

ALIEL-B

SUBJECT

Lesson Learned During Mobilization Phase of
World War II

TO: Director, Dept I, II, III, IV, V, VI, VII FROM: G1, A/S DATE: 25 Aug 54 COMMENT NO. 1
(Col Romlein/22275)

1. Attached are:

- a. As Incl 1, a letter, same subject, OCAFF, and a DA Study.
- b. Work sheets in blank.
- c. An example of the format for accomplishing the work sheets.

2. Department directors are requested to:

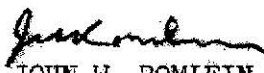
- a. Review the units of instruction for which they are responsible.
- b. To comment on each point listed in Incl 1, using worksheet, Incl 2, as shown in Incl 3.

3. To facilitate staff review and consolidation, it is requested that G1, G2, G3, G4, and Troop Information points be covered on separate work sheets which do not cover any other type points,

4. To permit staff review and consolidation, and executive review, it is requested that the work sheets; be returned to G1 by 1200 hours 30 August 1954.

Incls - 3

OCAFF Letter with DA Study,
Work Sheets in blank.
An example of the format for
accomplishing the work sheets.


JOHN W. ROMLEIN
Colonel, Artillery
G1, Academic Staff

ALIEL-P

Lesson Learned During Mobilization Phase of
World War II

TO: Academic G1 FROM: Dir, Dept VII 30 Aug 54 Comment #2

Returned per telecon Col Romlein/Col Schweizer as not being applicable to
subject prepared by Dept VII.


C. B. SCHWEIZER
Colonel, GE
Executive Officer, Dept VII

Report Documentation Page				Form Approved OMB No. 0704-0188	
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DISPOSITION FORM

SECURITY CLASSIFICATION (If any)

FILE NO.

SUBJECT

Lessons Learned During Mobilization Phase of
World War II

TO

G1, A/S
(ATTN: Col Romlein)

FROM

Department VI

DATE

30 August 1954 COMMENT NO. 1

Reference: D/F from G1, A/S, subject: "Lessons Learned During Mobilization Phase of World War II," dated 25 August 1954.

1. In compliance with paragraph 2 of above referenced D/F, the following general comments are submitted by Dept VI:

a. Extension Course Division.- This subdivision of Dept VI is responsible for preparing subcourse lessons for Army extension courses based solely on resident subject material. Therefore, specific comments and recommendations, as requested in paragraph 2b of above reference, are not considered appropriate at this time. It is felt, however, that extension courses presently being prepared for nonresident instruction will more adequately cover the field of instruction outlined in inclosure 1 to referenced D/F than they have in the past. This deduction is a result of the observations enumerated below.

(1) Subcourse lessons completed prior to 1 July 1954 covered generally only the high points of resident units for reasons of scope and time limitation. As a result, since directives and scope of lessons, in general, emphasized tactical and combat situations, material of the type outlined in inclosure 1 to above referenced D/F did not occupy a position of prominence in the subcourse lessons.

(2) The current series of subcourses, on the other hand, follow resident instructional units very closely. Accordingly, complete coverage of those resident units utilized will be accomplished in extension courses. This, of course, will result in an increase in the amount of instruction in extension courses of the type discussed in inclosure 1 to above referenced D/F. Upon completion of the new series of subcourses, appropriate comment can be made on more current instructional material.

b. Field Training Division.- This subdivision of Dept VI is responsible for adaptation of lesson plans for use in the USAR Schools, Special Associate Course, and Reserve Component Staff and Logistical Command Staff Training Programs. The areas under discussion in inclosure 1 to above referenced D/F are covered in part in nonresident subjects 5021, 5022, 5027 (Leadership), 5088 (Public Info), 5101 (Morale, Discipline, and Pers Svc), 6026 (Activating a New Div), and 6027 (Training a New Div). This material is being adapted from resident material which was used during the 1953-54 school year. The primary drawback to making comments on nonresident subjects, however, is that all of them being adapted for use by the nonresident programs are a year or more old. This further supports the contention that Dept VI comments would be inappropriate at this time.

SUBJECT: Lessons Learned During Mobilization Phase of
World War II

30 August 1954

3. Based on the foregoing discussion, it is felt that Dept VI is not prepared to comment on any of the current (Slant 5) instructional material in the areas covered by inclosure 1 to above referenced directive. The basis for this conclusion is that nonresident instructional adaptations are currently being completed for the most part from resident material which was utilized for the 1953-54 and, in some cases, 1952-53 regular course material. Obviously, the lack of familiarity of Dept VI authors (with limited exceptions) with Slant 5 material limits the value of the type of comments which would be received from this department.

FOR THE DIRECTOR:

1 Incl
D/F from G1, A/S
with Incl a/s

Joseph C. Chedister
JOSEPH C CHEDISTER
Colonel, Infantry
Dep Dir, Dept VI

ALIEL-B

SUBJECT: Course Evaluation Reference OCAFF letter
and War Department Study.

TO: Exec for Instr FROM: G1, A/S DATE: 2 Sep 54

COMMENT NO. 2
(Col Romlein/22275)

1. Attached at Tab A is a 1st indorsement to OCAFF letter referred to in Para 1, Comment No. 1.

3. At Tab 3 is a proposed 2d inclosure to the basic letter which tabulates in general terms the analysis of the College instruction requested by paragraph 3 of the basic letter.

3. At Tab C is a consolidation of the reports submitted by the departments as to the coverage of the OCAFF points in their respective units of instruction.

4. At Tab D are the individual department reports.

5. In general little increased coverage in our units of instruction will be required to include the coverage of the points desired. As pointed out in the proposed 1st Indorsement most CGSC instructional units have as their locale the CZ or ComZ. The College therefore can cover the OCAFF points generally by relating the identical points taught for combat application to the mobilization phase of the war by an appropriate question or comment. A few units of instruction are portrayed in the ZI during the mobilization phase. It is chiefly these that have been recommended for modification to cover the OCAFF points.

6. The coverage recommended has been coordinated with the departments concerned as to its feasibility for incorporation into the /5 instruction in the event that OCAFF orders this done.

7. It is recommended that the proposed 1st Ind and Incl 2 at Tabs A and B respectively be approved for dispatch.

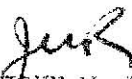
Incls - 4

Tab A

Tab B

Tab C

Tab D


JOHN W. ROMLEIN
Colonel, Artillery
G1, Academic Staff

ALLRI-A

1st Ind

SUBJECT: Lessons Learned During the Mobilization Phase of World War II

GI file

COMMAND AND GENERAL STAFF COLLEGE, Fort Leavenworth, Kansas, 9 September 1954

TO: Chief, Army Field Forces, Fort Monroe, Virginia

1. a. Attention is invited to the fact that the great bulk of instruction of the Command and General Staff College has its locale in the theater of operations. This is believed to be in accordance with the delimitation of subject areas between this College and the Army War College.

b. The present Regular Course curriculum contains two units of instruction directly connected with mobilization: Subject 5026 (6 hr - PE), Activating a New Division, and Subject 5027 (6 hr - C, PE), Training a New Division. Three other units of instruction are appropriate for inclusion of items shown in inclosure 1: Subject 5087 (2 hr - C, PE), Troop Information and Education; Subject 5088 (2 hr - PE), Public Information; and Subject 5101 (4 hr - C, PE), Morale, Discipline, and Personnel Services.

2. Analysis of the Regular and Associate Courses reveals that -

a. Adequate coverage is provided items A4, 5, 6, 7, B6, 7, 9, D4, E1, and F1 of inclosure 1.

b. Adequate coverage for combat situations, but not for mobilization situations is provided items A1, 2, 3, and D1.

c. Inadequate coverage is provided items A1, 2, 3, 4, 5, 8, C1, D2, D3, F2, and 3.

3. Coverage in Reserve Component Refresher Courses (250-0-1 and 250-0-10) for 1954 and the Special Weapons Course (250-0-8) is generally lacking.

4. Action recommended to incorporate material of inclosure 1 into Command and General Staff College instruction is as follows:

a. Regular and Associate Courses.

(1) Include inclosure 1 as supplemental material in Subject 5026, Activating a New Division.

(2) Provide for or amplify coverage of items listed in the foregoing paragraph 2b and c by inclusion as appropriate in units of instruction listed in paragraph 1b, except item E1, which is believed more appropriate for incorporation in Army War College instruction.

b. Reserve Component Refresher Courses. Because of the briefness of these courses, no coverage is recommended.

c. Special Weapons Course. Because of the technical nature of this course, no coverage is recommended.

ALL INFORMATION CONTAINED

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DISPOSITION FORM

SECU

CLASSIFICATION (if any)

FILE NO.

SUBJECT lessons Learned During the Mobilization Phase of World War II

TO

Asst Comdt

FROM

Exec far Instr

DATE

7 September 1954

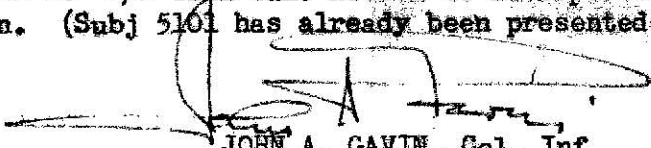
COMMENT NO. 1

1. At Tab A is letter from OCAFF inclosing a DA study on Lessons Learned During the Mobilization Phase of World War II. OCAFF directs analysis of present courses to determine degree of coverage, and recommendations for incorporation of the lessons in instruction.

2. At Tab B is a recapitulation of present coverage in Regular and Associate Courses, its degree of adequacy, and recommendations for increased coverage where appropriate.

3. At Tab C is draft 1st Indorsement to OCAFF.

4. Recommend approval of Tab C. E/I will take action to incorporate recommended coverage in /5 instruction. (Subj 5101 has already been presented to the Assoc Course.)


JOHN A. GAVIN, Col, Inf
Executive for Instruction

COORDINATION:

Academic Staff
All Resident Depts

7 Sep 54
1. This report due at OCAFF on 10 Sep 54
2. Action not required

8 Sep 54
Approved, I assume no extra time required.
CHB

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RECAPITULATION

Point	Adequacy	Present Coverage		Added Coverage Recommended				
		Reg Crse No of Subj	Assoc Crse Time	5101	5087	5088	6026	6027
A1	✓	4/105 min	3/35				*	
A2	✓	3/10	3/10				*	
A3	✓	2/16	2/16	*				
A4	✓	5/19	5/19			--- None ---		
A5	✓	Indirect		Covered indirectly in Subj 5021, Leadership				
A6	✓	2/18	2/18			--- None, ---		
A7	✓	1/10	1/10			--- None ---		
B1	x	---	---			--- Approp to AWC ---		
B2	x	1/2	1/2	*				
B3	x	---	---			*	*	
B4	x	1/20	1/20				*	
B5	x	---	---		*			
B6	✓	3/79	3/79			--- None ---		
B7	✓	2/71	2/71			--- None ---		
B8	x	---	---	*				
B9	✓	2/4	2/4			--- None ---		
C1	x	1/5	1/5		*	*		
D1	✓	1/10	---		*			*
D2	x	---	---					*
D3	x	---	---		*			*
D4	✓	1/10	1/10			--- None ---		
E1	✓	2/6	2/6			--- None ---		
F1	✓	1/40	1/40			--- None ---		
F2	x	1/2	1/2				*	
F3	x	---	---			*		

LEGEND:

✓ Adequate Coverage

† Coverage adequate for combat situations, but not
for mobilization situations

x Coverage inadequate

ALLES-I-I

SUBJ CT: Lesson Learned During Mobilization Phase of World War II

TO: G1, A/S FROM: Director, Dept III DATE: 30 Aug 54 COMMENT NO. 2
It Col Knowles/25221

1. In compliance with your request dated 25 August 1954, subject above, the attached report is hereby submitted.

2. It is noted that considerable time and effort have gone into the preparation of this basic document and that the "Lessons Learned" have been effectively presented in a single packet. Rather than dissipating this information in several units of instruction, recommend that it be included in its present form in the supplemental material of an appropriate unit of instruction. Subsequent exercises can then stress the more important points by means of applicatory requirements or instructor comments.

1 Incl
Completed Work Sheets (in dupo)

WILLIAM ST P. ATTENDING
Colonel, Infantry
Director, Dept III

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
A1				5022	Instructor comment
A2				None	More appropriate at service school level
A3				None	More appropriate at service school level
A4				5302	Instructor comment and supplemental material
A5				6026 (Dept V)	Instructor comment and supplemental material
A6	5021 - 15 min	Inadequate - attention focused on discipline and sectional feeling	Instructor comment and include more background material	(6026 Dept II)	Instructor comment and supplemental material
A7	5091 - 10 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
B1					
B2				5101 (Dept V)	Instructor comment and supplemental material
B3				5101 (Dept V)	Instructor comment and supplemental material
B4				6026 (Dept V)	Instructor comment and supplemental material
B5				6026 (Dept V)	
B6	6027 - 2 min	Inadequate - covers receipt of fillers only		6026 (Dept V)	
B7	6027 - 10 min	Adequate			
B8				6026 (Dept V)	
B9				None	More appropriate at service school level

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
61	5067 - 5 min	Inadequate - covers outside elements only			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
D1				5087	Instructor comment
D2				6026 and 6027	Instructor comment
D3				6026 (Dept V)	Instructor comment
D4	5087 - 10 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
81	6027 - 5 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
F1	5087 - 40 min	Adequate			
F2				None	More appropriate at service school level
F3				Good question	

DISPOSITION FORM

SECURITY

CLASSIFICATION (If any)

FILE NO.

ALLEI-A

SUBJECT Course evaluation Reference
War Department study.

OCAFF Letter

TO G1, S ✓
G2, A/S
G3, A/S
G4, A/S

FROM Exec for Instr

DATE 24 Aug 54

COMMENT NO. 1

I Reference attached OCAFF letter and War Department study.

2. It is desired that Academic Staff, with G1 as the action agency make an evaluation as directed by OCAFF letter to:

a. Determine extent of coverage and emphasis afforded by present course of instruction.

b. Determine effective means of placing proper emphasis upon those fields requiring such added emphasis.

3. In making this evaluation the Academic Staff will consider, but will not be necessarily limited to the following considerations.

a. Present coverage of the items listed.

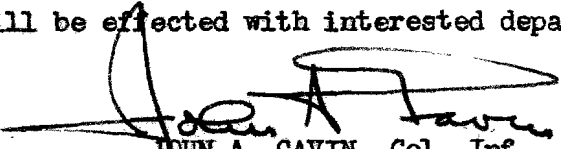
b. Whether such coverage in 3a above is adequate and if not, wherein it might be appropriately included.

c. Item listed in the attached study that are not being covered, if any, and wherein they may be best incorporated.

d. Recommendations as to more effective and interesting instruction in these fields.

4. Your attention is directed to the deadline date imposed by OCAFF. Report required will be forwarded to E/I not later than 1700, 3 Sept.

5. Necessary coordination will be effected with interested departments.


JOHN A. GAVIN, Col, Inf
Executive for Instruction

ALLEI-B

SUBJECT: Course Evaluation Reference OCAFF Letter
and War Department Study,

TO: Exec for Instr FROM: G1, A/S DATE: 2 Sep 54

COMMENT NO. 2
(Col Romlein/22275)

1. Attached at Tab A is a 1st indorsement to OCAFF letter referred to in Para 1, Comment No. 1.

2. At Tab B is a proposed 2d inclosure to the basic letter which tabulates in general terms the analysis of the College instruction requested by paragraph 3 of the basic letter.

3. At Tab C is a consolidation of the reports submitted by the departments as to the coverage of the OCAFF points in their respective units of instruction.

4. At Tab D are the individual department reports.

5. In general little increased coverage in our units of instruction will be required to include the coverage of the points desired. As pointed out in the proposed 1st Indorsement most CGSC instructional units have as their locale the CZ or ComZ. The College therefore can cover the OCAFF points generally by relating the identical points taught for combat application to the mobilization phase of the war by an appropriate question or comment. A few units of instruction are portrayed in the ZI during the mobilization phase. It is chiefly these that have been recommended for modification to cover the OCAFF points.

6. The coverage recommended has been coordinated with the departments concerned as to its feasibility for incorporation into the /5 instruction in the event that OCAFF orders this done.

7. It is recommended that the proposed 1st Ind and Incl 2 at Tabs A and B respectively be approved for dispatch.

Incls - 4

Tab A
Tab B
Tab C
Tab D

JOHN W. ROMLEIN
Colonel, Artillery
01, Academic Staff

ALLEI-B

1st Ind

SUBJECT: Lessons Learned During the Mobilization
Phase of World War II

COMMAND AND GENERAL STAFF COLLEGE, Fort Leavenworth, Kansas

TC: Chief, Army Field Forces, Fort Monroe, Virginia

1. The courses being conducted by the Command and General Staff College for the academic year 1954-55 have been analyzed to determine the extent the various points covered in "Lessons Learned During Mobilization Phase of World War II" are being emphasized.

2. The regular and associate courses are analyzed in Incl 2.

a. In general the units of instruction presented at this College for the Regular and Associate Courses have as their locale the theater of operations, and use a tactical situation as a vehicle to teach all fundamentals. This is done to habituate the student to realistic tactical situations and familiarize him with logical tactical formations, frontages, depths, and employments even though the teaching point may be staff procedures. Some of the "Lessons Learned During the Mobilization Phase of World War Two" are identical to teaching points covered by the aforementioned type units of instruction; in these units the teaching points can be related to the mobilization phase by an appropriate question, comment and discussion. This has been recommended in several cases in the inclosed analysis.

3. A few units of instruction at this College have the Zone of Interior during the Mobilization Phase as the background. Expansion of these subjects is recommended as appropriate.

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D R A F T

3. The extension courses,

a. The extension courses in current use generally cover the basic principles and fundamentals and emphasize *the* tactical considerations of resident units of instruction. for reasons of scope and time limitations.

In these courses "Lessons Learned During the Mobilization Phase of World War II" are given less coverage than that shown in inclosure 2_A

b. A rewrite of the extension courses was begun 1 July 1954. Its date of completion is estimated as 1 July 1957. The rewritten subcourses closely follow the resident units of instruction. Hence, the analysis in Inclosure 2 will be applicable to the rewritten extension courses as well as to current, resident courses. The extent of the incorporation of the recommendations in column 4 of the analysis into the extension course will depend upon the date of finalization of this correspondence.

c. The rewritten courses will begin to phase out the older material about 1 January 1955.

4. The USAR Schools, the Special Associate Course, and the Reserve Component Staff and Logistical Command, and Staff Training Programs are conducted by adapting resident units of instruction to their particular requirements. Because these courses all include coverage of those units mentioned in Para 2b of this indorsement as well as many of the basic units mentioned in Para 2a, the analysis presented in inclosure 2 is about 90% applicable.

DRAFT

The logistical Command's after Course (250-0-9) because of its limited scope includes coverage of A4 only. No change is recommended.

6 The Army Reserve and National Guard Division Refresher Course (250-0-10) provides no coverage. Because of the length of the **course** (1 week) and the necessity of instruction in the application of current doctrine, no change is recommended.

7 5. The Special Weapons Courses do not cover the "Lessons Learned During the Mobilization of World War Two". Due to the technical aspects of the courses, and the limitation of time and scope it is recommended that these courses not include such lessons.

6. To conserve the operations of the College or designed to take maximum advantage of the units of instruction produced for the Regular Course. Any changes made in the units of the Regular Course are automatically reflected in the other courses as appropriate. It is therefore recommended that changes to instruction considered by your headquarters be limited to the recommendations set forth in Column 4 of Inclosure 2.

FOR THE COMMANDANT:

1 Incl
Added 1 Incl
2 - Analysis of Courses
i/d 1 Incl.-i

Regular and Associate Courses
Command and General Staff College

ANALYSIS OF COURSES

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
<u>Point</u>	<u>Present Coverage</u>	<u>Adequacy of Coverage</u>	<u>Recommendations on how this point can best be incorporated into the CGSC Course of Instruction</u>
A1	Covered in four subjects (Combat situations only) 105 minutes Assoc Course three subjects--55 mins.	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subject 5026, "Activating a New Division". (Same recommendation for Associate Course.)
A2	Covered in three subjects both combat and mobilization situations--10 mins.	Adequate for combat, inadequate for mobilization.	Increase coverage currently in subject 5026, "Activating a New Division".
A3	Indirect coverage in two subjects--16 minutes.	Adequate for combat, inadequate for mobilization.	Amplify present coverage in subject 5101, "Morale, Discipline -- Personnel Services" to relate teaching points to the mobilization situation.
A4	Nineteen minutes coverage in five subjects, Pi-- minutes @ which covers this specific point.	Adequate.	No additional coverage recommended.
A5	Indirect	See column 4.	Subject 5021, "Leadership - Introduction" points out that the principles and techniques of leadership must be adapted to the individuals being led. Proper application of this fundamental by our future leaders will eliminate this problem. Therefore, although not specifically covered, the College does teach how to avoid this particular mistake of the 1941 mobilization. No additional coverage recommended.
A6	Covered in two subjects--18 minutes.	Adequate	No additional coverage recommended.
A7	Covered in one subject--ten minutes.	Adequate	No additional coverage recommended.
B1	None	Inadequate	Not considered appropriate for CGSC instruction. Recommend coverage by Army War College.
B2	Covered in one subject--two minutes.	Inadequate	Increase coverage in subject 5101, "Morale, discipline--Personnel Services".

<u>2</u>	<u>3</u>	<u>4</u>
B3 None.	Inadequate.	Add this teaching point to 6026, "Activating a New Division" and 5088, "Public Information".
B4 Covered in one subject-- 20 minutes.	Inadequate.	Amplify instruction in subject 6026, "Activating a New Division".
B5 None.	Inadequate.	Add instruction to subject 5087, "Troop Information & Education".
B6 Three subjects--79 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B7 Two subjects--71 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B8 None.	Inadequate.	Add instruction to 5101, "Morale, Discipline--Personnel Services".
B9 Two subjects--4 mins.	Adequate.	No additional coverage recommended.
C1 One subject--5 mins.	Inadequate.	Amplify instruction in 5087, "Troop Information and Education" and add instruction to subject 5088, "Public Information".
D1 One subject--10 mins. (Not covered in Assoc Course.)	Adequate for combat situa- tions. Inadequate for mo- bilization.	Add instruction to subjects 6027, "Training a New Division" and 5087, "Troop Information and Education". (Same recommendation for Associate Course.)
D2 None.	Inadequate.	Add instructions to subjects 6026, "Activating a New Division" and 6027, "Training a New Division".
D3 None.	Inadequate.	Add instruction to subject 6027, "Training a New Division" and subject 5087, "Troop Information & Education".
D4 One subject--ten mins.	Adequate.	No additional coverage recommended.
E1 Two subjects--six mins.	Adequate.	No additional coverage recommended.
F1 One subject--40 mins.	Adequate.	No additional coverage recommended.
F2 One subject--two mins.	Inadequate.	Add additional coverage in subject 6026, "Activating a New Division".
F3 None.	Inadequate.	Add instruction to subject 5088, "Public Information".

Regular and Associate Courses
Command and General Staff College

ANALYSIS OF COURSES

4

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
<u>Point</u>	<u>Present Coverage</u>	<u>Adequacy of Coverage</u>	<u>Recommendations on how this point can best be incorporated into the CGSC Course of Instruction</u>
A1	Covered in four subjects (Combat situations only) 105 minutes ^{added time} three subjects--55 mins.	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subject 6026, "Activating a New Division". (Same recommendation for Associate Course.)
A2	Covered in three subjects both combat and mobilization situations--10 mins.	Adequate for combat, inadequate for mobilization.	Increase coverage currently in subject 6026, "Activating a New Division".
A3	Indirect coverage in two subjects--16 minutes.	Adequate for combat, inadequate for mobilization.	Amplify present coverage in subject 5101, "Morale, Discipline -- Personnel Services to relate teaching points to the mobilization situation.
A4	Nineteen minutes coverage in 1% subjects, five minutes of which covers this specific point.	Adequate.	No additional coverage recommended.
A5	Indirect	See column 4.	Subject 5021, "Leadership - Introduction" points out that the principles and techniques of leadership must be adapted to the individuals being led. Proper application of this fundamental by our future leaders will eliminate this problem. Therefore, although not specifically covered, the College does teach how to avoid this particular mistake of the 1941 mobilization. No additional coverage recommended.
A6	Covered in two subjects--18 minutes.	Adequate	No additional coverage recommended.
A7	Covered in one subject--ten minutes.	Adequate	No additional coverage recommended.
B1	None	Inadequate	Not considered appropriate for CGSC instruction. Recommend coverage by Army War College.
B2	Covered in one subject--two minutes.	Inadequate	Increase coverage in subject 5101, "Morale, Discipline--Personnel Services".

Line 25

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
B3	None.	Inadequate.	Add this teaching point to 6026, "Activating a New Division" and 6088, "Public Information".
B4	Covered in one subject-- 20 minutes.	Inadequate.	Amplify instruction in subject 6026, "Activating a New Division".
B5	None.	Inadequate.	Add instruction to subject 5087, "Troop Information & Education".
B6	Three subjects--79 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
A2			
B7	Two subjects--71 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B8	None.	Inadequate.	Add instruction to 5101, "Morale, Discipline--Personnel Services".
B9	Two subjects--4 mins.	Adequate.	No additional coverage recommended.
C1	One subject--5 mins.	Inadequate.	Amplify instruction in 5087, "Troop Information and Education" and add instruction to subject 5088, "Public Information".
D1	One subject--10 mins. (Not covered in Assoc Course.)	Adequate for combat situa- tions. Inadequate for me- bilization.	Add instruction to subjects 6027, "Training a New Division" and 6087, "Troop Information and Education". (Same recommendation for Associate Course.)
D2	None.	Inadequate.	Add instructions to subjects 6026, "Activating a New Division" and 6027, "Training a New Division".
D3	None.	Inadequate.	Add instruction to subject 6027, "Training a New Division" and subject 5087, "Troop Information & Education".
D4	One subject--ten mins.	Adequate.	No additional coverage recommended.
E1	Two subjects--six mins.	Adequate.	No additional coverage recommended.
F1	One subject--40 mins.	Adequate.	No additional coverage recommended.
F2	One subject--two mins.	Inadequate.	Add additional coverage in subject 6026, "Activating a New Division".
F3	None.	Inadequate.	Add instruction to subject 5088, "Public Information".

Regular and Associate Courses
Command and General Staff College

ANALYSIS OF COVERAGE

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
<u>Point</u>	<u>Present Coverage</u>	<u>Adequacy of Coverage</u>	<u>Recommendations on how this point can best be incorporated into the JMC Course of Instruction</u>
A1	Covered in four subjects (Combat situations only) 105 minutes. Asso Crse. three subjects--35 mins.	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subject 5026, "Activating a New Division". (Same recommendation for Associate Course.)
A2	Covered in three subjects both combat and mobilization situations--10 mins.	Adequate for combat, inadequate for mobilization.	Increase coverage currently in subject 5026, "Activating a New Division".
A3	Indirect coverage in two subjects--16 minutes.	Adequate for combat, inadequate for mobilization.	Amplify present coverage in subject 5101, "Morale, Discipline -- Personnel Services" to relate teaching points to the mobilization situation.
A4	Nineteen minutes coverage in five subjects, five minutes of which covers this specific point.	Adequate.	No additional coverage recommended.
A5	Indirect	See column 4.	Subject 5021, "Leadership - Introduction" points out that the principles and techniques of leadership must be adapted to the individuals being led. Proper application of this fundamental by our future leaders will eliminate this problem. Therefore, although not specifically covered, the College does teach how to avoid this particular mistake of the 1941 mobilization. No additional coverage recommended.
A6	Covered in two subjects--18 minutes.	Adequate	No additional coverage recommended.
A7	Covered in one subject--ten minutes.	Adequate	No additional coverage recommended.
B1	None	Inadequate	Not considered appropriate for JMC instruction. Recommend coverage by Army War College.
B2	Covered in one subject--two minutes.	Inadequate	Increase coverage in subject 5101, "Morale, Discipline--Personnel Services".

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
B3	None.	Inadequate.	Add this teaching point to 6026, "Activating a New Division" and 6088, "Public Information".
B4	Covered in one subject--20 minutes.	Inadequate.	Amplify instruction in subject 6026, "Activating a New Division".
B5	None.	Inadequate.	Add instruction to subject 5087, "Troop Information & Education".
B6	Three subjects--79 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B7	Two subjects--71 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B8	None.	Inadequate.	Add instruction to 5101, "Morale, Discipline--Personnel Services".
B9	Two subjects--4 mins.	Adequate.	No additional coverage recommended.
C1	One subject--5 mins.	Inadequate.	Amplify instruction in 5087, "Troop Information and Education" and add instruction to subject 5088, "Public Information".
D1	One subject--10 mins. (Not covered in Assoc Course.)	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subjects 6027, "Training a New Division" and 5087, "Troop Information and Education". (Same recommendation for Associate Course.)
D2	None.	Inadequate.	Add instructions to subjects 6026, "Activating a New Division" and 6027, "Training a New Division".
D3	None.	Inadequate.	Add instruction to subject 6027, "Training a New Division" and subject 5087, "Troop Information & Education".
D4	One subject--ten mins.	Adequate.	No additional coverage recommended.
E1	Two subjects--six mins.	Adequate.	No additional coverage recommended.
F1	One subject--40 mins.	Adequate.	No additional coverage recommended.
F2	One subject--two mins.	Inadequate.	Add additional coverage in subject 6026, "Activating a New Division".
F3	None.	Inadequate.	Add instruction to subject 5088, "Public Information".

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
B3	None.	Inadequate.	Add this teaching point to 6026, "Motivating a New Division" and 6086, "Public Information".
B4	Covered in one subject--20 minutes.	Inadequate.	Amplify instruction in subject 6026, "Motivating a New Division".
B5	None.	Inadequate.	Add instruction to subject 6087, "Troop Information & Education".
B6	Three subjects--79 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B7	Two subjects--71 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B8	None.	Inadequate.	Add instruction to 6101, "Morale, Discipline--Personnel Services".
B9	Two subjects--4 mins.	Adequate.	No additional coverage recommended.
C1	One subject--5 mins.	Inadequate.	Clarify instruction in 6087, "Troop Information and Education" and add instruction to subject 6088, "Public Information".
D1	One subject--10 mins. (Not covered IN Assoc Course.)	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subjects 6027, "Motivating a New Division" and 6087, "Troop Information and Education". (Same recommendation for Associate Course.)
D2	None.	Inadequate.	Add instructions to subjects 6026, "Motivating a New Division" and 6027, "Training a New Division".
D3	None.	Inadequate.	Add instruction to subject 6027, "Training a New Division" and subject 6087, "Troop Information & Education".
D4	One subject--ten mins.	Inadequate.	No additional coverage recommended.
E1	Two subjects--six mins.	Inadequate.	No additional coverage recommended.
F1	One subject--40 mins.	Inadequate.	No additional coverage recommended.
F2	One subject--two mins.	Inadequate.	Add additional coverage in subject 6026, "Motivating a New Division".
F3	None.	Inadequate.	Add instruction to subject 6088, "Public Information".

Regular and Associate Courses
Command and General Staff College

ANALYSIS OF COURSES

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
<u>Point</u>	<u>Present Coverage</u>	<u>Adequacy of Coverage</u>	<u>Recommendations on how this point can best be incorporated into the CGSC Course of Instruction</u>
A1	Covered in four subjects (Combat situations only) 105 minutes. Assoc Cise--three subjects--35 mins.	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subject 6026, "Activating a New Division". (Same recommendation for Associate Course.)
A2	Covered in three subjects both combat and mobilization situations--10 mins.	Adequate for combat, inadequate for mobilization.	Increase coverage currently in subject 6026, "Activating a New Division".
A3	Indirect coverage in two subjects--16 minutes.	Adequate for combat, inadequate for mobilization.	Amplify present coverage in subject 5101, "Morale, Discipline -- Personnel Services to relate teaching points to the mobilization situation.
A4	Nineteen minutes coverage in five subjects, five minutes of which covers this specific point.	Adequate.	No additional coverage recommended.
A5	Indirect.	See column 4.	Subject 5021, "Leadership - Introduction" points out that the principles and techniques of leadership must be adapted to the individuals being led. Proper application of this fundamental by our future leaders will eliminate this problem. Therefore, although not specifically covered, the College does teach how to avoid this particular mistake of the 1941 mobilization. No additional coverage recommended.
A6	Covered in two subjects--18 minutes.	Adequate	No additional coverage recommended.
A7	Covered in one subject--ten minutes.	Adequate	No additional coverage recommended.
B1	None.	Inadequate	Not considered appropriate for CGSC instruction. Recommend coverage by Army War College.
B2	Covered in one subject--two minutes.	Inadequate	Increase coverage in subject 5101, "Morale, Discipline--Personnel Services".

Sheet 2^c

Regular and Associate Courses
Command and General Staff College

ANALYSIS OF COURSES

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
<u>Point</u>	<u>Present Coverage</u>	<u>Adequacy of Coverage</u>	<u>Recommendations on how this point can best be incorporated into the CGSC Course of Instruction</u>
A1	Covered in four subjects (Combat situations only) 105 minutes. three subjects--35 mins. Assoc Crse-	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subject 5026, "Activating a New Division". (Same recommendation for Associate Course.)
A2	Covered in three subjects both combat and mobilization situations--10 mins.	Adequate for combat, inadequate for mobilization.	Increase coverage currently in subject 5026, "Activating a New Division".
A3	Indirect coverage in two subjects--16 minutes.	Adequate for combat, inadequate for mobilization.	Amplify present coverage in subject 5101, "Morale, Discipline -- Personnel Services" to relate teaching points to the mobilization situation.
A4	Nineteen minutes coverage in five subjects, five minutes of which covers this specific point.	Adequate.	No additional coverage recommended.
A5	Indirect.	See column 4.	Subject 5021, "Leadership - Introduction" points out that the principles and techniques of leadership must be adapted to the individuals being led. Proper application of this fundamental by OUR future leaders will eliminate this problem. Therefore, although not specifically covered, the College does teach how to avoid this particular mistake of the 1941 mobilization. No additional coverage recommended.
A6	Covered in two subjects--18 minutes.	Adequate	No additional coverage recommended.
A	Covered in one subject--ten minutes.	Adequate	No additional coverage recommended.
B1	None.	Inadequate	Not considered appropriate for CGSC instruction. Recommend coverage by Army War College.
B2	Covered in one subject--two minutes.	Inadequate	Increase coverage in subject 5101, "Morale, Discipline--Personnel Services".

Incl 2

<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
B3	None.	Inadequate.	Add this teaching point to 6026, "Activating a New Division" and 6098, "Public Information".
B4	Covered in one subject--20 minutes.	Inadequate.	Amplify instruction in subject 6026, "Activating a New Division".
B5	None.	Inadequate.	Add instruction to subject 6087, "Troop Information & Education".
B6	Three subjects--79 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B7	Two subjects--71 mins.	Adequate--covers both combat and mobilization situations.	No additional coverage recommended.
B8	None.	Inadequate.	Add instruction to 6101, "Morale, Discipline--Personnel Services".
B9	Two subjects--4 mins.	Adequate.	No additional coverage recommended.
C1	One subject--6 mins.	Inadequate.	Amplify instruction in 6087, "Troop Information and Education" and add instruction to subject 6088, "Public Information".
D1	One subject--10 mins. (Not covered in Assoc Course.)	Adequate for combat situations. Inadequate for mobilization.	Add instruction to subjects 6027, "Training a New Division" and 6087, "Troop Information and Education". (Same recommendation for Associate Course.)
D2	None.	Inadequate.	Add instructions to subjects 6026, "Activating a New Division" and 6027, "Training a New Division".
D3	None.	Inadequate.	Add instruction to subject 6027, "Training a New Division" and subject 6087, "Troop Information & Education".
D4	One subject--ten mins.	Inadequate.	No additional coverage recommended.
E1	Two subjects--six mins.	Inadequate.	No additional coverage recommended.
F1	One subject--10 mins.	Inadequate.	No additional coverage recommended.
F2	One subject--two mins.	Inadequate.	Add additional coverage in subject 6026, "Activating a New Division".
F3	None.	Inadequate.	Add instruction to subject 6089, "Public Information".

WORK SHEET

Lessons Learned During the Mobilization Phase of World War II

Col 1 Point e, g, A1, A2, etc.	Col 2 Covered in Subj No with amount of time devoted thereto.	Column 3 Adequacy of cover- age in the Subj or in the course in case it is covered in more than one subject.	Column 4 Recommendations on how to improve the effectiveness of instruction on this point.	Column 5 In case point is not covered in your Subj, in which Subj could it be best covered.	Column 6 Best way of covering the point and the amount of emphasis recommended.
A-1	Subj Dept Mins 6041 I 70 5101 V 20 5102 V 10 5925 V 5	Excellent Incomplete Adequate but indirect Adequate but indirect	Add to 6026 or 6027 for mobilization situation.	Subj Dept 5022 III	Instr Cmt
A-2	5101 V 5 6026 V 3 5923 V 2	Adequate Inadequate Adequate	Amplify discussion of Social Fraternization.		Service School III
A-3	5101 V 15 5020 V 1	Inadequate Statement in summary	Amplify discussion.		Service School III
A-4	5106 V 2 5107 V 2 6026 V 5 5010 V 5 5081 V 5	Adequate Adequate Adequate Adequate Adequate		5302 III	Instr Cmt
A-5	None			6026 V	Instr Cmt & Supplemental Material II Include in a leadership subj - V
A-6	5021 III 15 6026 V 3	Inadequate Adequate	Inatr cmt & include more background material.	6026 V	Instr Cmt & Support Material
A-7	5091 III 10	Adequate			Include in leadership subject

<u>Col 1</u>	<u>Col 2</u>			<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>			<u>Column 6</u>
	<u>Subj</u>	<u>Dept</u>	<u>Mins</u>			<u>Subj</u> 5022	<u>Dept</u> III		
B-1	None								Instr Cmt III Include in leadership subj V
B-2	5101	V	2	Adequate		5101	V - III		Instr Cmt & Sup Material
B-3	None					5101	V	or	Include in leadership subject - V
B-4	6026	V	20	Inadequate	Amplify discussion in 6026 or include in 5088	6026	V	or	Include in leadership subject
B-5	None					6026	V	or	Include in leadership subject
B-6	6027 6026 5102	III V V	2 40 37	Inadequate Adequate Adequate		6026	V		
B-7	6027 6102	III V	10 61	Adequate Inadequate (Covers combat only)	For non-combat coverage add to 5087				
B-8	None					6026 5101	V V		
B-9	6026 5101	V V	2 2	Adequate Adequate					
C-1	5076 & 5078 5087	I V	5 5	Inadequate Inadequate	Amplify in 5087 (V)				
D-1	6402	V	10	Adequate		5087	III		Instr Cmt

<u>Col 1</u>	<u>Col 2</u>			<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>		<u>Column 6</u>
D-2	<u>Subj</u> None	<u>Dept</u>	<u>Mins</u>			6026 6027	V III	Instr Cmt Instr Cmt
D-3	None					6026 6027	V V	Instr Cmt
D-4	5087	III	10	Adequate		6027	V	
E-1	6027	III	5	Adequate	Additional discussion in 6026			
	6026	V	1	Inadequate				
F-1	5087	III	40	Adequate				
F-2	6026	V	2	Adequate				Service School III
F-3	None							Add to 5087 V

DISPOSITION FORM

SECURITY CLASSIFICATION (If any)

FILE NO.

ALLEI-B

SUBJECT

Lessons Learned During Mobilization Phase of
World War II

TO G1, A/S

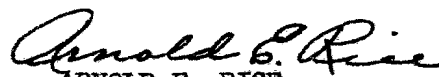
FROM Dir, Dept I

DATE 30 Aug 54

COMMENT NO. 1

(Lt Col Rice 5145)

Attached worksheets are forwarded for your information.



ARNOLD E. RICE

Lt Col Inf

Executive

Dept I

Col 1

Col 2

Column 3

Column 4

Column 5

A 1

6041/5
70 Min

Excellent coverage of
determination of morale
and corrective measures
necessary in Defensive
Operations involving
Division.

No improvement necessary

N.A.

Incl # 2

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>
Point C-1	Covered in Subj 5076 and 5078 indirectly. About 5 Min	—	Not applicable in this series of subjects.	

DISPOSITION FORM

SECURITY C

FICATION (J/449)

FILE NO.

ALLEI-H

SUBJECT Lesson Learned During Mobilization Phase of
World War II

TO

G1, A/S

FROM Director, Dept II

DATE

30 Aug 1954

COMMENT NO. 1

Col Schmick/8159

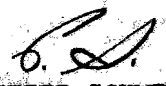
1. The subjects of this department have been reviewed to determine any coverage of items related to lessons learned during the mobilization phase of World War II and lessons for leaders.

2. Subjects taught by Department II relate to:

a. Units in the combat zone

b. Orientation.

Accordingly, the items referred to in paragraph 1 above do not apply to instruction given by this department.


PETER SCHMICK
Col Arty
Department Director

36

DD

FORM
1 FEB 50

96

REPLACES NME FORM 96, 1 OCT 48, WHICH MAY BE USED.

16-54801-8

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ALLEI-I

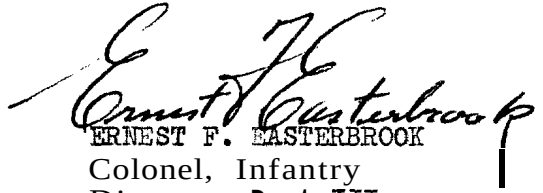
SUBJECT: Lesson Learned During Mobilization Phase of World War II

TO: G1, A/S FROM: Director, Dept III DATE: 30 Aug 54 COMMENT NO. 2
Lt Col Knowles/25221

1 In compliance with your request dated 25 August 1954, subject above, the attached report is hereby submitted.

2. It is noted that considerable time and effort have gone into the preparation of this basic document and that the "Lessons Learned" have been effectively presented in a single packet. Rather than dissipating this information in several units of instruction, recommend that it be included in its present form in the supplemental material of an appropriate unit of instruction. Subsequent exercises can then stress the more important points by means of applicatory requirements or instructor comments.

1 Incl
Completed Work Sheets (in dupe)


ERNEST F. EASTERBROOK
Colonel, Infantry
Director, Dept III

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
A1				5022	Instructor comment
A2				None	More appropriate at service school level
A3				None	More appropriate at service school level
A4				5302	Instructor comment and supplemental material
A5				6026 (Dept V)	Instructor comment and supplemental material
A6	5021 - 15 min	Inadequate - attention focused on discipline and sectional feeling	Instructor comment and include more background material	(6026 Dept II)	Instructor comment and supplemental material
A7	5091 - 10 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
B1					
B2				5101 (Dept V)	Instructor comment and supplemental material
B3				5101 (Dept V)	Instructor comment and supplemental material
B4				6026 (Dept V)	Instructor comment and supplemental material
B5				6026 (Dept V)	
B6	6027 - 2 min	Inadequate - covers receipt of fillers only		6026 (Dept V)	
B7	6027 - 10 min	Adequate			
B8				6026 (Dept V)	
B9				None	More appropriate at service school level

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
01	5087 - 5 min	Inadequate - covers outside elements only			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
D1				5087	Instructor comment
D2				6026 and 6027	Instructor comment
D3				6026 (Dept V)	Instructor comment
D4	5087 - 10 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
E1	6027 - 5 min	Adequate			

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
F1	5087 - 40 min	Adequate			
F2				None	More appropriate at service school level
F3				Good question	

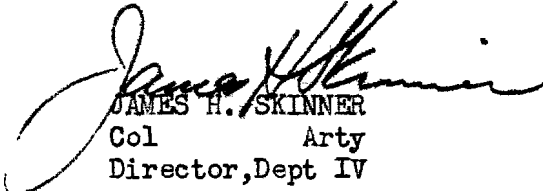
ALLEI-J

SUBJECT: Lesson Learned During Mobilization Phase of World War II

TO: G-1, A/S FROM: Director, Dept IV DATE: 30 Aug 1954 COMMENT NO 2

1. The units of instruction assigned this Department have been reviewed in the light of "Lessons Learned During Mobilization Phase of World War II."

2. The problems presented by this Department are specialized and, in general, deal with combat units in tactical situations in a theater of operations. No part of this instruction is concerned with a mobilization or training phase. The "Lessons Learned During Mobilization Phase of World War II" are not covered in this instruction and it is not considered advisable to alter these problems so as to include this additional material.


JAMES H. SKINNER
Col Arty
Director, Dept IV

ALLEI-K (25 Aug 54)

SUBJECT: Lesson Learned During Mobilization Phase of World War II

TO G1, A/S

FROM Director, Department V

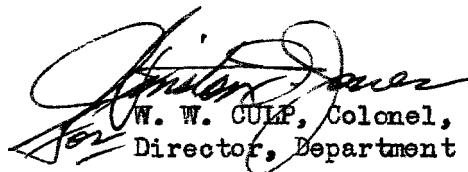
DATE 30 Aug 54

COMMENT NO. 2

Report submitted herewith as required by paragraph 2.

1 Incl

Work sheet


W. W. CULP, Colonel, Armor
for Director, Department V

WORK SHEET

Lessons Learned During the Mobilization Phase of World War 13

Col 1 Point e. g. A1, A2, etc.	Col 2 Covered in Subj No with amount of time devoted thereto.	Column 3 Adequacy of Cover- age in the Subj or in the course in case it is covered in more than one subject.	Column 4 Recommendations on how to improve the effectiveness of instruction on this point.	Column 5 In case point is not covered in you- Subj, in which Subj could it be best covered,	Column 6 Best way of covering the point and the amount of emphasis recommended.
A-1	5101/5 20 Min	Incomplete. Covers analysis of morale in- dicators and their value in determining true state of morale of a unit in a combat sit- uation.	If coverage is required in a mobilization situation, include in 6026 or 6027. If coverage is not required in a mobilization situation, cover point completely in this subject.		
A-1	5102/5 10 Min	Indirectly covers this point in dis- cussing relationship between commander and subordinate officer in combat situation.	No change.		
A-1	5923 5 Min	Indirectly covers this point. Shows how improper replacement procedures effect morale. Student discussion and solution show what action has been taken since WW II to correct improper procedures.	No change.		

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
A-2	5101 5 Min	Covers privileges of rank with respect to responsibility in combat situation.	No change.		
A-2	6026 3 Min	CG's instruction to staff and unit commanders activating a new division covers standards of conduct and officer EM relationships.	Amplify discussion of social fraternization.		
A-2	5923 2 Min	Discusses the desired qualification of officers selected to command replacement units.	No change.		
A-3	5101 15 Min	Incomplete. Point is covered indirectly in leadership techniques in combat and training situation.	Amplify discussion to cover point directly.		
A-3	5020	Summary calls attention to the necessity for professional knowledge by officers.	No change.		
A-4	5105 2 Min	Discusses the importance of creating a favorable impression on replacements by avoiding unnecessary changes in orders.	No change.		

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
A-4	5107 2 Min	Instructor comment points out effect of conflicting orders and vacillating policies in control of civilian population.	No change.		
A-4	6026 5 Min	Makes point that staff can improve morale by coordinating to seduce contradictory orders.	No change.		
A-4	5010 5 Min	Covers coordination between staffs and unit commanders to insure proper initial orders.			
A-4	5081 5 Min	Points out the importance of clear concise orders that are not subject to misinterpretation by troops in the field*	No change.		
A-5	Not covered by this Dept.	----			If CGSC coverage of this point is inadequate recommend that it be included in a leadership subject.
A-6	6026 3 Min	Points out the importance in leadership technique of officers setting and maintaining the standards of dress, military courtesy, and bearing.	No change		

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
A-7	Not covered by this Dept.	----	----	See A-6 above.	
B-1	Not covered by this Dept.	----	----	See A-5 above.	
B-2	5101 2 Min	Instructor Comment covers this point in introduction.	No change.		
B-3	Not covered by this Dept.	----	----	See A-5 above.	
B-4	6026 20 Min	Covers PIO aspect of a new division in area unfamiliar with military activi- ties. Point is not specifically covered.	Amplify discussion in subject 6026 or include in subject 5088.		
B-5	Not covered by this Dept.			See A-8 above.	
B-7	5102/5 61 Min	Inadequate. Covers a combat situation only. However, by conference, the impor- tance of personnel procedures and the basis for promotions and battlefield appoint- ments are discussed. Student is issued a typical set of GI poli- cies which cover promo- tions and battlefield appointments.	No change.	The importance of acquainting men with opportunities for advancement can best be covered in 5087.	

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
B-8	Not covered by this Dept.			If CGSC coverage is inadequate recommend coverage in 5101.	
B-9	6026 2 Min	Instruction by CG to staff and cadre outlining their author- ity and responsibilities.	No change.		
B-9	5101 2 Min	Points up necessity for developing indi- vidual initiative.	No change.		
B-6	6026 40 Min	Adequate coverage of classification and assignment procedures to include Army classi- fication battery, physical profile, mental-physical rate table, use of skills, aptitudes and assign- ment of MOS.	No change.		
B-6	5102 37 Min	The importance of classification and the purpose of assignment are discussed. Studen is issued a set of typical G1 policies and procedures covering classification, assign- ment, transfer, and reassignment is a com- bat situation.	No change.		

<u>Col 1</u>	<u>Col 2</u>	<u>Column 3</u>	<u>Column 4</u>	<u>Column 5</u>	<u>Column 6</u>
C-1	Not covered by this Dept.			If CGSC coverage is inadequate recommend coverage in 5087.	
D-1	6402 10 Min	Stresses the im- portance of maintaining an offensive attitude while on defense.	No change.		
D-2	Not covered by this Dept.			If CGSC coverage is inadequate recommend coverage in Subj 6027.	
D-3	Not covered by this Dept.			See D-2 above.	
D-4	Not covered by this Dept.			See D-2 above.	
E-1	6026 1 Min	Points up the ef- fect on morale of obsolete or missing equipment.	Additional discussion of this point in this subject.		
F-1	Not covered by this Dept.				
F-2	6026	Points out the in- fluence of cadre on morale of fillers.	No change.		
F-3	Not covered by this Dept.			See C-1 above.	