

THE INDUSTRIAL COLLEGE OF THE ARMED FORCES
Washington, D. C.

Economic Mobilization Course.

LECTURE

247-10
Orientation

ORGANIZATION OF THE WAR DEPARTMENT
13 SEPTEMBER 1946, 1030

LECTURER: LT. COL. J. E. BABCOCK

1. INTRODUCTION.

A. Subject.

This lecture will be general in nature. Essentially it will be for indoctrination with discussion of details reserved for the seminar and committee room. The organization of the War Department could be considered from many angles depending on the desires of the investigator. We will examine it this morning in the light of the mission of The Industrial College of The Armed Forces.

B. Limitations.

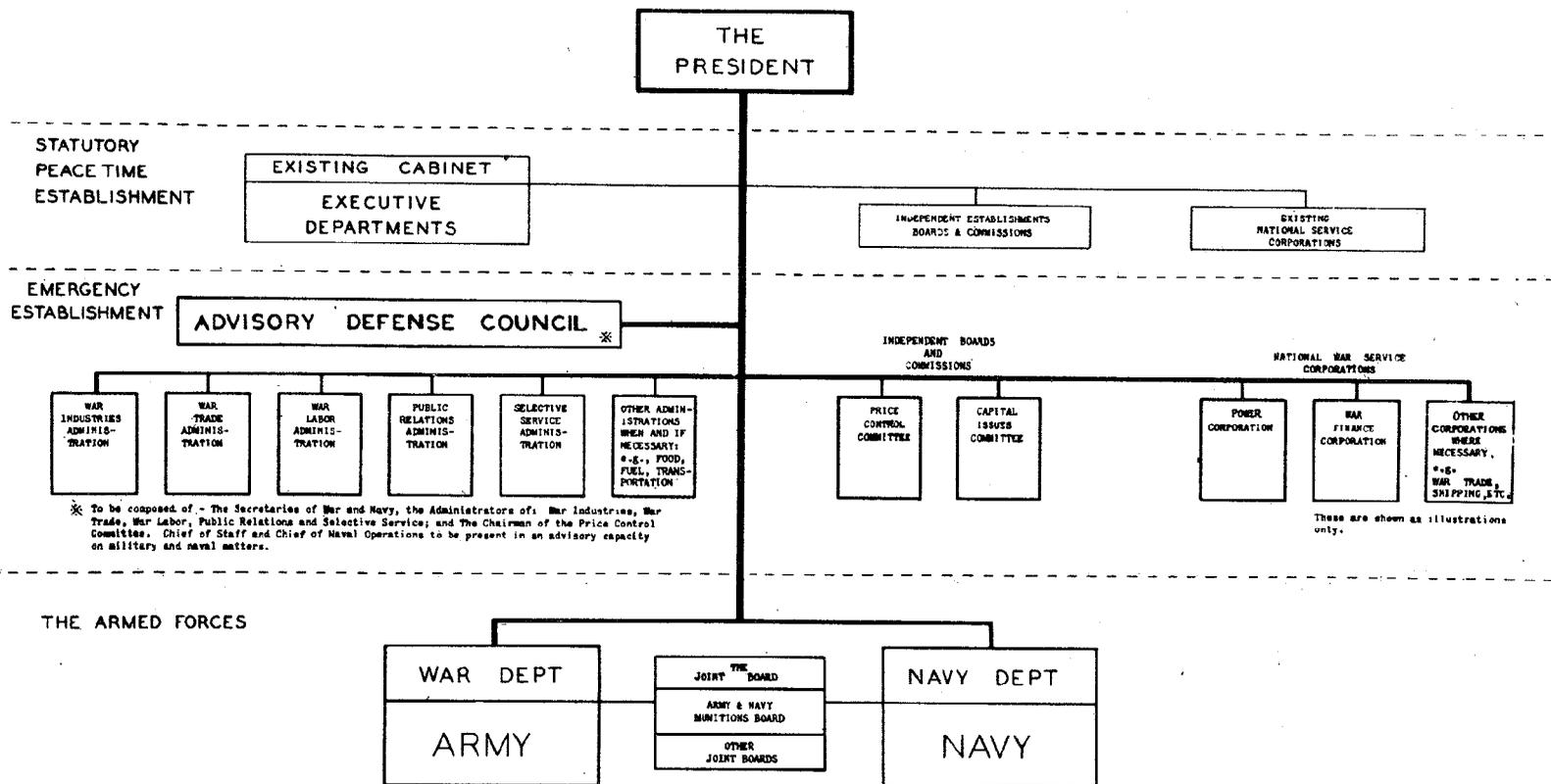
The Industrial College is especially interested in the development or evolution of the War Department as regards procurement organizations at both the coordinating level and the technical service or operations level. Before we go any further let's try to define and then explain what we mean when we speak of organization.

C. Definition.

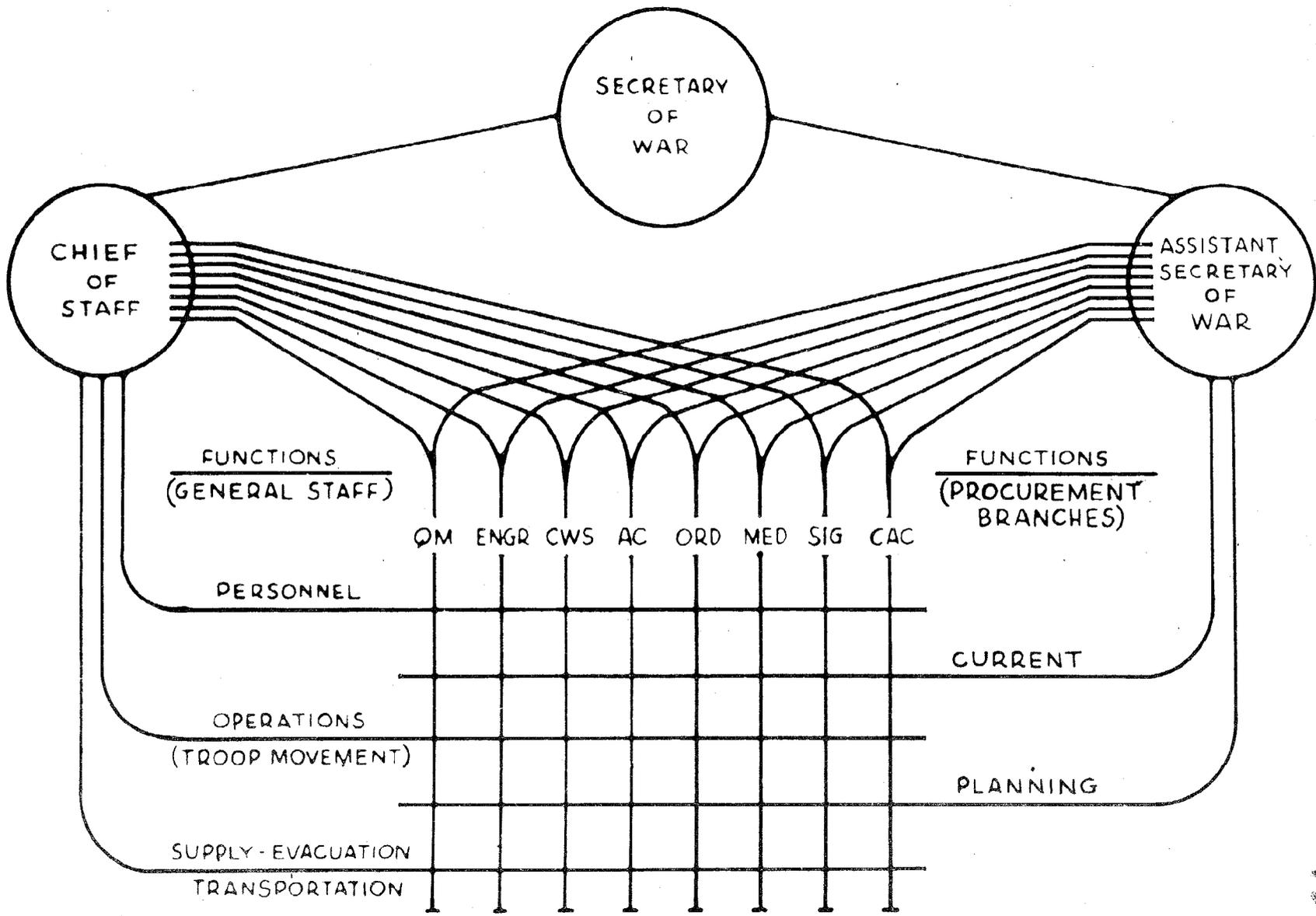
Organization is a body or grouping in which various related and sometimes unrelated activities are connected and sometimes coordinated. It does not need to be a static form but rather should be a dynamic form with flexibility. New ideas as to the organization of any function or group of functions should, time permitting, be given due consideration with an eye to refinement of such an organization. This lecture will attempt to make a little more clear the changes and reasons for changes in organization of the War Department from 1939 to the present organization of September 1946.

(Organization is the act or process of grouping and arranging into one whole a set of parts dependent on one another, or a body made up of parts mutually dependent but each having a special function-
Dictionary)

ORGANIZATION
OF THE
EXECUTIVE BRANCH
OF THE
GOVERNMENT OF THE UNITED STATES



77



II. PRE-WORLD WAR II - 1939.

A. There were four notable features in the War Department organization regarding supply and industrial mobilization at the time of our entrance into World War II, as follows:

1. Eight supply arms and services were responsible for procuring different types of military supplies. Each computed the requirements of the materiel for which it was responsible and purchased it,

2. A division of responsibility existed in supervising the activities mentioned in 1. The Supply Division, G-4, of the War Department General Staff was responsible for overseeing the computation of requirements while the Office of the Under Secretary of War had general supervision of procurement

3. The Office of the Under Secretary of War had charge of industrial mobilization planning.

4. The Supply Division of the War Department General Staff had built up a considerable administrative staff in the supervision of requirements and other supply functions to be mentioned later.

Under the pressure of the growing war preparation, those in authority felt that the War Department organization in some respects was not well suited to carry a heavy administrative load. Among the features which were criticized was the existence of eight separate supply arms and services, the division of the supervision of their functions and administrative duties in the General Staff, an organization which, according to some views, should have been devoted to matters of high policy. The result of these criticisms was the reorganization of March 1942 to be discussed later.

B. Office of the Secretary of War.

The phase of War Department activity pertinent to the studies of The Industrial College is especially related to the Office of the Under Secretary of War.

1. Legal authority.--The chief functions of the Office of the Under Secretary of War were industrial mobilization planning and the supervision of the procurement performed by the supply arms and services. These functions had originally been vested in the Office of the Assistant Secretary of War and were given to the Under Secretary in 1941. The origin of the powers of the Under Secretary dates back to the National Defense Act as amended in 1920, Section 5a of which provided as follows:

"Hereafter, in addition to such other duties as may be assigned him by the Secretary of War, the Assistant Secretary of War, under the direction of the Secretary of War,

shall be charged with supervision of the procurement of all military supplies and other business of the War Department pertaining thereto and the assurance of adequate provision for the mobilization of materiel and industrial organizations essential to wartime needs." (41 Stat. 764)

In the Act of December 1940 the Office of the Under Secretary of War was created. While not given a statutory responsibility for procurement, the new official received this power through the Secretary of War. (The Secretary of War was charged by law with supervising the procurement of all military supplies and other business of the War Department pertaining thereto and with the assurance of adequate provision for mobilization of materiel and industrial organizations essential to wartime needs. He was authorized to assign to the Under Secretary of War such duties in connection with these matters as he should deem proper. (54 Stat. 1224) The Secretary of War assigned the duties quoted above to the Under Secretary of War (WD Orders C, 21 April 1941) - Restatement.)

2. Organization.--The duties which the Under Secretary assumed were carried out under an organization set up in his office, the functional branches of which were, as of August 1941, as follows:

a. The Planning Branch.--This branch dealt with plans for industrial mobilization in war and supervised the planning for war procurement of the supply arms and services. The scope of planning in this branch was limited to matters relating to procurement previous to the actual negotiation of contracts or the placing of orders. It included the formulation of war plans.

b. The Purchase and Contract Branch.--This branch supervised procedures of purchases and contracts of the supply arms and services.

c. The Production Branch.--Followed up, expedited and coordinated the manufacture of munitions and the construction of new facilities for manufacture. It also supervised matters pertaining to the protection of commercial plants manufacturing materials for the Army and with the employment of aliens on War Department work.

d. The Statistics Branch.--Gathered and analyzed the essential information by which the procurement programs of the supply arms and services could be coordinated and made the information available through weekly reports. They also analyzed data regarding schedules and actual deliveries of munitions as well as computed the quantities of raw materials required to meet the War Department program.

3. The Army Industrial College.--As part of the machinery in the Office of the Assistant Secretary of War for preparing for industrial mobilization, the Army Industrial College was established in 1924. Later,

when the Office of the Under Secretary of War was created, the College was placed under that official. The purpose of the College was to train Army and Navy officers in war procurement and to familiarize them with problems of industrial mobilization for war. The work was carried on largely through lectures and student reports on projects related to industrial mobilization. Since the institution gave its full time to the consideration of problems relating to the mobilization of the economic resources of a nation behind a military effort, it was regarded as highly significant that it should have been created in the most industrialized nation in the world at a time when mechanization of warfare was revolutionizing previous theories of warfare. Is it just as significant that the joint activity - The Industrial College of The Armed Forces, should be activated at a time when the Atom Bomb may revolutionize the theories of warfare?

C. The General Staff.

The Supply Division of the General Staff was charged with preparing basic supply plans for the supply arms and services. Specifically, it was responsible for plans and supervision regarding such supply activities as the following:

1. The determination of tables of allowances and equipment and of the quantity and types of military supplies required for the use of the Army and essential to the military program. Under these powers the Supply Division, G-4, supervised the computation by the supply arms and services of military requirements. These requirements, having been approved by the Supply Division, were turned over to the Office of the Under Secretary of War where, after allowances were made for stocks on hand, they were translated into production requirements. After the procurement of supplies, the Supply Division again became the supervising agency, dealing with the subjects which follow:
2. Distribution, storage and issue of supplies.
3. Transportation by land and water, including ports of embarkation and their necessary auxiliaries.
4. Traffic control (the police of roads and routes was ordered by G-3 on plans formulated by G-4).
5. Leasing of War Department facilities and issuing of revocable licenses.
6. Distribution and movement of supply troop. (Orders for movements were issued by G-3 on request.)
7. Property responsibility and accountability (AR 10-15, 18 August 1936).

In the performance of these functions the Supply Division built up a large staff which was engaged in supervising the activities of the supply arms and services. This work of administration was contrary to a formerly accepted concept of the functions of a staff organization, i.e., that such a staff was advisory and was concerned only with matters of high policy.

D. The War Council. (A forum for coordinating the policies of the two supervising agencies.)

Since two War Department agencies were engaged in supervising the activities of the supply arms and services, a forum for coordinating the relations between the two was essential. Such a forum was provided in the War Council, made up of the Secretary of War, the Under Secretary of War, and the Chief of Staff. Policies affecting the military and munitions problems of the Army were considered and determined by the Secretary of War after considering the recommendations of the two other members.

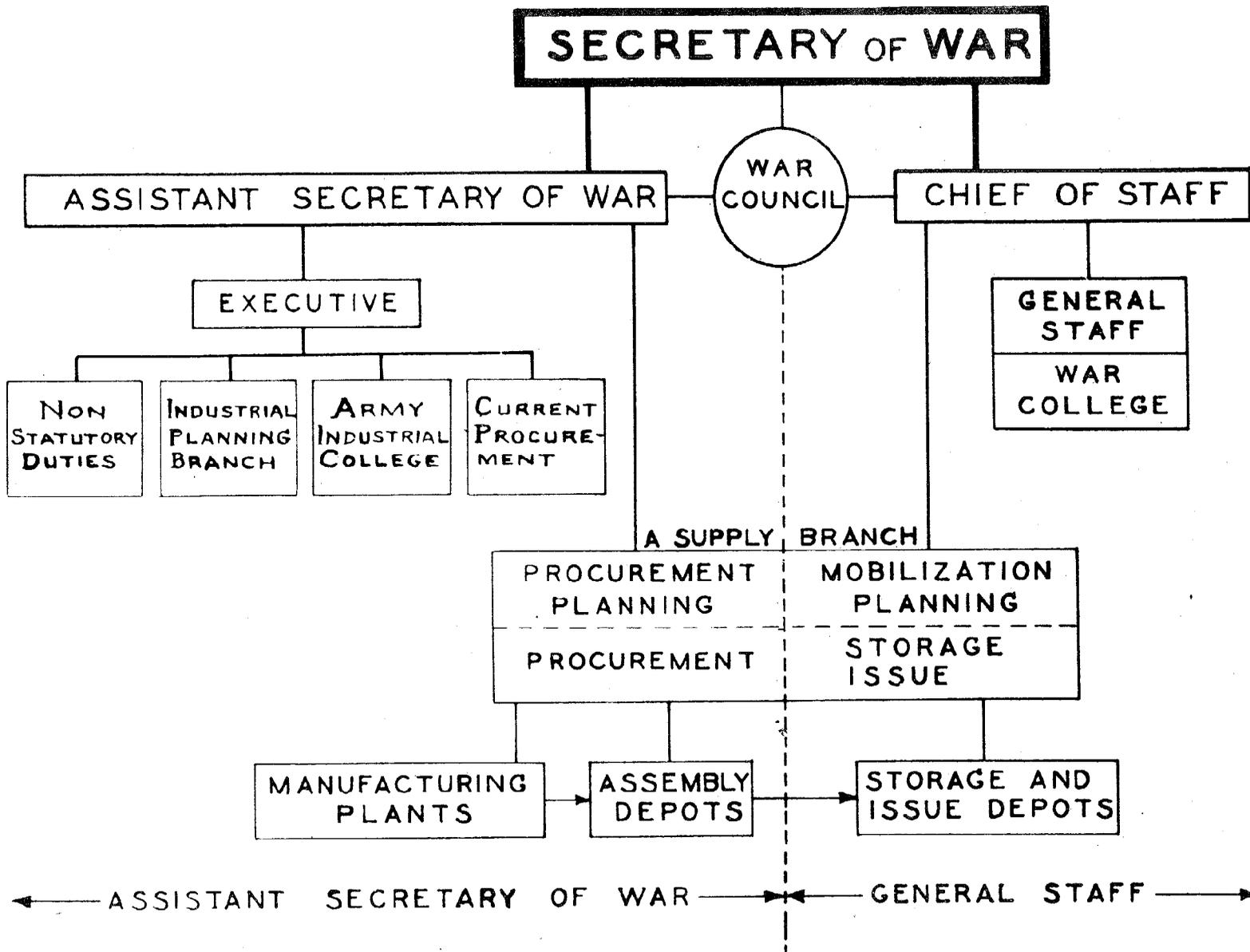
E. The Supply Arms and Services.

1. The computation of requirements and the actual procurement were the tasks of the eight supply arms and services. In connection with its procurement duties each of these organizations initiated designs and maintained drawings and specifications for equipment. The types of articles and supplies for which each of the supply arms and services were responsible were largely indicated by their names with the main exception of the Quartermaster Corps which procured standard commercial articles and all supplies that were common to two or more branches with the exception of technical and special articles. The other supply arms and services were as follows:

- a. The Ordnance Department.
- b. The Air Corps.
- c. The Coast Artillery Corps.
- d. The Corps of Engineers.
- e. The Signal Corps.
- f. The Chemical Warfare Service.
- g. The Medical Department.

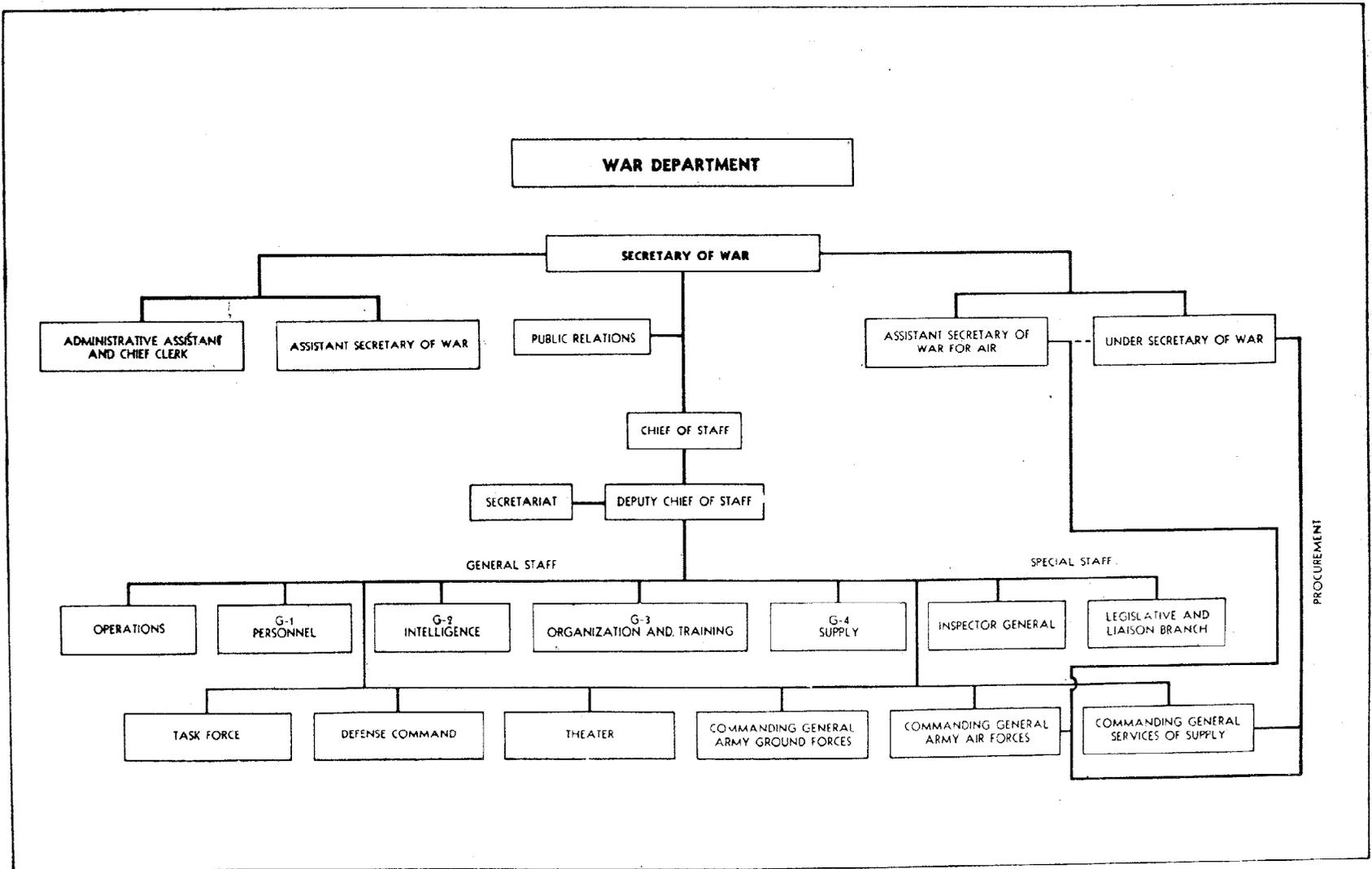
F. Chart of Organization - 1939.

The organizational relationship of the War Department units already mentioned is shown on Chart No. 3.



G. Chart of Coordination - Prior to 1942.

The coordination and supervision of the supply arms and services previous to 1942 is shown on Chart No. 4.



III. THE REORGANIZATION OF 1942.A. General.

Some of the features of War Department organization mentioned as existing in 1939 were the basic reasons for the reorganization of 1942. Among the features affecting supply which were under criticism were the following:

1. Eight supply arms and services, engaged in the procurement of different types of equipment and commodities, reporting separately to the next higher echelons, thus creating a problem of supervision on the higher levels of numerous agencies performing similar functions.
2. The supervision of the eight supply arms and services was divided between the Office of the Under Secretary of War and the Supply Division, G-4, of the War Department General Staff, creating a split system of direction which might conceivably result in a lack of coordination.
3. The Office of the Under Secretary of War and the Supply Division, G-4, had developed large administrative staffs to handle their directing functions. The staff in the Office of the Under Secretary of War was in need of reorganization. In the case of the Supply Division it was objected that a staff agency should not be encumbered with operating functions and that it should concern itself only with matters of high policy.
4. Aviation had become increasingly important in modern war; and the Army Air Corps, sensing the major role it had to play, had for some time sought an independent position with regard to both military operations and supply.

B. Authority for Reorganization.

1. Administrative changes had been under consideration in the War Department for about a year previous to March 1942, and preliminary studies had been made. The final plans with the support of both the Air Staff and the General Staff were submitted to and approved by the Secretary of War and the President.
2. The first document effecting the reorganization was Executive Order 9082, issued by the President on 28 February 1942, based on the authority granted to the Chief Executive in the First War Powers Act of 18 December 1941 (55 Stat. 838) for ~~co~~ordinating executive bureaus in the interest of more efficient administration. In Executive Order 9082, President Roosevelt directed the reorganization of the Army to provide three major commands: the Army Ground Forces, the Services of Supply and the Army Air Forces. He ordered and directed the Secretary

Of War to prescribe the duties, functions and powers of the various commands of the Army and agencies of the War Department so as to carry out the provisions of the order.

3. War department Circular 59, 1942, was issued to put into effect the provisions of the Executive Order. The circular filled in the details of the reorganization and supplies the guiding principles under which it was to be carried out. It continues to be the best source descriptive of the reorganization.

4. The following description of certain features of the reorganization refer to those that affected industrial mobilization planning, procurement and supply.

C. The Secretary's Office.

The supervisory authority regarding procurement and other related activities was the Under Secretary of War. He retained the functions which had been delegated to him under Section 5a of the National Defense Act as amended in 1920, under which he was "charged with supervision of the procurement of all military supplies and other business of the War Department pertaining thereto and the assurance of adequate provision for the mobilization of material and industrial organizations essential to wartime needs." It was provided in Circular 59 that the Commanding General's of the Army Air Forces and the Services of Supply would execute procurement and related functions under the direction of the Under Secretary of War. The division of functions was that basic policies on general economic and legal matters were fixed in the Office of the Under Secretary of War, as were questions of public relations and of legislative relations relating to procurement and that the Director of Production continued to report directly to the Under Secretary. Below that level, policies and procedures on procurement were worked out by the headquarters staffs of the Army Air Forces and the Services of Supply, and the operations were carried out by those agencies.

D. The General Staff.

1. The Chief of Staff.--In Circular 59 it was stipulated that the Chief of Staff was to be the immediate adviser of the Secretary of War on all matters relating to the military establishment and that he was to be charged by the Secretary of War with "the planning, development, and execution of the military program." With regard to supply matters the Chief of Staff depended upon the War Plans Division of the War department General Staff and the Supply Division, G-4.

2. The War Plans Division (later the Operations Division).--The War Plans Division, later named the Operations Division, was charged with duties relating to the formulation of plans and the strategic

direction of the military forces in the theater of war. The supply requirements of the forces in the various theaters were channeled to the Services of Supply in certain cases through the War Plans Division and thence to the various technical services. The War Plans Division, through its Logistics Group, reviewed the requirements as compared with strategic and tactical plans and then turned them over to the Services of Supply where the main work of formulating the final requirements was performed. Routine supply channels were from the theaters direct to the Services of Supply or Army Air Forces as the case might be.

3. The Supply Division, G-4.--Circular 59 charged the Supply Division, G-4, with those duties of the War Department General Staff that related to the supply of the Army. For some time after the reorganization of 9 March 1942, however, the functions of the Division were very restricted. Procurement and related matters, as has been stated, were left to the supervision of the Under Secretary of War. The top planning for the supply of the theaters was under the jurisdiction of the War Plans Division. Planning and operating functions were both performed by the Army Air Forces and Services of Supply. G-4, which had been an active planning and operating agency with 211 officers, was reduced by the reorganization to 8 officers. Most of its personnel, functions and records were transferred to the Services of Supply. Its chief remaining duty was the preparation of broad plans and policies pertaining to supply distribution, evacuation and maintenance. It inspected performance and ironed out differences of opinion on supply between the three major commands.

E. The Major Commands.

1. The Army Ground Forces.--The Army Ground Forces took over all functions of the administration of the ground combat arms within the United States except those relating to procurement, storage, and issue. Since the Army Ground Forces was not engaged in industrial mobilization planning or procurement no further discussion regarding it will be made at this time.

2. The Army Air Forces.

a. After the 1942 reorganization, the aviation arm ceased to be one of the eight supply arms and services and became one of the three major commands. The new Army Air Forces absorbed the functions of the General Headquarters, Air Forces (the Air Force Combat Command) and the Army Air Corps. The duties of the Army Air Forces were two-fold. They included responsibility not only for organizing, training and equipping Air Force units for combat operations but also for procuring and maintaining equipment "peculiar to the Army Air Forces." Thus, in addition to being vested with the functions of instruction in military aviation, it became a major supply command, second only in magnitude of transactions to the Services of Supply.

b. As was said before, the Army Air Forces had the duty to procure equipment peculiar to its own organization. The purchase of airplane frames and engines and all equipment installed in planes, and peculiar to them, was now the responsibility of the Army Air Forces, whereas procurement of all equipment used by the Army Air Forces which was also used by the other branches of the Army became the function of the Services of Supply. Thus the Quartermaster Corps purchased food and clothing for the Army Air Forces, the Ordnance Department procured incendiary bombs. The line between these items to be purchased by the Services of Supply or Army Air Forces was difficult to draw, but in time a workable practice was developed. Within its field of procurement the Army Air Forces was responsible for the preparation of proposals and recommendations for conducting the design competitions authorized by law. It supervised all Air Forces activities in connection with the research, development, procurement, storage, supply, maintenance and final disposition of military aircraft and the supplies and facilities used in connection with, and peculiar to, aircraft.

3. The Services of Supply (later the Army Service Forces).

a. Integration.--The supply services (later known as the technical services) which were incorporated into the Services of Supply included the following:

- (1) The Medical Corps.
- (2) The Corps of Engineers (except for civil functions, report on which was made by the Chief of Engineers directly to the Secretary of War).
- (3) The Signal Corps.
- (4) The Quartermaster Corps.
- (5) The Ordnance Department.
- (6) The Chemical Warfare Service.
- (7) The Transportation Division (later named the Transportation Corps).

The above supply services were the former supply arms and services except for three changes. They did not include the Army Air Corps, which had now been absorbed in the Army Air Forces, nor the Coast Artillery Corps, the supply functions of which were taken over by the Ordnance Department. The Transportation Corps, a new service, was created from the Transportation Division of the Quartermaster Corps. Other agencies dealing with supplies which were placed under the Services of Supply were all corps

area commands (later known as service commands) all general depots, ports of embarkation, staging areas, and regulating and reconsignment stations for overseas shipments. In addition a large number of non-supply service organizations were placed in the Services of Supply. They included:

- (1) The Budget Advisory Committee.
- (2) The Finance Department.
- (3) The Judge Advocate General's Department.
- (4) The Adjutant General's Department.
- (5) The Office of the Postmaster General.
- (6) The Special Services.
- (7) The Corps of Chaplains.

b. Direction.--In the integration and direction of the various services, the Commanding General, Services of Supply, was charged with the functions, responsibilities, and authorities of command authorized by law, Army Regulations and custom. He was given the major function of providing services and supplies to meet military requirements except those peculiar to the Army Air Forces. In his command over the supply services he was assigned directing and supervisory duties formerly exercised by the Office of the Under Secretary of War and the Supply Division, G-4, War Department General Staff, regarding the following matters:

(1) Requirements.--The development of tables of basic allowances and, following recommendations from the combat arms, the military characteristics of weapons and equipment; the consolidation of programs and requirements of the Army with the programs and requirements received from Defense Aid and the Navy and procured by the Army.

(2) Research and Development.--The direction and supervision of engineering research and development regarding supplies and equipment except those peculiar to the Army Air Forces.

(3) Procurement.--Directing and supervisory duties regarding procurement of supplies and equipment and the establishment of purchasing and contractual policies and procedures.

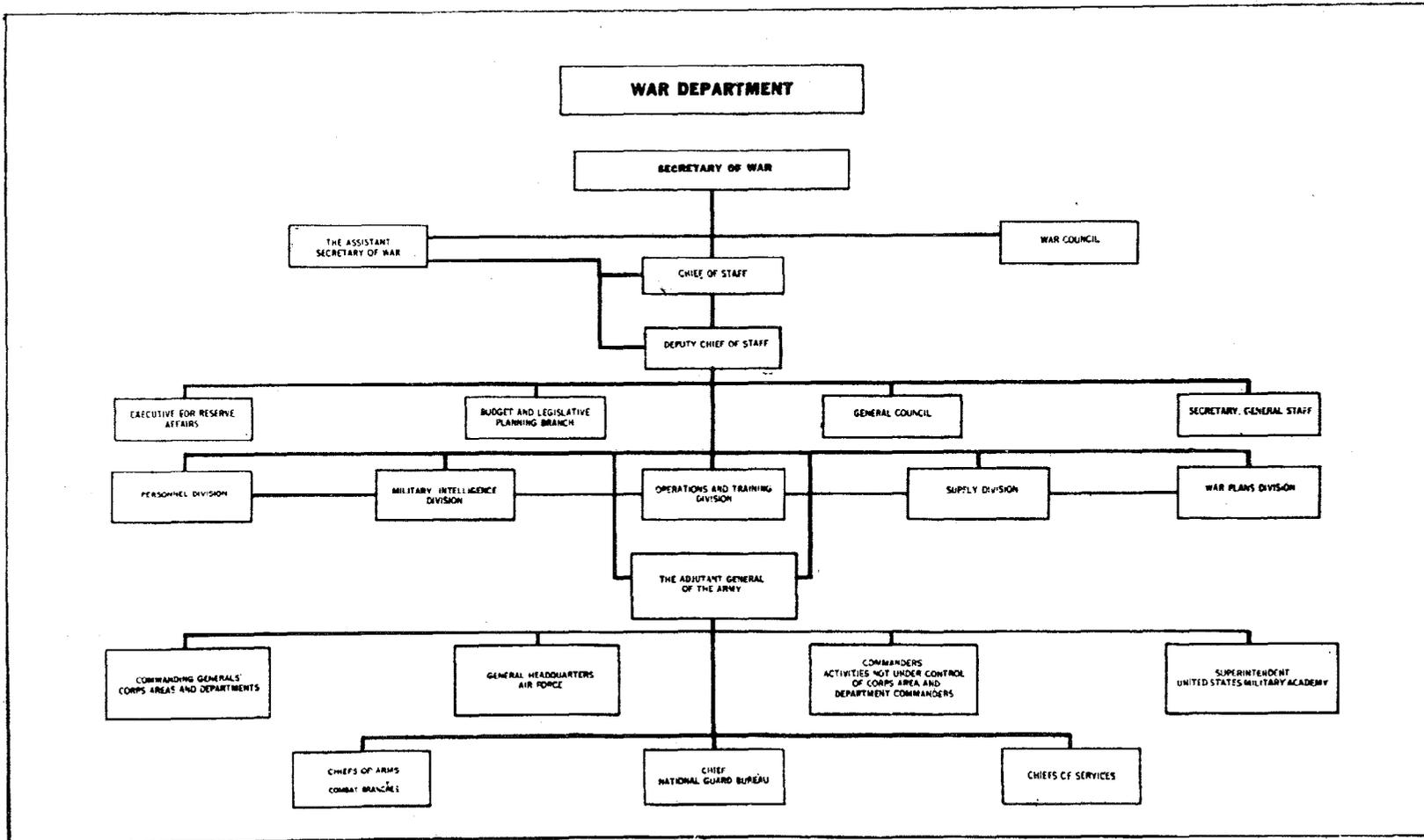
(4) Manpower.--The mobilization of industrial manpower.

(5) Storage and Distribution.--Directing and supervisory duties regarding the storage and distribution of supplies and equipment (except those peculiar to the Army Air Forces).

c. General.--Thus the seven technical services which were engaged in the procurement of their own special types of commodities were brought together under one policy-making and supervisory staff. Requirements, contract procedures and pricing policies were worked out

on a uniform basis. Not only were general policies established in Services of Supply Headquarters for the technical services but regional collaboration between procurement offices throughout the country was made possible. The reorganization did not directly affect the internal organization of the technical services. Such organization was left to be determined by the chiefs of services. The development of the Services of Supply, and later the Army Service Forces, staff organization however, created a pattern which was, to some extent, paralleled by the technical services. This was because the work of the technical services was made easier when their offices were organized functionally in the same way as the supervising staff.

F. Chart - Organization 1942.



IV. THE REORGANIZATION OF 1946.

A. General.

1. The 1946 reorganization of the War Department came about as a result of studies initiated by the Department soon after V-J Day. The new organization is not intended as a model for the formation of a unified Department of Armed Services which is the subject of pending legislation. However, in the event such legislation is enacted, the new War Department organization, with minor adjustments, can remain substantially unaltered except for the transfer of the Army Air Forces to an independent status within the new Department.

2. Most of the changes effected were those recommended by a War Department Board, originally headed by the late Lt. Gen. Alexander M. Patch, and later under the presidency of Lt. Gen. W. H. Simpson. The board made a thorough study of the War Department operations during the war and incorporated in its findings the conclusions reached from lessons learned during hostilities. As a result of the studies and hearings conducted by the so-called "Simpson Board" the following principles were developed in designing the new organization:

a. A simple and flexible organization with clear-cut command channels, needed to satisfy the requirements of economy and efficiency.

b. The top organization of the War Department must be capable of carrying out the orders of the Chief of Staff quickly and effectively and must have the means and the authority to supervise and direct the execution of such orders.

c. The structure of the staff organization must be as simple as possible with a minimum of individuals reporting to the Chief of Staff or his deputy.

d. It should provide adequate means for (1) the conduct of the best possible research and development program, (2) intelligence and counter-intelligence activities and (3) elimination of duplication in all activities (with some exceptions in research and development).

e. The necessary degree of efficiency and vitality can be attained only through the aggressive application of the principle of decentralization. No function should be performed at the staff level of the War Department which can be decentralized to the major commands, the Army areas or the services without loss of adequate control of operations by the staff.

f. There must be a single continuous command channel from top to bottom of the War Department.

g. Direct contact and mutual arrangements within approved policies, between major commands, staff divisions and technical and administrative services are desirable and are encouraged.

B. Authority.

The reorganization of 1946 was authorized by Executive Order 9722 dated 13 May 1946, and effective 11 June 1946, which amends the Reorganization Order of 1942 (No. 9082, 28 February 1942). The tentative details of reorganization were given further explanation in War Department Circulars 138 and 170 of 1946. The following details are of particular importance to The Industrial College of The Armed Forces.

C. Secretary of War.

1. The reorganization makes little change in the duties of the Secretary of War and his assistants. One exception is the important move of direct responsibility for establishment of policies for research and development being assumed by the Secretary of War himself.

2. The Under Secretary of War is charged with direction and supervision of War Department procurement activities and industrial mobilization and demobilization. The Army Industrial College, now known as The Industrial College of The Armed Forces remains under his supervision.

3. The Assistant Secretary of War for Air is concerned with aircraft production and all other matters affecting Army Air Forces.

D. General Staff.

1. Chief of Staff.--Few changes are made in the duties of the Chief of Staff but the reorganization order redefines his duties, responsibilities and authority. The Chief of Staff is the principal military adviser to the President and to the Secretary of War on the conduct of war and the principal military adviser and executive to the Secretary of War on the conduct of the activities of the military establishment.

2. Divisions.--Each of the General Staff Divisions is now headed by a Director instead of an Assistant Chief of Staff. While most of these divisions have similar functions to those of the V-E Day organization, the authority and responsibilities of the heads of the divisions are strengthened and increased. Each director has the authority to plan, direct and supervise the execution of operations within his sphere of action. Each is given authority to issue orders in the name of the Secretary of War and the Chief of Staff.

a. The Director of Personnel and administration.--Replaces the Assistant Chief of Staff for Personnel, G-1. He is now the personnel manager of the War Department and adviser and assistant to the Chief of Staff for all matters relating to personnel as individual.

b. The Director of Intelligence.--Replaces the Assistant Chief of Staff for Military Intelligence, G-2. He is now the adviser and assistant to the Chief of Staff for all War Department matters relating to military intelligence and counter-intelligence of the Army.

c. The Director of Organization and Training.--Replaces the Assistant Chief of Staff for Organization and Training, G-3. His duties include studies of the organization of the War Department and the Army and mobilization and demobilization of the Army.

b. The Director of Service, Supply and Procurement.-- Replaces the Assistant Chief of Staff for Supply, G-4. His duties and responsibilities in connection with service, supply and procurement now include those formerly prescribed for the Commanding General, Army Service Forces, those formerly prescribed for the Assistant Chief of Staff, G-4. and those formerly prescribed for the Logistics Group, Operations Division. The director, in connection with appropriate joint and combined agencies, will develop logistical plans for the Army. He will furnish logistical planning guidance to other War Department agencies and the major commands. With respect to procurement and related matters, the director will report to the Under Secretary of War and on all military matters will report to the Chief of Staff. The director will supervise and coordinate the service, supply and procurement activities of the Corps of Engineers (except with respect to civil functions for which the Corps of Engineers will report directly to the Secretary of War), the Medical Department, Signal Corps, Ordnance Department, Quartermaster Corps, Transportation Corps, Finance Department, and the Chemical Warfare Service. The Director of Service, Supply and Procurement will utilize the major commands and the technical services as his operating agencies in discharging the functions for which he is responsible.

e. The Director of Plans and Operations.--Replaces the Assistant Chief of Staff for Operations, OPD. He is responsible for the formulation and development of strategic and operations plans, including special plans, and for assisting the Chief of Staff in the strategic direction of the Army forces.

f. The Director of Research and Development.--Replaces the New Developments Division. He concerns himself primarily with the military aspects of scientific developments. He is adviser and assistant to the Secretary of War and the Chief of Staff for War Department research and development. He has overall War Department responsibility for the initiation, allocation, coordination, and progress of research

and development programs. He is also charged with bringing about the expeditious demonstration to the using services of new or improved weapons, military equipment and techniques of their employment. The director is responsible that adequate provision is made for the mobilization of the scientific effort for carrying forward the research and development program of the War Department. He will cooperate closely with the Advisory Board of the Secretary of War in connection with these activities.

E. Technical Services.

1. The technical services are supervised and coordinated in their activities relating to service, supply and procurement by the Director of Service, Supply and Procurement. All other activities of the technical services are supervised and coordinated by the appropriate staff divisions. The War Department General Staff staffs will decentralize appropriate functions to the technical services to the maximum extent practicable. Direct communication between the appropriate staff divisions and the technical services is directed.

2. The heads of the technical services are also technical staff officers of the War Department.

3. Directions or instructions will be issued to subordinate commands of the major commands through appropriate channels of command and not directly from one technical staff officer to the corresponding staff officer in a subordinate command. However, the duties of the heads of the technical services, acting in their capacities as technical staff officers of the War Department, will include such Army-wide technical supervision and inspections of activities as the Chief of Staff may prescribe.

F. Major Commands.

1. Army Service Forces.--The functions formerly performed by the Army Service Forces have been redistributed among the General and Special Staff Divisions, the major commands and technical services. The Headquarters, Army Service Forces has been abolished.

2. Army Ground Forces.--The Commanding General, Army Ground Forces, commands the six armies within the continental United States and individuals and units assigned to the Army Ground Forces.

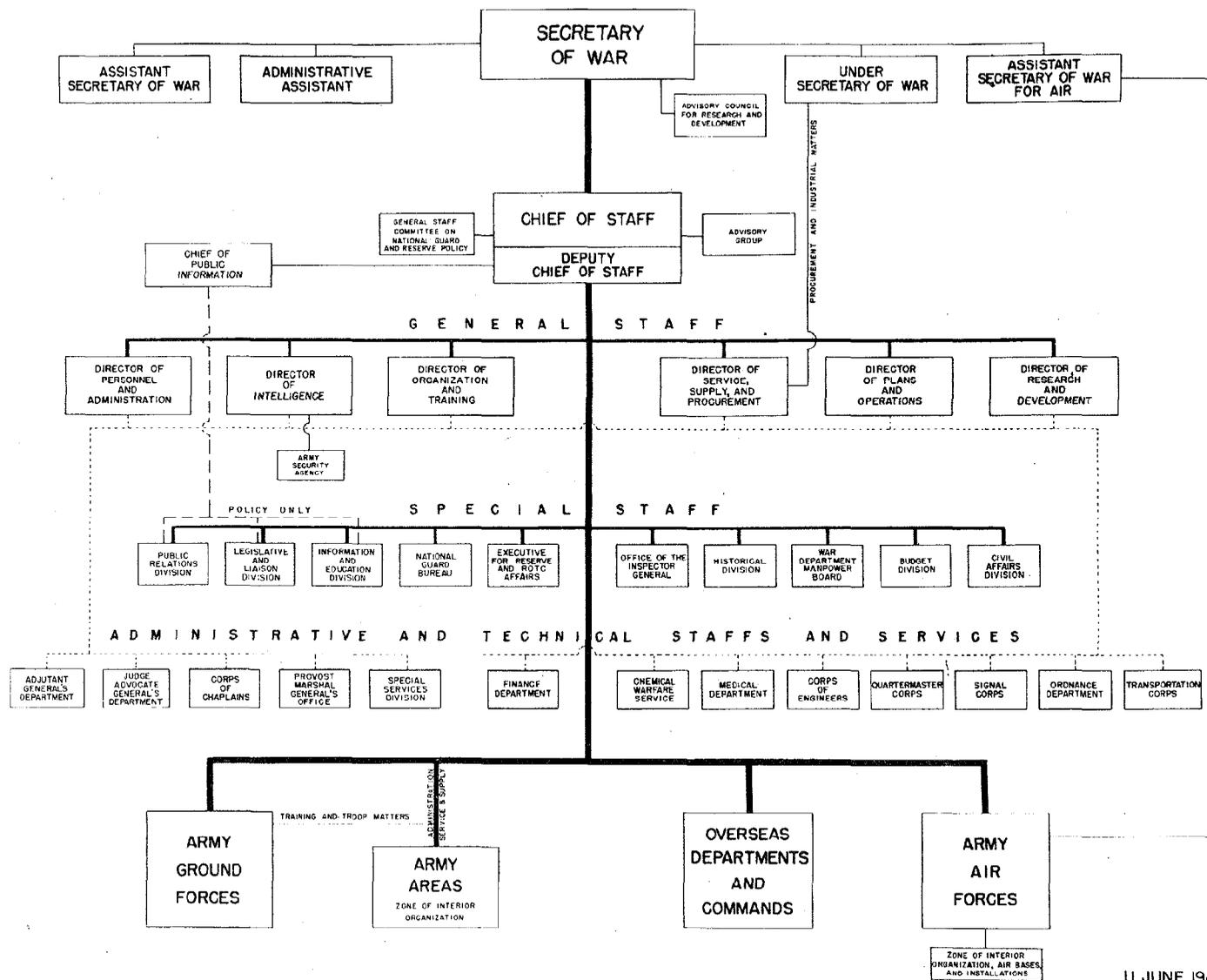
3. Army Areas.--The Commanding General of each of the armies is responsible for the operations, training, administration, services and supply of all units, posts, camps, stations and installation of his command.

4. Army Air Forces.--In order to increase the autonomy of the Army Air Forces and to prepare for the changes which may be required in the event of the establishment of a single Department of the Armed Services. The authority of the Commanding General, Army Air Forces, is materially increased with respect to administrative, operational, command, research, procurement and budgetary activities. The air arm is authorized fifty percent representation on the War Department General Staff.

G. Chart - Organization, 11 June 1946.

ORGANIZATION OF THE WAR DEPARTMENT

CHART A



11 JUNE 1946

V. RECAPITULATION.A. Evolution.

What has happened in this comparatively short period of time, i.e. 1939-1946? This morning we have seen a type of organizational evolution which was almost circular. The War Department mission of procurement and supply was accomplished in 1939 by the Assistant Secretary of War and the War Department General Staff, G-4; in 1942 by the Under Secretary of War, the Services of Supply and in a small sense by the G-4; on V-J Day by the Under Secretary of War, Army Service Forces and G-4; and finally at the present time by the Under Secretary of War and the Director of Service, Supply and Procurement, War Department General Staff. The mission of the technical services remained essentially the same throughout and the Army Air Forces became more, nearly independent.

B. Detail.

The details of the evolution just mentioned will be brought out in your studies subsequent to this lecture. The necessary references are to be given on the required and collateral reading lists.

VI. CONCLUSION.

Before we leave this auditorium there are a few problems that should be mentioned. The answers to these problems are not easily ~~to be had~~ but at least parts of them should be developed by this class before graduation.

A. Decentralization.

General Groves, Dr. McNair and Dr. Brodie have pointed out the possibilities, to put it mildly, of atomic warfare. Cities and industry were mentioned but what of the organization back of them? Is the Army area system an answer to the question of who takes over when the War Department in Washington becomes part of a radio-active cloud? Who will take over the functions of the War Department? Who will direct the retaliation that has been talked about so freely?

B. Reorganization.

Does the present procurement and supply organization provide the necessary framework for war expansion or would another emergency necessitate the formation of a super-agency similar to the Army Service Forces? What is the relative merit of a supply system like that of England as compared to that of the United States?

C. Policy.

In closing it is well that we have a restatement of War Department policy on organization, "The necessary degree of efficiency and vitality can be attained only through the aggressive application of the principle of decentralization. No function should be performed at the staff level of the War Department which can be decentralized to the major commands, the Army areas or the services without loss of adequate control of operations by the staff."

. Are there any questions?

A STUDENT:

I would like to ask whether or not there is any way to by-pass the War Department level on this.

COL. BABCOCK:

No. That will be brought out in the lecture on the Joint Chiefs of Staff later. We do not need to discuss that now.

A STUDENT:

Is there any provision in that reorganization for relating the organization of one department with the activities of other government departments?

COL. BABCOCK:

The Executive Office of the President does do that sort of staff work now. That is above the level of our lecture today. We are talking about the War Department today, not the President.

A STUDENT:

I understood you to say at the start of your talk that the reorganization was built on a single line of command from top to bottom.

COL. BABCOCK:

I think my statement was that I was going to state at that time what I thought were sound principles of organization. They were principles which the Simpson Board did act on. However, the Simpson Board's organization was not accepted as the new organization of the War Department of 1946.