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FM 41-15

DEPARTMENT OF THE ARMY FIELD MANUAL

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DEPARTMENT OF THE ARMY

MARCH 1954

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CIVIL AFFAIRS MILITARY GOVERNMENT

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CHAPTER 1

GENERAL

Section I. INTRODUCTION

1. Purpose and Scope

a. This manual is designed to assist CA/MG unit commanders, their staffs, and their subordinate unit commanders in preparing their units for, and employing them in CA/MG operations. It is also designed to provide information and guidance to military commanders at all levels of command who, in accomplishing their combat and occupational missions, are concerned with the employment of CA/MG units.

b. This manual outlines the organization, employment, capabilities, administration, and training of CA/MG units. The units described in this manual can be used in either a civil affairs or military government role.

2. References

For a list of references see appendix I.

3. Types of CA/MG Units

For the purpose of this manual, the following units will be understood to have the composition established in this paragraph unless otherwise specifically defined when employed:

a. CA/MG units include—CA/MG groups, companies, and platoons; CA/MG area headquarters units; CA/MG school units; theater CA/MG school units; and CA/MG unit training centers.

b. A CA/MG Group, Company, or Platoon Headquarters is a headquarters team augmented by appropriate functional and service teams.

c. A CA/MG Group consists of a group headquarters augmented by an appropriate number of assigned functional teams and attached companies.

d. A CA/MG Company consists of a company headquarters augmented by appropriate assigned platoons and functional teams.

4. Mission of CA/MG Units

The mission of CA/MG units will be determined by the civil affairs or military government nature of the operation they are conducting in the support of the military mission in the territory in which United States Armed Forces are employed.

a. Any specific mission will be recited in appropriate plans and directives issued by the responsible commander as additions to the general mission—

(1) To support military operations.

(2) To conduct civil affairs and military government operations in conformity with international legal requirements and the terms of any applicable treaties or agreements.

(3) To further United States national and allied policies.

b. A civil affairs operation is conducted when CA/MG units provide the military commander with the means for establishing and maintaining his rela-

tionship with and responsibility for, civil populations, governments and economies of friendly or liberated areas in which his military operations are conducted on the basis of an agreement which defines and delimits his rights and authority.

c. A military government operation is conducted when CA/MG units provide the military commander with the means for establishing and exercising such controls in hostile or occupied territory as may be required by the military situation, international law and national policy determinants in the absence of a civil affairs agreement, as set out in *b* above.

Section II. ORGANIZATION

5. Composition

CA/MG units are organized on the basis of either a table of organization and equipment or table of distribution.

6. Table of Organization and Equipment Units

a. Table of Organization and Equipment 41-500A, "Military Government Service Organization," provides a cellular structure for CA/MG administrative, service, and functional teams from which CA/MG platoons, companies, and groups are assembled. A flexible table of organization and equipment is provided in order that varying economic and governmental structures and conditions which may be encountered in the area of operations may be supervised and controlled without creating special units or subdividing fixed strength units for each situation. Such a flexible table provides a basic structure, in-

cluding the internal organization, similar to that of a fixed strength unit while retaining the flexibility required to meet various situations. The size of a CA/MG platoon, company, or group, therefore, is not fixed by T/O&E 41-500A; such a practice would lead either to a waste of manpower if all services were provided, or to a lack of vital services if only the most common services were provided. Movement of separate components of cellular units to oversea commands will be with complete equipment, unless otherwise requested by the oversea commander. For organization and functions see chapters 3 and 4.

b. Food service and auto maintenance personnel for CA/MG units are authorized by T/O&E 29-500, "Composite Service Organization."

c. CA/MG functional teams organized in accordance with T/O&E 41-500A are grouped into five general types—administrative and service teams; economic teams; governmental control teams; public facilities teams; and special functions teams.

- (1) The nucleus of any CA/MG platoon, company or group is its headquarters administrative team, which is augmented by necessary service teams. The administrative and service teams provide commanders, administrative and service personnel, and translators and interpreters.
- (2) The platoon, company, or group headquarters team may be augmented by appropriate functional teams.

- (a) The economic teams provide the personnel required to supervise the economic structure and important sectors of the economy of an occupied territory in such functions as commerce and industry, food and agriculture, price control and rationing, public finance, property control, and civilian supply.
- (b) The governmental control teams provide the personnel required to supervise such important governmental activities as public safety, legal, public health, public education, public welfare, and labor.
- (c) The public facilities teams provide the personnel required to supervise public works and utilities, public communications, and public transportation.
- (d) The special functions teams provide the personnel required to take charge of displaced persons, refugees, and evacuees, public information, and arts, monuments, and archives.

d. T/O&E 41-500A makes appropriate provision for functional, administrative, and service teams. The composition of the teams is varied, both as to the number and the rank of their personnel, in order to provide the qualifications, and the strength required to perform CA/MG tasks of varying degrees of complexity.

e. The decision as to the size of CA/MG unit to be used in a given area will be influenced by such factors as the population, the size of the area to be

controlled, the level of government, the density of population, the type of economy, the degree of destruction, and the attitude of the people. The employment of the cellular type of table of organization and equipment permits each CA/MG unit to be altered to fit the particular mission that it is expected to accomplish.

7. Table of Distribution Units

a. CA/MG table of distribution units include CA/MG area headquarters units, CA/MG school units, theater CA/MG school units, and CA/MG unit training centers. A CA/MG table of distribution unit is utilized when it is not practicable to employ a CA/MG table of organization and equipment unit in the accomplishment of a CA/MG mission. For organization and functions see chapter 5.

b. CA/MG Area Headquarters Units are of "A" and "B" types. The "A" type unit is larger than the "B" type. Appropriate functional specialists are provided in these units.

- (1) The "A" type CA/MG area headquarters, as described in T/D 41-8827, may be employed in a large country as the national headquarters unit for the purpose of supervising or assisting the indigenous government at the national level of a country. It may also be employed as the basic organization for a CA/MG staff section of a theater headquarters.
- (2) The "B" type CA/MG area headquarters, as described in T/D 41-8828, may be em-

ployed in a small state or nation as the national headquarters unit for the purpose of supervising or assisting the indigenous government at the national level. It may also serve as the basic organization for a CA/MG staff section of a theater army, army group, communication zone or headquarters of similar level. The "B" type unit may also be used for special type missions by the theater headquarters.

c. The CA/MG school unit is primarily a continental United States organization that is used to plan for, and help staff a CA/MG school. At the time of mobilization, the unit is prepared to put into operation, usually at a civilian university or college, a school capable of receiving, administering, and training personnel in the principles and practices of CA/MG. The unit assembles capable instructors to provide training. Instruction is given in the basic principles and practices of CA/MG, in the general policies established for their designated areas, and in such language and area training as required. Advanced CA/MG training is instituted when time allows. The unit is responsible for the direction and scheduling of the instruction, procurement of training materials, proper instructional methods, and testing.

d. The theater CA/MG school unit is a theater of operations organization that is used as an administrative and instructional unit for CA/MG units and personnel within the theater. The school is capable of receiving, administering, and training individuals

and units in special area requirements and the principles and practices of CA/MG. The school unit is responsible for the direction and scheduling of instruction, procurement of training materials, proper instructional methods, and testing.

e. The unit training center supervises and directs the training of CA/MG units. It receives, organizes, trains, and dispatches CA/MG units. It acts as the administrative and supervisory headquarters for the units it trains, and equips and prepares units for overseas movement. It provides both basic and advanced CA/MG training and may, if required, provide basic and advanced military training. When special, advanced, or other training beyond the capabilities of the unit training center is necessary it sends individuals to service, CA/MG, or other schools for such training. In a theater of operations it may operate as a replacement training center and reorganize, train, and hold units and individuals until they are reassigned.

Section III. UTILIZATION OF CA/MG UNITS

8. Estimating Requirements

a. CA/MG unit requirements for an area are based on the staff and unit requirements of the task organization and a complete study of the entire area in depth and the national objectives to be accomplished. The study takes into account the population of the area, whether the operations will be civil affairs or military government in type, the levels of government and number of localities to be controlled, the geographical extent of the area, the density of popu-

lation, the degree of economic, social, and political development as well as such factors as the extent of support assistance required and whether the existing form of government will be modified, destroyed, or left unchanged.

b. Based on the study of requirements, an overall plan for deployment of CA/MG units is prepared. This plan for deployment of CA/MG units is supplemented as tactical conditions may require by temporary deployment of units to meet emergency conditions.

9. Strategic and Tactical Utilization

a. Strategically, CA/MG units are utilized to control the economy, resources, government, political activities, and inhabitants of the occupied area to accomplish the national objectives assigned to the theater commander.

b. CA/MG units are utilized tactically to establish a condition of law and order, to prevent civilian interference with military operations, to prevent disease and unrest, and to assist otherwise in the defeat of the enemy's armed forces.

c. When military operations necessitate, the theater commander may delegate to subordinate commanders authority to conduct CA/MG activities for such periods of time and to the extent essential to the accomplishment of the subordinate commander's mission.

d. CA/MG units are controlled by the commander who has been authorized to conduct CA/MG activities in the area in which they are located.

10. Command

a. *General.* CA/MG commanders may be subject to either of two types of chains of command. The first type is the operational chain of command; the second type, the CA/MG chain of command. Either type or a combination of both may be utilized within a theater.

(1) *Operational chain of command.* The operational chain of command is used in areas where subordinate tactical or service support commanders have been authorized to conduct CA/MG activities. The superior tactical or service support commander's instructions are issued to the subordinate tactical or service support commanders. CA/MG commanders receive instructions from the tactical or service support commander responsible for the conduct of CA/MG activities within the area.

(2) *CA/MG chain of command.* The CA/MG chain of command is used in areas where tactical or service support commanders are not authorized to conduct CA/MG activities. Under the CA/MG chain of command, instructions of superior CA/MG headquarters go directly to the CA/MG units in the area.

b. *Delegation of Authority.* Direct control of CA/MG units by the use of the CA/MG chain of command will be established as early as practicable and consistent with the requirements of the situation in order to ensure uniformity and continuity of operations and adherence to planned concepts. Subordi-

nate commanders will conduct such CA/MG activities in their respective areas as are specifically authorized.

- (1) A mobile or unsettled situation, whether in the communications zone or combat, favors the delegation of authority for the conduct of CA/MG activities to the tactical or service support commander responsible for the area. When subordinate commanders are delegated authority to conduct CA/MG activities the operational chain of command is in effect.
- (2) A static, stabilized situation, whether in the communications zone or the combat zone, favors the retention by superior commanders of authority to conduct CA/MG activities. When superior commanders retain authority to conduct CA/MG activities the CA/MG chain of command is in effect.

Section IV. EMPLOYMENT OF UNITS IN THE FIELD

11. Field Units

Each element of the CA/MG organization is so designed as to be capable of performing activities at a particular level of government or command. Those CA/MG units concerned with operations in the field include the area headquarters, the group, the company, and the platoon.

12. The CA/MG Area Headquarters

a. The area headquarters may be attached to a theater headquarters to supervise, reestablish or as-

sist the government, economy, and social institutions of a country or nation. The area headquarters directly supervises the national government, and indirectly supervises lower echelons of government through the groups, companies, and platoons in its area.

b. The area headquarters, when attached to a theater headquarters to supervise, reestablish or assist a national government, prepares plans; provides information to the commander; prepares estimates of the situation; submits recommendations for policies; transmits the decisions and plans of the commander to the units under its supervision; and exercises the necessary supervision to insure that the policies, intentions, and orders of the commander as they relate to CA/MG are understood, implemented, and executed in the area which the area headquarters supervises.

13. The CA/MG Group

a. The CA/MG group may be employed alone or may supervise up to five or more companies. It may be used to reestablish and supervise the government, economy, and social institutions of a province or a very large city.

b. The group when appropriately organized may be used as the army CA/MG command to control the activities of CA/MG units placed under its control by the army commander.

c. The group may serve in lieu of a CA/MG "A" or "B" type area headquarters unit or a company.

14. The CA/MG Company

a. The CA/MG company is normally composed of ten platoons. It may be used to reestablish and administer a subdivision of a province. It is capable of assisting or supervising directly the government, economy, and social institutions of its area; and of assisting or supervising indirectly, through its platoons, the government, economy, and social institutions of included municipalities. The company headquarters is capable of furnishing administrative support and specialist services to its assigned platoons.

b. The CA/MG company may be given the mission of supervising the reestablishment and administration of the government, economy, and social institutions of a metropolitan area, with the company headquarters and specialist teams supervising the area-wide activities, and with each platoon supervising a subdivision of a metropolitan area.

c. The CA/MG company may be used as the corps CA/MG command to conduct CA/MG operations and to direct CA/MG units placed under its control.

d. When directed to do so, the CA/MG company may perform special missions, such as the operation of a displaced persons camp or the administration of a refugee control program.

15. The CA/MG Platoon

a. The CA/MG platoon is capable of executing specific assignments concerning government offices, economic institutions, and social institutions that are the direct responsibility of the military commander

(par. 14). During a static phase of operations, under favorable circumstances, it may be assigned the mission of controlling a city or rural area equivalent to a county; in a moving phase of operations, the area and population it will control may be reduced. The CA/MG platoon is a component of a CA/MG company.

b. The platoon headquarters, when authorized, may be attached to a division. As an attached part of a division, it may be used to supplement the division CA/MG staff section, or to perform such recurring tasks during combat as controlling civilians, collecting refugees, posting proclamations, and feeding civilians.

16. The CA/MG Specialist Teams

When assigned to a CA/MG group, company, or platoon, the specialist team is capable of assisting or supervising and directing the civilian offices of the same specialty at the level of government to which the group, company, or platoon is assigned. Specialist teams of higher headquarters exercise appropriate and authorized staff supervision over corresponding specialist activities of subordinate CA/MG groups, companies, and platoons.

CHAPTER 2

THE CIVIL AFFAIRS/MILITARY GOVERNMENT UNIT COMMANDER

Section I. INTRODUCTION

17. Command Responsibility

The CA/MG commander exercises authority over the CA/MG unit, and is responsible for its operations. He meets his responsibilities by planning, by timely decisions and orders, and by personal supervision. The basic responsibility of the unit commander is to conduct CA/MG activities in the area under his control. As such the unit commander is the CA/MG officer for the area.

18. Professional Knowledge

The CA/MG unit commander possesses a thorough understanding of the administrative and functional elements of the unit, its technical and specialist capabilities and limitations, and the proper methods of its employment. He also understands the missions, capabilities, characteristics, and limitations of other units, both administrative and technical, that may be associated with the unit in CA/MG activities.

19. Integrity

a. The CA/MG unit commander must be of the highest character and integrity. He and the per-

sonnel of his unit are the individuals through whom the policies of the United States are implemented with reference to the inhabitants of the area in which his unit is located.

b. The commander of a CA/MG unit must ensure that the personnel of his unit maintain a high degree of integrity in all their activities, and retain only those individuals who meet this standard.

c. In the area in which his unit is directed to conduct CA/MG activities, the CA/MG unit commander necessarily possesses almost unlimited authority over the lives, property, government, institutions, social activities, and resources of the area. In the exercise of this authority the CA/MG unit commander must recognize that he is occupying a position of trust, which if abused in any way, adversely affects the accomplishment of our national objectives.

20. Leadership

The CA/MG unit commander is a leader. He inspires confidence in his subordinates by taking sound decisive actions, and by demonstrating his ability to solve the many complex and interwoven problems that arise in the field of CA/MG. By constructive decisions, the CA/MG unit commander favorably influences the performance of the individuals and the elements of his command. For details pertaining to leadership and the principles of command see FM 22-10.

21. Principles of Command

a. The CA/MG unit commander, assisted by his staff, exercises command over his unit and subordi-

nate units. He prescribes policies, missions, and standards for the unit within the scope of his responsibility. By personal visits to subordinate units and civil agencies, and by formal and informal inspections, he ensures that his policies, missions and standards are executed or attained properly.

b. The exercise of command by the CA/MG unit commander is essentially the process of giving direction and meaning to the efforts of the personnel of his unit.

- (1) The CA/MG unit commander is responsible for obtaining from higher headquarters any information that his subordinates must have to accomplish their assigned tasks. The staffs of higher headquarters do much of the defining of what is to be done by a military government unit by providing directives that are to be implemented and accomplished by the unit.
- (2) The CA/MG unit commander is responsible for the supervision of his subordinates to ensure that his orders are carried out properly. The commander establishes the measurable or observable results that he expects to ensue from orders he gives, and he determines whether those results are attained.

Section II. RELATIONSHIPS

22. Relations With Unit Staff

a. The CA/MG unit commander employs his staff to acquire information for him; to prepare detailed

plans for implementing his decisions; to coordinate plans and activities in conformity with his decisions; and to relieve him of details in order that he may have time personally to visit the elements of the unit, to supervise their activities, and to obtain a knowledge of their problems.

b. The CA/MG unit commander maintains a close personal relationship with his staff. He encourages his staff officers to express their ideas, and keeps them fully informed of his policies. He makes certain that there is a feeling of mutual respect and confidence between the staff and the other elements of the unit, that the staff is capable, and that the staff understands its responsibilities to him and to other persons and organizations.

c. In some CA/MG units, especially the groups and companies, the same individual may serve as a staff officer and as the chief of a functional team. In such a case, the commander ensures that the distinction is maintained between the duties assigned to the individual as a staff officer and the duties assigned to him as a functional team chief.

23. Relations With Functional Teams

a. When functional teams are attached to CA/MG units, the senior officers of the teams act as staff officers to the unit commander.

b. The CA/MG unit commander delegates to each chief of a staff section or of a functional team authority to perform his mission. In so doing, he makes it clear that all operational authority comes from the unit commander. The unit commander

makes certain that the chief of the functional team understands that his responsibility is to the unit commander, and not to a functional staff officer at a higher headquarters. The chief of the staff section or functional team makes recommendations to the unit commander concerning his specialty; the recommendations should be supported by statements of the anticipated effects of the recommended actions. The unit commander reserves to himself the decision of whether or not to take any specific recommended action; he bases his decision on whether the overall mission of the unit will be promoted by the proposed action.

24. Relations With Subordinate CA/MG Unit Commanders

a. During operations, and during planning and training phases as well, the commander of a CA/MG unit may have varying numbers of subordinate units under his control.

b. The relationship of the unit commander to his subordinate commanders is direct and personal. He encourages them to deal directly with him whenever they so desire. By inspections and informal visits, he promotes confidence, and gives the subordinate commander first hand knowledge of the local situation. For a more detailed discussion of command relationships see FM 100-5.

25. Relations With Adjacent CA/MG Unit Commanders

a. Full cooperation must be given to and sought from adjacent and adjoining CA/MG units, in order

to achieve the unity of effort required to carry out the overall CA/MG plan.

b. When adjacent or adjoining units are operating under the same command as the unit commander, the higher command may promote cooperation through such methods as periodic meetings of unit commanders. The unit commander supplements these meetings through formal and informal contacts with adjacent units.

c. The commander of a CA/MG unit should recognize that his conduct of CA/MG activities in an occupied territory will be weighed, compared, and contrasted by the civilian population with the actions taken by other commanders who are accomplishing a similar CA/MG mission. To prevent confusion, misunderstanding, distrust, and hostility on the part of the civilian population, a uniform procedure must prevail throughout an area, even in details not covered by specific directives from higher headquarters. Such uniformity can only be achieved through the close cooperation of all the units in the area, whether or not they are operating under the same command.

26. Relations With Supported Commands

The relationship between the CA/MG unit commander and the commander of the area in which the CA/MG unit is located is dependent upon whether the operational chain of command or the CA/MG chain of command is in effect (par. 10).

a. Under the CA/MG chain of command, the CA/MG unit commander supports, but is not subordinate

to the commander in whose area he is located. To render adequate support, the CA/MG unit commander keeps himself acquainted with the plans and projected operations of the commander in whose area he is located. Liaison between tactical units and CA/MG units should be close and constant.

b. Under the operational chain of command, the relation of the CA/MG unit commander to the commander in whose area he is located is that of a subordinate unit commander to a higher command.

27. Contacts With Civilians in Occupied Territories

The relationship of the unit commander with civilians is assisted by his official contacts with civilian officials, his personal contacts with all classes of civilians, and the contacts of his subordinates acting in his name with civil officials and other civilians.

28. Official Contacts

a. Except as limited by higher headquarters, the unit commander personally confers with responsible heads of the civil government in his area of concern and with the key leaders of public and private organizations. Normally the commander requires the key civilian and professional officials to visit him. In general he receives calls from the highest ranking personages in his community. The personal actions of the commander, in his dealing with responsible civilians, shapes the course of the relationship of the CA/MG unit with the entire civilian population. The inhabitants in an area watch closely every observable act of the CA/MG unit commander. They

often seek every opportunity to discover weaknesses which they may turn to their own advantage.

b. The unit commander's actions have a tremendous influence on the civilian population.

- (1) The choice of public appearances by the commander constitutes a device for the guidance of the inhabitants. If the commander wishes to support an activity, his personal attendance at a public occasion concerning the activity gives it prestige; his refusal to attend a specific event may discredit that event and the people who sponsor it.
- (2) The unit commander may issue a public statement as a means of clarifying confused issues. A public statement of a desired course of action by a CA/MG unit commander indicates to civilians the exact policy that he approves.
- (3) As a general rule, the fewer the actions the commander performs in person, and the fewer the statements that he makes personally, the more effective each personal action or statement will be. The unit commander who appears hungry for public approval, for social contacts, for gifts, or for anything that civilians have, dissipates his power and lessens the value of each individual act by which he might guide the inhabitants.
- (4) Higher headquarters may direct the unit commander to support certain elements

among the inhabitants. In the absence of such guidance, he uses his own judgment, but under no circumstances does he support elements disapproved by higher headquarters. In dealing with organized groups of civilians, the unit commander evaluates the interests of the persons involved in each invitation to speak, to appear at a public gathering, or to make a statement.

29. Personal Contacts

a. The unit commander makes personal observations of his area, in order to control it. He makes such inspections and appears in such suitable public places and public gatherings as will enable him to make the required observations.

b. The unit commander avoids any social contacts that may diminish his prestige among the civilian population. In the absence of specific directives, he is guided by his sense of propriety.

30. Contacts of Subordinates

a. The acts of his subordinates, just as his own acts, reflect credit or discredit upon the commander. The commander, therefore, controls the relations between his subordinates and the inhabitants.

b. The unit commander employs various techniques to assure that the relations of his subordinates with the civilian population are correct. He clearly defines the scope of authority of each subordinate; he limits the official contacts of each subordinate to the representatives of the civilian

government with which he needs to deal. Thus, the unit commander compartmentalizes the relations of the members of the unit and of the civilians into controllable segments. He schedules his time as far ahead as possible in order that he may accompany the members of his unit during their operations and observes their relations with local civilians. Through the use of opinion surveys and other methods, he measures the success of his subordinates in carrying out their specific missions, the acceptability of their programs to the civilians, and the general attitude which their activities are causing to develop among the inhabitants.

CHAPTER 3

THE GROUP

Section I. ORGANIZATION AND STAFF FUNCTIONS

31. Organization

a. The CA/MG group is the largest table of organization and equipment unit available to the theater commander for the performance of a CA/MG mission. The group is organized and equipped from cellular type T/O & E 41-500 A, and is designed to accomplish appropriate CA/MG missions which may be assigned to it. Its present standard organization is shown in figure 1; however, because of its cellular type composition, the group may be organized to fit any given situation.

b. The group consists of a headquarters and certain administrative, service, and functional teams. (For the exact organizational details, see T/O & E 41-500A.) According to their functions, the officers of the group are organized into a group staff.

c. The group staff consists of the executive officer, the adjutant (S1), the intelligence officer (S2), the operations and training officer (S3), the supply and procurement officer (S4), the headquarters detachment commander, communications officer, interpreter and translator officer, the senior officer of each of the

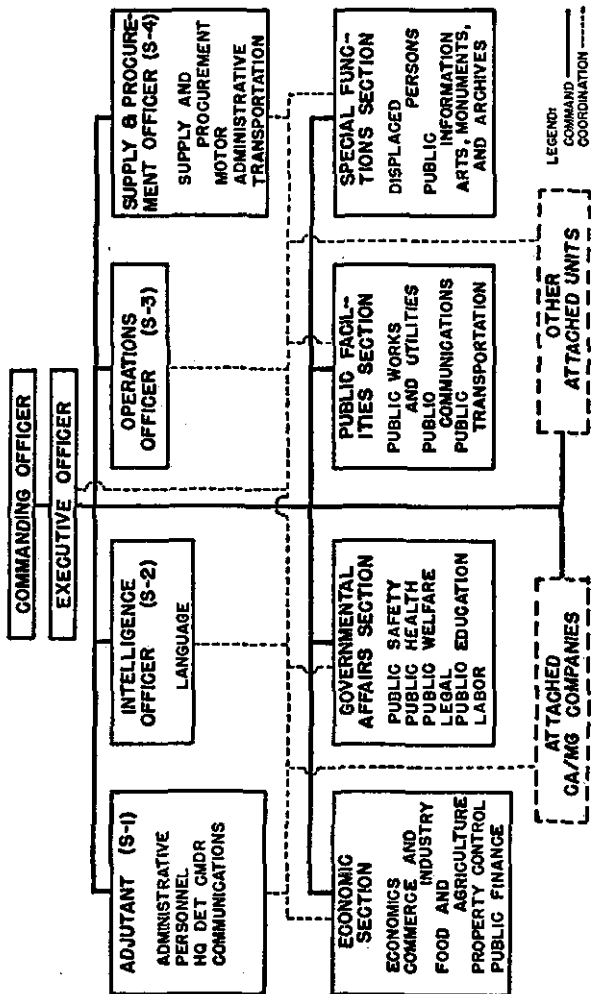


Figure 1. Organization chart: Typical Civil Affairs/Military Government group.

four sections comprising the functional teams, and such other officers as may be assigned staff functions.

32. Staff Functioning

a. The group staff assists the commander in the exercise of command, including the furnishing of information and the preparing of estimates, recommendations, and plans.

b. The group staff is responsible for coordinating all aspects of planning; translating the commander's decisions into plans, orders, and instructions; and transmitting the orders or instructions to the functional teams, or to subordinate units. Each functional team develops the technical aspects of that part of the plan or estimate with which it is concerned, and furnishes to the commander and his staff recommendations concerning those technical aspects.

c. Teamwork is essential within the group staff, the functional teams, and the subordinate units. All staff officers and functional teams coordinate their work and exchange information with all other teams concerned.

Section II. THE GROUP STAFF

33. General

a. The activities of the group staff are organized into sections. The personnel for these staff sections, officer and enlisted, is provided by T/O & E 41-500A.

b. The general functions of these staff officers are those indicated in FM 101-5.

34. The Executive Officer

a. The group executive officer is the coordinating agent of the group commander. He performs the functions of a chief of staff of a general staff type organization. In addition, the executive officer is concerned with coordinating those functions peculiar to the CA/MG group.

b. He performs the following specific CA/MG duties:

- (1) Formulates, announces, and supervises the staff procedures, and channels to be utilized by the group staff and attached functional teams.
- (2) Receives decisions relative to the civilian government and economy from the group commander, and makes additional decisions for the necessary preparation for announcement or dissemination of such decisions.
- (3) Makes a continuous study of conditions and developments in the economy and government in the area under the control of the group, and directs planning for meeting future developments.
- (4) Insures that all instructions to the civilian inhabitants and governmental units under the control of the group conform to the policies and plans of the group commander.
- (5) Obtains from the group commander information concerning recommendations, decisions and suggestions made or received as a result of his personal contact or visits with civilian officials.

- (6) Insures that the group commander is informed of the group's status, such as additions to its area of control, changes in the headquarters to which the group is subordinate, and conditions in the area under the group control.
- (7) Supervises the assembly of CA/MG staff and functional team reports, and ensures their forwarding through the proper channels.

35. Adjutant (S1)

a. The adjutant is responsible for the supervision and coordination of all activities pertaining to the S1 section. He performs the functions of the personnel officer of the general staff type organization, the functions of the secretary of the general staff, the functions of the commander's personal staff, and the personnel functions of those special staff officers who are not present in the group staff, such as special service officers. In addition the adjutant supervises and coordinates activities, of an administrative nature, peculiar to CA/MG.

b. His specific CA/MG duties may include the planning, coordination, and supervision of activities pertaining to—

- (1) *Records and reports.* He prepares such CA/MG records and reports for the group, as required by higher headquarters.
- (2) *Procedures.* He makes administrative recommendations with regard to the procurement, classification, assignment, pro-

motion, transfer, and separation of group personnel.

- (3) *Interior management.* He supervises the movement, internal arrangement, organization, and operation of the group headquarters; allocates space and quarters in the headquarters; and supervises the operation of the message center. He establishes and supervises control over all CA/MG reports required by the group.
- (4) *Civilian employees.* He receives recommendations from the administrative officer concerning the acquisition, utilization, and administration of native civilians employed by the group.
- (5) *Other.* He prepares the group special, general, and letter orders and authenticates same; unit reports and estimates and plans covering unit personnel activities for current and future operations; processes official correspondence; and distributes, safeguards, and accounts for classified matter.

36. Intelligence Officer (S2)

a. The intelligence officer is responsible for the coordination of all intelligence and counter intelligence matters within the group. In addition to such military intelligence as may affect the group the S2 is concerned with all matters relating to the civilian inhabitants, their attitudes, activities, economic conditions, etc., insofar as such matters affect the capability of the group to accomplish its mission. He

keeps the commander and personnel of the group fully informed of the anticipated immediate and long range response of civilian inhabitants to existing and future conditions in the area. He makes continuous and long range estimates of the effect group activities will have on the civilian inhabitants. He is responsible for the planning and supervision of the intelligence training of the S2 section, and for the intelligence training of the group.

b. In carrying out his responsibilities, the S2's duties include—

- (1) Determining essential elements of information, and supervision of the collection of information concerning politics, economics, weather, social activities, and area information in general such as will affect the activities of the group. This information is obtained by—
 - (a) Examining civilian documents, newspapers, speeches, libraries, and other intelligence sources.
 - (b) Requiring routine and special reports of indications and essential elements of information from functional teams within the group on certain aspects of their activities. Examples— reports on the increase or decrease in the number of violations of food control regulations, reports on increase or decrease of absentees from schools, reports on increase or decrease in the number of acres of foodstuffs planted.

- (2) Evaluating and interpreting intelligence information obtained to determine its probable accuracy, significance, and importance, as well as its probable effect upon the mission of the group.
- (3) Maintaining the S2 work sheet; appropriate charts, graphs and statistical tabulations; and posting pertinent information on the group situation map.
- (4) Controls interpreter and translator personnel.
- (5) Planning and supervising activities concerning counter intelligence and propaganda by—
 - (a) Interpreting directives on counter intelligence and propaganda as they relate to the activities of the civilian inhabitants.
 - (b) Regulating the release of information to the civilian population, and imposing the required degree of censorship, both military and civil, on correspondence and communications as authorized and delegated by higher authority.
 - (c) Supervising the collection and disposition of enemy documentary propaganda directed at or distributed among civilian inhabitants.
 - (d) Supervising the measures adopted to preserve secrecy, and to combat the conduct of enemy and subversive counter intelligence operations directed at civilian inhabitants.

- (e) Conducting such investigations of loyalty and security of military and civilian personnel of the group as are conducive to the preservation of secrecy, and to the neutralization and destruction of the effectiveness of hostile intelligence.
- (f) Making recommendations with regard to the screening of civilian inhabitants.
- (g) Estimating the effectiveness of friendly and enemy psychological warfare operations directed at civilians. (Coordinate with S3.)
- (h) Providing intelligence material for, and assisting psychological warfare training and operations. (Coordinate with S3.)

37. Operations and Training Officer (S3)

a. The operations and training officer is responsible for the coordination of all functions pertaining to the organization, training, and operations of the group. He performs the functions of the operations officer of a general staff type organization. In addition he coordinates all functions pertaining to the activities of the group.

b. His specific CA/MG duties include—

- (1) Recommending changes in the number and types of functional teams and specialized personnel and equipment necessary to accomplish the assigned group mission.
- (2) Recommending the assignment and attachment of functional specialist teams to subordinate units to meet emergency or temporary needs.

- (3) Making recommendations for the employment of the group, based on such factors as the degree of control or assistance required; the nature of the area assigned; the S2 estimate of probable and present civilian attitudes; the logistical situation; the instructions from higher headquarters; and the location, morale, and capabilities of available personnel.
- (4) Making a continuous study of the progress in all fields of civilian activity, posting appropriate information on graphs, charts, and maps, and maintaining the S3 work sheet.
- (5) Preparing plans for and supervising activities concerning the security of the group and the governmental structures it establishes.
- (6) Maintaining the history of the group.
- (7) Estimating the effectiveness of friendly and enemy psychological warfare operations aimed at civilian inhabitants. (Coordinates with S2.)
- (8) He provides for psychological warfare training and operations and supervises the activities of elements of the psychological warfare organization attached to the group. (Coordinates with S2.)
- (9) Advising the group commander on all matters pertaining to the civil government and economy of the area controlled by the group.
- (10) Evaluating the reports made and the activities conducted by the functional teams,

and on the basis of his evaluation makes plans, recommendations concerning the specific activities of these teams.

- (11) Planning, coordinating, and supervising functional team activities pertaining to control of governmental, political, economic, and social activities in the area controlled by the group.
- (12) Preparing and submitting periodic reports concerning governmental, political, or economic conditions, as required by the commanding officer.
- (13) Supervising the preparation of proclamations and ordinances.

c. The S3 may have certain miscellaneous responsibilities in the group, such as for civil defense, chemical, biological, and radiological defense.

38. Supply and Procurement Officer (S4)

a. The supply and procurement officer coordinates the supply, evacuation, transportation, and maintenance for the group. He performs the functions of a logistics officer of a general staff type organization, and the logistics functions of those staff officers who are not represented in the group staff, such as the ordnance officer or quartermaster.

b. The administrative and transportation teams are directed by the S4.

c. The specific CA/MG duties of the S4 include the planning, coordinating, and supervising of activities pertaining to—

(1) *Supply.*

(a) Determination of the civilian and military supply requirements of the group; and the procurement, storage, documentation, and distribution of its supplies. (Surveys to determine civilian supply requirements are made by functional teams. Functional teams civilian supply requisitions are reviewed by the S3.)

(b) Supervising and administering the collection and disposition of such captured civilian supplies as are made available by the Armed Forces for civilian use.

(2) *Transportation.* Planning and supervising transportation of personnel and supplies, including the transportation of civilian supplies.

39. Headquarters Detachment Commander

a. The headquarters detachment commander is the commander of the enlisted personnel of the group. He performs his duties with the assistance of headquarters personnel. His activities are supervised by the S1.

b. The Headquarters Detachment commander has the following specific duties:

- (1) He supervises the movement of the group, and furnishes the necessary men and transportation (coordinates with the S3 and S4).
- (2) He supervises the messing and quartering of group personnel.
- (3) He provides for the security of the group (coordinates with the S3).

- (4) He provides for the concealment of the group from ground and air observation.
- (5) He enforces traffic control regulations within the group area.
- (6) He acts as the quartermaster officer (under the supervision of the S1). This includes—
 - (a) Planning the composition of quartermaster parties, their time and place of reporting, rations, and equipment to be taken, and arrangements for occupying selected sites.
 - (b) Assigning areas to units under general instructions prepared by the S3.
- (7) He is responsible for the reception and accommodation of visitors at group headquarters.

40. Communication Officer

a. The communication officer supervises and coordinates the training in and use of communications throughout the group. His training activities are supervised by the S3.

b. He advises the commander and staff on signal communications matters, including the establishment of communications within the group, and between the group and higher, adjacent, supporting, cooperating, and attached units.

c. He recommends, based on communications considerations, locations for the group command post.

d. He supervises the care, maintenance, and replacement of communications equipment throughout the group; and furnishes technical advice to the S4 on the supply of communications equipment.

e. He assists the S3 in preparing training directives for the signal communications personnel of the group; supervises this training; and recommends the procuring and replacing of communications personnel (coordinates with the S1).

f. He recommends and supervises the employment of communications security measures.

41. Interpreter and Translator Officer

a. Interpreter and translator officers and teams are normally not assigned to the group during training, but are assigned to the group upon its alert, or upon its arrival at the port of embarkation. Their activities are supervised by the S2.

b. They are responsible for the supervision and training of their own teams.

c. They are responsible for testing, interviewing, and supervising native interpreters and translators employed by the group.

d. Military interpreters and translators are generally procured from language service schools within the continental United States.

42. CA/MG Administrative Officer

a. The military government administrative officer assists the group S1 in his administrative duties, as required.

b. His specific duties may include—

- (1) Making recommendations to the group S1 covering indigenous civilian personnel requirements within the group.
- (2) Administering native civilian personnel employed by the group.

- (3) Processing and controlling reports made within the group.
- (4) Supervising the collection and distribution of the mail and processing correspondence.

43. Military Personnel Officer

a. The military personnel officer heads the military personnel activities of the S1 section. The military personnel officer may be designated as assistant adjutant.

b. The military personnel officer is charged with the preparation, maintenance, and safekeeping of all records, documents, correspondence, and statistics of a personnel and administrative nature of the group. His specific duties include—

- (1) Administering all group personnel records of which he is custodian.
- (2) Assisting subordinate CA/MG unit commanders insofar as possible with the preparation of rosters and lists required by higher headquarters.
- (3) Advising and assisting the group commander in the assignment and classification of personnel, based on records maintained under his supervision.
- (4) Training personnel to replace the clerks of the group staff.

44. Motor Officer

a. The motor officer is the principal assistant to the group commander with regards to automotive maintenance and the control of transportation. He is supervised by the S4.

b. The motor officer has the following specific duties:

- (1) He controls all motor transportation under group control that is not assigned to other officers of the group.
- (2) He supervises vehicle maintenance.
- (3) He makes recommendations concerning the control and use of group transportation.

45. Food Service Officer

a. The food service officer is the principal assistant to the group commander on matters pertaining to the preparation and serving of food. His activities are supervised by the S4.

b. The food service officer has the following specific duties:

- (1) He develops measures for the improvement of food service, food consumption, and the elimination of food waste.
- (2) He studies food qualities and quantities, mess operation, food preference, and related matters.
- (3) He inspects to ensure that mess operation instructions are being followed.
- (4) He supervises the training of food service personnel (coordinates with the S3 and the S4).

Section III. THE GROUP FUNCTIONAL TEAMS

46. General

a. The group functional teams are grouped into four major sections, as follows:

- (1) *Economics Section.* The economics functional teams perform or supervise services required to restore the production, assembly, and distribution of commercial and agricultural products. The Economics Section consists of the following functional teams:
 - (a) Economics Team
 - (b) Commerce and Industry Team
 - (c) Food and Agriculture Team
 - (d) Price Control and Rationing Team
 - (e) Property Control Team
 - (f) Public Finance Team
 - (g) Administrative Team
 - (h) Transportation Team
- (2) *Governmental Control Section.* The governmental control functional teams supervise those activities and services essential to restoration of law and order and prevention of disease. The Governmental Control Section consists of the following functional teams:
 - (a) Public Safety Team
 - (b) Public Health Team
 - (c) Public Welfare Team
 - (d) Legal Team
 - (e) Public Education Team
 - (f) Labor Team
- (3) *Public Facilities Section.* The public facilities functional teams supervise those activities which are generally considered as public utilities, and which are either conducted or closely regulated by government.

The Public Facilities Section consists of the following functional teams:

- (a) Public Works and Utilities Team
 - (b) Public Communication Team
 - (c) Public Transportation Team
- (4) *Special Military Government Functions Section.* The special military government functional teams deal with those contingencies which have been caused or are the aftermath of war, such as the care and movement of refugees and displaced persons. These functional teams also supervise the dissemination of information, and the protection of cultural and historical objects and documents. The Special Military Government Functions Section consists of the following functional teams:
- (a) Displaced Persons Team
 - (b) Public Information Team
 - (c) Arts, Monuments and Archives Team

b. Each of the four major sections set forth in subparagraph *a* above is directed by the senior functional team chief within the section. For example, the Economics Section would be directed by the Chief of the Food and Agriculture team provided he was senior to all other team chiefs within the Economics Section. The senior officer of each section assists the group commander in the coordination of section and functional team activities within the group, and are part of the group staff.

c. The chiefs of the individual functional teams report to the appropriate section chief on routine

matters, but when directed, report to the commanding officer.

d. The senior officer in each section represents his section on the group staff, and receives general policy through staff channels for transmission to the functional teams of his section.

e. The senior officer represents the functional teams of his section, and keeps them informed as to the general mission of the section as outlined by the S3. Through close cooperation and observation, he keeps himself acquainted with the progress and problems of his section. He makes appropriate reports to the group commander through the S3. On matters pertaining to his own functional specialty, he works with the teams in his section on an equal basis. As chief of the section, he coordinates the activities within his section, and brings points of conflict to the S3 for his consideration.

f. The senior officer coordinates the activities of the functional teams in his section to ensure compliance with the policies of the commander. By keeping in close touch with appropriate CA/MG activities, he is constantly available to the group commander for advice and recommendations.

g. He secures his information by close liaison with other staff officers, commanders of nearby units or their representatives, and his counterpart on higher headquarters staffs.

h. The chief of each functional team maintains staff contact through the senior functional team chief who is in charge of the section. However, the chief of each functional team may consult directly

on matters pertaining to his function, as prescribed, with the group commander, the executive officer, S3, and other appropriate staff officers.

47. The Functional Teams

The functional teams have certain common characteristics, responsibilities and duties.

a. Functional teams may, when authorized by the group commander, have direct contact and give instructions and orders to civilian officials of their corresponding function. All instructions or orders are given in the name of the group commander. Functional teams supervise and coordinate the execution of such orders and instructions, give technical advice and assistance as needed, and evaluate the results.

b. Functional teams maintain close liaison with corresponding functions in the military; for example, public safety with the provost marshal and military police; public health with the surgeon; legal with the judge advocate.

c. Each functional team chief, when appropriate and as prescribed is responsible for surveying the requirements within his functional specialty. The senior officer of each functional section concerned consolidates these requirements within the section and submits them to the S3 for review and to the S4 for requisitioning.

d. The chief of each functional team directs the activities of his team.

48. Economics Function Officer

The economics functions officer coordinates the activities of the functional teams as follows:

a. Economics Team.

- (1) Supervises economic structure.
- (2) Supports economic requirements of military effort.
- (3) Assists developing of economic resources, as directed by competent authority.
- (4) Takes such steps to rehabilitate economy, as higher headquarters may direct.
- (5) Establishes controls on supply of consumer goods.
- (6) Obtains information and makes recommendations regarding plans to requisition, produce, release, or move materials, supplies, equipment, or facilities.

b. Commerce and Industry Team.

- (1) Direct surveys of damage to commerce and industry.
- (2) Prepares estimates of production and productive capability.
- (3) Supervises officials responsible for allocation of raw materials and release of finished products.
- (4) Makes recommendations regarding plans to furnish raw material from military stocks and from sources outside the immediate control of the group.

c. Food and Agriculture Team.

- (1) Supervises processing, storage, and distribution of food for civil population.

- (2) Encourages adequate agricultural production.
- (3) Controls all governmental food and agriculture offices.

d. Price Control and Rationing Team.

- (1) Continues or establishes price control and rationing systems on essential food, fuel, clothing, medical supplies, and shelter to insure maximum utilization thereof.
- (2) Freezes, pending a survey, all equipment, supplies, and material formerly subject to government control.
- (3) Supervises officials administering price control and rationing systems.
- (4) Submits recommendations concerning plans and policies affecting food allowances, fuel, clothing and shelter of civilians.

e. Property Control Team.

- (1) Ensures orderly control and administration of such categories of property as may be designated for control.
- (2) Takes custody and administers certain categories of property and enterprises.
- (3) Assists in formulation of policy for requisition of private property for military use.
- (4) Protects all records of title, title transfers, and other property transactions.
- (5) Studies evidence available to determine ownership.
- (6) Supervises and selects custodians of property under his control.

- (7) Makes recommendations regarding plans to acquire, confiscate, protect, remove, occupy, or operate, any property of interest to property control, whether by military or civilians.

f. Public Finance Team.

- (1) Supervises all civil financial operations.
- (2) Secures all known fund depositories and securities exchanges.
- (3) Directs auditing and accounting of public funds, and inspects public fiscal records and property.
- (4) Reestablishes public fiscal agencies, as authorized.

g. Administrative Team.

- (1) Estimates needs for and supervises distribution of supplies for civilian disaster relief.
- (2) Administers food and supplies made available to civilians by armed forces.
- (3) May be employed to augment the group supply section.
- (4) May be directed by the group S4.

h. Transportation Team.

- (1) Transports food and supplies made available to civilians by armed forces.
- (2) May be employed to augment the group supply section.
- (3) May be directed by the group S4.

49. Governmental Affairs Officer

The governmental affairs officer coordinates the activities of the functional teams as follows:

a. Legal Team.

- (1) Operates CA/MG courts.
- (2) Supervises authorized civil courts.
- (3) Supervises legal systems.
- (4) Reviews restraints imposed on civil populace.
- (5) Advises commander on legal aspects of CA/MG matters.

b. Public Safety Team.

- (1) Enforces law and maintains order.
- (2) Supervises civil police officials.
- (3) Directs emergency use of civil police reserves.
- (4) Recommends and supervises restraints imposed upon civil populace.
- (5) Directs activities regarding impounding or safeguarding of supplies, material, or equipment.
- (6) Supervises necessary screening of all civilian appointees.

c. Public Health Team.

- (1) Recommends plans to control disease.
- (2) Supervises public health officials, facilities, and institutions.
- (3) Directs public health personnel, and public health facilities, in disaster and epidemic situations.
- (4) Recommends priorities in requisitioning or evacuating hospitals and other structures important to public health.

- (5) Recommends priorities regarding plans to restore or repair sanitary and water facilities.

d. Public Welfare Team.

- (1) Supervises civil public welfare agencies.
- (2) Estimates requirements and supervises distribution of public welfare and relief supplies.
- (3) Supervises the provision of emergency shelter and feeding centers for indigenous civilians.
- (4) Makes recommendations with regard to requisitioning and evacuation of welfare buildings and institutions.
- (5) Requests the movement of relief supplies.

e. Public Education Team.

- (1) Supervises all public and private schools.
- (2) Secures all records regarding administration of schools.
- (3) Ensures execution of existing policy regarding reopening of schools.
- (4) Makes estimates as to requirements for authorized texts.
- (5) Supervises school officials and disbursement of education funds.
- (6) Makes recommendations regarding the emergency use of school buildings.
- (7) May be responsible for necessary supervision of religious affairs.

f. Labor Team.

- (1) Preserves and secures records, and super-

vises all labor, manpower, and related agencies.

- (2) Develops procedures for procurement of labor for use of armed forces.
- (3) Makes recommendations concerning utilization of the labor force.
- (4) Supervises or assists civilian officials concerned with wage controls, and labor grievances.

50. Public Facilities Officer

The public facilities officer coordinates the activities of the functional teams as follows:

a. Public Works and Utilities Team.

- (1) Supervises public works and utilities.
- (2) Executes priority directives of higher headquarters regarding restoration of public utilities and services.
- (3) Supervises executives of public utilities.
- (4) Maintains liaison with the area engineer regarding plans pertaining to services required for military installations, and of services required by civil installations producing supplies, services, and equipment for military use.
- (5) Acts as a consultant to area engineer units when the latter are in charge of public utilities installations.

b. Public Communications Team.

- (1) Supervises public communications.
- (2) Locates and protects against damage all communications centers, facilities, supplies, and equipment.

- (3) Directs restoration of communications facilities.
- (4) Supervises controls on public use of communications services.
- (5) Supervises executive personnel responsible for operation of communications systems.
- (6) Maintains liaison with the area signal officer regarding plans concerning military use of public communications, supplies, and equipment.
- (7) Acts as consultant to area signal officer when civilian communications facilities are under control of area signal officer.
- (8) Maintains liaison with appropriate intelligence officers with regard to control of communications facilities made available for civilian use.

c. Public Transportation Team.

- (1) Supervises all public transportation equipment, supplies, facilities, and centers (rail, highway, and water), and protects them from loss or damage.
- (2) Directs restoration of transportation systems.
- (3) Allots available transport for civilian requirements in accordance with command policy.
- (4) Supervises executive personnel responsible for operation of public transport facilities.
- (5) Maintains liaison with the area transportation officer regarding service required for

military needs, including repairs and rehabilitation.

- (6) Coordinates with the area transportation officer, when transport system is required for military use or is under control of area transportation officer.
- (7) Controls portions of public transport systems made available for civilian use.

51. Special Functions Officer

The special functions officer coordinates activities of the functional teams as follows:

a. Displaced Persons Team.

- (1) Establishes and supervises camps for holding of refugees and displaced persons, particularly those who interfere, or who may interfere, with military effort. Coordinates with public welfare and administrative teams to obtain necessary support.
- (2) Maintains liaison with appropriate agencies with regard to plans to repatriate, resettle or move refugees and displaced persons.

b. Public Information Team.

- (1) Supervises and controls dissemination of all types of local public information.
- (2) Establishes liaison with local civilian information groups.
- (3) Prepares news releases and statements to civil populace explaining CA/MG policies.

c. Arts, Monuments, and Archives Team.

- (1) Supervises identification and safeguarding of all works of art, monuments, and archives.

- (2) Provides safeguards, and any other required protection over collection of artifacts and objects of historical or cultural importance, including appropriate records thereof.
- (3) Facilitates the recognition of art objects and determination of their ownership.
- (4) Supervises continuing evaluation and disposition of such objects through approved officials.
- (5) Supervises actions to safeguard objects of cultural or historical value.
- (6) Makes recommendations regarding plans to use buildings or locations of a cultural value for any purpose other than that for which they are intended (e. g., temples, universities, and shrines).

CHAPTER 4

THE COMPANY AND PLATOON

Section 1. THE COMPANY

52. Organization

a. The organization of the CA/MG company generally parallels the organization of the CA/MG group.

b. The CA/MG company is the smallest CA/MG unit that can adequately conduct its own supply, mess and personnel operations.

c. The CA/MG company contains a company headquarters and certain administrative, service, and functional teams. Administratively it acts as a separate company. (For the exact organizational details, see T/O&E 41-500A). According to their functions, the personnel of the company are organized into a company staff. Its present standard organization is shown in Figure 2.

d. The company staff consists of the executive officer, the administrative officer, and the supply, motor, personnel officer, and functional team officers. The functional teams, as those of the CA/MG group, are grouped into four sections. The senior officer of each section acts as the chief of the section and is a member of the company staff.

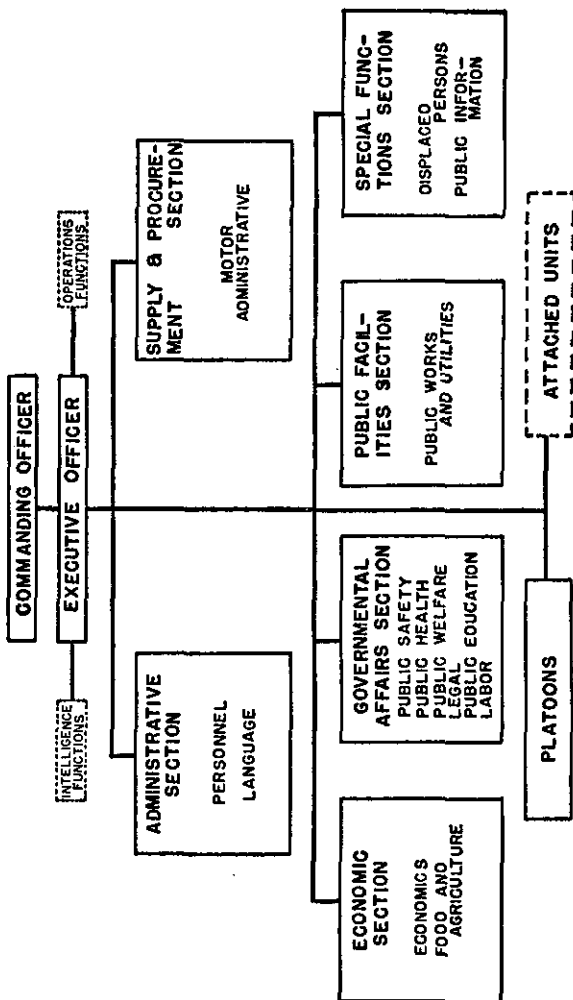


Figure 2. Organization Chart: Typical Civil Affairs/Military Government Company.

53. Staff Functioning

a. The staff functioning of the CA/MG company is generally similar to that of the CA/MG group.

b. The T/O&E for a CA/MG company makes no provision for all the staff officers included in a CA/MG group staff. The company staff is not authorized an intelligence officer, operations and training officer, headquarters detachment commander, and certain other staff officers. This necessitates that other company staff officers be responsible for these activities.

Section II. THE COMPANY STAFF

54. The Company Staff

The duties of the company staff are similar to those of the group staff. However, the functions of the intelligence officer and the operations and training officer are assumed by the personnel of the company staff, in such a manner that the overlapping of responsibility and performance is negligible. The necessity for an operations and training section is more acute in a training situation than an intelligence section, although both must be provided in the operational phase. In practice, both functions may be accomplished by the executive officer.

55. Executive Officer

a. The executive officer of the company is the deputy CA/MG officer, and the chief assistant and adviser to the company commander. He performs functions similar to those of the executive officer of the CA/MG group.

b. In the absence of an intelligence officer and operations and training officer, the executive officer normally assumes responsibility for these activities and performs functions similar to those of the intelligence officer and operations and training officer of the CA/MG group.

56. Administrative Officer

The administrative officer of the company performs functions similar to those of the adjutant (S1) of the CA/MG group. In addition, he is responsible for those functions performed by the headquarters detachment commander of the group.

57. Supply and Procurement Officer

The supply officer of the company performs functions similar to those of the supply and procurement officer (S4) of the group.

Section III. THE COMPANY FUNCTIONAL TEAMS

58. Organization

The functional teams of the CA/MG company are identical in function and are organized in a manner similar to the functional teams of the group. The functional teams are grouped into four sections, each headed by the senior officer in the section who coordinates the activities of the teams within his section, supervises their execution of directives, and consults with the team chiefs on technical functional matter.

59. Differences Between Company and Group

There are certain differences between the functional teams of the group and those of the company including—

- a.* The rank of the functional team officers is usually higher at the group level.
- b.* The group functional teams, as a rule, are larger in size.
- c.* The functional teams of the group are more supervisory than operational.

Section IV. THE PLATOON

60. Organization

a. The CA/MG platoon is the smallest command and administrative CA/MG unit. The platoon includes no organic specialists, but may be augmented with a variable number of functional teams, depending upon its specific mission. When specialists are required, they may be provided by the attachment of functional teams or specialists from the company.

b. The platoon consists primarily of the platoon headquarters, and such administrative, service, and functional teams as may be attached to it. (For the exact organizational details, see T/O&E 41-500A.)

c. The platoon staff, which assists the CA/MG platoon commander, is very limited; it consists of the executive officer and the platoon officer. It also includes public safety and investigative enlisted personnel.

d. Because of the limited nature of the platoon staff, the platoon commander performs some of the

duties that would ordinarily be assigned to a staff officer.

61. The Executive Officer

a. The executive officer of the CA/MG platoon keeps himself informed on all aspects of the platoon's activities, and performs such functions as are assigned him by the platoon commander.

b. Specifically, his duties include the following:

- (1) Assisting the platoon commander in formulating plans and activities in conformity with the policies prescribed by higher headquarters.
- (2) Establishing, maintaining, and taking charge of the Platoon headquarters, and maintaining communications with the company headquarters.
- (3) Formulating, maintaining, and supervising a standing operating procedure for all activities, reports, journals, diaries, files, and all other administrative matters pertaining to platoon operations.
- (4) Controlling the movement of platoon vehicles in the platoon area, and maintaining their efficiency.
- (5) Receiving officials, both military and civilian, visiting the headquarters for the purpose of conferring with the platoon commander.
- (6) Representing the platoon commander during his absence, and assuming command as authorized.

- (7) Providing for the internal security of the platoon headquarters.
- (8) Coordinating and supervising all activities pertaining to the morale and personnel services of the platoon.

62. Platoon Officer

The platoon officer performs such duties as are assigned him by the platoon commander. He assists the commander and executive officer in all platoon operational, administrative, and supply activities.

63. Other Staff Activities

The platoon staff may include the public safety sergeant and the investigative sergeant. It may also include, when authorized, language, food service, and auto maintenance personnel.

64. Functional Teams

a. When functional teams are attached to the platoon, their relationship to the platoon commander and his staff is similar to their relationship to the company commander and his staff when they are attached to the company.

b. When functional teams are not attached to the platoon the platoon commander assigns all functional activities not reserved to himself, to his executive and platoon officer. It is essential that each function be made the specific responsibility of a designated officer. The assignment of functions to officers in the platoon is primarily dependent upon the capabilities, experiences, and qualifications of the officers in the platoon.

CHAPTER 5

SPECIAL UNITS

Section I. THE CA/MG AREA HEADQUARTERS

65. Introduction

The CA/MG area headquarters is a table of distribution unit that is designed for high level CA/MG planning and operations in a theater of operations.

66. Mission

a. The general mission of a CA/MG area headquarters unit may be to administer a major political entity, such as a state or nation, or to serve as a CA/MG staff section (par. 7).

b. In accomplishing its mission, it formulates plans in conformity with appropriate policy and other pertinent directives, and supervises and directs the CA/MG functions and activities of CA/MG units and personnel within its area of concern.

67. Allocation of Area Headquarters Units

In addition to area headquarters units allocated to theaters for staff sections, the "A" type area headquarters unit is allocated to the theater commander on the basis of one "A" type unit for each major country to be occupied in the theater. The "B" type area headquarters unit is allocated to the theater

commander on the basis of one "B" type unit for each minor country to be occupied in the theater.

68. Organization

a. The internal organization of an area headquarters unit is flexible; however, that of the "A" type because of its size, is more complex than that of the "B" type. The internal organization may tend to parallel the internal organization of the government of the area in which the unit is to be employed.

b. The "A" and "B" type area headquarters units contain the essential elements shown in figures 3 and 4. The functional specialists are grouped generally under the headings of economics, government, public facilities, and special functions.

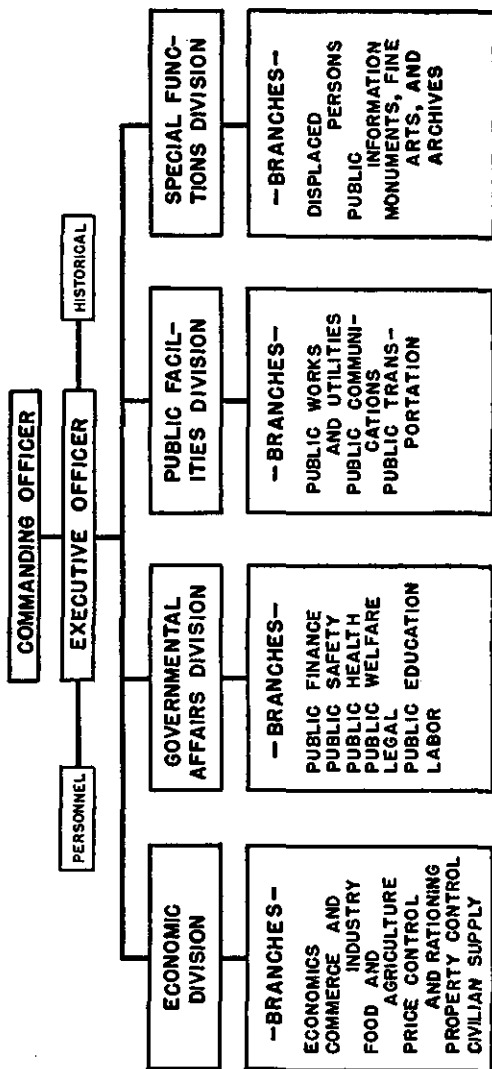


Figure 3. Organization Chart: Typical Civil Affairs/Military Government area Headquarters "A" Type.

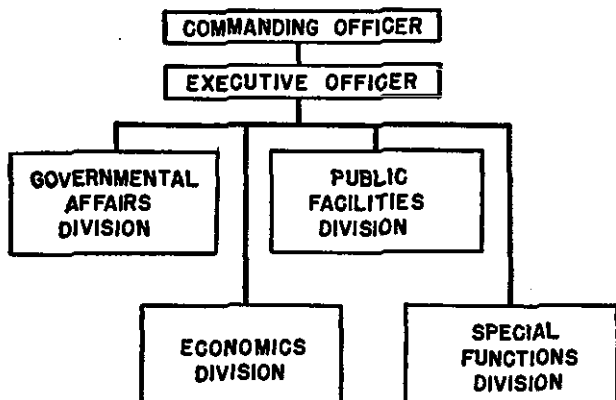


Figure 4. Organization Chart: Typical Civil Affairs/Military Government Area Headquarters "B" Type.

69. Responsibilities

a. General. The responsibilities of the area headquarters unit commander and the divisions include the following:

- (1) The commanding officer of the CA/MG area headquarters unit is responsible for estimating CA/MG unit and personnel requirements for the area his unit is to supervise; the preparation of an overall plan for the deployment of CA/MG units in the area; and for the preparation of directives to implement policies pertaining to CA/MG.
- (2) The executive officer is responsible to the commanding officer for the direction and coordination of the activities of the various divisions and branches of the area headquarters unit.

- (3) The personnel division (Area Headquarters Type "A" only) is responsible for formulating policy, and supervising the execution of administrative arrangements pertaining to the personnel of the command, and to civilians employed by or under the supervision of the command. The division is further responsible for all activities of a G1 nature.
- (4) The historical division (Area Headquarters Type "A" only) is responsible for the collection, compilation, classification, and maintenance of historical material relating to the CA/MG activities of the area headquarters unit. The division maintains close contact with CA/MG headquarters and field units. It prepares or assists in the preparation of reports of administrative and technical activities.
- (5) The economics division is responsible for the direction and supervision of civilian economic activities within the area supervised by the area headquarters. The chief of the division directs and supervises activities in the fields of economics, commerce and industry, food and agriculture, price control and rationing, property control, and civilian supply.
- (6) The government division is responsible for the direction and supervision of civilian governmental activities within the area supervised by the area headquarters. The

chief of the division directs and supervises activities in the fields of public finance, public safety, public health, public welfare, legal, labor, and public education.

- (7) The public facilities division is responsible for the direction and supervision of civilian public facilities activities within the area supervised by the area headquarters. The chief of division directs and supervises activities in the fields of public works and utilities, public communications, and public transportation.
- (8) The special functions division is responsible for the direction and supervision of civilian special functions activities within the area supervised by the area headquarters. The chief of the division directs and supervises activities in the fields of public information, displaced persons, and monuments, fine arts, and archives.

b. Additional Responsibilities. In the area it is to supervise, additional responsibilities of the area headquarters unit may include the following:

- (1) To prepare plans and alternate plans for the training, employment, and the reorganization or phasing out of CA/MG units occasioned by transfer of control of the area to another agency or to the indigenous government.
- (2) To designate approved material for reference work.

- (3) To prepare and reproduce handbooks and other reference material for use by CA/MG personnel and occupation troops.
- (4) To prepare suitable standing operating procedures for the—
 - (a) Employment of units in the field.
 - (b) Calling forward of units to a theater of operations.
 - (c) Calling forward of functional teams to a theater of operations.
 - (d) Reorganization of units because of a reduction in force, or a phasing out of operations.

Section II. THE CA/MG SCHOOL UNIT

70. General

The CA/MG school unit is a table of distribution unit that is designed to operate in the continental United States (par. 7).

71. Mission

The mission of the CA/MG school unit is—

a. To provide the administrative and instructional headquarters for general CA/MG instruction for personnel assigned to or selected for military staffs and units.

b. To provide the course outline in conformity with the program prescribed by appropriate Department of the Army agencies, and to direct the civilian instructional staff in the presentation of the prescribed instructional material.

c. To insure adherence of instruction to established doctrine and principles.

d. To conduct that portion of the instruction applying specifically to military matters and subjects.

72. Composition and Functions

The CA/MG school units consist of a headquarters and four sections (fig. 5). The general functions of the headquarters and the sections include the following:

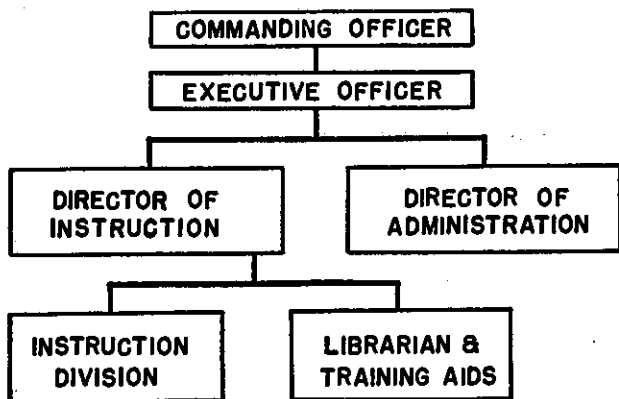


Figure 5. Organization Chart: Civil Affairs/Military Government School.

a. The commanding officer of the CA/MG school is responsible for the activities of the staff and faculty, and all other personnel involved in the operation and maintenance of the school.

b. The executive officer is responsible to the commanding officer for coordinating the activities of the

director of instruction and the director of administration.

c. The director of instruction is responsible for directing the educational and training program of the school. He prepares training plans and training standards, organizes curricula, coordinates programs of instruction, recommends the assignment of instructors, and supervises the training presented.

d. The instruction division is responsible for the presentation of all instruction, in conformity with established doctrine, and as prescribed by appropriate Department of the Army agencies.

e. The librarian and training aids section administers and maintains the school library. It also supervises the planning, development, and preparation of the training aids required for instruction.

f. The director of administration is the coordinating agent for the commanding officer with regard to administration. He is concerned with activities relating to personnel of the unit, administrative services, and such functions pertaining to supply and transportation as are required for the efficient operation of the school unit.

Section III. THE THEATER CA/MG SCHOOL

73. General

The theater CA/MG school is a table of distribution unit designed to conduct theater training of CA/MG units and individuals deployed to the theater for operations within that theater (par. 7).

74. Mission

The mission of the theater CA/MG school unit is—

a. To develop and present instructional courses to meet special area requirements.

b. To provide refresher and orientation instruction for CA/MG units and personnel deployed in the theater of operations.

c. To provide instruction for individuals selected from within the theater for CA/MG assignments.

d. To instruct in all CA/MG areas of concern when directed by the theater commander.

75. Composition and Functions

The theater CA/MG school unit is organized in the same manner and functions similarly to the CA/MG school unit for the continental United States (par. 72 and fig. 5).

Section IV. THE CA/MG UNIT TRAINING CENTER

76. General

The CA/MG unit training center is a table of distribution unit that is designed to direct the training of CA/MG units within the continental United States (par. 7).

77. Mission

The mission of the CA/MG unit training center is—

a. To serve as the administrative and training headquarters in order to supervise and direct the training of CA/MG units according to the program

prescribed by appropriate Department of the Army agencies, and in conformity with established programs, principles, and doctrine.

b. To activate and supervise the organization of additional CA/MG units, as required, and thereafter to supervise and direct their training.

c. To supervise and direct the training of CA/MG units from other nations, as directed.

78. Composition and Functions

The CA/MG unit training center consists of a commanding officer, executive officer, and four divisions (fig. 6). The general functions of the various officers and the divisions include the following:

a. The commanding officer of the unit training center has the same command responsibilities as other military commanders. See FM 101-5.

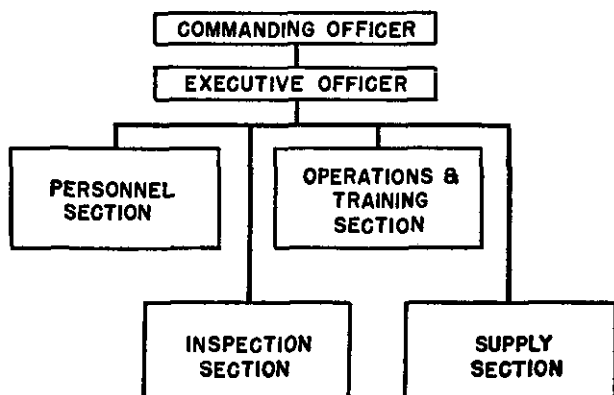


Figure 6. Organization Chart: Civil Affairs/Military Government Training Center.

b. The executive officer performs the functions of the chief of staff of the general staff type organization. See FM 101-5. In addition he supervises the administrative functions pertaining to the processing of individuals and units.

c. The personnel division is responsible for all activities pertaining to unit personnel. It is concerned with the preparation and maintenance of appropriate records and reports. It is further responsible for the assignment of individuals to appropriate military duties in accordance with prescribed classification procedures.

d. The inspection division is responsible for the inspection of the units at the center to determine the adequacy and efficiency of tactical training, combat efficiency, and readiness for field service.

e. The operations and training division is responsible for the planning, supervision, and coordination of all activities pertaining to the organization and training of units. It determines training needs, and arranges for all training facilities and equipment. It directs and inspects all instruction, and maintains adequate records of the progress of students and the effectiveness of instructional programs.

f. The supply division is responsible for the requisitioning, storage, maintenance, and distribution of all supplies required by the center. It maintains proper inventories and records, and makes arrangements for passenger and freight transportation.

CHAPTER 6

CAPABILITIES OF THE AREA HEADQUARTERS, GROUP, COMPANY, AND PLATOON

Section I. THE CA/MG AREA HEADQUARTERS

79. General Capabilities

The CA/MG area headquarters may be used—

a. To supervise or assist the highest level of government in the area of the command to which it is attached or assigned.

b. As a CA/MG staff section of a higher headquarters, such as a theater, theater army, army group, communications zone, or similar level headquarters.

c. As the CA/MG command of such a higher headquarters.

80. As a National Headquarters

a. The area headquarters, when it serves as a national headquarters unit, supervises or assists the highest governmental level of activity within the area of its concern. It may advise, support, or relieve from authority existing indigenous national officials. When an exiled government is restored, the national headquarters unit may limit its activities to supporting and advising the restored national government.

b. The area headquarters commander may be designated as the deputy military governor or senior CA/MG officer of the area.

81. As a Staff Section

a. The area headquarters, when it serves as a CA/MG staff section of a higher headquarters, formulates appropriate plans at the assigned staff level, provides CA/MG information to the commander, makes estimates of the situation, submits recommendations for policies, translates decisions and plans of the commander as they relate to CA/MG orders, and exercises supervision to insure that policies and orders of the commander as they pertain to CA/MG are executed.

b. Specifically, the area headquarters prepares, or helps to prepare, the overall plan for CA/MG including the plan of deployment; the estimate of units needed; and the preparation of manuals of instruction and procedures.

82. As a CA/MG Command

When an area headquarters acts as a CA/MG command, it directs the activities of all CA/MG units placed under its control by the appropriate commander. (For details concerning the activities of a CA/MG command, see par. 86.)

Section II. THE CA/MG GROUP

83. General Capabilities

a. The CA/MG group may be used to control a political unit equivalent to a province or a very large city. The CA/MG group may have assigned to it

an adequate number of companies to exercise control over the political subdivisions of the area to which it is assigned.

b. The CA/MG group may be attached or assigned to a theater army, army group, or field army as a CA/MG command.

84. To Control a Province

a. The CA/MG group, when utilized to control a province, supervises and directs all provincial governmental activities. The group exercises control over the lesser political subdivisions in the province through its assigned companies.

b. The group commander is designated as the senior CA/MG officer of the province, and commands all the CA/MG units subordinate to the group. The group commander is responsible for the formulation of operational plans for the group within its area of concern, for making necessary plans for the utilization of subordinate units, and for the issuance of directives to implement these plans.

c. The group is responsible for all CA/MG matters within the province. Through its functional teams the group supervises and directs all governmental activities at provincial level, and through its subordinate CA/MG units the group indirectly supervises the governmental activities in the lesser political subdivisions.

85. To Control a Very Large City

a. The CA/MG group, when utilized to control a very large city, employs its companies to supervise

the major administrative subdivisions of the municipal government.

b. The capabilities of the group, when it is utilized to control a very large city, are similar to its capabilities when it is used to control a province.

86. As a CA/MG Command

a. The CA/MG group, when attached or assigned to a theater army or field army to act as the CA/MG command, controls the activities and gives technical guidance to all the CA/MG units placed under its control by the appropriate commander.

b. It receives directives in the name of the commander from the CA/MG staff section of the headquarters to which it is attached or assigned, and supervises the execution and implementation of these directives by the CA/MG units under its control. Problems requiring a command decision arising in subordinate CA/MG units are transmitted through the CA/MG command unit to the CA/MG staff section for action by the commander of the headquarters to which the group is attached or assigned.

c. It receives and holds, pending disposition, CA/MG units and personnel allocated to the command, and performs the normal administrative functions of a higher echelon of command for such units and personnel while they remain under its jurisdiction.

d. It may conduct a CA/MG school or training center for all CA/MG units and personnel that come

under its control, from the time of the arrival of the units and personnel in its area of responsibility until they are deployed in accordance with the overall plan.

e. It secures from the theater CA/MG staff section the decision as to the political subdivisions in which CA/MG units are to be employed, and, when authorized, reorganizes the cellular composition of the units in accordance with the needs of the areas to be controlled.

f. It holds personnel made excess by reorganization and uses such personnel in reorganizing other units, as individual replacements, and for such other use as may be appropriate and authorized.

g. The group, when operating as a CA/MG command, moves forward with the headquarters to which it is attached or assigned; transfers control of CA/MG units left in place to the appropriate headquarters; and takes control of CA/MG units left in place by advancing forces.

Section III. THE CA/MG COMPANY

87. General Capabilities

The CA/MG company may be utilized to control a political unit smaller than a province or to control a large city. The CA/MG company usually operates under the supervision, and is a normal component, of a CA/MG group. The CA/MG company may be attached or assigned to a corps as a CA/MG command.

88. To Control a Large City or Other Political Subdivision

a. The CA/MG company can supervise and administer all levels of governmental activity in a large city or other political subdivision less than a province. The company exercises control over the lesser political subdivisions in its area through its platoons.

b. The company commander is designated as the senior CA/MG officer of the political subdivision, and commands all the CA/MG units subordinate to the company. He is responsible for planning to the same extent as the group commander (par. 84).

c. The company is responsible for all CA/MG matters within its area of control and supervises and directs the governmental activities in the same manner as the group (par. 84).

89. As a CA/MG Command

The CA/MG company, when attached or assigned to a corps as a CA/MG command, operates in the same manner as the group when the group is employed as a command (par. 86), except that the company does not conduct a school, reorganize the cellular composition of units, or hold personnel as individual replacements.

Section IV. THE CA/MG PLATOON

90. General Capabilities

a. The CA/MG platoon may be employed to control or supervise a political subdivision such as a county or a small city. The platoon controls all governmental activity at its assigned level. It is normally a component part of a company, and receives assistance in functional matters from the company when required.

b. The CA/MG platoon may be attached to a division or equivalent unit as a staff supplement to assist the division CA/MG staff section. The platoon commander coordinates the activities of the platoon to produce the results desired by the division CA/MG staff officer. Officers of the platoon may be attached to regiments or equivalent units as advisors to the commander.

c. The CA/MG platoon may be used for recurring tasks such as controlling refugees, posting proclamations and controlling communities in a division area. It may perform special tasks such as operating temporary and permanent refugee and displaced persons camps.

CHAPTER 7

INTERNAL ADMINISTRATION OF UNITS

Section I. CA/MG UNIT ADMINISTRATION

91. Unit Administration

CA/MG unit administration includes all the activities by which the unit commander and his staff organize, plan, coordinate, direct, and control the unit as a whole. For details pertaining to interior management see FM 101-1. These administrative activities are accomplished continuously and concurrently by the headquarters of each CA/MG unit. (See appendix III for checklist.)

92. Organization

a. The CA/MG unit commander is guided in the organization of his unit by the table of organization and equipment, or table of distribution of the unit. The unit commander makes minor adjustments in the structure, clarifies and adjusts relationships, further fixes responsibilities, and directs and coordinates the efforts of the unit and its teams.

b. The commander clearly defines the relationship of each job position to every other job position in the CA/MG unit. The job positions are normally documented graphically by use of organizational charts and flow charts.

93. Planning

The planning of CA/MG units is guided by announced plans and directives of higher headquarters, including the theater CA/MG plan. Planning of unit commanders may be limited to adjusting unit activities to the peculiarities of the area.

94. Coordination

The unit commander and his staff coordinate the activities of all functional teams and subordinate units so that they contribute to the accomplishment of the mission. The coordination of the diverse interests of the functional teams is a major administrative problem.

95. Direction

Within the limits set by higher headquarters the CA/MG unit commander directs the activities of the functional teams and subordinate unit. He continually decides priorities and the order of importance of the actions to be taken.

96. Control

The unit commander not only determines that his personal orders are being enforced; he also enforces compliance with all directive of higher headquarters (par. 21).

Section II. UNIT HEADQUARTERS LOCATION AND MOVEMENT

97. General Location

a. The theater commander's overall plan for CA/MG determines the areas in which CA/MG

units will be located. The assignment of specific CA/MG units to particular areas is made at appropriate levels. In localities not specifically provided for in the overall plan, units will be temporarily deployed as circumstances necessitate.

b. When a CA/MG unit has been assigned to an area, the headquarters of the CA/MG unit is located where it can best control the governmental area it is assigned to supervise. This is usually the location of the appropriate level of government it is to supervise.

98. Exact Location

a. The exact location of the unit headquarters is determined by the commanding officer of the CA/MG unit. This decision is usually based upon the recommendations of the S3 as to location, and the recommendation of the S1 as to suitability.

b. The exact location of the unit headquarters is influenced by such considerations as the location of the governmental offices it is to supervise; the ease of access thereto; the space and facilities required; the conditions that are conducive to the dignity of CA/MG; the proximity to available billets and to routes of communications; the communications requirements and facilities; the type of operation; the security; and the extent of the war damage in the area.

99. Marking

After the exact location of the headquarters has been selected, the approaches to the headquarters are clearly marked. Signs are posted on all routes lead-

ing to the headquarters and a large sign is displayed at the entrance of the unit headquarters.

100. Movement

The details concerning the movement of the unit headquarters are supervised by the unit S1, with the headquarters commandant of the unit performing the actual movement. For further discussion of movements see FM 100-5 and FM 101-10.

Section III. UNIT HEADQUARTERS ARRANGEMENT

101. Internal Arrangement

After the exact location of the headquarters is determined, the S1, or the officer responsible for that function, supervises the interior arrangement of the office space. The space to be occupied by the commander and each staff section is allocated to provide the maximum working facilities that are consistent with security requirements. See FM 100-10.

102. Unit Commander

A separate office should be provided for the unit commander, and may be provided for the executive officer. These offices should be large and suited to the dignity of the position to be upheld. There should be a large room adjacent to or near the commander's office which may be used as a conference room.

103. Staff Offices

Separate offices should be established for staff sections, when such an arrangement facilitates staff operations.

104. Functional Offices

A separate group of offices should be established for the functional teams. The arrangement of these offices should be related to the nature and scope of the functional activities which the unit must control.

105. Message Center

The message center should be located near the entrance to the headquarters. Thus, incoming messengers can find it easily and outgoing messengers can be dispatched quickly. The location of other communications equipment, such as switchboards, radio sets, and teletypewriters, should be determined by the degree of security required, the proximity to existing wire circuits, the freedom desired from noise and interference, and the convenience to the user.

106. Reception Room

A reception room should be established by the unit headquarters. Civilians are received in the reception room by receptionist interpreters who ascertain their business and direct them to appropriate officers. When necessary, separate offices are made available to interviewing personnel to insure privacy, security, and efficiency.

107. Appearance

The appearance of the CA/MG headquarters reflects the authority and dignity of the United States, and is clean, orderly, and dignified. An alert armed guard should be posted at the entrance to the headquarters when required. Business hours should be

prominently posted outside the office. The flag of the United States and other flags, as authorized, adequate in size, should be prominently displayed before the unit headquarters.

108. Motor Pool

Factors affecting the location of the motor pool are—proximity to the headquarters, routes of communications, and availability of space for the efficient operation and proper maintenance of the vehicles.

Section IV. MORALE AND PERSONNEL SERVICES

109. General

Personnel services, by their nature, are identified with the morale of military personnel. In the CA/MG units, the responsibility for these services is usually delegated to the S1, or comparable officer. For details pertaining to morale and personnel services see FM 100-10 and FM 101-1.

110. Medical Services

Appropriate medical and dental services for CA/MG personnel are the responsibility of the commander to whose organization the CA/MG unit is attached.

111. Personnel Requirements

The assigned mission of the CA/MG unit is the basis for computing the personnel strength of the unit. Insofar as table of organization units are concerned, the headquarters team is of a standard size, but the number of service and functional teams,

the number of companies attached to the group, and the number of platoons in a company will vary with the unit assignment and mission. The table of distribution for other units authorizes personnel as required.

112. Discipline

The nature of the CA/MG activity is such that its personnel deal with the inhabitants of the area on a personal level and under circumstances which cannot be personally supervised by the commanding officer. Thus, all CA/MG personnel must be fully indoctrinated with regard to the principles of justice and fairness, and the rights of civilians under international law.

Section V. RECORDS AND REPORTS

113. Importance

The unit commander and his staff maintain a system of records and reports, for use in making estimates, plans, and decisions, and in supervisory CA/MG activities. The records and reports are utilized for the information of higher and lower headquarters, and for unit and historical purposes. It is essential that records and reports conform to prescribed format. Written reports are required from subordinate units to the extent necessary for the higher headquarters to be adequately informed of the progress of such units. The unit adjutant, or comparable officer, maintains the office of record for the headquarters. The unit commander insures that accurate and complete records are maintained and timely reports obtained.

114. Personnel Records and Reports

a. The personnel records and reports maintained by CA/MG units are identical to those prescribed for all military units. (See FM 101-1.)

b. The CA/MG platoon does not maintain personnel records. Personnel records for CA/MG platoons are normally maintained by the company to which they are assigned. When units are detached from their parent organization for service with other United States or Allied Armed Forces, the manner in which personnel records and reports are kept will be prescribed by the authority directing such detachment and service.

115. Unit Records and Reports

Unit records include such official records and reports as pertain to the command of the unit.

a. Morning Report. It is the duty of the S1, or comparable section of the CA/MG unit, to maintain the morning report. The platoon will send necessary information for this report to the company under which it is operating.

b. Unit Journal. It is maintained by the S1 or comparable section of all CA/MG units. Functional teams maintain a journal of events and activities as well as supplying the S1 with such information as may be required for the unit journal. For an example and further discussion of this record see FM 101-5.

c. Work Sheet. All staff sections prepare daily work sheets. It is an indexed assembly of current orders, messages, directives, and decisions used in the

preparation of estimates, plans, orders, and periodic reports. For an example and further discussion of this record see FM 101-5.

d. Policy File. All staff sections, headquarters units, and functional teams maintain a policy file. (See FM 101-5.) The policy files of CA/MG units and staff sections are based on the CA/MG directives of higher headquarters and contain policy of local application based on existing orders, past experience, and past decisions of the commanding officer.

e. Reports. The purpose, method, and characteristics of reporting systems is described in FM 101-5. CA/MG reports cover a wide variety of subjects. In addition to the normal reports of military units, information on such subjects as government, economics, public health, and similar activities are continuously reported. (A report form for routine matters is found in app. II.)

f. Unit History. The unit history is a special study, based on the compilation of all assembled unit records and reports. It constitutes a chronological record of events and is prepared in accordance with procedures prescribed by the historical service of the Department of the Army.

Section VI. INTELLIGENCE AND SECURITY

116. Military Intelligence

a. The intelligence functions of the CA/MG unit commander are similar to those of other tactical commanders, but vary in degree of emphasis, depending

upon the situation and the composition and mission of the unit (par. 36).

b. Full utilization is made by the platoon, company, or group headquarters of the intelligence service available through the echelon of command to which the CA/MG headquarters is attached or assigned.

c. CA/MG units are primarily interested in military intelligence concerning immobilized, isolated, or bypassed enemy forces; hostile underground movements; partisan and guerrilla activities; the censorship of civilian communications; psychological warfare; and screening prospective civilian employees and appointees prior to utilization by the CA/MG units.

117. Screening

a. The intelligence section of the CA/MG unit may be assigned the function of screening key local inhabitants, such as officials and employees, and applicants for licenses and permits.

b. The exercise of the screening function requires that maximum coordination be exercised between the intelligence section, the public safety team, and other interested functional teams, and that close liaison be maintained with counter intelligence and other appropriate intelligence personnel.

118. Headquarters Security

a. Upon arrival at the location of the unit CA/MG headquarters, the commander of the unit takes immediate action to insure the local security of his command. The headquarters commandant, or com-

parable officer, is delegated responsibility for initiating local security measures for the unit.

b. Liaison is maintained with tactical troop commanders, military police units, and such service units as are available to coordinate security measures in the general location of the CA/MG headquarters. The presence of a sizeable force of tactical troops near the CA/MG headquarters enhances law and order, and minimizes the danger of hostile measures by enemy civilians, or by guerilla and other partisan forces.

c. The CA/MG unit commander insures that his unit and personnel comply with security regulations in the area concerning blackout, curfew, travel restrictions, etc. When necessary, to accomplish the unit mission, the commander of the CA/MG unit secures necessary authorization for his personnel to take action necessary to accomplish their functions.

119. Interior Guard

An interior guard system is established as conditions require, for the motor park and billets, and to supply the guard needed at the entrances to the CA/MG unit headquarters. The guard may be supplied by troops operating in the area or by civilian police, but until such arrangements are completed the unit utilizes its own personnel.

120. Security Against Attack

Adequate measures must be taken to protect CA/MG unit personnel from enemy bombing or shelling, or from enemy chemical, biological, or radiological attack. CA/MG security measures against such at-

tack are passive, and consist of concealment, dispersion, cover, and the use of warning systems.

Section VII. UNIT SUPPLY AND COMMUNICATIONS

121. General

Current tables of organization and equipment, and of allowances, are used as authority for initial equipment issued for CA/MG units. Department of the Army directives may establish priorities of issue, and the issue of substitute items pending the availability of later models. The computation of allowances of equipment, both individual and organizational, is the responsibility of the operations officer of the unit, in coordination with the S1 and the S4, or of comparable officers.

122. Organizational Equipment

a. The equipment of the CA/MG unit is controlled and retained by it whether operating as a part of a large CA/MG unit or as a separate unit. The equipment furnished the CA/MG unit is issued on a permanent basis. The functional teams are issued equipment on a permanent basis the same as CA/MG units.

b. Special items of clothing and equipment for personnel are organizational, and are returned to unit control when such personnel are withdrawn from the unit.

123. Communications

a. The CA/MG commander will ensure that his unit is tied into the military telephone communica-

tions network, and that the telephone number of the unit is reported to the next higher headquarters without delay. Communications for CA/MG units is the responsibility of the commander to whose organization the CA/MG unit is attached. Technical channels are used to request such service.

b. The classified material of the local military government unit is handled in the manner prescribed by AR 380-5 and higher headquarters.

c. The CA/MG unit utilizes the existing civilian system for communications between elements of the civilian government it controls. Installation of military signal equipment is made only when dictated by the need of augmenting civilian facilities.

124. Logistical Requirements and Procurement

a. The supply officer (S4) plans, coordinates, and supervises the operation of logistical and similar services within the unit. He is responsible for supplying the unit with the supplies necessary to maintain the personnel, equipment, and the operations of the unit.

b. CA/MG groups and companies obtain their logistical support through appropriate technical channels. Platoons will normally be administered by the company; in emergency situations special arrangements may be made for platoons attached to a tactical unit such as a division, to receive their logistical support from the unit to which attached.

CHAPTER 8

TRAINING

Section I. INTRODUCTION

125. General

a. The ultimate purpose of all CA/MG training is to prepare personnel in CA/MG assignments to carry out efficiently and expeditiously their CA/MG missions.

b. CA/MG training comprises the training of individuals and units. See ATP 41-200.

c. Trainees progressively receive individual basic combat, MOS and CA/MG training. In CA/MG training, the trainees are first trained in basic CA/MG subjects; then, the individuals are trained within the teams; next, the teams are merged and trained as units; finally, the units are given training tests to measure their proficiency.

126. Continental United States

CA/MG training is normally accomplished in the continental United States. CA/MG schools normally furnish the training for individuals. Reserve units receive training as Organized Reserve Corps units during peace time, and at CA/MG unit training centers upon mobilization.

127. Theater of Operations

In a theater of operations, CA/MG units and personnel awaiting assignment receive supplementary training with emphasis on the area of operation. When it is necessary to procure additional personnel from theater forces, such personnel are normally trained in the theater of operations (par. 73).

Section II. CATEGORIES OF CA/MG TRAINING

128. Categories

CA/MG training encompasses the following broad categories: general CA/MG training, functional CA/MG training, area CA/MG training, and language training.

129. General CA/MG Training

a. The following instructional material, or the equivalent thereof, is included in the category of general CA/MG training:

- (1) Military Organization.
- (2) History of CA/MG Operations.
- (3) Legal Aspects of CA/MG Activities.
- (4) Principles of Government and Public Administration.
- (5) United States Policy Concerning CA/MG.
- (6) CA/MG Operations.
- (7) CA/MG Problems.
- (8) CA/MG Demonstrations.
- (9) Testing Program.

b. In this category of training, emphasis should be placed on the similarities of peoples and their institutions. Stress should be placed upon the similar-

ities between various geographical and national areas, rather than upon their dissimilarities, such as in the outward forms of institutions, languages, or governmental structures. In addition, attention will be given to sociological consideration of the persons and institutions composing a complex modern society and of the techniques available to manipulate them for the accomplishment of the CA/MG mission.

130. Functional CA/MG Training

It is contemplated that functional personnel will have had prior professional or technical training appropriate to the specialty for which they are selected. Such functional personnel and teams receive additional specialized instruction and training in their various functions at training centers or at appropriate Army installations and civilian institutions.

131. Area CA/MG Training

a. Students are trained in area study techniques to develop an understanding of the principles involved in area studies. Regardless of the place of employment, a CA/MG unit must be able to adjust itself, with a minimum of effort, to operate efficiently in any area.

b. When the area in which units and personnel are to operate is known, area training is given in the history, geography, economy, psychology, customs, institutions, government, and language of the area.

c. When for political or security reasons it is not possible to train units and personnel for a specific area operation, training in the techniques of collect-

ing and applying information is accomplished through the study of the United States, of the areas of previous CA/MG operations, or of fictitious areas prepared by the training authority.

132. Language Training

a. Language specialists are trained in language training facilities available to the Armed Forces.

b. Language training given to other than language specialists during the unit training program is conducted concurrently with area training for the primary purpose of providing familiarization rather than fluency.

Section III. INDIVIDUAL CA/MG TRAINING

133. General

Personnel requirements for CA/MG activities are more diverse than for other military activities; CA/MG operations require a wide range of specialists in the various CA/MG functional specialties. CA/MG personnel must not only meet normal military requirements, but may also be required to possess, or to be trained in, special functions.

134. Officer Personnel

a. All officers must attend a basic CA/MG officer course.

b. The further training of CA/MG officers varies with their proposed assignment:

- (1) Higher staff section chiefs, deputies, unit commanders, and executives must be thoroughly grounded in military organization,

administrative and staff procedures, and command responsibilities. Additional individual training as furnished by military schools must be made available to them.

- (2) Staff functional specialists, who have been selected by reason of their education or experience, must be trained in CA/MG principles, policies, organization, and staff procedures. They may obtain additional training for themselves and their sections by drawing on current civilian practices and procedures as they are available in the continental United States. Functional specialists are expected to take full advantage of the analogous courses of study offered by civilian schools.
- (3) All officers assigned to CA/MG units participate in general military government training. They may attend special military or civilian schools in preparation for future special or additional duties, such as defense against chemical, radiological, and bacteriological warfare; troop information and education; and unit administrative or service activities.
- (4) *Combat training and defense against guerilla warfare on a limited scope is generally afforded all officers.*
- (5) Officers should apply for attendance at such service schools as will keep their branch qualified.

135. Enlisted Personnel

a. All enlisted personnel must have some training in the CA/MG principles, policies, organization, operations, and procedures.

b. The additional training of enlisted men varies with their assignment:

- (1) Administrative and service personnel are qualified by military occupation specialties acquired through attendance at appropriate military schools and/or on-the-job training.
- (2) Enlisted specialists, selected by reason of military and civilian background and experience, are given additional training in their functional specialties at appropriate military schools and training centers.

136. Training Requisites

Before unit training may begin, officers in the unit should have completed training at a CA/MG school, and enlisted men must have completed their basic training. Newly commissioned specialists should complete a branch officer refresher course in addition to completing training at a CA/MG school.

137. Objectives

Among the objectives of unit CA/MG training are the following:

- a.* To prepare the CA/MG unit for the accomplishment of its assigned mission.
- b.* To stress the importance of the CA/MG activity in assisting military operations.

c. To promote knowledge and skill in the control and governing of the inhabitants of an occupied area.

d. To provide a working knowledge of the drafting, promulgation, and enforcement of proclamations, laws, ordinances, and orders.

e. To develop an understanding of the principles of area study.

f. To develop an understanding of the factors involved in the restoration of civil government, and the cessation of the CA/MG operation.

g. To provide practice in coordinating procedures for the effective administration of CA/MG functions in an occupied area.

138. Conduct

a. In training, emphasis is placed on the practical application of the principles and policies presented.

b. Instruction in a subject once completed is applied, whenever possible, to other training.

c. All instructional personnel must be qualified instructors. When required, appropriate courses in methods of instruction are provided.

139. Standards

CA/MG training is designed to promote knowledge and skill in the control and governing of inhabitants of occupied territories. Standards for this objective require the development of a high sense of responsibility which is characterized not only by the attainment of exemplary deportment, manners, and morale, but also of technical branch knowledge.

140. Supervision of Training

a. The quality and efficiency of training is directly proportional to the amount and degree of continuous personal supervision of the unit commander and his supervisory staff. Interference with the training schedule by such activities as administrative, service, and housekeeping duties should be kept to the minimum.

b. Records of training completed are kept timely and accurate in order that personnel may be promptly and properly accredited with such training.

c. Observation, inspection, periodic tests, and exercises are utilized to determine the progress of training. Though modifications in training schedules may be necessary, no part of the instruction prescribed by the appropriate army training program is omitted.

APPENDIX I

REFERENCES

AR 220-50	Regiments—General Provisions.
AR 220-60	Battalions—General Provisions.
AR 220-70	Companies—General Provisions.
AR 320-50	Authorized Abbreviations.
AR 380-5	Safeguarding Military Information.
SR 110-1-1	Index of Army Motion Pictures, Kinescope Recordings, and Film Strips.
SR 310-10-2	Military Publications, Preparation and Processing.
SR 310-10-3	Military Publications, Preparation of Training Literature.
SR 310-20-3	Index of Army Training Publications.
SR 310-20-4	Index of Technical Manuals, Technical Regulations, Technical Bulletins, Supply Bulletins, Lubrication Orders, and Modification Work Orders.
SR 310-20-5	Index of Administrative Publications.
SR 310-20-6	Index of Blank Forms.
SR 310-20-7	Index to Tables of Organization and Equipment, Reduction Tables, Tables of Organiza-

	tion, Tables of Equipment, Type Tables of Distribution, and Tables of Allowances.
SR 310-30-1	Organization and Equipment Authorization Tables.
SR 310-90-1	Distribution and Supply of Pub- lications and Blank Forms.
SR 320-5-1	Dictionary of United States Army Terms.
SR 320-5-5	Dictionary of United States Military Terms for Joint Usage.
FM 6-20	Artillery Tactics and Technique.
FM 7-40	Infantry Regiment.
FM 21-5	Military Training.
FM 21-8	Military Training Aids.
FM 21-30	Military Symbols.
FM 22-10	Leadership.
FM 27-5	United States Army and Navy, Manual of Civil Affairs Mili- tary Government.
FM 27-10	Rules of Land Warfare.
FM 100-5	Field Service Regulations—Op- erations.
FM 100-10	Field Service Regulations—Ad- ministration.
FM 101-1	Staff Officer's Field Manual— The G1 Manual.
FM 101-5	Staff Officer's Field Manual— Staff Organization and Pro- cedures.

FM 101-10	Staff Officer's Field Manual— Organization, Technical, and Logistical Data.
D/A Pamphlet 20-150	Geneva Conventions of 12 Au- gust 1949.
T/O&E 7-1	Headquarters, Infantry Division.
T/O&E 29-500	Composite Service Organization.
T/O&E 41-500A	Military Government Service Organization.
T/O&E 51-1	Headquarters, Army.
T/O&E 52-1A	Headquarters, Corps or Airborne Corps.
T/D 41-8821	Military Government School.
T/D 41-8826	Military Government School.
T/D 41-8827	Military Government Area Headquarters "A".
T/D 41-8828	Military Government Area Headquarters "B".
T/D 41-8829	Theater Military Government School.
T/D 41-8841	Military Government Unit Training Center.
T/D 41-8846	Military Government Unit Training Center.
ATP 41-200	Army Training Program for Military Government Service Organizations Consisting of Military Government Groups, Military Government Com- panies, and Military Govern- ment Platoons.

APPENDIX II

PERIODIC CA/MG REPORT

Report No. _____ From : _____

Location : _____

Period Covered: from _____ to _____
(Time and Date)

To: (Commanding Officer, appropriate headquarters)

1. ADMINISTRATION

a. Organization

b. Personnel

2. OPERATIONS, TRAINING, AND INTELLIGENCE

a. Deployment

b. Operation Reports and History

c. Training and Inspections

d. Internal Security and Information

e. Miscellaneous

3. ECONOMIC FUNCTIONS

a. Economics

b. Commerce and Industry

d. Food and Agriculture

e. Property Control

- f. Public Finance*
- g. Administrative*
- h. Transportation*

4. GOVERNMENTAL FUNCTIONS

- a. Public Safety*
- b. Public Health*
- c. Public Welfare*
- d. Legal*
- e. Public Education*
- f. Labor*

5. PUBLIC FACILITIES FUNCTIONS

- a. Public Works and Utilities*
- b. Public Communications*
- c. Public Transportation*

6. SPECIAL MILITARY GOVERNMENT FUNCTIONS

- a. Displaced Persons*
- b. Public Information*
- c. Arts, Monuments, and Archives*

7. RECOMMENDATIONS

APPENDIX III

A CA/MG UNITS CHECKLIST

The following is a list of major points to be checked in improving efficiency in a CA/MG headquarters.

1. *DETERMINING THE MISSION.* Check that—

a. Each CA/MG task is habitually begun by determining and announcing the primary objectives of the unit, its teams, and subordinate units.

b. Statements of objectives of the unit are clear and definite, answering the questions: who, what, when, where, how, and why.

c. Priorities among CA/MG objectives have been determined and announced.

d. The mission of each CA/MG unit and of its subordinate units is stated in writing.

e. Each individual knows the mission of the unit and of the section or team in which he works.

2. *ORGANIZATION.* Check that—

a. Every function necessary for accomplishing the commander's mission is assigned to an individual, section, or team of the unit.

b. The responsibilities assigned to individuals, teams, subordinate units, or civilian officials are specific, clear-cut, and understood.

c. Up-to-date organization charts of the unit and civilian government (including structural, functional, position, and flow charts) are prepared and are available.

d. The functions are assigned so that related functions are grouped together.

e. Every member of the organization understands to whom he reports and who reports to him.

f. No member of the organization is required to report directly to more than one supervisor.

g. The number of persons or units reporting directly to any one supervisor does not exceed the number that he can effectively supervise.

h. The channel of command through which orders and policies are transmitted is clear and is adhered to.

i. The authority and responsibility are decentralized to the maximum degree consistent with adequate control.

j. The assignment of activities to sections of the headquarters follows the same general pattern at all levels.

k. The responsibility for an activity is matched by the authority necessary to perform that activity.

3. *PLANNING*. Check that—

a. Effective administrative activity is carefully planned well in advance by studying and determining future schemes of action.

b. Planners have a complete and thorough understanding of the objectives to be attained.

c. The procedure is determined at the outset for producing and coordinating each plan within the time available.

d. Planning is based on complete and accurate facts, correctly interpreted.

e. Close supervision of all phases of planning is provided to ensure accuracy and timely completion of coordinated plans.

f. Direct contact is authorized between coequals and counterparts at all levels in order to expedite planning.

g. The responsibility for supervision of each planning task is fixed with one individual.

4. *COORDINATION.* Check that—

a. All personnel and functional teams of the unit are familiar with the functions of all other teams.

b. Specific personnel in the unit are assigned responsibility to ensure coordination of specific matters.

c. Adequate and timely means are employed to disseminate enough information to ensure intelligent cooperation.

d. All staff sections contributing to an undertaking have an opportunity to comment on proposed plans, orders, or policies.

e. Time is allowed in the preparation of plans and orders for the accomplishment of necessary coordination.

f. Coordination is begun in the early stages of planning, to avoid wasted effort.

g. Staff papers are accompanied by an indication of the agencies concurring and nonconcurring in the paper.

h. Staff officers visiting subordinate units habitually look for and report evidences of lack of co-

ordination on the part of their headquarters and their own staff section, and check that such reports are followed up with corrective action.

i. Files are checked to determine whether correspondence is leaving the headquarters or section without proper coordination.

j. Process reports are regularly studied for evidence of any failure in coordination.

k. The functional team initiating an assigned action on a matter is held responsible for coordination within its field and for referring the matter to the agencies responsible for coordinating in other fields.

5. *DIRECTING.* Check that—

a. Definite tasks or missions are assigned to subordinates.

b. Directives clearly define the relation of subordinate tasks or missions to the overall objectives.

c. Directives are positively and clearly expressed.

d. Directives are specific as to the who, what, where, when, and why of required action.

e. Directives are fully understood, and ample opportunity is provided for subordinates to seek clarification.

f. Directives are issued sufficiently in advance of the prescribed action.

6. *CONTROL.* Check that—

a. Adequate measures are provided and properly utilized to determine that each activity is proceeding according to plans, orders, and policies.

b. Priorities are established and disseminated.

c. Continuity is maintained by—

- (1) Planning and organizing for the full period of operation.
- (2) Providing for replacement of losses by trained personnel.
- (3) Accomplishing changes in an orderly manner, without interrupting operations.

d. Flexibility is preserved by allowing room in plans, orders, and organization to meet changing conditions and for internal arrangement to meet such changing conditions.

e. Physical audits or surveys are made when necessary to gather facts about accountancy procedures for functional teams wherein funds are involved.

f. Individual effectiveness is kept at a maximum by—

- (1) Providing the best possible working conditions.
- (2) Training each individual in more than one job.
- (3) Careful selection and placement.

g. Staff visits to subordinate units by staff officers and assistants are made according to a systematic program to insure that all items and all units are covered and reported on regularly.

h. A staff message control system is provided, including a positive check on the distribution and routing of important documents.

i. Translator sub-section and civilian employees therein are properly screened and supervised.

7. *WORK FLOW.* Check that—

a. Movement of work between two points travels the shortest distance possible.

b. Related operations are concentrated to minimize physical movement, time, and space in handling work load.

c. All handling not absolutely essential is eliminated.

d. Work loads are balanced and all workers have the same relative amount of work to do.

8. *STANDARDIZATION.* Check that—

a. A best method is developed and adopted for those activities which recur frequently.

b. Good procedures already developed in the Army and in business are considered at the outset of an administrative operation.

c. Conditions authorizing departure from standing procedures are clearly prescribed.

d. Satisfactory administrative procedures are prescribed early rather than awaiting the development of ideal procedures.

e. Sufficient flexibility exists in established procedures to allow for changes in conditions and to allow for internal adjustments to meet them.

f. Those important procedures which have been adopted are reduced to writing.

g. Administrative instructions and procedures are reviewed periodically and revised when advisable.

h. Consolidated report forms such as SITREPS and SITSUMS are utilized by teams and subordinate units.

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[AG 322 (18 Jan 54)]

BY ORDER OF THE SECRETARY OF THE ARMY:

M. B. RIDGWAY

*General, United States Army,
Chief of Staff.*

OFFICIAL:

WM. E. BERGIN,

*Major General, United States Army,
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