limited unofficial traffic may be transmitted over the communication system of the occupying force in case of interruption in the commercial system.

d. Messengers.—The employment of military messengers, either mounted or dismounted, between detached garrisons in areas of active operations is to be considered an emergency measure only, due to the hazardous nature and the uncertainty of this method of communication. In such areas, it may be advantageous sometimes to transmit messages by civilian messengers. Persons who make regular trips between the place of origin of the message and its destination should be employed. Written messages entrusted to civilian messengers should be in code or cipher.

e. Cryptography.—Codes and ciphers are used by even the smallest units in the field. It is apparent, therefore, that all officers must be thoroughly familiar with the systems utilized. In general, the use of code is simpler and more rapid than the use of cipher, due to the ease of encoding and decoding. Codes and key words and phrases for cipher messages are issued to using units to cover definite periods of time. The necessity for changing them is dependent upon the enemy's estimated ability in cryptanalysis.

f. Wire communication.—(1) In areas where the civilian population is hostile, telephone and telegraph wires are liable to be cut and long stretches carried away. The enemy is likely to carry on such operations immediately prior to hostile activities in a definite area. Wire may be taken by a resident civilian simply because he needs it to fence a field or desires it for use in building a hut, and not because he is hostile to our forces. All wire lines are subject to being "tapped" by the enemy.

(2) If there is a commercial wire system available, each garrison telephone communication system should be connected to the commercial system through their switchboards. Provided the commercial system is connected with other towns in a large network separated

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units may thus be put into communication with one another. In small-war theaters, the commercial wire system will often be found to be poorly constructed with little attention paid to insulation. Rains will cause interruption in service for hours or even days at a time, due to shorted and grounded lines. Ordinarily, the administration of the commercial telephone system is left to the civilian element normally in control of the systems, the forces of occupation cooperating to the fullest extent in the repair and maintenance of the systems. In those cases where the telephone systems are owned and operated by the government of the country concerned, the same cooperation in repair and maintenance is extended.

(3) Commercial telegraph systems will generally be found to be owned and operated by the government. Although the general condition of the equipment and facilities may not measure up to the standards of a modern system, the telegraph service usually will be found to be very good. Most of the operators are capable men and are quite willing to cooperate with the occupying forces. By judicious cooperation on the part of the military in the repair and maintenance of the telegraph system, the confidence and respect of the personnel operating the system are secured, with the result that telegraphic communication is constantly improved. Except in cases of extreme emergency, no attempt should be made to employ military personnel to operate the telegraph system. In an area of active operations, it may be advantageous to do so for a limited period of time, returning the system to civilian control and operation when the period of emergency is ended. In regions where towns are far apart but telegraph lines are readily accessible, civilian telegraph operators with small portable telegraph sets are a valuable assistance to patrols having no radio set, particularly when weather conditions preclude the operation of aircraft to maintain liaison.

g. Radio communication.—(1) The rapid development of radio as a means of communication, in even the smaller countries of the world, indicates that the forces encountered in small-wars situations may be as well equipped for radio communication as are our own forces. It is highly probable that the hostile forces will attempt the interception of radio communications. This disadvantage necessitates the habitual employment of cryptograms in transmitting dispatches of importance. By gaining a knowledge of our radio organization, the enemy is enabled to estimate the organization and distribution of our forces in the field. In order to offset this disadvantage, it may be necessary to curtail the use of radio communications to

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some extent, particularly in an area of active operations placing temporary reliance on other means of communication.

(2) Radio furnishes the most dependable means of communication with the continental United States, with naval radio stations outside the continental limits of the United States, and with ships at sea. Commercial cable facilities and commercial radio stations may also be available for exterior communication, but are employed only in exceptional cases. Exterior communication is a function of the force headquarters.

(3) American owned commercial radio stations in the theater of operations have been utilized by agreement in the past when the radio equipment with the force was limited. This is especially true when the force has furnished military protection for the property concerned.

(4) It will often happen in small wars situations, that the best method of radio control is to establish a single net for the Force, with all outlying stations a part of the same net. This is particularly applicable when the theater of operations is limited in area. When the theater of operations necessitates the wide separation of tactical units, subordinate nets are established.

(5) There are three types of radio equipment available for forces engaged in small wars operations; semi-portable, portable, and ultra-portable.

(a) Semi-portable radio equipment is of a size and weight to permit easy handling when transported by ships, railroad, motor truck, or trailers, and is intended for the use of brigades and larger units.

Power..... 100 watts.
 Frequency :
 Transmitter..... 300 to 18,000 kilocycles.
 Receiver..... 300 to 23,000 kilocycles.
 Type of transmission..... Radio telegraph; radio telephone.
 Range :
 Radio telegraph..... 1,500 miles.
 Radio telephone..... 300 miles.

(b) Portable radio equipment is designed to permit easy handling when transported by hand or on hand-drawn carts when operating ashore. It is intended for the use of regiments and battalions.

Power..... 15 watts.
 Frequency :
 Transmitter..... 2,000 to 5,000 kilocycles.
 Receiver..... 2,000 to 20,000 kilocycles.
 Type of transmission..... Radio telegraph; radio telephone

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Range :
 Radio telegraph..... 400 miles.
 Radio telephone..... 75 miles.
 Weight..... 86 pounds.

(c) Ultra-portable radio equipment consists of a carrying case, having a self-contained radio transmitter, receiver, and power supply designed for transportation by one man. It is issued to units as required and is particularly useful to mobile units, such as patrols and convoy guards.

Power..... $\frac{1}{2}$ watt.
 Frequency..... 28 to 65 megacycles.
 Type of transmission..... Radio telegraph; radio telephone.
 Range :

Radio telegraph..... 10 miles.
 Radio telephone..... 5 miles.

(6) The demand for trained personnel will normally exceed the number organically assigned to communication units. The wide separation of small units in the usual small wars will require the addition of numerous sets of radio equipment to those listed in current equipment tables. The use of the ultra-portable radio equipment will also require additional operators. See paragraph 2-29.

(7) To take care of the widely separated radio equipment, each battalion designates one man of the communication platoon as an itinerant repairman. His duties are to make repairs in the field to radio sets operated by the communication personnel of the battalion. In areas of active operations, he joins patrols whose routes will take them to the garrisons where the equipment is located. He may be transported to outlying stations by airplane to make emergency repairs. In many cases, he will find it advisable to take an extra set with him to replace a set needing major repairs. No system for making major repairs can be definitely laid down that will apply to all situations. Due to the technical nature of the equipment, it is usually more convenient to have all major repair work accomplished by the communication personnel attached to the headquarters of the Force, thus obviating the duplication of test equipment as well as the necessity for maintaining large stocks of repair parts at widely separated stations.

h. Pigeon communication.—Pigeons may be carried by patrols in active areas. Although patrols are normally equipped with portable radio sets, it may be desirable to maintain radio silence except in cases of extreme emergency. In such cases, pigeons afford a dependable means of keeping higher authority informed of the prog-

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ress and actions of the patrol. Crated pigeons may be dropped to patrols in the field by aircraft, small parachutes being used to cushion the fall. This method of replenishment is used when patrols are in the field longer than 3 days.

i. Air-ground liaison.—(1) Because of the nature of the terrain usually encountered and the operation of numerous ground units employed in small-wars operations, air-ground liaison is especially important. There must be the closest cooperation between aviation and ground troops. The period of each contact is limited. Panel crews must be well trained and ground-unit commanders must confine their panel messages to items of importance only.

(2) Panels which indicate the code designation of the organization or patrol are displayed in open spots upon the approach of friendly aircraft to identify the ground unit. They also indicate to the airplane observer where he may drop messages, and where panel messages are displayed for him. Panel strips are used in conjunction with identification panels for the purpose of sending prearranged signals. Letter and number groups of the air-ground liaison code are formed from the individual panel strips, and are laid out to the right of the designation panel as determined by the direction of march. When the signal has been understood by the airplane observer, it is acknowledged by a pyrotechnic signal, wing dips, or other prearranged method.

(3) The message-dropping ground should be an open space removed from high trees, bodies of water, and weeds. If possible, it should be so located that the panels can be seen at wide angles from the vertical.

(4) The method of message pick-up employed in air-ground liaison is described in detail in "War Department Field Manual 24-5." Experience has indicated that it is preferable to make a complete loop of the pick-up cord, securing the message bag at the bottom of the loop instead of the double loose-end cord described in the above-mentioned Field Manual.

(5) In small wars situations, the use of pyrotechnics for communication between ground units, other than to acknowledge lamp signals or flag signals, may be considered exceptional. Pyrotechnics are normally employed for air-ground liaison only. Position lights and signal projectors are particularly useful to ground units when heavy vegetation makes the employment of panels impracticable. Aviation employs the Very pistol for air-ground liaison when its use will speed

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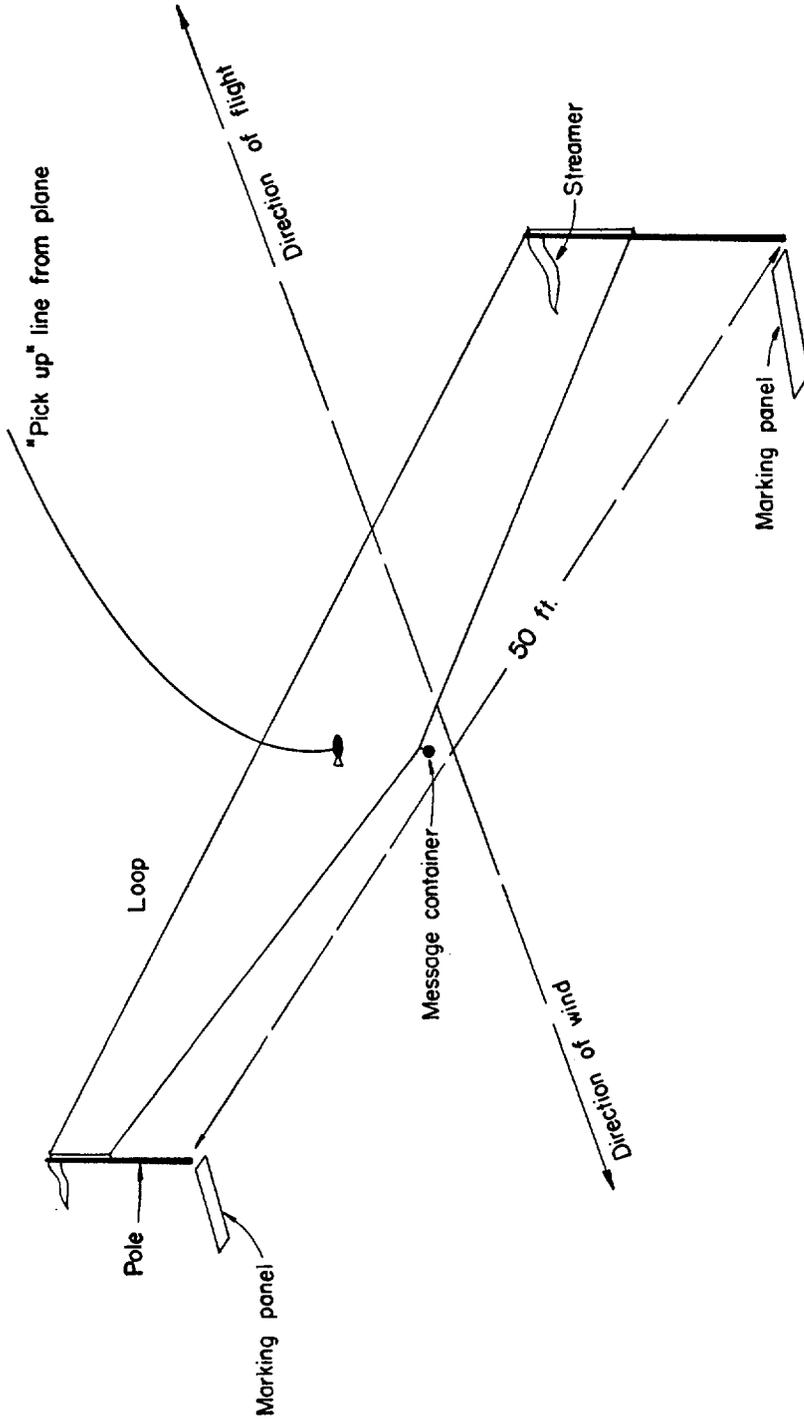


DIAGRAM OF MESSAGE PICK-UP

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up the transmission of short messages by a prearranged code. This method of communication with ground units is also employed when the establishment of a message-dropping ground is prevented by heavy vegetation or other reason, or when the close approach of the airplane to the ground during a message drop would expose it to hostile rifle fire from enemy groups in the vicinity.

2-47. **Chemical troops.**—*a.* Properly employed, chemical agents should be of considerable value in small wars operations. The most effective weapons to quell civil disorders in the larger towns are the chemical hand and rifle grenades and the irritant candles. Their effectiveness has been proved so many times in civil disorders in the United States that they are now accepted weapons for such situations. Consideration should therefore be given to similar employment of these munitions in a small wars theater of operations. The burning-type hand grenade with a smoke filler may be use by patrols to indicate their location to friendly airplanes. Another use of this type of hand grenade is the development of smoke to conceal the flanking action of a large group in an attack over open ground against a strongly held and definitely located hostile position. Advantage should be taken of the prevailing wind direction and the grenades so fired that the target will be covered by the smoke cloud.

b. Chemical agents have not been employed by the United States in any small wars operations up to the present time, as their use in a foreign country is definitely against the best interests of our foreign policy. If they are employed, in some future small war, the armament, equipment, munitions, and tactics of the chemical troops will not vary from the normal doctrine. The strength of the chemical units to be included in the force will be decided by the force commander in accordance with their prospective employment as determined by the existing situation.

2-48. **Medical troops.**—*a.* The type of operation, the size of the force, the nature of the country in which operations will take place, the health conditions to be expected, and the estimated casualties from combat will determine the class or classes of field hospitals and the strength of the medical personnel that will be attached to the force. In almost every small wars operation, the number of commissioned medical and dental officers and enlisted corpsmen will be considerably in excess of that required for a corresponding force in a major war, because of the numerous small detachments of combat units scattered throughout the entire theater of operations. Special care should be taken in selecting the hospital corpsmen to accompany

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the force. In many cases, an enlisted corpsman will be required to make the diagnosis and administer the medication normally prescribed by a medical officer.

b. Commanding officers of all grades are responsible for sanitation and for the enforcement of sanitary regulations within their organizations and the boundaries of the areas occupied by them. They must be thoroughly conversant with the principles of military hygiene, sanitation, and first aid. Particular attention should be paid to the following:

- (1) Instruction in personal hygiene of the command.
- (2) The thorough washing of hands after visiting the head (latrine) and before each meal.
- (3) The proper sterilization of mess gear.
- (4) Vaccination against small-pox and typhoid fever.
- (5) The prevention of venereal disease.
- (6) The proper ventilation of quarters, and provision of adequate space therein.
- (7) The carrying out of antimosquito measures.
- (8) The destruction of flies, lice, and other insects.
- (9) The purification of non-portable water supplies.
- (10) The proper disposal of human excreta and manure.
- (11) The proper disposal of garbage.

c. The medical officer, under the direction of the commanding officer, supervises the hygiene of the command and recommends such measures as he may deem necessary to prevent or diminish disease. He should investigate and make recommendations concerning the following:

- (1) Training in matters of personal hygiene and military sanitation.
- (2) The adequacy of the facilities for maintaining sanitary conditions.
- (3) Insofar as they have a bearing upon the physical condition of the troops:
 - (*a*) The equipment of organizations and individuals.
 - (*b*) The character and condition of the buildings or other shelter occupied by the troops.
 - (*c*) The character and preparation of food.
 - (*d*) The suitability of clothing.
 - (*e*) The presence of rodents, vermin, and disease-bearing insects and the eradication thereof.

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d. The medical personnel with the force is one of the strongest elements for gaining the confidence and friendship of the native inhabitants in the theater of operations. So long as it can be done without depleting the stock of medical supplies required for the intervening troops, they should not hesitate to care for sick and wounded civilians who have no other source of medical attention.

e. If the campaign plan contemplates the organization of armed native troops, additional medical personnel will have to be provided with the force or requested from the United States, as required.

f. See Chapters 12 and 14, Landing Force Manual, United States Navy, and Field Manuals 8-40 and 21-10, United States Army, for detailed instructions regarding military hygiene, sanitation, and first aid.

2-49. Artillery.—*a.* The amount of artillery to be included in the strength of a force assigned a small wars mission will depend upon the plan for the employment of the force, the nature of the terrain in the theater of operations, the armament and equipment of the prospective opponents, and the nature of the opposition expected. As a general rule, some artillery should accompany every expedition for possible use against towns and fortified positions, and for the defense of towns, bases, and other permanent establishments. The morale effect of artillery fire must always be considered when planning the organization and composition of the force. If the hostile forces employ modern tactics and artillery, and the terrain in the country permits, the proportion of artillery to infantry should be normal.

b. The role of artillery in small wars is fundamentally the same as in regular warfare. Its primary mission is to support the infantry. Light artillery is employed principally against personnel, accompanying weapons, tanks, and those material targets which its fire is able to destroy. Medium artillery reinforces the fire of light artillery, assists in counterbattery, and undertakes missions beyond the range of light artillery. Unless information is available that the hostile forces have heavy fortifications, or are armed with a type of artillery requiring other than light artillery for counterbattery work, the necessity for medium artillery will seldom be apparent. Antiaircraft artillery, while primarily for defense against air attack, may be used to supplement the fire of light artillery.

c. The artillery must be able to go where the infantry can go. It must be of a type that can approach the speed and mobility of foot troops. The 75-mm. gun and the 75-mm. pack howitzer fulfill

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these requirements. Because the pack howitzer can be employed as pack artillery where a satisfactory road net is lacking in the theater of operations, the pack howitzer usually will be preferable to the gun in small wars situations, although the latter may be effectively employed in open country.

d. Pack artillery utilizes mules as its primary means of transport and has reasonably rapid, quiet, and dependable mobility over all kinds of terrain; however, it is incapable of increased gaits. It is especially suitable for operations in mountains and jungles. Mules required for pack purposes normally will be secured locally. The loads carried by these animals require a mule of not less than 950 pounds weight for satisfactory transportation of the equipment. If mules of this size cannot be obtained, a spare mule may be used for each load and the load shifted from one animal to the other after each 3 hours of march. One hundred horses and mules are required for pack and riding purposes with each battery. The approximate road spaces for the battery, platoon, and section, in single column, are as follows:

	<i>Yards</i>
Battery -----	400
Platoon -----	150
Section -----	52

Since there is no fifth section in the pack battery, the supply of ammunition available within the battery is limited to about 40 rounds per piece.

e. The separate artillery battalion is an administrative and tactical unit. It is responsible for the supply of ammunition to batteries so long as they remain under battalion control. When a battery is detached from the battalion, a section of the combat train and the necessary personnel from the service battery should be attached to it. In the same way, a detached platoon or section carries with it a proportional share of battery personnel and ammunition vehicles. In determining what amount of artillery, if any, should be attached to the smaller infantry units in the field, the nature of the terrain, the size and mission of infantry units, and the kind of opposition to be expected are the guiding factors. The infantry unit should be large enough to insure protection for the artillery attached to it, and the terrain and nature of the opposition should be such as to permit the attached artillery to render effective support. Also, the ammunition supply should be attached to infantry units.

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No artillery should be attached to infantry units smaller than a rifle company.

A section of artillery to a rifle company.

A battery to an infantry batallion.

A battalion to an infantry regiment.

f. The employment of artillery in small wars will vary with developments and the opponent's tactics. When resistance is encountered upon landing and the advance inland is opposed, artillery will be employed in the normal manner to take under fire those targets impeding the movement. When the opponent's organization is broken and his forces widely dispersed, the role of artillery as a supporting arm for the infantry will normally pass to the 81-mm. mortar platoons. (See paragraph 2-40, n.)

g. *Artillery in the march column.*—(1) In marches in the presence of hostile forces tactical considerations govern the location of the artillery units in the column. Artillery should be sufficiently well forward in the column to facilitate its early entry into action, but not so far forward as to necessitate a rearward movement to take up a position for firing. It should be covered by sufficient infantry for security measures.

(2) In advance and rear guards the artillery usually marches at or near the tail of the reserve. In flank guards the artillery marches so as to best facilitate its early entry into action.

(3) The artillery with the main body, in advance, usually marches near its head. In retirement, if the enemy is aggressive, the artillery should march at or near the tail of the main body. However, when the enemy is not aggressive, it may even precede the main body, taking advantage of its mobility to relieve congestion.

(4) The difficulties to be anticipated in passing through defiles are due to the narrowness of the front and to a restricted route where the column may be subjected to concentrated infantry and artillery fire. When resistance is anticipated during the passage of a defile, the column should be organized into small groups, each composed of infantry and artillery, capable of independent action. When meeting resistance at the exit of a defile, artillery is employed to cover the debouchment. When meeting resistance at the entrance of a defile, the artillery is employed as in the attack against a defensive position.

(5) Due to the limitations in its employment at night, the entire artillery is usually placed near the tail of the main body on night marches.

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h. Artillery with the outpost.—Normally the artillery which has been assigned to the advance or rear guard is attached to the outpost. The outpost commander designates the general position for the artillery, prescribes whether it shall be in position or posted in readiness, and assigns the artillery mission. Normally, the outpost artillery is placed in position. Defensive fires are prepared in advance insofar as practicable.

i. Employment of artillery on the defensive.—(1) The defense of towns, camps, etc., does not present the complex problem of ammunition supply that confronts artillery on the offensive. The ammunition available at each place usually will be ample and no question of transportation will be involved. The supply of ammunition need not affect the assignment of artillery for defensive purposes. The presence of a single piece in a defended town will often have a deterring effect on hostile forces.

(2) After the initial stages of the operation, if it appears that artillery will be required for special limited missions only, it can be used to advantage in the defense of stabilized bases, and permanent stations and garrisons. The troops not needed with the artillery can be used to relieve rifle units on special guard duty, such as at headquarters, fixed bases, and on lines of communication. The conversion of artillery into infantry units should be considered only as an emergency measure. However, artillery units of the force carry with them (boxed) the necessary rifles, other infantry weapons, and equipment required to convert them into infantry when the situation develops a need for this action.

j. Antiaircraft and base defense artillery.—(1) It can be assumed that, in the future, some hostile aviation will be encountered in small wars operations, and the inclusion of antiaircraft artillery in the force will have to be considered. To depend upon aviation alone for anti-aircraft protection presupposes that friendly air forces can annihilate all hostile aircraft and all facilities for replacements. Even one hostile operating plane will be a potential threat to vital areas such as the beachhead, supply bases, and routes of communication.

(2) The comparative mobility of the .50 caliber AA machine gun makes it particularly suitable for employment in small wars operations. However, its limited range renders it impotent against any hostile aircraft other than low-flying planes. If it becomes apparent that antiaircraft machine guns, as such, are not needed, this weapon can be profitably employed for the defense of the more important bases and outlying garrisons against ground targets.

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(3) Whether the 3'' AA gun will be included in the force will depend largely upon the opposition expected. This weapon may be used with restricted mobility on defensive missions against land targets in the same manner as the 75 mm. gun.

(4) It is difficult to conceive of any small wars situation in which base defense weapons of 5'' caliber would be required with the force. If the opponent can muster sufficient armament to make the inclusion of such artillery necessary in the force, the campaign will probably take on all the aspects of a major war, at least during the initial stages of the operation.

2-50. **Aviation.**—For the employment of aviation in small wars operations, see Chapter IX, "Aviation."

