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Infantry Division Artillery Headquarters
and Staff, by Lt Col G. T. Powers, FA.
Command and Staff College. 1946-47.

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COMMAND AND STAFF COLLEGE
FORT LEAVENWORTH
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School of Combined Arms

Regular Course

1946-1947

INFANTRY DIVISION ARTILLERY HEADQUARTERS AND STAFF

(From personal experiences of a Division Artillery
S-3, Division Artillery Executive, and Division
Artillery Commander, with the 88th Infantry
Division in ITALY)

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Type of operation: Normal functioning of the INFANTRY

DIVISION ARTILLERY HEADQUARTERS AND STAFF in combat,

Lt Col G. T. Powers, Field Artillery

(16 May 47)

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DIVISION ARTILLERY HEADQUARTERS AND STAFF

INTRODUCTION. Gentlemen, my subject today is the Arty Hq and Staff of an Infantry Division in combat. My purpose in presenting this subject is to acquaint you with the functions of the Div Arty Staff and point out how the Arty Staff assists the Div Staff and the Div Comdr. We are all familiar with the fact that the Arty supports the Div by fire, but the Arty has other means of supporting the Div, and it is these other means which I wish to emphasize today.

In covering this subject I propose first, to discuss the organization of the Div Arty Hq, second, to take up very briefly the ~~Ar~~ duties of the Div Arty staff, and third, point out some of the ways an Inf Div Arty Staff can aid its Div Comdr and Staff.

ORGANIZATION. Div Arty Hq is a Tactical and not an Administrative Hq. A broad hint of this fact is evident in the T/O where we notice that the S-1 and S-4 sections are combined. The Hq is composed of:

Div Arty Comdr	-----	Brig Gen
Executive	-----	Colonel
S-3	-----	Lt Col
Asst S-3	-----	Capt
S-2	-----	Major
Asst S-2	-----	1st Lt
S-1-4	-----	Major
Asst S-1-4	-----	1st Lt
CommO (Hq Bty CO)	---	Capt
Surgeon	-----	Major
Dentist	-----	Capt
Chaplains (2)	-----	Cants
Aides		

DUTIES. Now let us look at these people a little more closely and see what their duties are.

C.G. The Div Arty Comdr commands all the Arty with the Div, and is the Arty Officer on the special staff of the Div Comdr. As far as this presentation is concerned it is sufficient to say that the Div Arty Comdr is responsible for everything his staff and troops do, or fail to do. As he is a general officer he has the usual number of authorized aides.

EXECUTIVE. Colonel Exec is the second in command and the coordinator of the staff. However, in actual operations he usually spends most of his time visiting the Bns, reconnoitering for position areas, and refereeing squabbles between Bn Comdrs over who gets which piece of terrain. As will be seen later, the 2 and 3 sections have little or no time for staff visits, so the Exec becomes the outside or contact man.

MEDICAL. Major, Div Arty Surgeon supervises the Bn Medical sections, furnishes medical facilities for the Hq, and advises the Arty Comdr on medical, health, and sanitation matters. The Dental Capt serves the entire Div Arty. He usually rotates from Bn to Bn, and as a result is very seldom at the Hq.

CHAPLAINS. Two Captains, usually one Protestant and one Catholic, serve all the Div Arty and perform the normal chaplains functions.

CommO. Capt CommO is also the CO of Hq Bty and therefore has all the usual headaches of any Hq Commandant, plus the responsibility for planning, installing, and maintaining the Arty communications net. This usually includes wire, radio, and messenger service to all Bns, attached and organic, Air OP,

and adjacent Div Artys. Lines are normally laid to Div Arty by Div, Corps Arty Hq, and nearby Corps Arty Gps or Bns. The CommO has one lieutenant assistant CommO and one Warrant Officer, Motor Officer, to help him.

S-1-4. We have said that the Div Arty Hq is not an administrative unit. Now let us investigate Major S-1-4 and see what he does. He has one S-4 responsibility, Ammo supply. He receives notice of Ammo credits from the G-4 and after conferring with the S-3 allocates credits to th Bns. He receives Ammo reports from the Bns (usually daily at 1800), and in most Hq keeps an Ammo chart in the S-3 office up to date showing for each Bn : number of rounds on hand by type, number of rounds expended during the last 24 hours, and any existing credits with period covered. As a sideline to Ammo supply the S-4 keeps a very close watch on the transportation situation within the Div Arty. He is usually able to state at any time the number of trucks available and the length of time they may be used.

Major S-1-4's S-1 duties are mainly those of an adjutant. He prepares papers and endorsements for the Comdr's signature, processes efficiency reports and award recommendations, allocates pass quotas to the Bns, and in general administers the Hq.

ASST S-1-4. To aid him Major S-1-4 has one 1st lieutenant assistant. This assistant in addition to his other duties is the Div Arty Post Exchange and Special Services Officer. He draws all special service supplies from the Div in bulk, breaks them down, and issues them to the units. PX supplies are also drawn in bulk, usually from some warehouse about two days journey to the rear. Between these two extra jobs Major S-1-4 very seldom sees his assistant.

OPERATIONS ROOM. Thus far we have discussed the duties of all the members of the Hq except the four officers who comprise the 2 and 3 sections. Before taking up their duties I want to describe in part the normal layout of a Div Arty CP in combat. Once the general location of the CP is decided upon the entire CP layout is hinged upon what we call the operations room. The operations room is a large room or tent (standard wall) containing both the S-2 and S-3 sections. In a nearby room or tent will be the S-1-4 section. Scattered around the building or area will be found the message center, CG and Exec's trailers or tents, dispensary, Bty Hq, etc.

In the operations room we will find the S-2 section on one side of the room with situation map and telephone. On the other side of the room or along an adjacent wall will be found the S-3 section with operations map, telephone, and radio remote control unit. In the center of the room or along one wall will be a clerk with a telephone and all known types of blank forms. This telephone is known thruout the Div as the "Shellrep" phone. All routine reports such as OP reports, fire mission reports, reports of enemy shelling, etc, and any information or messages which can be taken down by a clerk are transmitted over this phone. This is important, for it leaves the 2 and 3 phones free from longwinded routine reports and available for more important business. Also, people soon learn that when they call the 2 or 3 phone an officer answers. This makes for more efficient operation and at the same time makes a good impression on higher Hq.

Due to the limited number of personnel in the 2 and 3 sections, and the necessity for round the clock operation in combat, it is an absolute "must" for the S-2 and S-3 to work together closely. Each must know the others job as well as his own, for frequently he will find himself doing it.

S-2. Major S-2 similar to anyone else in the 2 business is primarily interested in the enemy situation and all things pertaining to the enemy. For this reason he is placed in charge of all ground OP's manned by elements of the Arty for the purposes of coordination and to insure complete coverage of the Div sector. In a like manner he supervises and coordinates the activities of the AOP's when centralized. He assigns zones of observation and works up daily flight schedules in conjunction with the Div Arty AOP Officer.

Thru frequent talks with the Corps Arty S-2 much valuable information is obtained. Corps Arty is mainly a Counter-battery outfit and thru their Observation (Sound and Flash) Bn, aerial photo interpreters, and shelling reports, they are able to maintain complete up to date and accurate data on enemy Arty positions, buildups, withdrawals, displacements, etc.

Also of course the S-2 has the normal 2 duties of map and air photo distribution, terrain studies, and estimates. The real value of the Arty 2 obviously is brought about thru his close contact with the ground OP's and Forward Observers (thru the Bn S-2's), continual questioning of AOP pilots and observers, and his intimacy with the Corps Arty 2. In addition it should be realized that all enemy information obtained by infantry agencies is kitted somewhere along the way by an artilleryman and sent back thru Arty channels. All of this tends to make the Div Arty 2 one of the best informed individuals in the Div on the enemy situation to the immediate front. For this reason one of his main duties is dissemination of information to higher, lower, and adjacent units, and furnishing target data to the Div Arty S-3.

ASST S-2. To aid him in carrying out his duties the S-2 has one officer assistant, a 1st lieutenant. The Asst S-2 in addition to his other duties is the Div Arty Survey Officer. When maps are not available, or when the situation is moving, this survey job may well be a full time one.

S-3. The Div Arty S-3 is one of the busiest individuals in the Hq. He keeps the operations map. This map will show the location of all combat elements of the Div, the front lines, the "no fire" lines, and the fire capabilities of all Arty units capable of firing into the Div sector, including Corps Arty and adjacent Div Arty's. In order to be certain of its accuracy, and also to keep himself abreast of the situation, the S-3 normally will allow no one other than himself, or his assistant, to put data on this map. It is of the utmost importance that the front lines be accurately located and the "no fire" lines be up to date, for it is from this information that the S-3 gives clearances on fire missions. The location of the "no fire" lines is obtained from the D/S Bn S-3's; data concerning front lines comes from all sources, but mainly from the direct support Bns and the AOP's.

The S-3 recommends the organization of the Div Arty for combat, prepares and publishes all Div Arty combat orders or instructions, prepares the Arty paragraph and Annex to the Div field order, and coordinates and directs the fires of the Arty with the Div. By glancing at the fire capabilities and Ammo charts (to determine which Bns have the range and the bullets) and using the telephone or radio, the Div Arty 3 can fire all the Div Arty on a suitable target in about six minutes. Normally D/S Bns will participate in a Div Arty shoot unless busy on a D/S mission.

The S-3 keeps in close touch with the Div G-3 in order to stay ahead on his planning. The G-3 usually knows pretty well what the Div is going to do in the future, and if the S-3 can get it out of him it is a big help.

The S-3 must work closely with the Hq Bty Comdr (CommO) in planning CP moves and communications nets. It doesn't make much difference who on the staff is charged with moving the CP, it is the 3 section which has to operate in the old one until the new one is set up, and then must be able to communicate in the new one. Therefore, it is usually the 3 section that says when and how the CP moves. Before the move is completed the 3 section is generally involved in the "where" part of it too.

Usually the Corps SOP will provide for liaison between adjacent Div Arty's by prescribing that liaison and wire communications will be maintained from left to right. It is the responsibility of the S-3 that Ln sections are sent out and received, and that those sent out are properly instructed, equipped, etc. Likewise, it is the S-3's job to see that the visiting Ln O's

receive all the necessary information to keep them abreast of the situation. During the last war Div Arty Hq had no T/O Ln O's , therefore the medium Bn was usually called upon to furnish the necessary sections.

The S-3 insures that metro data is received by the Bns. This data may be obtained from the Corps Arty Obs Bn if their met station is nearby. If not, the Div Arty metro section goes into action. The Corps data is used whenever possible as their better equipment produces more accurate readings.

Coordinating Arty defensive fires within the Div, with adjacent Div Arty's, and with Corps Arty is a responsibility of the 3 also. This is necessary to insure that boundaries between regiments ^{and Div's} are buttoned up and covered by fire, and that in an emergency maximum use will be made of all Arty within range.

The S-3 assigns harassing missions to the Bns. Night harassing missions is a subject in itself, but a short explanation here is appropriate. The D/S Bns notify the Div Arty 3 of the targets, method of fire, number of rounds, and time to be fired of harassing missions they desire fired during the night. The 3 checks these targets with the 2 and adds any desired by him. Then from the S-4's Ammo report the 3 can determine the Ammo available and assign the missions to the various Bns, after selling as many missions as he can to the Corps Arty. (Corps Arty frequently uses the 90 mm AAA guns for this type of work).

The Ammo situation must be known at all times by the S-3. It is not enough for him to know which Bns are within range, he must know who has the bullets. The S-4 keeps the S-3 informed of the Ammo status and allots credits in accordance with the 3's desires.

In addition to the foregoing the S-3 frequently has the Div's one TACP at his elbow, necessitating his assigning priorities to air mission requests and arranging for marking of air targets with various colored smokes.. Also he requests additional fires from Corps Arty when needed, keeps the CG informed, and, inevitably, when the situation is static is charged with the preparation and publication of the A-mechanized defense plans of the Div.

To help him in accomplishing all this, Lt Col S-3 has one officer asst, a Capt, who in addition to his other duties is the Div Arty I & E Officer.

AIDING THE GENERAL STAFF.

Now we have discussed at some length and in some detail the various duties of the members of the Div Arty Staff. Let us see some of the ways the Div G's may use this staff to their own advantage (and actually did during the last war).

G-1 can save himself time and trouble by allotting pass, leave, furlough, and rest quotas for the entire DivArty to the DivArty S-1. The same thing applies to Rotation and TDy for Rest and Recuperation. Also he can deal with only one Hq instead of five on awards and decorations --- and the Arty Exec is a natural for the Div Awards Board. Similarly, all special details such as members for Courts, Boards, etc can be handled thru the S-1 instead of direct to the Bns.

G-4 by dealing with the S-4 on Ammo can avoid a headache. All he has to do is notify the S-4 where a credit of so much (usually expressed in U/F) is. The S-4 in conjunction with the S-3 will suballot to the Bns and see that they get it. If G-4 starts converting U/F to Rds, or vice versa, and trying to suballot to Bns, he is creating unnecessary work for himself.

When G-4 is looking for transportation in a hurry he will find the Div Arty S-4 his best, if not his only, friend. The S-4 knows where the Arty

transportation is, what can be spared, and for what period of time. The G-4 should never call the Bns direct, but rather, should always call the DivArty S-4. It is easier on the G-4, and it is easier on the DivArty.

In fast moving situations practically all administrative information can be disseminated to the Arty thru the DivArty 4. And whenever supply discipline in any Arty unit needs to be bucked up, a call to the DivArty S-4 will usually be all the action necessary.

G-2's most important source of information, I believe, is the DivArty S-2. The amount and types of information that the S-2 can and does pass on to the G-2 depends mainly on how much time the G-2 ~~has~~ can spare to listen. Then Arty Bn S-2's from their Ln O's and Fwd O's pass on to the DivArty 2 all information concerning the enemy and a lot concerning our own forces. The In pilots and observers are a source of information of inestimable value (and often overlooked). A chart showing graphically the shelling reports for the past 24 hours in our own sector shows definitely what the enemy is interested in. From Corps Arty and the In pilots, buildups of enemy Arty and AA, withdrawals, etc, give a very nice picture of the enemy's intentions. All this the S-2 can furnish the G-2, and more. For example, in my Div the results of Inf patrols were invariably reported to G-2 thru Arty channels first.

G-3 receives assistance from the DivArty 3 in many ways. The S-3 can always tell the G-3 the exact status of training in the Arty, Ammo available for an operation, Corps Arty support that can be expected, etc, and in general help him in drawing up plans for future operations. Also, as stated previously, the S-3 usually carries the load on drawing up and putting into effect the Div's Anti-mechanized defense plans.

However, the most important and most consistent way in which DivArty 3 helps the G-3, is by furnishing him the accurate location of the forward elements of the Div. In my Div the G-3 and Div CG depended on the DivArty for this information to such an extent that they would not believe their own Infantry's reports unless confirmed by the Arty. This procedure really is not as bad as it sounds. Infantry elements frequently make mistakes in reading the map. Also, Infantry elements have been known to report themselves farther out than they actually are. The D/S Arty must know within a few yards where the forward elements are in order to render proper support, and they of course keep the DivArty 3 informed.

COORDINATION BETWEEN STAFFS (2 min, to be omitted if time is short)

In my Div the first Div SOP published stated that the Div and DivArty CP's would be so arranged that the S-3 section would be a maximum of 300 yds from the G-3 section. Subsequent SOP's and changes thereto were published but this particular item was never changed. This of course meant that the two CP's were together, either in the same building, or, as was more often the case, Div in the Villa and DivArty in the stable. During approximately twelve months of actual combat the greatest distance that ever existed between the two CP's was about 3/4 mi, and that happened only twice.

This of course caused somewhat of a hardship on the Arty communications section, particularly in the early stages of the war when we had a Div Comdr who liked his CP well to the rear. Later on another Div Comdr who liked his CP practically in the front lines, eased the strain on the Arty communications altho he increased it somewhat on certain staff officers.

Certainly there are advantages and disadvantages in requiring the DivArty CP to remain with the Div CP. However, in my Div one advantage was attained to such a high degree that I believe it outweighed all the disadvantages.

That advantage was: coordination between the two staffs. No member of either staff had any secrets from his opposite member on the other staff. This was particularly true in the 2 and 3 sections. Actually, in addition to being very close together geographically, direct telephone lines were always laid from S-2 to G-2 and from S-3 to G-3, and they were used constantly. At first these direct lines were laid by the Artyb, but soon the G-2 and G-3 became so dependent on them that they brought their influence to bear and had the Div Signal Officer lay them.

CONCLUSION

Gentleman, there is only one thought that I wish to leave with you today. That is: the Arty Hq and Staff are in the Infantry Div not only to coordinate and supervise the artillery with the Div, but also to help the Div Staff. They are there, and they have the means. The Div Staff should use them.