

● PSF

War Dept., Chief of Staff

STE - 912

The German Army won against major opponents, and with almost ridiculous ease, the wars of 1866 and of 1870-71. From 1914-1917 it almost single handedly fought the combined armies of France, Russia and England to a standstill, and simultaneously assisted Austria in campaigning against Serbia, Rumania and Italy. This Army from 1850 to 1918 has been classed by every critic as the most powerful and efficient military machine produced in modern times.

From the date of its founding in 1821 up to and including the opening of the World War, a total of 95 years, the German Great General Staff had a total of only seven chiefs, of whom one, Waldersee, was relieved for cause after serving only three years. The dates of their tours were as follows:

Muffling - -	1821-29	.....	8	years
Krauseneck -	1829-48	.....	19	"
Reyher - - -	1848-57	.....	9	"
Molke - - -	1857-88	.....	31	"
Waldersee -	1888-91 (relieved for cause)		3	"
Schlieffen -	1891-1906	.....	15	"
Molke - - -	1906-15	.....	9	"

In 1891 General Lewal, a prominent French soldier and military student, undertook a critical analysis of the French and German Armies that fought the War of 1870, in an effort to establish the reasons for the crushing French defeat. He concluded that a primary and obvious cause was continuity in policy and preparation in the German Army insured by their system of retaining Chiefs of Staff for long periods, as opposed to the French habit of changing them frequently.

Another French writer used even stronger language in bitter condemnation of the French practice. Citing the fact that in 16 years the French Army had had 15 Chiefs of Staff, he pointed out that under such conditions there could be no progress in the prosecution of re-organizational programs recognized by the whole Army as necessary. He asserted that stability in policy was essential to military efficiency and that this could be achieved only through selecting for the post of Chief of Staff the officer believed best qualified therefor, and assuring him a tenure of office that would offer real opportunity to develop and prosecute long-time programs in the interests of national defense. He advocated specifically a term of 10 years.

PROJECTS, NOW IN VARIOUS STAGES OF DEVELOPMENT,  
TO EFFECT THOROUGH MODERNIZATION OF THE  
ARMY OF THE UNITED STATES.

1. Development of the Four Army Organization.

- a. Organization of tactical headquarters for the Army Group, for Four Armies and for subordinate Corps and Divisions.
- b. Development of teamwork in each echelon under completely unified network of command and staff so as to insure the prompt and effective response of the Army to the orders of the Commander-in-Chief in any crisis.
- c. Development of programs for Annual Command Post Exercises by higher units to promote tactical unification and insure proficiency in the high command.
- d. Indoctrination of the Army, including civilian components, in the new conceptions and objectives of peace-time preparation implicit in the Four Army Plan.
- e. Complete revision in War Department mobilization plans as required by the principles of the Four Army Plan.

2. Development of Army Air Corps Program.

- a. Development of a G.H.Q. Air Force, a project initiated by the Chief of Staff immediately after there was assigned to him, in July, 1933, responsibility for supervising military phases of Air Corps activity.
- b. Prosecution of comprehensive programs recommended by the Baker Board for assuring Air Corps efficiency with respect to
  - Organization
  - Equipment
  - Personnel
  - Training
- c. Insurance of coordination between Air Force and ground troops, through development of appropriate Command Post Exercises featuring Air Corps activity, and through providing for combined action in field maneuvers.

3. Rearmament and Unit Reorganization Programs.

- a. Prosecution of all current experimental projects for developing satisfactory models in certain types of needed equipment, especially very light machine guns, armor piercing ammunition and so on.
- b. Experiments and tests to determine proper combinations of improved weapons developed in recent years, and most suitable unit organization for:

Infantry  
Cavalry  
Artillery

and gradual rearmament of these arms with modern types.

- c. Prosecution of current programs involving complete mechanization of certain infantry and cavalry units.
- d. Providing mechanized units of platoon and company size to support existing infantry and cavalry organizations.
- e. Motorization of the Army under programs already initiated.
- f. Provision of modern equipment for all anti-aircraft units now existing.
- g. Development of re-equipment and reorganization programs for the Signal Corps, Combat Engineers and Medical Corps.

4. Tactical Doctrine

- a. Continuous employment of appropriate staffs and school facilities in development of tactical methods applicable to latest types of equipment.
- b. Revision of school curricula to accord with approved recommendations as made under a above.
- c. Indoctrination of all commanders, including those of high units in the operation of units featuring an increasing degree of mechanization, motorization and re-armament.

5. Training Methods.

- a. Revision, based on changing armament and organization of peace time training methods for recruits and troops units.

### Training Methods (continued)

- b. Development of highest possible training efficiency in the peace time nucleus and preparation of all necessary instructional literature to facilitate the rapid training of emergency forces in a crisis.
- c. Extension of Annual Command Post Exercises and field maneuvers so as to train all commands and staffs including those of civilian components.

### 6. Promotion Revision for Officers.

Development of plan, together with preparation of supporting studies, for presentation to Congress to insure:

- a. Promotion of officers at reasonable ages.
- b. High professional proficiency in all grades.
- c. Attainment of higher positions in the Army only by officers of outstanding ability.
- d. Minimum cost of maintaining the professional Officers Corps.

### 7. Development of Civilian Components.

- a. National Guard.

Prosecution of efforts to motorize its artillery units and all field trains; to increase its opportunities for combined training with air and other special arms; to provide increased training opportunities for higher commands and staffs and gradually to rearm it with modern weapons as they can be made available.

- b. Officers' Reserve Corps.

Concentration of active training possibilities in favor of officers in combat branches, particularly those of junior grades; prosecution of efforts to provide enlarged training opportunities.

SUGGESTED PRESS RELEASE

Upon the earnest recommendation of the Secretary of War the President is continuing, for the present, the term of duty of General Douglas MacArthur as Chief of Staff of the Army. At the same time the President announced his fixed policy of limiting the terms of Bureau Chiefs in the Army and Navy to four years.

The Chief of Staff, however, and the Chief of Naval Operations are not to be confused with Bureau Chiefs in the application of this policy. They are not Bureau Chiefs. They hold office only at the pleasure of the President and their respective Secretaries. Both by tradition and by proper regard for efficient administration their tours can be terminated by the President at any instant without any implied prejudice to the officers so relieved.

The Secretary of War urgently recommended the continuation of General MacArthur's tour at the present time due to the uncompleted state of many important projects for necessary military modernization and reorganization which have been initiated by the present Chief of Staff and which largely depend for their successful completion upon his informed and intimate supervision. Until these projects have reached fruition it is contemplated to retain the services of General MacArthur in his present capacity.

Other officers eligible for appointment and judged according to their service records, ability, personality, etc. occur to me to be preferred in the following order:

- |                |            |
|----------------|------------|
| (1) Craig      | (2) Simons |
| (3) Heinzleman | (4) McCoy. |

Except for the fact that General Nolan has not more than a year and a half to go, I would put him at the head of the above list. General Nolan merits the appointment and should have had it when General MacArthur was appointed.

Regarding the question of reappointing General MacArthur, I invite your attention to page 17 of the National Defense Act, which says, in part:

"In time of peace no officer of the line shall be or remain detailed as a member of the General Staff Corps unless he has served for two of the next preceding six years in actual command of troops," etc.

The National Defense Act, page 19, section 5, says, with respect to the General Staff Corps,

"The General Staff Corps shall consist of the Chief of Staff, the War Department General Staff and the General Staff of Troops x x x in time of peace the detail of an officer as a member of the General Staff Corps shall be for a period of four years, unless sooner relieved, and such details shall be limited to the officers whose names are borne on the list of General Staff Corps eligibles."

The Judge Advocate General, who is the chief law officer of the Army, has ruled that a Chief of Staff can be reappointed without violating the National Defense Act. For your information the original of this ruling is attached.

Briefly, the Judge Advocate General holds that the Chief of Staff is "selected by the President" and the restrictions imposed in the National Defense Act apply only to ~~to~~ an officer who is "detailed as a member of the General Staff Corps."



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