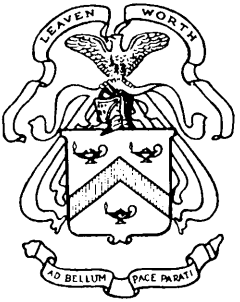
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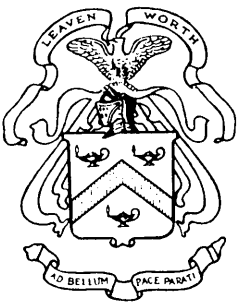
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A HANDBOOK FOR BRIGADE AND DIVISION COMMANDERS

PARTS

I. MOVES
II. MARCHES
III. HALT FOR THE NIGHT
IV. ATTACK
V. DEFENSE
VI. WITHDRAWAL
VII. RETREAT
VIII. INSPECTIONS

41798

Prepared at the
ARMY GENERAL STAFF COLLEGE
AMERICAN EXPEDITIONARY FORCES
FRANCE

GENERAL HEADQUARTERS
AMERICAN EXPEDITIONARY FORCES

Office of Chief of Staff
France, June 30, 1918

This Handbook for Brigade and Division Commanders is approved and is published for the information of this Command.

By Command of General Pershing:

JAMES W. McANDREW
Chief of Staff

Official:
ROBERT C. DAVIS
Adjutant General

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LIST OF ABBREVIATIONS USED

A.P.M.	–	Assistant Provost Marshall.
A.E.F.	–	American Expeditionary Forces.
A.G.S.C.	–	Army General Staff College.
Brig.	–	Brigade.
C.B.O.	–	Chief Billeting Officer.
C. of S.	–	Chief of Staff.
Detach.	–	Detachment.
Engr.	–	Engineers.
F.A.D.R.	–	Field Artillery Drill Regulations.
F.S.R.	–	Field Service Regulations.
G1	–	General Staff Officer No. 1. Supply Section.
G2	–	General Staff Officer No. 2. Intelligence Section.
G3	–	General Staff Officer No. 3. Operation Section.
G4	–	General Staff Officer No. 4. Coordination Section (Corps or Army)
G5	–	General Staff Officer No. 5. Training Section (Corps or Army)
G.H.Q.	–	General Headquarters.
H.A.D.	–	
I.D.R.	–	Infantry Drill Regulations.
I. in D.A.	–	Instructions in Defense Action.
M.G.T.R.	–	Machine Gun Training Regulations.
M.P.	–	Map Problem.
N.O.D.	–	Notes on Defense.
N.R.O.	–	Notes on Recent Operations.
Ord.	–	Ordnance.
O.P.	–	Observation Post.
P.C.	–	Post Command.
Q.M.	–	Quartermaster.
R.T.O.	–	Railroad Transportation Officer.
S.A.A.	–	Small Arms Ammunition.
S.O.S.	–	Service of Supply.
S.S.W.	–	Stations for Slightly Wounded.
Tns.	–	Trains.
W.D.	–	War Department.

PART I.

—

MOVES

1. MOVE BY RAIL
2. MOVE BY ROAD
3. MOVE BY BUS
4. THE RELIEF OF A DIVISION IN THE LINE

A HANDBOOK FOR BRIGADE AND DIVISION COMMANDERS

PART I.

1. MOVE BY RAIL

I. *The Division Commander* will give to his Staff the necessary information regarding the move.

1. This will include:
   (a) Destination of the Division (*e.g.*, such an area or areas).
   (b) The date the move will commence and be completed.
   (c) Special location of any units in the new area.
   (d) Any special units to be moved first.
   (e) The probable task of the Division after the move.
   (f) Date and hour of closing the old and opening the new headquarters.
   (g) The sending of a Staff Officer (Asst. G3), if necessary, to the Corps Headquarters of the new area.

   Reference: Note Book for General Staff Officers.

2. The Division Commander should expect of his Staff the following:

Of G3: The preparation of the warning messages and field order.

The Field Order should cover the following points:

Date of entrainment.

Entraining stations.

Duration of journey.

Detail of officers in charge of entraining stations.

Roads available for troops marching to entraining stations.

Detraining stations.

Any general information regarding allotment of billets in the new area.

Instruction for movement of the motor transportation.

Reference to instructions to follow in Administrative Order regarding, changes of railhead—refilling—supply—evacuation of sick men and animals—Field and Combat trains to accompany their units.

The detail of a representative of G1 and G3 to remain in the present Headquarters until the move is completed.

Date and hour of closing the old and opening the new Division Headquarters.

Of Asst. G3: (Sent to the new area.) The following information:
The time the division is likely to be out of the line so that the Division Commander can issue a memorandum on training.
What is likely to be the division's next mission.
Training area and facilities.
Best allotment of area.
Sketch maps of area.
Manner of sub-allotment.
Immediate requirements.
Maps of the division area.
Maps of any country the division is likely to be fighting in shortly (according to information given at Army Corps Headquarters.
That every unit on detraining receives:
(a) A map, or maps, of the area in which they are billeted.
(b) Instructions with regard to route to be used on way to billets.
That the division is billeted in the area, without any units having to go into "shelter tents"—if not, extra areas should be asked for.
References: Note Book for the General Staff Officer.
Conference 86, 2d Course, A.G.S.C., A.E.F.
Lectures 18 and 58, 1st Course, A.G.S.C., A.E.F.

Of G1: The preparation of the Administrative Order and the supervision of the entrainment. The supply and billeting of the Division.
The Administrative Order should cover the following points:
Entraining Table.
Time of arrival of transportation at the entraining stations.
Time troops will arrive at entraining stations.
Direct that each Tn. C. O. have ready for the R. T. O. a statement showing numbers of officers, men, horses, mules, vehicles, baggage, that are to go on his train.
This paragraph of the Administrative Order will also prescribe that Detach. C. O. will prepare similar lists for their Tn. C.O's.
Detail of trucks or wagons to report to the Entraining officers named in the Field Order.
Composition of billeting parties (*i. e.* number of N. C. O's. or privates from each organization to accompany the billeting officers.)

Number of days' rations to be taken by billeting parties—bicycles if practicable.

Where the billeting officers are to report at end of journey for accommodations.

The C. B. O.—where and to whom he reports for instructions.

Details for loading trains—(Note:—it is recommended that, when practicable, the same details perform this work for the entire division. They will then leave on the last train.)

Officers to supervise detrainment. This officer, for each group, to proceed by first train and report to R. T. O. of detraining station on arrival.

Direct necessary arrangements to be made for their relief.

Evacuation of sick and wounded.

Number of rations to be taken by troops. Order double issue if necessary.

Distributing points in the new area.

Movement of supply train.

References: Note Book for General Staff Officer.
Map Problem No. 1, 2d Course, A.G.S.C., A.E.F.
Conference 8 (b), 2d Course, A.G.S.C., A.E.F.

Of Asst. G1: (On going to the new area.)

That all detraining arrangements are thoroughly gone into and that all necessary instructions are ready for the troops on arrival.

That he gets into touch with the Supt. Rail Transportation and R. T. O's concerned.

That all possible arrangements for comfort of the troops upon arrival are made, and water secured for the horses near detraining station.

That officers for the new Divisional and Brigade Headquarters are arranged.

The inspection of the new supply Railhead and refilling point.

That he visit Army Corps Headquarters, paying particular attention to the following matters:

(a) See G1, and obtain any local orders or regulations affecting the Division.

(b) Obtain from G1 New Army Corps an area map, and any information available as to horse standings—baths—laundries—canteens—etc., also find out what area Commandants and Town

Majors are in the area which the Division is going to take over.

(c) Assistant G1 and Assistant G3 must work together.
The most important thing of all is to get the troops comfortably into the new area and their billets.

(d) Inquire about any tentage and area stores to be taken over.

(e) Find out arrangements about evacuation hospitals—remounts and sick horses.

(f) Go and see the Disbursing Officer of the area and make inquiries about pay, etc.

(g) Wire Divisional Headquarters about any administrative difficulties or any matter requiring a ruling.

References: Conference 86. 2d Course, A.G.S.C., A.E.F.
Lectures 18 and 58, 1st Course, A.G.S.C., A.E.F.

Note: It is the duty of all Staff Officers to see that the orders as issued are carried out by all concerned.

II. *The Brigade Commander*, upon receipt of the Field and Administrative Order from Division Headquarters, will give the necessary information regarding the move to his Brigade Adjutant.

1. This will include:

(a) Destination of the Brigade (such area or areas).

(b) The entrainment schedule of the Brigade.

(c) Special location of any unit in the new area as ordered by Division Headquarters.

(d) If detailed in charge of an entraining station, he will designate officers in charge of entraining station.

2. The Brigade Commander should expect of his Brigade Adjutant the following:

(a) The publication of the Divisional warning message, and the preparation of the Brigade Field Order.

The Field Order will follow the Division Field Order applicable to the Brigade,

The Administrative Order should cover the following points:
Detail officers in charge of entraining and detraining:

References: Lecture 58, 1st Course, A.G.S.C., A.E.F.
Conference 86, 2d Course, A.G.S.G., A.E.F.

Detail for loading and unloading units:

References: Conference 8 (b), 2d Course, A.G.S.C., A.E.F., page 4.

References: Conference 8 (b), page 4, 2d Course, A.G.S.C., A.E.F.

Map problem 1, page 2, 2d Course, A.G.S.C., A.E.F.

References: Conference 8 (b), p. 4, 2d Course, A.G.S.C., A.E.F.

Map problem 1, p. 2, 2d Course, A.G.S.C., A.E.F.

Send billeting and advance parties to the new area:

References: Conference 44, 2d Course, A.G.S.C.,par.5 A.E.F. Conference 8 (b), par. 14, 2d Course, A.G.S.C., A.E.F.

Rationing period.

References: Conference 8 (b), par. 12, 2d Course, A.G.S.C., A.E.F.

Evacuation of sick and wounded:

References: Map Problem No. 1, 2d Course, A.G.S.C., A.E.F.

Entraining and detraining:

References: Lecture 58, 2d Course, A.G.S.C., A.E.F.

March table for units moving by road.

References. Map Problem No. 3, 2d Course, A.G.S.C., A.E.F.

(b) The supervision of the march and entrainment of the Brigade in compliance with the Brigade Field Order.

2. MOVE BY ROAD

I. 1. *The Division Commander* will give to his Staff the necessary information regarding the move.
(See Move by Rail, Part I, No. 1.)

2. The Division Commander should expect of his Staff the following:
Of G3: The preparation of the warning messages and the Field Order.

The Field Order should cover the following points:

The march table.

A table showing accommodations for troops in the new areas (including those in staging areas).

Any special March Regulations of the New Corps Area entered (*e.g.* distances between Bns., etc.).

Any instructions regarding training.

References: See par. 4 and 5 of Forms for Complete Orders, p. 198, F.S.R., 1914.
Lecture 10 and 13, 1st Course, A.G.S.C., A.E.F.
Conferences 15 and 47, 2d Course, A.G.S.C., A.E.F.
Map Problem No. 7, 2d Course, A.G.S.C., A.E.F.

Of G2: A sketch map of the next day's marches.

Any information from all available data of the new area for the Staff.

The issue of guide books or reconnaissance memoranda if necessary.

Of G1: The preparation of the Administrative Order.

This order should cover the following points:

Billeting parties.

Dumps of surplus property of Quartermaster—Ordnance—Engineer—Exchange—and organization property to be formed and left under guard.

(1) For each Brigade under supervision of Brigade C.O.

(2) For Divisional troops under supervision of C.O. Tns.

The Divisional Quartermaster to be notified of location and weight of each dump.

Extra transportation.

Ration section Field Tn.—Full Section? Empty Section?

Movement of Supply Train.

Distributing Points ? ?—for various dates.

Railhead.

Evacuation, etc.

Roads for troops.

II. 1. *The Brigade Commander.*

In case of moves by marching the Brigades move independently. It is essential that the Brigade Commander issue his own order for

the movement of his unit. He will furnish the necessary data to the Brigade Adjutant as outlined in the Move by Rail.

Reference: Appendix 3, F.S.R. 1914.

2. The Brigade Commander should expect of his Brigade Adjutant:
   (a) The preparation of the Field Order.
   (b) The preparation of the Administrative Order.

   These orders will cover the same points as the Division, Field and Administrative as applicable to the Brigade.

   Reference: Page 90 and Appendix 3, F.S.R. 1914.

3. MOVE BY BUS

I. *Division Commander*:

The same principles are involved in the move by bus as in the move by road or rail, and the same subjects must be considered by the division and brigade commanders.

Note: The Administrative Order in this case must contain detailed arrangements for the supply system especially for the Bus units arriving in the new area before their field trains.

II. *Brigade Commander*:

1. (Same as for Move by Road.)
2. The Brigade Commander should expect of his Brigade Adjutant:
   (a) The preparation of the Field and Administrative Orders.
   (b) The supervision of the forming up of the Brigade for the Bus move.

   Detail of guides if necessary.

   Detail of an officer with each column to see that the entire move is carried out properly.

   The supervision of the debussing, and clearance of roads at the debussing point by the troops.

4. THE RELIEF OF A DIVISION IN THE LINE

1. *The Division Commander* will arrange a preliminary conference with the Division Commander of the troops to be relieved.

A reconnaissance of the area to be taken over, should be made.

The Division Commander will then decide upon his plan of relief and will give to his Staff the necessary information regarding the relief.

1. This will include:

(a) The date the relief will commence and when it will be completed.
(b) The general method of taking over the sector.
(c) The assignment of sectors to Brigades, etc.
(d) The Artillery.
(e) The Divisional Reserve.
(f) The date when the command will pass to him.

2. The Division Commander should expect of his Staff the following:

Of G3: (a) The preparation of the Field Order.

The Field Order should cover the following points:

The date the relief will commence and when it will be completed.

Details of Infantry Relief to be arranged between Commanding Officers of units concerned.

C.O's.—Signal Battalion, Divisional Surgeon, Divisional Engineer Officer to arrange details of Relief of Units with corresponding C.O's.

Command of Sub-Sectors to pass on completion of Infantry Reliefs.

Any special instructions regarding roads to be avoided—shelled areas, etc.

All units to be under orders of old Division C.G. until command passes.

Artillery?

At what time advanced parties are to proceed.

Defense schemes—maps—trench stores, etc., to be taken over.

Date when Divisional Commander will assume command; location of Divisional Headquarters.

NOTE:—*Machine Guns* should not be relieved on the same night as the Infantry Units to which they are attached.

(b) The preparation of the defense schemes (counter attacks).

Of G2: A knowledge of the following:

Boundaries of Divisions, Brigades, Regiments, etc. Method of holding line.
Distribution of troops.
Defense schemes.
All maps, aero photos, files of outgoing intelligence officer.
Enemy's order of battle.
Information regarding character of sector,—*e.g.* shelled areas, etc.
O.P's. and their location.
Where enemy is working.
Condition of our own and enemy's works.
S.O.S. lines.
When and where raids have been carried out.
Patrol Maps—and areas.

Of G1: The preparation of the Administrative Order.

This should cover the following points:
Billeting parties.
Arrangement for transportation of advanced parties.
Div. Q.M. to take over baths and laundries of areas from outgoing Q. M.—Delousing Establishments.
The Div. Surgeon to take over the rest station.
Brig. C.O. to arrange to take over all dumps, trench stores, reserve supplies in strong points, area stores and forward copy of schedule of such stores to these Headquarters.
Evacuation men and animals.
Railheads.
Distributing Points.
Supply system in new area.

(1) For units drawing from outgoing Division before entire relief is completed.

(2) For units of outgoing Division left after incoming Division has taken over.

(3) Baggage Sections. F. Tns.

(5) Ordnance Stores—where issued.

(5) Assignment of additional trucks for moving.

(6) Call a meeting of Div. Q.M., Brig. Adjts., C.O's. Tns., A.P.M., C.O. Hq. Tn. Give place and date of meeting.

(7) Y. M. C. A.'s forms of entertainment.

II. *The Brigade Commander* with his Brigade Adjutant should make a personal reconnaissance of the area assigned his Brigade.

Reference: Inspection of a Brigade Sub Sector—Part VIII, No. 2.

He will give to his Brigade Adjutant the necessary information regarding the relief.

1. This will include:
   (a) The date the relief will commence and when it will be completed for the Brigade.
   (b) The method of taking over the Brigade Sector.
   (c) Assignment of sub sectors to Regiments and routes thereto.
   (d) Brigade M.G. Bn.
   (e) Brigade Reserve.
   (f) Plan of defense (counter attack) of the sector.
2. *The Brigade Commander* should expect of his Brigade Adjutant the following:
   (a) The preparation of the Field Order.
   (See the Field Order of the Division as applicable to the Brigade.)
   (b) The working of liaison in the area to be taken over.

PART II.

—

MARCHES

1. A MARCH FORWARD
2. DIVISION AS ADVANCE GUARD OF AN ARMY CORPS

PART II.

1. A MARCH FORWARD

1. *The Division Commander* should

1. (a) Inform himself fully of the situation.

(b) Know the position, strength and intentions of the enemy.

(c) Have thorough knowledge of the terrain.
Reference: F.S.R., pars. 9 and 10.

(d) See that contact once gained with the enemy is maintained continuously.
Reference: F.S.R., par. 12.

(e) Should foresee the necessity for reconnaissance by Cavalry, Infantry, or Scouts.
Reference: F.S.R., par. 16.

(f) Determine strength of reconnoitering forces.
Reference: F.S.R., par. 18.

(g) Keep the Corps Commander of neighboring troops informed as to his situation, for this purpose liaison officers are detailed.
Reference: F.S.R., par. 36.

(h) The Division Commander is responsible for insurance of security on the march.
Reference: F.S.R., par. 37.

2. The Division Commander should expect of his Staff:

Of G3: The preparation of the Field Order or field messages.
The Field Order should cover the following points:
Reference: Appendix 3, F.S.R., 1914.
Par. 39, F.S.R., 1914.

The situation.

Detail of the proper commander for each cavalry detachment

Route to be taken by each column, etc.

Notes on Field Order of Division:

(a) Use of rear guard in forward movement:
Reference: F.S.R., par. 59.

(b) Orders:

1. The Field Orders of the Division Commander are almost invariably written.
Reference: F.S.R., par. 85.
2. Time of writing orders.
3. Distribution.
Reference: F.S.R., par. 86.
4. Estimate of the situation is essential before drafting orders.
5. The order must be clear and decisive.
Reference: F.S.R., par. 89.
6. Good marching secured by careful preparation, strict dicipline, and the due observance of sanitation.
Reference: F.S.R., par.96.
7. It is the duty of the Division Commander to see that necessary preparations are made.
Reference: F.S.R., par. 97.

(c) In arranging for a march, road spaces and rates of march must be considered.
Reference: F.S.R., par. 98.
Order of march of columns.
Reference: F.S.R., par. 99.

(d) Method of conducting a march when the enemy is encountered.
Reference: Lecture No. 13, 1st Course, A.G.S.C., A.E.F.

Of G2: Information of the enemy acquired by reconnaissance of the Cavalry, Aeroplane, and Infantry patrols.

Of G1: The preparation of the Administrative Order, covering the supply arrangements for the division, including the following:
Water supply on the march.
Reference: F.S.R., par. 140.
Distributing point on the march fixed by Division Commander.
Reference: F.S.R., par. 288.
Ammunition: refilling point fixed by Division Commander.
Reference: F.S.R., par. 321.
Sanitary arrangements on the march.
Reference: F.S.R., pars. 331, 337, 341, and 342.

Distribution of mail.

Reference: F.S.R., par. 432.

II. *The Brigade Commander.*

(1) A brigade marching independently will be governed by the principles enumerated above for the Division Commander. As a part of the division in issuing his own orders, the Brigade Commander should not merely repeat the old orders, but should issue new ones.

Reference: F.S.R., par. 89.

(2) The Brigade Commander should expect of the Brigade Adjutant the duties enumerated for the Staff of a Division as applicable to the Brigade.

Notes on a brigade in advance guard.

General principles governing the conduct of the advance guard.

Reference: F.S.R., par. 43.

Advance guard command must keep his command in readiness for action as the circumstances require.

Reference: British F.S.R., 191, par. 3.

He will see that liaison is maintained with neighboring columns.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F.

He will make such dispositions of his forces as to best perform the following functions:

1. Guard against surprise.
2. Push back or capture small parties of the enemy.
3. Check enemy's advance force long enough to permit main body to prepare for action.
4. When enemy is encountered on the defensive, to seize a good position and properly locate his own lines.
5. To remove obstacles.

Reference: F.S.R., par. 40.

2. DIVISION AS AN ADVANCE GUARD OF AN ARMY CORPS

I. *The Division Commander.*

1. The functions of the Division, its harassing action, reconnaissance in force and in positions that cannot be carried.
   Reference: F.S.R., par. 230.

Form of Field Order.
   Reference: Par. 90, p. 47, and appendix 3, F.S.R., 1914.

In case the Division is to become the Advance Guard of a pursuing force, it will be necessary to issue orders in the form of field messages to various units of the Commands.

1. These messages should cover the following points:
   Composition of the column to whom the message is sent.
   Route of each column.
   Initial point of march.
   Assignments of Cavalry (if any) to the various columns.
   Instructions for field trains.
   Location of message centers.
2. *The Field Order.*
   Issued later will become a "Combined Order" of the various field messages.
3. *The Administrative Order.*
   Will be brief, covering mainly the instructions for the various trains.

2. The Division Commander should expect of his Staff:

Of G3:

1. The preparation of all Field Messages and Field Orders.
2. The working of liaison.

Of G2:

1. Reconnaissance. (By aeroplanes and patrols.)

Of G1:

1. Supply arrangements.
2. Trains.
3. Roads.

II *The Brigade Commander.*

(1) The Brigade marching independently will be governed by the principles enumerated above for the Division Commander. As a part of the Division in issuing his own orders, the Brigade Commander should not merely repeat the old orders, but should issue new ones.

Reference: F.S.R., par. 89.

The orders as in the case of the Division may at first be in the form of field messages—later to be combined into the Field Order.

(2) The Brigade Commander should expect of the Brigade Adjutant the duties enumerated for the Staff of a Division as applicable to the Brigade.

PART III.

—

HALT FOR THE NIGHT

1. ADMINISTRATION
2. BILLETS
3. OUTPOSTS

PART III.

HALT FOR THE NIGHT

I. *The Division Commander* will take into consideration the following:

1. The decision when and where the halt is to be made for the night.
In a halt for the night the commander is generally alloted his task by the Corps Commander.
Billets.
Adequate shelter for troops.
Reference: F.S.R., par. 252.
The issue of a halt order.
Reference: F.S.R., par. 240.
Appendix 37, par. 199, F.S.R.

Notes on Camps.

(a) Camps should be used under the following conditions:

1. Where billets are not sufficient.

2. In an advance where the enemy has destroyed the village.

(b) Tactical considerations generally control the location of the camp.
Reference: F.S.R., par. 237.

(c) Requisites for a camp site.
Reference: F.S.R., pars. 238 and 239.

(d) When practicable, large commands are encamped by brigades.

(e) The camping ground may be selected by the supreme commander from the map, but in large commands it is generally chosen by the Staff Officer sent there for that purpose. He is accompanied by a representative from each brigade and regiment and a medical officer. He assigns sections to the large fractions of the C.O. He also designates places for obtaining water, etc. Upon arrival of the troops the guards are posted to enforce the proper use of the water supply. Interior camp guards are posted.
Reference: F.S.R., par. 240.

Military police traffic control is best.

Reference: Conferences 30, 31 and 32, 2d Course, A.G.S.C., A.E.F.

In the presence of the enemy, places of assembly are designated and directions given for the conduct of troops thereto in case of attack.

Liaison established with the outpost by signal troops.

Reference: F.S.R., par. 240.

Arrangements should be made for the disposal in such a way as not to pollute the water supply.

Reference: I.D.R., par. 674.

(f) The Commander allots an area of particular localities to different subordinate units.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F. Part 2. p. 7 and 8.

(g) Estimation of the strength to be quartered in the field.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F., p. 9.

(h) Location of headquarters of subordinate commanders.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F., p. 8.

Distribution of the different units within a quartered area.

(a) Never quarter artillery by itself.

(b) Quarter mounted units where supply of animals is assured.

(c) Do not quarter motor batteries in small villages or on bad roads.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F., part 2, p. 9.

The following errors should be avoided:

(a) Bad grouping.

(b) Badly selected headquarters.

(c) Lack of necessary road communications.

(d) Over-lapping into other areas.

Reference: Conference 4, 2d Course, A.G.S.C., A.E.F., p.2.

Billeting parties to be sent in advance to arrange in detail accommodations of troops.

Reference: Conference 47, 2d Course, A.G.S.C,. A.E.F., par.1.

Means by which billeting parties are sent.

Reference: Conference 47, 2d Course, A.G.S.C., A.E.F., par. 4

Size of billeting parties.

Reference: G.O. No. 18, G.H.Q., A.E.F., 1-31-18, par. 9.

2. The Division Commander should expect of his Staff:

Of G3:

1. The preparation of the Halt Order.
   Reference: Appendix 3, F.S.R., 1914.
2. This order should especially provide for the security of the Command during the halt.

Of G1:

1. The preparation of the Administrative Order.

The Administrative Order should cover the following points:

1. Supply.
   (a) Combat trains should, if possible, remain with units to which attached.
   Reference: F.S.R., par. 275.
   (b) Field Trains: When rolling kitchens march with combat trains, it is advantageous to issue to them the entire next day's rations, so that the unit will be independent of the field train
   Reference: Lecture No. 10, 1st Course, A.G.S.C., A.E.F.
   (c) Supply Trains: Location and use during a halt for the night.
   Reference: Lecture No. 10, 1st Course, A.G.S C., A.E.F.
   (d) Refilling point in France is fixed by the army.
   Reference: F.S.R., par. 285,
   (e) Distributing point must be located so that the field trains will not have to cover unnecessary distances.
   References: F.S.R., par. 286.
   Lecture No. 10, 1st Course, A.G.S.C., A.E.F.
   (f) Water supply during a halt for the night.
   (1) Source of water supply to be examined by experts and marked good or bad.
   Reference: F.S.R., par. 104.
   (2) Duties of medical officer in connection with water supply.
   Reference: F.S.R., par. 40.
   (3) The guarding of water supply.
   Reference: F.S.R., par. 245.
2. Sanitary service.
   (a) General duties.
   Reference: F.S.R., par. 329
   (b) Latrines: location etc,.
   Reference: F.S.R., par. 246

3. Evacuation of the wounded.

Reference: F.S.R., par. 347.
Conference 93, 2d Course, A.G.S.C., A.E.F.

Note: The A.P.M. or one of his assistants, should arrive in advance of the troops to arrange for the duties and distribution of the M.P.

Reference: F.S.R., pars. 411 to 418.
Field Service Pocket Book, p. 663 to 685.

II. *The Brigade Commander's* duties conform in general with those designated for Division Commander.

1. The Brigade Commander in command of the outpost of the Division should consider the following:

(a) For the outpost of an advancing division.

In an advance, the outposts are generally detailed from the advance guard. In retreat, the outposts for the night usually from a part of the rear guard, and all of it for the following day.

Reference: Bond and McDonough, Technique of Modern Tactics, chapter 10, p. 157.
F.S.R., par. 60.
I.D.R., par. 680.

When the entire strength of the advance guard is not to be employed on outpost duty, the commander should indicate the cantonment for the remainder of the advance guard.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F.

The distribution of outpost troops is the duty of the outpost commander.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F.

When troops are in close proximity with the enemy and must remain in constant readiness, they must be sheltered in alarm cantonments.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F.

March outposts.

Reference: F.S.R., par. 76.

The line of resistance is usually prescribed by the C.O. of the entire force.

Reference: Lecture 6, 1st Course, A.G.S.C., A.E.F.
F.S.R., par. 77.

Relief of outpost.

Time of relief, etc:

Reference: F.S.R., par. 82.

British Trench Orders, p. 10, 22, 30, 44.

(b) For outpost in Trench Warfare.

Infantry in the defense.

Reference: W.D. Document 642, 1917, p.p. 18 and 19.

The size of the outpost.

Reference F.S.R., par. 60.

Bond and McDonough, Technique of Modern Tactics, p. 157, 158, 162.

In trench warfare, outposts for occupied positions.

Use of artillery with outposts.

Reference: F.S.R., par. 63.

Use of machine guns with outposts.

Reference: F.S.R., par. 63.

Engineers.

Reference: F.S.R., par. 63.

Signal troops.

Reference: F.S.R., par. 63.

Field trains.

Reference: F.S.R., par. 63.

Distribution of outpost troops.

Reference: F.S.R., par. 64.

2. The Brigade Commander should expect of his Brigade Adjutant the following:

1. The preparation of Field Messages and Field Orders.
2. The maintainence of liaison.

PART IV.

—

ATTACK

1. WAR OF MOVEMENT
2. WAR OF POSITION

PART IV.

1. WAR OF MOVEMENT

I. *The Division Commander* should consider :

1. (a) *Before the attack* : Information of the enemy must be secured:
Reference: F.S.R., pars 12-31.

By reconnaissance:

(1) Independent cavalry.
Reference: F.S.R., par. 14.

(2) Divisional cavalry.
Reference: F.S.R., par. 15.

(3) Officer's patrols.
Reference: F.S.R., par. 25.

(4) Infantry patrols.
Reference: F.S.R., pars. 23-27.

(5) Aeroplanes.
Reference: F.S.R., par. 30.

(6) Balloons.
Reference: F.S.R., par. 31.

(7) Other means.
Reference: F.S.R., pars. 9-10.

Information of terrain is obtained:

(1) By reconnaissance.
Reference: F.S.R., par. 19.

(2) From maps.
Reference: F.S.R., par. 34.

(b) *Anticipated means of supply*:

(1) Ammunition.
Reference: F.S.R., par. 322.

(2) Engineers.
Reference: F.S.R., pars. 354-355.

(3) Signal troops and material.
Reference: F.S.R., par. 36.

(4) Food.
Reference: F.S.R., pars. 303-309.

(5) Forage.
Reference: F.S.R., pars. 303-309.

(6) Medical.
Reference: F.S.R., pars. 344-348.

(c) *During the attack*:

(1) The approach should be made in such a formation as will facilitate deployment and simplify the use of different arms and organizations as they may be needed.
Reference: F.S.R., par. 111.

(2) Contact with the enemy must be gained and kept.
Reference: F.S.R., pars. 11-23.

(3) Advantageous ground for the use of cavalry should be secured.
Reference: F.S.R., par. 40.

(4) The attack must be planned, all details worked out by the staff.

(5) Plan should be simple.
Reference: F.S.R., par. 122.

(6) All troops necessary for its execution must be available.
Reference: F.S.R., par. 122.

(7) Tasks must be assigned from the beginning; frontage of units.
Reference: F.S.R., par. 132.

(8) Avoid feeding reserves in driblets.
(*Reference*: F.S.R., par. 122.

(9) Importance of surprise.
Reference: F.S.R., pars. 160-170.

(10) Importance of fire superiority.
Reference: F.S.R., par. 131.

(11) Frontal attacks.
Reference: F.S.R., par. 164.

(12) Frontal and flank attacks.
Reference: F.S.R., par. 164.

(13) Enveloping attacks.
Reference: F.S.R., pars. 166-190.

(14) Selection of the proper flank to attack.
Reference: F.S.R., Par 168.
(15) Turning movements.
Reference: F.S.R., par. 171.
(16) Halting attacks.
Reference: F.S.R., par. 172.
(17) Night attacks.
Reference: F.S.R., pars. 220-224.
(18) Pursuit after attack.
Reference: F.S.R., pars. 179-183.
(19) Plan in case attack is unsuccessful.
Reference: F.S.R., pars. 201-215.
(20) Strength of reserves.
Reference: I.D.R., par. 436.
(21) Use of reserves.
Reference: F.S.R., par. 138.

2. The Division Commander should expect of his Staff the following:

Of G3:

(1) The preparation of the Field Order:

The Field Order should cover the following points:

Information of the enemy and supporting troops should be given, but only the parts that are needed by subordinates.
Reference: F.S.R., par. 89.

General Plan of operation:
Reference: R.S.R., par. 89.

Instructions for:

(a) Cavalry.
Reference: F.S.R., par. 92.
(b) Advanced units.
Reference: App. 3, F.S.R., and par. 159.
(c) Infantry.
Reference: App. 3. F.S.R., and par. 159.
(d) Artillery.
Reference: App. 3. F.S.R., and par. 124.
(e) Engineers.
Reference: App. 3, F.S.R.

(f) Signal troops.
Reference: App. 3, F.S.R.
(g) Machine guns.
Reference: App. 3. F.S.R.
(h) Aeroplanes.
Reference: App. 3, F.S.R.
It is important to check and see that all organizations are included in the order.
Reference: F.S.R., par. 92.
Laison with subordinate command must be provided for, also with troops on other flanks of both the division and the brigade.
Reference: F.S.R., par. 93.
Arrangements to be made for signals.
Reference: F.S.R, par. 36.
Announcement should be made as to the place where messages for division commanders should be sent.
Reference: F.S.R, par. 93.
Distribution of orders.
Reference: F.S.R, par. 94.

(2) The maintainance of liaison.

Of G2:

Reconnaissance and the forward movement of the Division O.P's.

Of G1:

(1) The preparation of the Administrative Order:
The Administrative Order should cover the following points:
Where supply trains refill and use to be made of the supply train.
Reference: F.S.R., pars. 285, 304, and 305.
Where the field trains will remain during the attack.
Reference: F.S.R., par. 227.
Where and when the field trains will refill and where they will be sent for delivery of rations.
Reference: F.S.R., pars. 227-303.
Use of field kitchens, etc.
Reference: F.S.R., pars. 276-303.
Engineer trains supplies.

Reference: F.S.R., pars. 354-355.

Location of training stations, ambulance stations and field hospitals. Care of slightly wounded.

Reference: F.S.R., pars. 344-347.

(2) The working of the supply system which now becomes difficult.

Notes: As the attack progresses the Division Commander should remain in some near part of the field where general supervision and control can be maintained, but not so close as to become involved in the details of the action; he should keep direct control of the division reserves until it is time to launch them.

Reference: F.S.R., pars. 135-138-177 and 154.

The Division Commander must assume proper responsibility.

Reference: I.D.R., par. 374.

He must avoid improper interference with subordinates.

Reference: I.D.R., par. 370.

He must provide for proper reconnaissance during combat.

Reference: F.S.R., par. 20.

Supervises the work of intelligence.

Reference: F.S.R., par. 9.

Keep in touch with the service of supply of artillery and small arm ammunition.

Reference: F.S.R., pars. 313-328.

Decision as to stopping action or continuing pursuit.

Reference: F.S.R., pars. 179-183.

Continued state of situation to further success with definite plan in case of reverse.

Reference: F.S.R., par. 208.

Measures to be taken after battle.

Reference: F.S.R., par. 231.

Messages and reports.

Reference: F.S.R., pars. 32-33.

War diary:

Reference: F.S.R., Par. 35.

II. *The Brigade Commander* should:

1. Provide for liaison for brigades on right and left.

Reference: I.D.R., par. 392.

Upon receipt of order from division headquarters, make a per-

sonal reconnaissance.
Reference: I.D.R., par. 427.
Make his plan for attack, attacking line and support
Reference: I.D.R., par. 426.
Provide for brigade reserves.
Reference: I.D.R., par. 436.
F.S.R., par. 136.
Provide for use of machine guns.
Reference: I.D.R., pars. 537-546.
F.S.R., par. 134.
Arrange depth of formation.
Reference: I.D.R., par. 436.
F.S.R., par. 132.
Direct deployment.
Reference: I.D.R., par. 425.
F.S.R., pars. 150-156.
Select points of attack.
Reference: F.S.R, par. 163.
Issue orders providing for:
(a) Movement up to position from which to attack.
Reference: I.D.R., pars. 426-428.
(b) Location of battle headquarters.
Reference: Summary of Information, G.H.Q., A.E.F., 4-19-18, p. 9.
(c) Liaison to be maintained with artillery, if such is assigned to support the brigade.
Reference: I.D.R., par. 388.
(d) Flank protection must be provided during the attack.
Reference: F.S.R., pars. 122-137-148.
(e) Position of Brigade Commander far enough to the front to personally direct movement of his command.
Reference: F.S.R., par. 135.
(f) Use of brigade reserves in division.
Reference: F.S.R., par. 137.

2. The Brigade Commander should expect of his Brigade Adjutant:
The preparation of the Brigade Field Order.
The Field should cover the following points:
Necessary informatoin of the enemy and supporting troops

Reference: F.S.R., par. 89.

Plan of Brigade Commander.

Orders for each organization.

Reference: F.S.R., pars. 92-93.

Use of machine guns.

Reference: I.D.R., pars. 541-543-544.

Provisions for flank protection.

Reference: I.D.R., par. 381.

Provisions for combat liaison on right and left.

Reference: I.D.R., par. 392.

Position of brigade headquarters.

Reference: I.D.R., par. 369.

Distribution of orders, or recording of orders if verbal.

Reference: F.S.R., pars. 85-86.

Notes: The brigade reserve should be maintained under the Brigade Commander's control until launched into the attack.

Reference: F.S.R., pars. 136-137.
I.D.R., par. 431.

The intermingling of units should be avoided.

Reference: I.D.R., par. 364.

Interference with supporting units should be avoided.

Reference: I.D.R., par. 364.

Command should deploy on proper point.

Reference: I.D.R., par. 430

Lack of initiative is inexcuseable when orders are impracticable in certain situations.

Reference: F.S.R., par. 149.

After initial employment the troop leaders of brigades follow the principles laid down in Drill Regulations.

Reference: F.S.R., par. 156.

2. ATTACK. (War of Position)

I. *The Division Commander,* in preparing his Plan of Engagement should consider the following:

1. Information.

Information of the enemy and our supporting troops.

Information of the enemy contained in the Intelligence files.

The enemy's order of battle

Reference: Intelligence Regulations No. 13, par. 2., G.H.Q., A.E.F., Aug. 31, 1917.

The enemy's defensive organization.

Reference: Intelligence Regulations No. 13, par. 4, G.H.Q. A.E.F., Aug. 31, 1917.

The enemy's artillery .

Reference: Intelligence Regulations No. 13, par. 6, G.H.Q., A.E.F., Aug. 31, 1917.

The enemy's aircraft service.

Reference: Intelligence Regulations No. 13, par. 8, G.H.Q., A.E.F., Aug. 31, 1917 .

General information of the enemy and of our supporting troops contained in the corps order.

General plan.

Reference: F.S.R., pars. 93-123-124-126-128-132 and pars. 141 to 159.

Objectives.

Reference: F.S.R., pars. 93-123-124-126-128-132 and pars. 141 to 149, inclusive.

2. The Division Commander should expect the following of his Staff:

Of G3:

The preparation of the Field Order.

The *Field Order* should cover the following points:

(1) Infantry.

(a) Zone of action.

Reference: F.S.R., pars. 132-147.

(b) Objective.

(c) Initial dispositions.

(d) Instructions for reconnaissance and advance to contingent object.
Reference: Section 11, S.S. 135 (British).
(e) Method of crossing lines.
Reference: Section 5, S.S. 135 (British).
(f) Instructions for reserves.
Reference: pars. 136-138, F.S.R.
Section 9, S.S. 135 (British), pp. 33 to 36.

(2) Artillery (usually placed in an annex to the order).
(a) Organization.
Reference: p. 22, S.S. 135 (British).
(b) Utilization.
(1) Preparatory to the attack.
(2) During the attack.
Reference: Map Problem No. 10, 2d Course, A.G.S.C., A.E.F.
(a) Accompanying fire.
(b) Projecting fire.

(3) Air Service (usually placed in an annex to the field order).

(4) Engineers (usually placed in an annex to the field order).
Reference:

(5) Tanks (usually placed in an annex to the field order).
Reference:

(6) Gas and flame troops.
Reference: Section 14, S.S. 135 (British).

(7) Machine gun units indirect fire.
Reference: Employment of machine guns, A.G.S.C., A.E.F.

(8) General Instructions.
(a) Rate of march.
(b) Steps to be taken in case of withdrawal by enemy (usually placed in annex to the field order).
Reference: F.S.R., pars. 179-182.
(c) Combat liaison.
(d) Movement of command post.
(e) Movement of observation posts.
Reference: Distribution for Liaison No. 2, G.H.Q., A.E.F.

Of G3:

The preparation of the Plan of Liaison.

The Plan of Liaison is expressed in an annex to the Field Order, and should cover the following:

Liaison agents.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F.

System of ground observation.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., par. 8, p. 10.

Liaison by telephone.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., pars. 50-58, inclusive.

Liaison by visual signalling.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., p. 35, pars. 60-72, inclusive.

Terrestial Liaison by radio and T.P's.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., p. 25, par. 59.

Pigeons.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., p. 29.

Liaison by runners.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., p. 28.

Liaison by signal fireworks.

Reference: Instructions on Liaison No. 2, G.H.Q., A.E.F., p. 27, par. E.

Aerial Liaison .

Reference: Map Problem No. 22, A.G.S.C., A.E.F., 2d Course, annex 8, p. 6, par. 11.

Centers of information.

Reference: F.S.R., appendix 3, par. 5.

Of G2:

1. The upkeep of the Intelligence Files, Special Maps, etc. The issue of summaries.
2. The preparation of the Plan for Intelligence Research.

Of G1:

The preparation of the Plan of Communication, Supply, and Evacuation.

This plan should cover the following points:

Communications:

Railways, standard gauge, 1 meter, 60 cm.; built, maintained and operated by corps or army. The Divisional Commander has no responsibility over these.

40 cm. tram lines exclusively under the division control.

Reference: Map Problem 20, par. 23, 1st Course, A.G.S.C., A.E.F.

Roads and trails. Construction and maintenance in the forward area.

Police and traffic control. Establishment of traffic control posts and regulation of traffic in the forward area.

Reference: Par. 9, p. 86 (British), S.S. 135.
F.S.R., pars. 411-412.

Policing of battlefield.

Communicating trenches, provisions for and proper assignments as "in" and "out" trenches.

Supply:

Food.

Reference: F.S.R., pars. 302-305, inclusive.

Location of supply, field and combat trains.

Reference: Par. 2, p. 2, Conference 98, 2d Course, A.G.S.C., A.E.F.

Location of divisional dumps, regimental and battery dumps.

Reference: Par. 2, p. 2, Conference 98, 2d Course, A.G.S.C., A.E.F.

Water, location of the refilling point.

Reference: Par. 2, p. 2, Conference 98, 2d Course, A.G.S.C., A.E.F.

Ammunition.

Reference: Par. 28, pp. 9 and 10, G.O. 44, G.H.Q., A.E.F., 1918.

Location and organization of the divisional dumps, regimental and battery dumps, for S.A.A., grenades, fireworks.

Reference: Par. 3, G.O. 44, G.H.Q., A.E.F., 1918.

Transporting ammunition to dumps.

Reference: Par. 3, G.O. 44, G.H.Q., A.E.F., 1918.

Engineer material.
Reference: F.S.R., pars. 354-355.
Location of dumps.
Reference: F.S.R., pars. 354-355.
Signal stores.
Reference: G.O. 44, G.H.Q., A.E.F., par. 28, 1918.
Sanitary arrangements.
Reference: G.O. 44, par. 28, G.H.Q., A.E.F., 1918.
Location of drains.
Reference: F.S.R., pars. 274-278, inclusive.
Distributing point.
Reference: F.S.R., par. 286.

Evacuation:
Equipment of the divisional sanitary trains.
Reference: F.S.R., pars. 267-337.
Provision for the collection of the wounded, their emergency treatment, etc.
Reference: F.S.R., pars. 334-337.
Conference 93 and 97, 2d Course, A.G.S.C., A.E.F.
Collection of prisoners.

II. *The Brigade Commander* should consider the following:

1. Information of the enemy and our own supporting troops, which he obtains from the division order. General plan will appear in par. 2 of the F.O.
Reference: App. A., F.S.R., pars. 93-123-124-126-128-132 and pars. 140-141.
Allotment of sector or zone to the brigade and the subdivisions of the brigade.
Reference: F.S.R., pars. 93-123-124-128-132 and 141 to 159.
Objectives of the brigade.
Reference: F.S.R., pars. 93-123-124-126-128-132 and pars. 141 to 159.
Initial dispositions.
Instructions for reconnaissance and advance to contingent objective.
Reference:
Method of crossing the lines.
Reference:

Protective reserves.

Reference: F.S.R., pars. 136-138.

Machine gun units.

Rate of march.

Collection of prisoners: Prisoners will be collected by combatant troops under brigade supervision.

Reference: F.S.R., par. 120.

Combat liaison.

Brigade Commander is responsible for the detail of detachments from his brigade to maintain liaison with neighboring brigades and liaison between the regiments of his brigade.

Reference:

2. The Brigade Commander should expect of his Staff the duties outlined for the Staff of a Division as applicable to the Brigade.

PART V.

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DEFENSE

1. WAR OF MOVEMENT
2. WAR OF POSITION

PART V.

1. DEFENSE (War of Movement)

I. *The Division Commander* should be responsible:

1. For defense organization.
   Reference: F.S.R., pars. 192 to 197; A.E.F., No. 265, chap.2, p. 26.

2. For the location and organization of positions.
   Reference: F.S.R., pars. 184-186, pp.89 and 192 to 197; pp.91 to 93.
   I.D.R., pars. 489 to 491, pp.115 and 116; A.E.F. No. 265, chap. 1, pars. 7 to 12.

3. For the *defense plan*.
   This should cover the following subjects:
   (a) Information regarding the enemy situation.
   Reference: A.E.F. Intelligence Reg., pars. 1 to 9, pp. 5 and 6.
   F.S.R., par. 93, p. 45.
   (b) Information regarding our situation.
   Reference: F.S.R., par. 93, p. 45.
   I.D.R., No. 2, pars. 380 to 382, inclusive.
   (c) General Mission.
   Reference: F.S.R., pars. 192 to 197, inclusive.
   I.D.R., pars. 489 to 494; A.E.F., No. 265, pars. 7 to 12, inclusive.
   (d) Selection and definition of ground defense organizations.
   Defense areas.
   Reference: F.S.R., pars. 192 to 197.
   Positions.
   Reference: I.D.R., pars. 489 to 494.
   Lines of.
   Reference: Pars. 584 to 585.

4. For the *distribution of troops*.
   (a) Assignment of troops to sub-sectors and reserves.
   Reference: I.D.R., pars. 425 to 441, 495 to 510, 570-573.
   F.S.R., pars. 194 to 194; A.E.F., No. 265, par. 59.

(b) Assignment of troops to quartered sectors, centers of resistance, strong points and reserves.

(c) Strength and distribution of covering and security forces.
Reference: I.D.R., pars. 389-397-427 to 428, 554 to 556.
A.E.F., No. 265, par. 13.

(d) Strength of location and plans for use of reserves.
Reference: F.S.R., pars. 138 and 195.

(e) Location of troops and plan for counter attack.
Reference: F.S.R., pars. 188 to 190, inclusive.
I.D.R., 511-516.
A.E.F., No. 265, par. 52.

(f) Location and plan for movement of machine guns.
Reference: I.D.R., pars. 537 to 543.
F.S.R., par. 134; W.D. Document 580; Notes on Trench Warfare, pars. 1 and 2.

(g) Provision for liaison, lines of information and observation.
Reference: I.D.R., pars. 384-385, also par. 388; Liaison, Troops of All Arms, A.E.F., No. 2, pars. 1 to 20, inclusive.

5. For the *distribution and mission of artillery:*

(a) Distribution of units.
Reference: Lecture 22, 1st Course, A.G.S.C., A.E.F.

(b) Primary reconnaissance of position.
Reference: A.E.F., No. 226, chaps. 3-4-5.

(c) Plans for use of artillery and demolition fire, offensive counter-preparation, support of adjacent sectors.
Reference: A.E.F., No. 265, pars. 79 to 89, inclusive.

(d) Orders for special troops.
Reference:

(e) Location of P.C's.

(f) Provision for supply and evacuation.
Reference: F.S.R., pars. 230-231, 331 to 338, inclusive, and 346.
I.D.R., pars. 550 to 553, inclusive.
A.E.F., No. 265, par. 66.

(g) Control of traffic and transportation circuits.
Reference: W.D. Document No. 67.

2. The Division Commander should expect of his Staff the following:

Of G3: The preparation of the Field Order or Plan of Defense.

Of G2: The establishment of Divisional O.P's.
Conduct of the Information Service.

Of G1: The supervision of the reorganization work of the area for defense.

II. *The Brigade Commander* should be responsible:

1. For the location and organization of positions of his brigade.
Reference: F.S.R., pars. 184 to 185 and 192 to 197.
I.D.R., pars. 489 to 491.
A.E.F., Document No. 265, pp. 7 to 12.

2. For *the Defense Plan.*
Reference: F.S.R., par. 42.
A.E.F., Document No. 265, pp. 34 to 49, inclusive.

This should cover the following points:

(a) Information regarding the enemy situation.
Reference: A.E.F., Intelligence Regulations, pars. 1 to 9, p. 26.
F.S.R., par. 93.

(b) Information regarding our situation.
Reference: F.S.R., par. 93.
I.D.R., pars. 380 to 382, inclusive.

(c) General Mission.
Reference: F.S.R., pars. 192 to 197, inclusive.
I.D.R., pars. 489 to 494, inclusive.
A.E.F., No. 265, pars. 7 to 12.

(d) Selection and definition of ground defense organization.

(1) Defense area.
Reference: F.S.R., pars. 192 to 197.
Position.
Reference: I.D.R., pars. 489 to 494.
Lines of.
Reference: I.D.R., par. 568.
Centers of Resistance.
Reference: A.E.F., No. 265, pars. 7 to 12, inclusive.
Assignment to quarter sections, centers of resistance, strong points and reserve.

Distribution of troops: Assignment of troops to strong points.
Reference: A.E.F., Document No. 265, par. 56.
Strength and distribution of covering and security troops.
Reference: I.D.R., pars. 389 to 397, 427 to 428, 554 to 556.
A.E.F., Document No. 265, par. 13.
Strength, location and plan for use of reserves.
Reference: F.S.R., pars. 138 and 195.
Location of troops and plan for counter attacks.
Reference: F.S.R., pars. 188 to 190.
I.D.R., pars. 511 to 516.
A.E.F., Document No. 265, par. 52.
Location and plan for movement of machine guns.
Reference: I.D.R., pars. 531 to 543.
F.S.R., par 134.
W.D. Document 580, pars. 5 to 9.
Notes on Trench Warfare, pars. 1 to 2.
Provision for liaison, lines of information and observation.
Reference: I.D.R., pars. 384-385-386.
Liaison between troops of all arms.
Reference: A.E.F., Document No. 2, pars. 2 to 20.

2. The Brigade Commander should expect of his Brigade Adjutant the following:
   1. The preparation of the Field Order or Plan of Defense.
   2. The preparation of the Administrative Order in accordance with instructions of Division Headquarters for the organization of the Brigade area for Defense.

2. DEFENSE (War of Position).

I. *The Division Commander* should consider the following:

1. Use of artillery in the defense for distribution fire, harassing fire, barrage and observation fire patrol.
   Reference: N.R.O. No. 1, G.H.Q., A.E.F., p. 26.
2. Combat.
   (a) Use of combined arms.
   Reference: F.S.R., pp. 74 to 79.
   (b) Fire superiority to be obtained or maintained.
   Reference: F.S.R., p. 77.
   In his orders, the Division Commander states definitely what each subordinate has to do and how the task of each is to be performed, and the function of subordinate commanders.
   Reference: F.S.R., pp. 83 to 85.
3. Communications.
   (a) The final part played in warfare, the system of careful laying out.
   Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., pp. 12 to 17.
   (b) Communication and switch trenches.
   (c) Part played in defense positions.
   Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 16.
4. Conduct of the defense.
   (a) Action and conduct are essential. Every unit fights in the portion of the trench alloted to it. Evacuation not permitted, except troops may occupy positions to the front.
   Reference: N.R.O., pp. 97-98.
   (b) Drawing up plans for the defense.
   Reference: P. 34, Infantry in the Defense, pp. 14 to 18.
   (c) Necessity for fortified zones.
   Reference: N.R.O. No. 1, p. 24.
   (d) Front line trench dugouts, etc.
   Reference: N.R.O., p. 74.
5. Defensive points: The necessity for switch positions.
   Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 9.

6. Depth in formations.
   (a) Purpose not only for passive defense, but to permit spaces for counterattacks.
      Reference Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 4.
7. Fire trenches, factors governing their location.
      Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 15.
3. Frontage and movement of units. Important factors that govern.
      Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 26.
9. Liaison.
   (a) Use of cavalry in liaison.
      Referece: Instructions on liason, p. 6.
   (b) Necessity for knowledge of ground occupied by the enemy.
      Reference: Instructions on liaison, p. 12.
   (c) Necessity for personal supervision.
      Reference: Instructions on liaison, pp. 4-6-10.
   (d) Necessity for subordinate units being in raid.
      Reference: Instructions on liaison, p. 13.
10. Organization of defense.
   (a) Part played by counter attack fire and shot.
      Reference: N.O.D., G.H.Q., A.E.F., pp. 5 and 49.
   (b) Obstacles and general principles covering use of same.
      Reference: N.O.D., G.H.Q., A.E.F., p. 17.
11. Plan for defense.
   (a) The necessity for counter attacks.
      Reference: N.O.D., G.H.Q., p. 24.
   (b) Artillery Plan.
      Reference: N.O.D., G.H.Q., p. 44.
   (c) Detailed Infantry Plan.
      Reference: N.O.D., G.H.Q., p. 36.
12. Position.
   (a) The primary factors governing location of position.
      Reference: N.O.D., G.H.Q., p. 11.
   (b) Selection of position.
      Reference: N.O.D., G.H.Q., p. 10.

(c) Main defense positions, etc.
Reference: N.O.D., G.H.Q., A.E.F., p. 5.
(d) Employment of special troops in defense.
Reference: N.O.D., G.H.Q., p. 20.
(e) Supply during battle.
Reference: N.R.O., G.H.Q., p. 105.

13. Tactical fire of defense.
(a) Necessity of flank fire for all Arms.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 5.

14. Trenches.
(a) The occupation and relief of trenches.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., pp. 40 to 44.
(b) Organization of trench line.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., pp. 56-57.
(c) Siting the construction of trenches.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 13.
(d) Special character of trench relief.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., pp. 7 to 12.
(e) Disposition of troops in trench warfare.
Reference: Offensive and Defensive Warfare, G.H.Q., A.E.F., p. 10.
(f) Definition and the use of zones in trench warfare.
Reference: Notes on recent operations, G.H.Q., A.E.F., p. 7.

2. The Divisional Commander should expect of his Staff the following:

Of G3: (1) The preparation of the Field Order.
This order should cover the following points:
(a) Distribution of troops in the new area; *i.e.*, how the sector is to be held.
(b) Location of any special units as Div. Hq.
(c) Any additional troops assigned to the Division for labor purposes.

(2) The preparation of the plan of defense of the sector. This will be concerned mainly with counter attack.

Of G2: The location of all O.P's. (Bn., Brig. and Divisional.)
Inspection of their equipment.
Plan of buried cables.
Location of forward report centers.
Preparation and study of all maps, aero photos, files, etc.

Of G1: Preparation of the Administrative Order.

The Administrative Order should cover the following points:

(a) An appendix giving location and accommodations allotted the troops of the Division.

(b) Ammunition.

(c) Food Supply.

(d) Water, Water Carts.

(e) Evacuation of the wounded.

(f) Construction and Repair.

(g) Accommodations.

(h) Picket Lines.

(i) Communications.

(j) Roads.

(k) Salvage and Burial.

(l) Miscellaneous.

2. The supervision of the construction work.

II. *The Brigade Commander* should consider the following:

(a) For his Brigade Sector.
Division stationary warfare for brigade commanders.
Action in case of hostile attack.
The operation of the defense scheme in an encounter.
Reference: Notes for Infantry Officers on Trench Warfare, p. 61.

(b) Counter Attacks.
Plan and method for carrying out counter attacks.
Reference: G.H.Q., H.A.D., Notes on recent operations, W.D. Document 630.

Defense positions.

(1) Organization and strength of an occupied position.
Following points are to be considered:

(a) Depth, control and concealment.

Reference: Training and employment of divisions (British), S.S. 135, pp. 36 and 37.

Improvement of natural characteristics.

(1) The consideration of supplementary works to improve same.

(2) Main parallels.

Reference: Defensive Action of Large Units, A.E.F., pp. 26 and 27.

(3) Organization of the trench line and action in case of attack; disposition of men in trenches.

Reference: Defensive Action of Large Units, A.E.F., pp. 10 and 12.

(c) Defense.

(a) Organization of defense. Various works required for reception of the attacking troops.

Reconnaissance and intelligence information. Air service work. Supply, etc.

Reference: A.E.F., H.A.D., p. 50.

(b) General principles of defense system.

Reference: Conference 71, 2d Course, A.G.S.C., A.E.F., pp. 3 to 7.

(c) Basis of organization in depth formation.

Reference: G.H.Q. pamphlet, p. 5.

(d) Construction of strong points in modern warfare.

Reference: W.D. Document 585.

(d) Liaison.

Necessity for personal supervision of liaison by brigade commanders.

Reference: Instruction of Troops for All Arms, pp. 4-6-12.

(e) Movements of commanders.

Whenever a commander leaves his headquarters, he should leave information so that messages can reach him.

Reference: Training and Employment of Divisions, p. 51 (British), S.S. 135.

(f) Plans.

(a) Plans should be drawn up covering the following points:

(1) In case the enemy falls back.

(2) In case of a retreat.

Reference: Defensive Action of Large Units, G.H.Q., pamphlet No. 265, pp. 44 and 45.

(b) Infantry plan should be made in detail and should be made in co-operation with adjacent units.

Reference: G.H.Q., H.A.D., p. 36, Infantry in the Defense, pp. 14 to 18.

(c) Tactical fire of defense.

In the defense, flank fire is the most efficacious; it produces the greatest losses and permits the greatest ecomony of force.

Reference: G.H.Q., H.A.D., p. 5.

(d) Troops.

Next to numerical strength, the most important factor is the formation in depth. The primary object of each is to afford space for counter attacks.

Reference: G.H.Q., H.A.D., p. 4.

The frontage and deployment varies with each situation on the entire front.

Reference: G.H.Q., H.A.D., p. 23.

(e) Relief of trenches.

Whenever troops are relieving others in the trenches, they should obtain detailed information from the Commander to be relieved.

Reference: Notes for Infantry Officers on Trench Warfare, W. D. Doc. No. 582, pp. 40 and 41.

2. The Brigade Commander should expect of his Brigade Adjutant:

(1) The preparation of the Field Order.

(2) The preparation of the Plan of Defense of the Sector.

PART VI.

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WITHDRAWAL

PART VI.

1. WITHDRAWAL FROM ACTION

I. The Division Commander should consider:

Order of withdrawal.

(a) Troops that can be, must be readily disengaged.
Reference: F.S.R., par. 202.

(b) Order of withdrawal of infantry.
Reference: Tech. of Modern Tactics, p. 268.

(c) Order of march of combatant troops.
Reference: F.S.R., par. 99.

(d) Troops in least danger of pursuit to be withdrawn first.
Reference: I.D.R., par. 534.

(e) First step in withdrawal is prompt removal of trains by divisional orders.
Reference: Technique of Modern Tactics, p. 266.

Assembly position.

(a) Division Commander selects his assembly positions.
Reference: I.D.R., par. 535.

Selection of assembly positions.
Reference: Conference 127, 2d Course A.G.S.C., A.E.F. also F.S.R., pars. 205 and 206.

Organization of troops in assembly positions.
Reference: F.S.R., par. 205.

Method of withdrawal.

(a) Flanks or gaps made by enemy.
Reference Summary of Information No. 13, G.H.Q., A.E.F., 4-13-18.

(b) Dispositions of continuous lines.
Reference: (same).

(c) Tactical use of ground.
Reference: (same).

(d) Decentralization during withdrawal.
Reference: Summary of Information No. 23, G.H.Q., A.E.F.

(e) March order for withdrawal.
Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.
(f) Form columns of withdrawal troops as soon as possible.
Reference: I.D.R., par. 53.

Employment of Artillery.
(a) Use unsparingly to cover withdrawal.
Reference F.S.R., par. 201.
(b) Position of Artillery.
Reference: F.S.R., par. 203.
(c) Selection of Artillery positions.
Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.
(d) Withdrawal by echelon.
Reference: Technique of Modern Tactics, p. 268.
(e) Maintains liaison with infantry.
Reference: Summary of Information No. 13, G.H.Q., A.E.F., 4-13-18.
(f) Harassing fire in counter battery.
Reference: Supplement of Summary of Information No. 23, G.H.Q., 4-13-18.
(g) Valuable assistance.
Reference: I.D.R., par. 537.

Employment of Cavalry.
(a) Cavalry used to replace withdrawn infantry.
Reference: F.S.R., par. 201.
(b) Use in critical situation to check enemy.
Reference: Technique of Modern Tactics, p. 266.
(c) Mounted action.
Reference I.D.R., par. 532.
(d) Use preferably on flanks.
Reference: Technique of Modern Tactics, p. 270.
(e) Use to maintain liaison.
Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.

Employment of machine guns.
(a) Employment in same general manner as in dealing with the rear guard action.
Reference: M.G.T.R., 1909, par. 266.
(b) Long range fire to be used.
Reference: I.D.R., par. 532.

(c) Valuable to check pursuit and gain time.
Reference: I.D.R., par. 540.

(d) Placed to enfilade an over-surprise fire.
Reference: F.S.R., par. 203.

(e) Strong points on flanks to cover withdrawal.
Reference: Summary of Information No. 23, Hq. A.E.F., 4-23-18.

Employment of Engineers.

The Division Commander assigns engineers to front line units in accordance with the demolition required.
Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.

Employment of Signal Troops.

(a) Maintains liaison between Division P. C. and brigades.
Reference: Summary of Information No. 13, G.H.Q., A.E.F.

(b) Liaison between artillery and infantry.
Reference: Summary of Information No. 23, G.H.Q., A.E.F.

(c) Removes or destroys telephone lines, etc.

(d) Maintains liaison with corps headquarters.
Reference: Conference 127, 2d Course, G.A.S.C., A.E.F.

2. The Division Commander should expect of his Staff officers the following:

Of G3: The preparation of the Field Order. (See above.)

Of G1: The preparation of the Administrative Order.

The Administrative Order should cover the following points:
Ration distributing section proceeds where?
After issue proceeds where?
Other sections of Field Trains.
Distributing points.
Ammunition, distribution and refilling points.
New Dressing Stations.
Field Hospital.
Stations for slightly wounded.

II. *The Brigade Commander* should consider:

Movement.

Movement must be exact, under carefully drawn plan.
Reference: Conference: 98 (a), Conference 127, 2d Course, A.G.S.C., A.E.F.

(a) Time of beginning, nightfall preferable.
Reference: Technique of Modern Tactics, p. 266.

(b) Attempt in daylight when such course is unavoidable.
Reference: (same reference as above).

(c) Covering troops to be in position of withdrawal of first line.
Reference: Technique of Modern Tactics, p. 268.

(d) Not justified unless by superior authority.
Reference: F.S.R., par. 201.

(e) Battle to be fought according to actual events.
The normal plan for counter attack to meet existing conditons.
Reference: Summary of Information No. 13, G.H.Q., A.E.F., 4-5-18.

Covering positions.

(a) Importance of selection of covering positions.
Reference: F.S.R., par. 203.

(b) First covering positions.
Reference: F.S.R., par. 203.

(c) Successive covering positions.
Reference: F.S.R., par. 204.

(d) Field of fire and density of fire line.
Reference: I.D.R., pars. 119-518-519.

(e) Ground in rear of positions.
Reference: I.D.R., pars. 518 and 519.

(f) Positions of supports and reserves.
Reference: I.D.R., pars. 518 and 519.

(g) Withdrawal to be made under cover of the divisional selected positions.
Reference: Nos. 9-10-11 from Summary of Information, G.H.Q., 4-13-18.

(h) Selection and occupation of covering positions.
Reference: Summary of Information No. 23, G.H.Q., A.E.F., 4-23-18.

(i) Positions for any intact reserves.
Reference: I.D.R., par. 533.

Order of withdrawal.

(a) Troops that can be readily disengaged will be first withdrawn.
Reference: F.S.R., par. 202.

(b) Order of withdrawal of infantry.
Reference: Technique of Modern Tactics, p. 268.
(c) Order of march of combatant troops.
Reference: F.S.R., par. 99.
(d) Troops in least danger of pursuit to be withdrawn first.
Reference: I.D.R., par. 534.

Method of withdrawal.

(a) Flanks or gaps made by enemy.
Reference: Summary of Information No. 13, G.H.Q., A.E.F., 4-30-18.
(b) Dispositions of continuous lines.
Reference: (same reference as above).
(c) Use of ground.
Reference: (same reference as above).
(d) Decentralization during withdrawal.
Reference: Summary of Information No. 13, G.H.Q., A.E.F. 4-23-18.
(e) March order for withdrawal.
Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.
(f) Form columns of withdrawal troops as soon as possible.
Reference: I.D.R., par. 534.

2. The Brigade Commander should expect of his Staff duties similar to those of the Staff of the Division as applicable to the Brigade.

PART VII.

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RETREAT

1. GENERAL RULES
2. REAR GUARD

PART VII.

RETREAT

I. *The Division Commander* should consider the following:

1. Withdrawal of the defeated forces affected by heavy cost.
   Reference: I.D.R., par. 531.

   Value of artillery in withdrawal.
   Reference: I.D.R., par. 532.

   Placing of reserves during withdrawal.
   Reference: I.D.R., par. 533.

   Use of machine guns in retreat.
   Reference: I.D.R., par. 540.

   The plan of retreat should be considered even before combat.
   Reference: F.S.R., par. 208

   Formation of rear guard.
   Reference: F.S.R., par. 211.

   Selection and assignment of roads.
   Reference: F.S.R., par. 209.

   Selection of positions to cover retreat.
   Reference: F.S.R., pars. 203-204.
   I.D.R., par. 433.

   The seizing and holding of bridges and defiles essential for safety of command in retreat.
   Reference: F.S.R., par. 213.

   The purpose of the plan of retreat is to permit the withdrawal of offensive action on other parts of the front.
   Reference: Defensive Action of Large Units, p. 42, par. 72.

   The move must be exact under a carefully drawn plan for each division, for which the commander is responsible.
   Reference: Conference 127, 2d Course, A.G.S.C., A.E.F.

   Necessity for carefully drawn plan.
   Reference: Conference 98 (a), 2d Course, A.G.S.C., A.E.F

   Time of beginning withdrawal—nightfall preferable.
   Reference: Technique of Modern Tactics, p. 266.

   Attempted in daylight only when such course is unavoidable.
   Reference: Technique of Modern Tactics, p. 266.

Covering troops to be in position before withdrawal of first line. Time fixed by Division Commander.

Reference: Technique of Modern Tactics, p. 268.

Withdrawal not justified unless by superior authority.

Reference: F.S.R., 201.

Necessity for skill in troop leading.

Reference: F.S.R., par. 201

Responsibility for reorganizing of command and selection of places to offer further resistance.

Reference: F.S.R., par. 207.

Necessity for distributing in depth.

Reference: Pamphlet 265, G.H.Q., A.E.F.

Covering positions.

1. Importance of selection of covering positions.
   Reference: F.S.R., par. 203.
2. Covering positions.
   Reference: F.S.R., par. 203.
3. Successive covering positions.
   Reference: F.S.R., par. 204.
4. Considerations governing selection of covering positions.
   Reference: Technique of Modern Tactics, p. 267.

Field of fire and density of fire line.

Reference: I.D.R., pars. 119-518-519.

Ground in rear of position.

Reference: I.D.R., pars. 518 and 519.

Position of supports and reserves.

Reference: I.D.R., pars. 518 and 519.

Withdrawal to be made under cover of the divisional selected position.

Reference: Pars. 9-10-11, Summary of Information, G.H.Q., A.E.F., 4-13-18.

Selection and occupation of covering position.

Reference: Summary of Information No. 23, G.H.Q., A.E.F.

Organization of successive positions.

Reference: Chap. 3, p. 92, Instruction on the Organization of the Ground for the Use of All Arms, translation, G.H.Q., A.E.F.

The position for any intact reserves.

Reference: I.D.R., par. 533.

2. The Division Commander should expect of his Staff the following:

Of G3:

As soon as the covering position is selected on the map, G3 should ride to this position, reconnoiter it, and see how the troops should be distributed on this position. Reconnoiter also routes leading to this position and to the rear.

An assistant G3 should also ride to the Assembly Position (main line of resistance) and see how units can be assembled and how the assembly position may be covered.

Eventually G3 should go to Hq. of units (Brig. and Div.) which are to reinforce the Division on a rear position, see how the resistance is to be renewed there, etc.

During the withdrawal the important duty of G3 will be to maintain liaison within the command.

Note: The P.C. of the Division should move back (whenever practicable along an existing axis of liaison or existing line of telephone.

3. *Of G 1:*

The clearance of the roads as soon as possible by all trains, parks, etc.

If the division is to reorganize and resist on a new position fix rendezvous points far in rear of the new position.

(a) For Field Trains.

(b) For Rolling Kitchens.

If the division is to retreat for a day or two, trains should be previously unloaded, so as to constitute dumps of ammunition and supplies in the immediate rear of the position and then set on the march, day and night, until they have reached the new position assigned to them.

The destruction of stores and material which cannot be transported backwards. In most cases G1 should take the initiative in this matter.

11. The Brigade Commander should consider the principles as indicated for the Division Commander above.

When his Brigade is to form the rear guard, the Brigade Commander should consider the following:

Use of machine guns with rear guard.
Reference: I.D.R., par. 540.

Tactical units should be kept intact as far as possible.
Reference: I.D.R., par. 637.

General conduct of rear guard.
Reference: I.D.R., par. 654.

Strength and composition of rear guard.
Reference: F.S.R., par. 56.

Distribution of troops.

Conduct of the enemy.

Formation of the rear guard.
Reference: F.S.R., par. 57.

Distances of the rear guard from the main body.
Reference: F.S.R., par. 58.

Duty of artillery with rear guard.
Reference: F.A.D.R., par. 1694.

All rear guard troops should be placed under one command.
Reference: par. 211.

Use of cavalry and the artillery in rear guard.
Reference: F.S.R., pars. 201-214
I.D.R., 655.

PART VIII.

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INSPECTIONS

(a) By the Division Commander

1. INSPECTION OF A DIVISION IN A SUB-SECTOR
2. INSPECTION OF AN INFANTRY BRIGADE
3. INSPECTION OF AN ARTILLERY BRIGADE
4. INSPECTION OF AN ENGINEER REGIMENT
5. INSPECTION OF A FIELD SIGNAL BATTALION

(b) By the Brigade Commander

6. INSPECTION OF A BRIGADE SUB-SECTOR
7. INSPECTION OF AN INFANTRY REGIMENT
8. GENERAL NOTES ON INSPECTION

PART VIII.

Division Commander.

1. INSPECTION OF A DIVISION IN A SUB-SECTOR

An inspection should be made with the view of ascertaining the efficiency of the sector as regards the following general headings:

COMBAT.

EVACUATION.

SUPPLY, POLICE AND TRAFFIC ARRANGEMENTS.

TRAINING AND REST OF TROOPS.

Combat.

Intermediate system in rear of brigades. Responsible officer. Plan of G3. Responsibility for the works (G1) of the division.

The flank defense between divisions.

Reference: Lecture 26, 2d Course, A.G.S.C., A.E.F. Defensive Action of Large Units, No. 265.

Organization of forward area.

Organization of lines of resistance.

Reference: Defensive Action of Large Units, No. 265.

Organized positions for machine guns.

Reference: Defensive Action of Large Units, No. 265 pars. 442 and 92.

Location and employment of artillery and trench mortars.

Location and organization of divisional P.C.

Location and organization of divisional O.P.

Organization of divisional dumps.

Reference: Conference 83, 2d Course, A.G.S.C., A.E.F.

Organization against tanks.

Organization for mine defense.

Liaison.

(1) Agents.

Reference: A.E.F., Doc. No. 2, par. 329.

(2) Telephone system.

Command.

Reference: A.E.F., Doc. No. 2, pars. 4 (b), 49, 53 and 58.

Artillery.
Reference: A.E.F., Doc. No. 2, pars. 50, 51, 53 to 58.

(3) Long range machine guns through the command system of each group.
Reference: Map Problem No. 22, 2d Course, A.G.S.C., A.E.F. (Solution) p. 6.

(4) Visual signals.
Reference: A.E.F., Doc. No. 2, pars. 60 to 65 and 77 to 80, inclusive.

(5) Signalling by panels.
Reference: A.E.F., Doc. No. 2, pars. 68 to 69 and 77 to 80, inclusive.

(6) Signalling by fireworks
Reference: A.E.F, Doc. No. 2, pars. 70 to 72 and 77 to 80, inclusive.

(7) The runner system.
Reference: A.E.F., Doc. No. 2, pars. 73 to 74 and 77 to 80, inclusive.

(8) Carrier pigeon system.
Reference: A.E.F., Doc. No. 2, pars. 75 to 76 and 77 to 80, inclusive.

(9) Aerial.

(10) Radio.

Evacuation.

Wounded prisoners.
Reference: Lecture 19, 2d Course, A.G.S.C., A.E.F.

Dressing stations, plan, location, etc.
Reference: Conference 93, 2d Course, A.G.S.C., A.E.F., par. 2.

Stations for slightly wounded.
Reference: Conference 93, par. 3, 2d Course, A.G.S.C., A.E.F.

Field hospitals.
Reference: Conference 93, par. 3, 2d Course, A.G.S.C., A.E.F.

Evacuation to the S.O.S.
Reference: Conference 93, par. 3, 2d Course, A.G.S.C., A.E.F.

Wounded animals, S.O.S. evacuation.
Reference: Lecture 19, 2d Course, A.G.S.C., A.E.F.

Prisoners.

Supply.

Method of obtaining supplies.
Reference: Lecture 19, 2d Course, A.G.S.C., A.E.F.

Railhead.
Reference: Conferences 100-101-102, 2d Course, and Lecture 19, 2d Course, A.G.S.C., A.E.F.

Distributing station.
Reference: Map Problems Nos. 11 and 12, 2d Course, A.G.S.C., A.E.F.

Food dumps.
Reference: Map Problem No. 14, 2d Course, A.G.S.C., A.E.F.

Water.
Reference: Map Problem No. 14, 2d Course, A.G.S.C., A.E.F.

Road material and trench supplies.
Reference: Map Problem No. 14, 2d Course, A.G.S.C., A.E.F.

Signal corps material.
Reference: Map Problem No. 14, 2d Course, A,G.S.C., A.E.F.

Artillery ammunition.
Reference: Conference 83, 2d Course, A.G.S.C., A.E.F.

S.A.A.
Reference: Map Problems Nos. 11 and 14, 2d Course, A.G.S.C., A.E.F.

Grenades.
Reference: Map Problems Nos. 11 and 14, 2d Course, A.G.S.C., A.E.F.

Fireworks.
Reference: Map Problems Nos. 11 and 14, 2d Course, A.G.S.C., A.E.F.

Salvage dumps.
Reference: Map Problems, Nos. 11 and 14, 2d Course, A.G.S.C., A.E.F.

Roads and communications.
Reference: Map Problem No. 20, 1st Course, A.G.S.C., A.E.F. Map Problem No. 22, 2d Course, A.G.S.C., A.E.F.

Military Police.

Reference: Map Problem No. 20, 1st Course, A.G.S.C., A.E.F.

Map Problem No. 22, 2d Course, A.G.S.C., A.E.F

Training and rest of troops.

Amusement and recreation, Y.M.C.A.

Reference: Map Problem No. 1, 2d Course, A.G.S.C., A.E.F.

Movies.

Baths.

Reference: Map Problem No. 1, 2d Course, A.G.S.C., A.E.F.

2. INSPECTION OF AN INFANTRY BRIGADE

In inspecting the infantry brigade, the following points should be covered by the Division Commander, and with these points the respective brigade commander should be familiar:

The front occupied by the brigade.

Reference: Instructions on Offensive Action, G.H.Q., A.E.F., No. 967.

Instructions on the Defensive, G.H.Q., A.E.F., No. 265, pp. 7 to 18.

Zone of action of the brigade.

Reference: Instructions on Offensive Action, G.H.Q., A.E.F., No. 967.

Instructions on the Defensive, G.H.Q., A.E.F., No. 265, pp. 7 to 18.

Units in the brigade and names of the commanders to include battalion; number in the first parallel, second parallel.

Reference: Employment of machine guns, British S.S. 192.

Composition and location of brigade reserves.

Location and organization of regimental P.C's.

Location and organization of brigade O.P.

Reference: Training and Employment of Divisions, 135, pp. 82 and 100.

General organization of area.

Commanding Officers of brigades on right and left; names, location and means of communication.

Condition of troops according to information from commanders.

Condition and general attitude in front of brigade.

Reference: Intelligence Regulations No. 13, G.H.Q., A.E.F.

Points of front most likely to be assailed by the enemy.

Points of hostile front considered most vulnerable to such attacks as the brigade will be able to make.

Plan of attack.

Reference: I. in D.A., No. 967.

(1) Infantry plan.

Reference: Conference 38, 2d Course, A.G.S.C., A.E.F.

(2) Plan for machine gun support of infantry.

Reference: Map Problem No. 16, 2d Course, A.G.S.C., A.E.F.

(3) Familiarity with plan of artillery support of infantry in brigade sector.

Reference: Map Problem No. 10, 2d Course, A.G.S.C., A.E.F.

Defense scheme included.

Reference: Instructions on the Defensive Action of Large Units, No. 265, pp. 34 to 39.

(1) Infantry organization of sector.

Reference: Conference 77, 2d Course, A.G.S.C., A.E.F.

(2) Counter attack troops.

Reference: Conference 77, 2d Course, A.G.S.C., A.E.F.

(3) Machine gun support of infantry.

(4) Familiarity with plan of artillery.

Reference: Employment of Artillery in Defense, Doc. 226, G.H.Q., A.E.F.

Gas defenses.

Function of brigade intelligence service.

Reference: Intelligence Regulations No. 13, p. 17.

Functioning with liaison of the division on flanks and supporting units.

Reference: Instructions on Liaison for All Arms, pp. 3 to 33, No. 2, G.H.Q., A.E.F.

Liaison with supporting artillery and aeroplanes.

(1) By liaison agents.

(2) By radio.

(3) Visual signals.
(4) Runners.
(5) Pigeons.
(6) T.P.S.
(7) Buzzer.

Morale of troops in brigade sector.

Means by which all kinds of supplies are delivered to brigade, location of rations, ammunition and brigade dumps in brigade sector.

Reference: Conference 38, 2d Course, A.G.S.C., A.E.F.
Conference 83, 2d Course, A.G.S.C., A.E.F., G.O. 44, 1918.

Any prospective needs of material or ammunition beyond regular supply.

Quality and condition of material, clothing, rations, trench, supplies, ammunition and arms furnished to brigade.

Location and organization of regimental aid stations.

Reference: Conference 93, 2d Course, pp. 1 and 2, A.G.S.C., A.E.F.

3. INSPECTION OF AN ARTILLERY BRIGADE

Artillery brigade commanders should be so familiar with the following subjects that they can summarize them at a moment's notice:

Front of division.

Reference: G.H.Q., A.E.F., Doc. 967, pp. 30 to 31.
Defensive Action of Large Units, No. 265, pp. 7 to 18, inclusive.

Zone of action of defense of each brigade of infantry.

Reference: G.H.Q., A.E.F., Doc. 967, pp. 30 to 31.
Defensive Action of Large Units, No. 265, pp. 7 to 18, inclusive.

Units in artillery and names of commanders, to include battalions, location of emplacements, P.C's. and O.P's.

C.O. of corps artillery and artillery of divisions on left and right; names location and means of communication.

Condition of troops in division to right and left as refers to artillery.

Condition and general attitude of enemy in front of division.

Reference: Intelligence Regulations, G.H.Q., A.E.F. No. 13, p. 17.

Points of front most likely to be assailed by the enemy.

Points of hostile front considered most vulnerable to such attacks as a division would be able to make.

Reference: Intelligence Regulations No. 13,p. 17, G.H. Q., A.E.F.

Location of hostile batteriès.

Reference: Intelligence Regulations No. 13, pars. 80 to 83, p. 32, G.H.Q., A.E.F.

Plan of attack, including:

Reference: Artillery in Offensive Operation, W.D. Document No. 660.

Lecture 28, 2d Course, A.G.S.C., A.E.F.

Lecture 15, 2d Course, A.G.S.C., A.E.F.

(1) Allotment.
(2) Grouping and organizing for attack.
(3) Tasks for various commands.
(4) Demolition.
(5) Counter battery fire.
(6) Neutralization.
(7) Barrages.
(8) Raking fire.
(9) Fleeting targets.
(10) Arrangements for observation, communications, operations of aeroplanes and balloons. Locations of O.P. and C.P. Expenditure and supply of ammunition. Arrangements for the liaison with the infantry regiments, for forward movement of batteries; also arrangements for concentrations. The assistance to be rendered by army and army corps artillery.

Plan of defense.

Reference: Employment of Artillery in Defense No. 226, A.G.S.C., A.E.F.

Lecture 15, 2d Course, A.G.S.C., A.E.F.

(1) Allotment.
(2) Grouping and organization for defense.

(3) Tasks for various units.
(4) Retaliation.
(5) Flank fire.
(6) Counter battery fire.
(7) Counter preparation.
(8) Defensive barrage.
(9) Arrangements for observations.
(10) Ground, aeroplane, plan and location of C.P's., O.P.'s, expenditure and supply of ammunition.

Reference: Lectures 40 and 52, 1st Course, A.G.S.C., A.E.F.
Conference 32, 1st Course, A.G.S.C., A.E.F.

(11) Arrangement for liaison with infantry.
(12) Arrangement for withdrawal of batteries.
(13) Arrangement for concentration. Assistance to be expected from the army or army corps.

Gas defenses.

Functioning of artillery intelligence service.

Reference: Intelligence Regulations No. 13, pars. 6, 7, 76 to 95, inclusive, and 98.
Conference 36, 1st Course, A.G.S.C., A.E.F.

Functioning of liaison with corps artillery, Division headquarters, Infantry.

Reference: Instructions on Liaison for All Arms, G.H.Q., A.E.F., No. 2, pp. 3 to 33, inclusive.

Morale of artillery brigade.

Means by which all kinds of supplies are delivered to brigades.

Reference: G.O. No. 44, G.H.Q., A.E.F.
Conference 38, 2d Course, A.G.S.C., A.E.F.
Conference 83, 2d Course, A.G.S.C., A.E.F.

Location of rations and ammunition dumps.

Any prospective needs of ammunition beyond regular supply.

Quality and condition of material, clothing, rations, ammunition and guns furnished to brigades.

4. INSPECTION OF AN ENGINEER REGIMENT

For subjects to be covered in an inspection of an engineer regiment.

Reference: The Training and Employment of Divisions; S.S. 135, pp. 40 to 44, and p. 57.

Instructions on the Defensive Action of Large Units in Battle; p. 142.

5. INSPECTION OF A FIELD SIGNAL BATTALION

For subjects to be covered in an inspection of division field signal battalion.

Reference: G.O. No. 30, G.H.Q., A.E.F., 2-15-18, par. 7.

Brigade Commander.

6. INSPECTION OF A BRIGADE SUB-SECTOR

The Brigade Commander must make frequent inspections, to include the smallest units of his command, and the most forward trenches and dugouts. The inspection is made for the purpose of developing any defects in the efficiency of the fighting machines with a view of repair or replacement of defective parts.

The following points should be covered in the inspection by the Brigade Commander:

Does the subordinate know the exact location and strength of the unit, the state of discipline, morale and training?

Does he know the location and composition of all dumps and material pertaining to his unit, and what he may need in emergency?

Is the system of ration supply well organized?

Can he insure liaison between the elements of his command and to the rear and with the artillery?

Does he know, and has he practiced, his dispositions in case of an enemy attack, and for counter attack, and are his positions sound?

Does he understand his part in case of enemy withdrawal?
Is he thoroughly familiar with his sector and has he any definite idea of its weakness and strength and where the enemy might penetrate?
Are his trenches and dugouts in good condition?
Are his units prepared for any emergency, especially a gas attack?
What measures and what training has he instituted in case of gas attack?
Is he familiar with the condition of the enemy in his front?
Has he any plan for a raid ? What does he consider the weak points of the enemy's line?
Is he alert and cheerful and of confident bearing?
Are the O.P's. properly located and coordinated with respect to the artillery? Are emergency O.P's. provided for?
Does the intelligence system function well?
Location and efficiency of dressing stations.

7. INSPECTION OF AN INFANTRY REGIMENT

The Regimental Commander should be questioned in detail regarding the organization of the sector, strength of the different units, state of supply and ammunition, action of the sector and morale of the troops. He must have accurate information on the following points, and the Brigade Commander should assure himself by interrogation that he has such information:

General situation of the defense front.

Reference: Intelligence Regulations, Doc. No. 73.

Mission of the regiment.

Reference: Conference 78 (a), 2d Course, A.G.S.C., A.E.F.

Condition of the defenses of the different positions.

Reference: Conferences 78 and 78 (a), 2d Course, A.G.S.C., A.E.F.

Defense schemes for different organizations.

Plan for use of supporting artillery.

Reference: Artillery Plan, Conferences 25 and 26, A.G.S.C., A.E.F.

Lecture 22, 1st and 2d Courses, A.G.S.C., A.E.F.

Liaison system.

Reference: Lecture 44, 1st Course, A.G.S.C., A.E.F.
Instructions on Liaison for All Arms, No. 2, A.E.F.

The intelligence system.

Reference: Instructions for Regimental Intelligence Service No. 799, A.E.F.

Plan of organization and of works.

Reference: Conferences 59, 59 and 78, 2d Course, A.G.S.C., A.E.F.

Permanent personnel of sector.

Information concerning enemy.

Reference: Instructions for Regimental Intelligence Service, No. 799.

(1) Order of battle.

(2) Defensive system.

Communications.

(1) Organization and use of railways.

(2) Road traffic.

Reference: Map Problem No. 14, p. 169, 2d Course, A.G.S.C., A.E.F.
Conference 112, 2d Course, A.G.S.C., A.E.F.

Supplies.

(1) Organization of food supplies.

Reference: Conference 41, 2d Course, A.G.S.C., A.E.F.

(2) Reserve quantities kept.

(3) Location of dumps.

Reference: Conference 38, 2d Course, A.G.S.C., A.E.F.

(4) Organization of sanitary service material.

Reference: Conference 38, 2d Course, A.G.S.C., A.E.F., p. 32.

(5) Evacuation.

Reference: Conference 93, 2d Course, A.G.S.C., A.E.F.

8. GENERAL NOTES OF INSPECTION

In addition to the above, the following general duties of the commander in inspecting troops in the sector should be carried out:

General duties:

Whenever a superior officer, or a general staff officer representing him, visits a command post, the commander visited should be required to give a detailed description of the duties being performed by his various units. Such a description, usually made from the map, should detail the general location and military situation of all units of the command. Such a description should be confined to the lesser units, one or two grades below that of the commander speaking. For example, a regimental commander should discuss battalions and companies, a battalion commander companies and platoons. Even though the commander making the inspection himself knows the situation of the smaller units, he should, nevertheless, require such a discussion to be made—for the benefit thereof is largely due to the fact that it requires all officers to be so familiar with the conditions within their command that they can readily summarize them at a moment's notice.

Such a description should include:

(1) Front occupied by the speaker's command.
(2) Exact location of his command on the right and left.
(3) Number of his units in the first parallel, second parallel, reserve, etc. (See disposition in depth, "Inspection on organization of ground, Part I.")
(4) Commanders of forces of equal grade on the speaker's right and left—name, location, means for communicating with them.
(5) Condition of troops on his right and left according to latest information from their commanders.
(6) Condition and general attitude of the enemy in his front.
(7) Points of his front most likely to be assailed by the enemy.
(8) Points of hostile front considered most vulnerable to such attacks as a force the size of the speaker's own force would be able to make.
(9) Means by which supplies of all kinds are delivered to his troops—description, satisfactory or not, and changes recommended.
(10) Any prospective needs in material or ammunition beyond the regular supply.

(11) Functioning of liaison.
(12) His view of the quality and serviceable condition of material, clothing, rations, ammunition and arms furnished to his command.
(13) State of morale of his troops.

By passing from larger to smaller units the inspecting officer can very quickly determine these things himself and at the same time determine the fitness of seniors for the command they hold, for a commander who does not know the exact condition of the units of his command is unfit to command.

The bearing of the officer making an inspection of part of his sector should be such as to give confidence to his troops. This includes confident, cheery personal bearing; avoidance of querulous criticism; being careful to never reprimand one who is ignorant and uninstructed, rather than lazy or disobedient; making criticism to the one responsible for the fault and no one else; disseminating encouraging information; inquiring in a sympathic manner about the men's personal comfort and personal affairs, etc.

The importance of what the commander says to or before his men is very great.

Below, some of these subjects are treated in greater detail.

Liaison.

Failure of means of liaison to work properly has been a frequent cause of disaster. All of these means should be required to be tested daily. In inspecting for liaison, each subordinate should be required to state the means by which he maintains liaison with his subordinates in front, with his neighbors to the right and left, and with his superiors in rear. At least three different means of communication in each of these directions should be constantly maintained and used. When an action occurs in an adjoining sector, an officer should be sent as soon as possible to learn of enemy methods and dispositions. As soon as an action begins a commander should notify his neighbors and his next senior. If he fails to do this, they should ask for information about what is occuring. Close liaison should always be maintained between infantry and artillery.

To test these means, a senior making an inspection should go to some station and say, "Send this message to . . . 'Practice message . . .

acknowledge. I will take the time between sending and receipt of your answer.' 'Practice barrage four shots on . . . ' or 'Practice fire of destruction, four shots on . . . ' "

To see that trench code is used and that messages that would give valuable information to the enemy are not employed in the front lines, a commander should frequently employ his own listening sets for recording what goes over the lines used by his own troops.

Material.

On visiting a sector, some of each kind of material such as guns, arms, grenades, telephone sets, visual signalling sets, rockets, clothing, rations, engineer material, gas protection of dugouts, gas masks, etc., should be carefully observed and, whenever possible, tested. The state and manner of supply of all kinds should be inquired into. Inquiry of the one who actually uses these articles as to their sufficiency and serviceability, is much more likely to bring the facts, than inquiry of a commander; but to test the commander's knowledge of the conditions within his command, inquiry should first be made of him.

Gas protection.

Inquiry should be made of troops of all grades about their instructions for protection against toxic gases. It may occasionally be of advantage to give an unexpected gas alarm and observe the effect thereof.

Morale.

Everything possible should be done to keep up the morale of the troops.

Conspicuous merit should be promptly and obstentatiously praised. If decoration or reward cannot be given immediately the fact that it has been recommended should be at once communicated.

Faults due to ignorance of lack of instruction should be corrected by arranging for the needed instructions. Faults that are willful or due to negligence should be promptly punished—justly and equitably, but ruthlessly.

The commander can pass out good news to his troops by talking about it before them. Such a talk should carefully be made up in advance to see that it does not convey information which should be kept secret. Things told to the commander's subordinates who are accompanying him during the inspection of a kitchen will get to the men more quickly and will be more unreservedly believed than if published in orders.

Frequent visits to hospitals encourage the men who have suffered.

Inquiries as to the reliability and sufficiency of the mail service, together with evidence that every effort is being put forth to see that such service is satisfactory, encourage the men greatly.

Military Police.

Frequent inspections of Military Police are necessary. Their commanders should be held responsible, but their thorough familiarity with all their duties should be frequently tested by observation and inquiry of the men themselves.

General Staff.

The General Staff of the commander should be tested in the same manner that his subordinate commanders are; namely, by occasionally requiring them to thoroughly explain their functions and the dispositions made for executing them.

COMMAND AND GENERAL STAFF SCHOOL
Fort Leavenworth, Kansas

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