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ORGANIZATION OF THE HEADQUARTERS U. S. AIR FORCE

15 December 1947

L48-59

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Publication Number L48-59

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

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GENERAL MCKINLEY: Gentlemen, we have already had lectures on the organization of the Army and of the Navy. This afternoon we are going to hear about the organization of the Air Force.

As you know from his biography, our speaker has served in various theaters and has had a lot of staff duty in Washington and in the field. He comes to us today from the Operations Division, Air Force, where he is actively concerned with the Air Force organizational problems. I take great pleasure indeed in welcoming and introducing to you Brigadier General Reuben Hood, of the Air Force.

GENERAL HOOD: Gentlemen, my purpose this afternoon is to convey to you an understanding of the organization of the Headquarters, Army Air Force, as it was translated into Headquarters of the U. S. Air Force. We abandoned one form of organization and moved to a new one. As you know, this is very new, having been placed in effect the tenth of October, this year.

The former headquarters organization has been consolidated and streamlined into a businesslike organization designed for efficiency of operation according to the highest standards of American business. In the previous organization thirteen people reported to the Commanding General, Army Air Forces. Now, reporting to the Chief of Staff there are only seven. With the realignment of these, the results have been the decentralization of the coordinative and supervisory functions, which has provided better control and has thus reduced the burden of the Chief of Staff.

I would like to highlight the fact that this particular organization has been designed to facilitate policy development. Under the Chief of Staff of the Air Force, we have a Vice Chief of Staff and an Assistant Vice Chief of Staff. These are primarily his assistants in handling both the internal and external functions required of that individual.

Under the Chief of Staff we also have three deputies--the Deputy Chief of Staff for Personnel and Administration, the Deputy for Operations, and the Deputy for Materiel. Along with these organizationally we have placed the Air Comptroller. These four individuals, together with the Air Inspector, the Secretary General of the Air Board, and the Vice Chief of Staff, constitute the seven individuals who report directly to the Chief of Staff. The Headquarters Commandant, Secretary of the Air Staff, and the Air Adjutant General report to the Assistant Vice Chief of Staff.

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The elevation of the Air Comptroller to the staff level indicates the increased emphasis that the Air Force places on economy, cost control, and budget and fiscal matters. Within their functional fields, responsibility and authority are delegated to the Deputy Chiefs of Staff and the Air Comptroller for the formation and establishment of policies, plans, and programs, and the checking of the efficient accomplishment of the Air Force mission. They are also charged within their fields of endeavor, with the broad supervision within the USAF of the field organizations, the field forces. Immediately under the Deputy Chiefs of Staff there is a further functionalization into the directorate levels, and below the directorate levels into division, branch, section, and unit levels.

This informal organization provides direct contact between all levels of staff activities on matters within the scope of their assigned responsibilities. Responsibility and authority are codelegated throughout the various organizational components and levels to the lowest level where all of the elements necessary for a decision exist. These broadly are the concepts under which Headquarters, U.S. Air Force, is organized.

Before taking up the responsibilities of the four major staff agencies I will touch briefly on the functions of those offices outside the normal chain of command, specifically, the Air Inspector, the Air Adjutant General, the Air Board, the Headquarters Commandant, and the Secretary of the Air Staff.

The Air Inspector is responsible, as is the Inspector General of the Department of the Army, for investigating all matters which have to do with the efficiency, economy and--we add here--the flying safety of the Air Force as a whole. Not only is he responsible for matters of censure, but he is also charged with the specific responsibility of recommending action on meritorious conduct.

The Air Board is so organized that it is excluded from the normal chain of command of the USAF and reports only and directly to the Chief of Staff. The membership of this board is composed of both service and civilian members, deemed to have the necessary experience and qualifications for the determination of high-level policy. The Air Board is charged with studying prospective Air Force policies and recommending to the Chief of Staff on those policies. It also reviews existing policies and assists the Air Staff in keeping those policies alive and up to date. The primary purpose of this board is to provide an agency which can be devoted exclusively in its operation to thought and study as opposed to the day-to-day operations which hinder the Air Staff from devoting the necessary time to free and pure thought. In business organizations it corresponds primarily to a board of directors.

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The function of the Headquarters Commandant, I think, is sufficiently well-known to make unnecessary any further comment in regard to it.

The Secretary of the Air Staff acts as an assistant to the Vice Chief of Staff and to the Chief of Staff of the Air Force. He reviews and takes necessary action on staff papers and correspondence, and refers to his superiors any communications and matters requiring their personal attention. He is also charged with following up and disseminating conference decisions.

The Air Adjutant General's functions, I think, are also sufficiently well-known to pass them over with a brief remark: The services of publication, photographic reproduction, distribution, and communication within headquarters are primarily his.

When you get down to the level below, to the deputy level, I think most of you will be reasonably familiar with the Deputy Chief of Staff for Personnel and Administration, the Deputy Chief of Staff for Operations, and the Deputy Chief of Staff for Materiel. The Air Comptroller's function, however, is one which is rather new to military organization; I would like to cover it in a little more detail.

Broadly speaking, he is the money head of the Air Force. He controls the purse strings of the Air Force. In terms of management functions he is one of the important control agencies through which topside observes whether actual operation is proceeding as is desired and through which evaluated facts are obtained.

The Air Comptroller's Office, together with the Air Inspector's Office, constitute the topside major means for the control of the business of the Air Force. In other words, these agencies aid the Chief of Staff in regulating and superintending the majority of the operations carried out by the Air Force. The Air Comptroller maintains cost consciousness throughout the Air Force and endeavors to measure or compare the cost as against the result achieved. His position in the Air Staff on a level with the three deputies recognizes the emphasis we put on business management in the accomplishment of these functions.

The Air Comptroller's Office is organized into three functional groups—Statistical Control, Budget and Fiscal, and Program Analysis—with a cost control group placed in an intermediate position between the Air Comptroller and the chiefs of his three principal subordinate activities.

It will be noted that the Chiefs of Statistical Control, Budget and Fiscal, and Program Analysis are placed on a status so that they enjoy the same level organizationally as the directorates throughout the rest of the staff.

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The Cost Control Group develops, installs, and administers the Air Force cost reporting and the control system. It evaluates, interprets, and correlates cost data to activities and measures effectiveness. It establishes cost standards relating to fiscal project accounts for use as a guide in the preparation and defense of Air Force budgets and for management control of Air Force operations. It also provides field management engineering services to insure uniform reporting and assists field units in the use of cost data as a tool of management.

Statistical Control has functions with which I believe most of you are familiar. To review them briefly, the Statistical Control System develops and recommends interim peacetime mobilization plans for statistical control organizations, personnel, and equipment. It maintains and operates a world-wide statistical control reporting system. It prepares training programs and standards for statistical control activities, both in the regular Military Establishment and in the civilian components. It supervises and controls the preparation, collection, processing, and submission to the Headquarters of the Air Force all special and recurring statistical reports required by Air Force Headquarters or higher authority.

It also operates the Reports Control System, which is maintained and operated to insure that there is no duplication of reporting, and that the minimum number of reports are called for that it is possible to get away with. Additionally it develops and maintains a series of related control charts and publications which present the approved schedules for reaching major Air Force objectives; and periodically, in addition, shows the progress toward these goals.

It maintains all foreign and domestic station lists and directories. It is charged with maintaining liaison with all other government agencies and with the Congress and Bureau of the Budget in the development of statistical facts.

It also has custody and charge of all punch card electrical equipment which is required in Air Force organization, and develops the overall Air Force budget for these business machines.

Budget and Fiscal directs and administers all budget and fiscal functions of the Air Force and exercises technical direction of budget and fiscal field activities. It organizes, monitors, and consolidates all budget estimates for the Air Force and assists in the defense thereof before the Bureau of the Budget and the Congress. It allocates funds in accordance with the approved programs; maintains accounting records, controls, and field accounts; and supervises the preparation of appropriation language. It also maintains liaison with field organizations to insure accurate budget and fiscal control.

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Program Analysis advises in the development of schedules and procedures for coordinated preparation of Air Force programs. It develops and reviews in collaboration with other offices of the Air Staff basic ground rules, standards, and planning factors, and establishes through appropriate publications approved factors for use in all Air Force programs and by any agencies which are concerned therewith.

It analyzes programs to determine the degree to which they meet established missions and directives. It determines whether or not program components are consistent with each other and within the over-all program objective, and recommends corrective action when such phases get out of line. It maintains a continuing review of Air Force activities and makes appropriate recommendations for facilitating progress, increasing the efficiency of the operation, correcting imbalances, and generally improving management. It also conducts studies of operating procedures and relationships within the Air Force and recommends corrective action when such is appropriate.

It is well to interpolate at this point, before I pass on to the functions of the Deputy Chief of Staff for Personnel and Administration, that in business the cost of producing an end product can be effectively determined. A salable end product is produced in business which represents and justifies the existence of that business. In our case, as I see it, the ultimate product is national defense. Our only tangible product is whether you win or lose a war. However, we in the Armed Forces are obligated to the taxpayers to get the most security possible for the dollars that are appropriated to support the Military Establishment. All of this function rests primarily in Air Force Headquarters within the province of the Air Comptroller.

The Office of the Deputy Chief of Staff for Personnel and Administration contains two major subordinate components--the Director of Personnel and the Director of Administrative Services. The functions performed under those headings are closely parallel to those performed by G-1 in the general staff type of organization. In comparing the tri-deputy type of organization, or as a matter of fact the organization which was just abandoned, with that of the conventional general and special staff organizations, there is but one major difference in the application of the principle of the span of control. The special staff is placed under the deputy or air staff member having primary interest in the activity of the special staff section involved. In this organization the Air Surgeon, the Air Judge Advocate, the Air Chaplain, and the Air Provost Marshal are placed under the Deputy Chief of Staff for Personnel and Administration.

The Deputy Chief of Staff for Personnel and Administration is responsible for the administration and management of all military and

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civilian personnel in the Air Force structure as a whole. The Director of Personnel plans and establishes operating policies for and directs the general personnel activities of the Air Force. He administers the military personnel program within the Air Force, including procurement, classification, assignment, reassignment, promotion, demotion, separation, retirement, and the maintenance of the pertinent records and the administrative services incident thereto. He establishes and monitors boards and committees required in implementation of the military personnel programs. He has the same functions with regard to civilian personnel, including efficiency ratings, retirement, and all the details incident to the administration of civilian personnel.

The Director of Administrative Services supervises and coordinates the necessary policies pertaining to the functions of the Air Surgeon, the Air Chaplain, the Air Judge Advocate, and the Air Provost Marshal. This does not preclude direct contact by those officers with the Chief of Staff of the Air Force or with other Air Staff officers who may lie functionally outside of the Director of Administrative Services or the functions of the Deputy Chief of Staff for Personnel and Administration.

Under the Deputy Chief of Staff for Operations we find functions similar to those of G-3 combined with G-2 and with the Communications Office of the General Staff concept of organization. In comparing this with the organization which preceded it, we find those functions peculiar to what we call A-2, A-3, and A-5, which in the current plan have been wrapped up in one package and placed under the Deputy Chief of Staff for Operations. He directs and is responsible for air intelligence activities; for training and requirements of the Air Force, including organization; for the operation of the Air Force, which includes joint operations and the preparation of over-all plans and programs for the Air Force; the development and review of the broad Air Force policy; guided missiles and air defense activities and air communications activities.

He has three main subordinate officers--the Director of Intelligence, the Director of Training and Requirements, and the Director of Plans and Operations. In addition there are two groups--Guided Missiles and Air Communications.

The functions of the Director of Intelligence encompass those normally charged to G-2. The functions charged to the Director of Training and Requirements and the Director of Plans and Operations are similar to those normally performed by G-3, modified to be applicable to the Air Force. In this respect the Director of Training and Requirements is responsible for the requirements pertaining to armament and equipment, bombardment, fighter-reconnaissance, photo and transport aviation, as

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well as analysis of Air Force operations, individual and special training, and for those functions applicable to the maintenance of Air Force organizations. He is also responsible for National Guard and Reserve affairs.

The Director of Plans and Operations is responsible for mobilization, strategic and operational plans, and matters relating to unit training; determination of air policies and objectives based on world-wide military surveys; matters concerning Air Force interest in civil aviation; monitoring commitments and apportionments of Air Force equipment to foreign nations; and reviewing and recommending action on matters of a combined, joint, and interdepartmental nature.

The Air Communications Officer performs those functions peculiar to the Communications Office in the General Staff organization.

Guided Missiles, now in group status, existed as a branch under the old A-3 organization. We have raised this outfit organizationally to give Guided Missiles the emphasis we feel it deserves. Specifically it determines and approves the military characteristics of guided missiles and associated equipment, and determines the requirements for guided missiles, including the budgetary defense and the preparation of the budget. It initiates, coordinates, and monitors guided missile and air defense projects to formulate appropriate policies, plans, tactics, and techniques; and to provide for the necessary units, organization, and operation. It reviews and recommends action on joint papers relating to guided missiles and provides advice and assistance to other Air Staff agencies both within and without Operations on matters pertaining to guided missiles and air defense; it also maintains liaison with appropriate agencies outside of the Air Force on matters pertaining to guided missiles and air defense.

To the Deputy Chief of Staff, Materiel, we have given those functions involving responsibility in the field of materiel and services. The Deputy Chief of Staff for Materiel maintains intimate contact with the Air Materiel Command at Wright Field. He is, broadly speaking, responsible for the planning, policy development, supervision, and administration of Air Force studies relating to the field of materiel and services. Here, as under the Deputy Chief of Staff for Personnel and Administration, we find some of the counterparts of a special staff as we know them in the general staff type organization. Specifically, these are the Air Engineer, Air Chemical, Air Ordnance, and Air Quartermaster Offices.

Looking into the organization of the office of the Deputy Chief of Staff for Materiel, we find the Director of Research and Development, the Director of Procurement and Industrial Planning, the

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Director of Air Installations, and the Director of Supply and Services as the major components, with the Chief of the Special Weapons Group in the same group status as granted to Guided Missiles, Air Communications, and Cost Control.

The Air Engineer, Air Chemical, Air Ordnance, and Air Quartermaster Offices come directly under the Deputy Chief of Staff for Materiel. The office of the Air Finance Officer, another one of these services; is included as a part of the organization under the Director of Supply and Services. The functions of these offices include the formulation of policies, the rendering of advice, and making recommendations on matters within their sphere of specialized influence.

With regard to the Director of Research and Development, we feel that organizationally we have emphasized the importance of the functions of research and development. He initiates, directs, prepares, reviews, and coordinates programs, plans, policies, and procedures applicable to research and development and modifications of aircraft, guided missiles, or of any other related equipment.

He supervises the formulation of Air Force research and development programs, and directs the initiation of projects required to fulfill the programs. He analyzes strategic and operational plans to determine the effect upon Air Force research and development requirements, coordinates with the using agencies, and collaborates in the development of military characteristics for new materiel and of techniques for their improvement.

He analyzes research and development programs to determine their effect upon strategic and operational plans, and makes recommendations thereon. He initiates and reviews, in conjunction with the Air Materiel Command, plans for new research and development facilities and resources, including both the physical plant and the specialized personnel; and coordinates such plans with other interested Air Staff agencies. He coordinates with the Air Comptroller in the preparation of research and development programs as a basis for budget estimates and on the adjustment of budget estimates to long-term programs. He is responsible for the releasing of technical information to other government agencies.

The Director of Procurement and Industrial Planning develops policies and procedures. He exercises staff supervision and maintains all necessary liaison on negotiation of all Air Force contracts, estimates, and implementation of policies prescribed by the Secretary of the Air Force. He establishes policies for, develops, and directs programs for, and maintains all necessary liaison on industrial mobilization planning, on procurement planning, and on scheduling of

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production for current and future programs of U. S. Air Force materiel. He plans and schedules all requirements relating thereto for industrial facilities, materials, and manpower. He coordinates the preparation of the budget and follows through the expenditures pertaining thereto as they relate to current procurement and planning. He exercises staff supervision and maintains the necessary liaison for the disposal of all excess industrial facilities and surplus industrial personal property in so far as they pertain to the Air Force. He is also responsible for accounting for government-owned industrial property furnished to contractors and for implementing policies prescribed therefor.

The Director of Air Installations supervises the performance of all activities concerning the acquisition of right, title, or interest in real estate, including real property and improvements thereto, the utilization, assignment, and declaration of excess, and the disposal of Air Force real property and installations. This includes coordination with responsible Air Staff agencies in the operational requirements for such projects. He initiates plans and programs for the procurement and utilization of air installations on both a peacetime and a wartime basis; he is responsible for supervising headquarters activities relating to the construction, repair, maintenance, aircraft crash rescue service, fire protection and prevention; the improvement, alteration, and operation of buildings, structures, and ground facilities, utilities or other real property. He develops and prescribes broad policies and standards for aircraft crash rescue, and fire fighting and the planning and development of the broad, over-all requirements therefor in coordination with other agencies of the Air Staff.

He is responsible for all headquarters activities relating to repair of facilities or installations and the recommending of technical specifications for personnel, organizational and military requirements. He is also responsible for programming and distribution. He initiates and conducts research and design and establishment of standards of planning, construction, and maintenance of air installations and real property.

He coordinates with the Air Comptroller in the preparation of construction, installation, repair and utilities, and real estate programs as a basis for budget estimates and on the adjustment of the budget estimates to long-term programs. He coordinates and assists in the preparation of new legislation affecting Air Force real estate, buildings, and ground facilities.

The functions of the Director of Supply and Services include under supply-policies, procedures, requirements, distribution, organizational equipment, and foreign military aid. Under "Maintenance" they include maintenance operations, aeronautical maintenance, maintenance

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equipment and facilities, and electronics. Under "Services" we group transportation, finance, and base services.

You will note a Special Weapons Group. The director thereof has as his task to monitor and coordinate Air Force participation in atomic energy programs and such other special programs as may be assigned to him. He performs some supervision of Air Staff sections concerned with such programs and all major air commands participating in these programs. He maintains liaison between the Headquarters of the Air Force and all other agencies on matters concerning atomic energy programs and other matters relating directly thereto.

I realize, gentlemen, that I am running over this pretty fast, as it is necessary for me to do. There has been no time for me to emphasize, other than through a delineation process, those major activities that we engage in at the present moment. In the field of organization we are more or less like a new suit. That is to say, it looks good. We are operating with an essential degree of flexibility, but only time is going to determine how it is going to stand up under wear and tear.

If there are any questions that I can answer, I will be glad to do so.

GENERAL MCKINLEY: The Air Comptroller intrigues me. I am a little bit hazy about your Program Analysis Group. As I understood it the various directors have responsibility for developing programs.

GENERAL HOOD: That is correct.

GENERAL MCKINLEY: Those fellows get all the facts and try to see if they fit; is that it?

GENERAL HOOD: Actually, sir, the establishment of a requirement occurs throughout the entire Air Staff. This is the analysis of that requirement and the balancing of it.

GENERAL MCKINLEY: I mean, every one of those programs is transmitted to this group?

GENERAL HOOD: That is correct.

GENERAL MCKINLEY: So the Comptroller's function is fitting those programs together?

GENERAL HOOD: No, sir. That is not quite correct. The Chief of Program Analysis is responsible for the analysis of the programs and

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determining that they are feasible and can be achieved within the limitations of budget and fiscal and otherwise. The people with the Director of Plans and Operations are responsible for the development of requirements for programs, and the Deputy Chief of Staff for Operations is charged with the specific assembly of the program.

GENERAL MCKINLEY: And some are analytical?

GENERAL HOOD: That is right. Some are analytical. The operation of the people with the Chief of Program Analysis is closely related to that of the Cost Control.

GENERAL MCKINLEY: That was my next question. Don't they get in everybody's hair:

GENERAL HOOD: They certainly do.

GENERAL MCKINLEY: I mean, isn't Cost Control working in all three very closely?

GENERAL HOOD: That is correct. It is again one of these governments by checks and balances.

GENERAL MCKINLEY: That would satisfy me except for one thing, and I think I heard you correctly on this. For instance, the Air Surgeon is administered here (indicating on chart); but if he has a supply matter, he doesn't have to go up here to get over there?

GENERAL HOOD: That is correct. The Air Surgeon is primarily responsible within the Deputy Chief of Staff for Personnel and Administration. He reports to him for administration and correlation more than anything else. But if he wishes to go to any director across the board, he may. If he has a supply matter, he goes to the Director of Supply.

QUESTION: What is the connection between the Air Adjutant General and the Deputy Chief of Staff for Personnel and Administration: Is there any special connection between those two?

GENERAL HOOD: No, sir. The Deputy Chief of Staff for Personnel and Administration is primarily a policy man. The subject matter of orders is more or less determined by the Director of Personnel, but the Air Adjutant General is the agency for their publication. He is simply a printing service and a distribution service more than anything else.

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QUESTION: I notice you have the Air Finance Officer under the Director of Supply and Services. Might it not be more logical to place him in the office of the Air Comptroller?

GENERAL HOOD: No. That is an operating function as such. If you will remember, it has been heresy recently to admit that cost, audit, and financing with budget and fiscal can ever get together.

QUESTION: Is there any significance to giving names under the Air Comptroller? You have chiefs of organizations in one place, whereas under your deputy you have directors. Is there any significance in that?

GENERAL HOOD: Actually the organization of the Cost Control Group is not wholly firm. You will find that in the case of these groups across the board there is some reasonable doubt as to whether or not they will stay in such a relationship or whether they will slide down into the directorate level. Actually they are on a par with the directorate level. They all have more or less special functions, which are more like special staff functions. The ultimate resolution of this and of these three has not been finally determined. (Indicating on Chart).

QUESTION: You call them by those names, Chief of Statistical Control, Chief of Budget and Fiscal, and Chief of Program Analysis, just to have something to call them by as an interim measure?

GENERAL HOOD: It is an interim measure. Whether or not there will be further consolidation of some or expansion of others into a larger number I don't know. We must have some experience before we can determine that.

QUESTION: My second question has to do over in the Deputy Chief of Staff for Materiel. We are down at the directorate level in research and development, procurement, and also supply. What relation do these directors have with your training and materiel commands, Craigie with Crawford, for instance?

GENERAL HOOD: He has a direct technical control. His technical control comes from this directorate (Special Weapons Group) for both plans and policies, which are transmitted for performance at that level.

QUESTION: Do they go back up through General Craigie, up through General McNerney, or direct from Craigie to Crawford?

GENERAL HOOD: These people primarily operate (Division level).

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QUESTION: So it just goes direct from the director to the chief of the division?

GENERAL HOOD: He is held responsible for that particular activity.

QUESTION: I wonder where aircraft maintenance comes in under that.

GENERAL HOOD: Aircraft maintenance comes under Supply and Services.

QUESTION: It doesn't have any separate setup by itself? It is always fighting for existence and recognition. It always has.

GENERAL HOOD: There we must define what recognition is.

QUESTION: My second question is, What is the relationship between the special staff section, the Air Engineer, and the Director of Air Installations? It seems to me that if the Air Engineer is reporting directly in there to the Deputy Chief of Staff for Materiel, he is liable to follow the Director of Air Installations' guidance.

GENERAL HOOD: The best way I can answer this is to say that, under General Spaatz' agreement with General Eisenhower, the repair and utilities functions specifically belong to the Air Force. They are all handled through the Director of Air Installations. The Director of Air Installations also is responsible for construction policies and planning. The Air Engineer is primarily responsible for those functions pertaining to aviation engineer troops, and their employment.

QUESTION: Is that new construction?

GENERAL HOOD: Not necessarily. Construction performed by troops normally is not new construction, if we except overseas areas.

QUESTION: Then the programming for a new air field would be through the Director of Air Installations and the actual work of it would be under the Air Engineer?

GENERAL HOOD: It would be under the Air Engineer if construction were performed by troop units.

GENERAL MCKINLEY: Does Freddie Hopkins have this Procurement and Industrial Planning?

GENERAL HOOD: No, sir. He was scheduled to take over this job, but never did. He heads the counterpart of this directorate in AMC at

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Wright Field. Brigadier General Kessler, Jr., is the director of Procurement and Industrial Planning.

GENERAL MCKINLEY: He is the director of that?

GENERAL HOOD: Yes, sir.

GENERAL MCKINLEY: Who is the chief that directly controls the Air Transport Command?

GENERAL HOOD: There is no Director of Air Transport. The Air Transport Command is an operational command. Its load factors are applied from Supply and Services. The actual percentage allocations are determined there. However, the operation of it as an operating command is primarily under the control of the Deputy Chief of Staff for Operations.

GENERAL MCKINLEY: There is no one of the directors that has any special supervision of that?

GENERAL HOOD: There is no special director at this level who controls the Air Transport Command in its entirety.

GENERAL MCKINLEY: He is not assigned, like a technical service is, to his general area for one or the other?

GENERAL HOOD: No, sir. These people supply his load. The Plans and Operations people keep him in the strategic concept.

QUESTION: Under wartime conditions wouldn't the setup of the Director of Plans and Operations expand to such an extent that it would be out of all proportion to the rest of the organization?

GENERAL HOOD: It might or might not. I think that particular question can be answered only when the Joint Chiefs come up with an operational structure proposed for the particular situation.

QUESTION: I might ask another question which is applicable farther down the echelon. How is the Air Force organized in relation to strategic Air Force tactics, Air Force defense commands, and so forth? If that is beyond the scope of your talk, skip it.

GENERAL HOOD: This talk is primarily limited to the Air Force Headquarters alone. We have always had a functional organization. At least, for the past couple of years we have had one. It provides a Strategic Air Command, of which primary tasks operationally are controlled by the Joint Chiefs of Staff. The Tactical Air Command's primary task is support of and close cooperation with the ground forces. The Air Defense Command's task is tied up with the air defense of the Zone of the Interior. There are a total of six other commands, some major and some minor.

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QUESTION: Does the Special Weapons Group have a research and development section or are they under the Director of Research and Development?

GENERAL HOOD: I am very glad you brought that out. They don't have a research and development section. We don't know too much about the Special Weapons Group. It is tied up very closely with joint atomic efforts. Certainly research and development comes under their primary cognizance, where it is not the normal research and development.

In regard to Guided Missiles, the primary task of this group is the operational control of guided missiles and the determination of requirements after it has completed the research and development phase. It has the technical control.

QUESTION: We know that in the past there has been a considerable problem in the supply services bracket in regard to the numerous technical service supplies. In this organization is it set up as an integrated supply or does each one have its own supply service? How does that shape up in Air Quartermaster, Air Signal, Air Ordnance, and so forth?

GENERAL HOOD: There are certain agreements on that. I presume that most of you are familiar with the agreements that were reached between the Army and the Air Force. Some of those agreements have been implemented. Others have not. The question you ask is one on which no final determination has been reached.

Actually the Supply is over-all supply. But in regard to the Air Ordnance, Air Chemical, and the special staff groups as they exist, they still have a reasonable tie-in with requirements. The over-all control of them is vested in the directorate. It is on its way toward an integrated service, but it has not yet achieved that status.

QUESTION: Your location of the Director of Intelligence would seem to be sound in wartime, but it seems dangerous to submerge it in peacetime. The reason for that is that if you are squeezed on funds, you tend to come into the day-by-day requirements for your long-range programs and your intelligence--you might apply this to the research and development program, too--might go by the board. Do you still think that in peacetime you want intelligence kept on a level with operations?

GENERAL HOOD: That was placed there specifically by General Vandenberg, who, as you know, was head of the Central Intelligence Group.

QUESTION: I have one question in regard to the Air Board. You say the Air Board is more or less equivalent to a board of directors. Who would be on the Air Board, and particularly what civilians might be on there?

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GENERAL HOOD: The Air Board consists of the Vice Chief of Staff as chairman, the major commanders of the Air Force, and an equal number of civilians. There are nine major commanders and nine civilians, some of whom are retired officers and some of whom are civilians who are interested in the problem--anyone who is really deemed qualified.

On the present Air Board I might perhaps name some. That might assist you. We have General Bradley, retired, as one civilian member of that board. General Martin, retired, is one member of that board. The associate editor of "Time" is also a member of that board.

They meet periodically, either once a month or every other month, and pass on a digest prepared through screening and evaluation by the Secretary General of the Air Board and submitted in brief form to them for their leisurely study and further analysis as a group and the recommendation of policies based upon the evaluations that they conduct.

GENERAL MCKINLEY: General Hood, we certainly are very much indebted to you. I certainly wish you well, because I admire your breaking away from tradition.

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ADDENDUM

THE INSPECTOR GENERAL OF THE UNITED STATES AIR FORCE.

The Office of the Inspector General of the United States Air Force was established and became effective 2 January 1948. It consists of The Inspector General of the United States Air Force, the Air Inspector's Division, the Air Provost Marshal's Division, and the Division of Special Investigations. The Air Provost Marshal's office having been moved from the Office of the Deputy Chief of Staff for Personnel and Administration.

MISSION

The Office of The Inspector General of the United States Air Force is an instrumentality of the Chief of Staff, United States Air Force, charged with the duty of assisting the Chief of Staff in the performance of his duties, with special regard to determining the combat readiness and logistic effectiveness of the Air Force and its parts; to insuring the maintenance of discipline and security; and to investigating matters involving crime and other violations of public trust within the jurisdiction of the United States Air Force.

FUNCTIONS:

THE INSPECTOR GENERAL, UNITED STATES AIR FORCE.

The Inspector General, United States Air Force is charged with conducting such inspections and investigations as may be required to determine the economy, efficiency and adequacy of the United States Air Force. He supervises and coordinates the activities of the Air Inspector, the Air Provost Marshal, and the Chief of Special Investigations.

AIR INSPECTOR:

The Air Inspector, under the direction of the Inspector General, United States Air Force, inquires into and reports upon all matters affecting the tactical, technical, logistic, and administrative efficiency of the United States Air Force.

PROVOST MARSHAL.

The Provost Marshal, under the direction of the Inspector General of the United States Air Force, exercises control over all matters pertaining to Provost Marshal activities in the United States Air Force including the inspection thereof.

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CHIEF, SPECIAL INVESTIGATIONS DIVISION.

The Chief, Special Investigations Division, under the direction of the Inspector General of the United States Air Force, conducts investigations and inquiries into matters affecting the integrity of the Air Force or any of its personnel. In the performance of these functions, he may utilize personnel of the United States Air Force and directly contact existing Federal, State, and municipal agencies.

(27 January 1948--450)S.

RESTRICTED