

STUDENTS' HANDBOOK  
GENERAL STAFF SCHOOL,  
CHINA THEATER

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研究綱要

美軍駐華顧問團南京總部校印

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# 第一章 參謀之職務

## 第一節 指揮官及其幕僚

(美國陸軍要領)

### 甲、指揮之責任

- (1) 指揮官單獨對上司負部隊成敗之責，不能將其責任委於其幕僚或所屬部隊長。
- (2) 一切命令均以以上級指揮官之名義向所屬部隊長下達。
- (3) 為執行命令之便利及促進部隊間之合作起見，部隊指揮官可委派若干參謀與其他單位之參謀直接交換收發命令之細目。其所採取之聯絡方法應由有關之指揮官訂定之。

### 乙、參謀人員一般業務之定義

- (1) 一單位之參謀人員包括所有輔助指揮官執行其指揮權之一切軍官。
- (2) 參謀人員獲取並供給指揮官所需之消息，擬定其計劃之細目，將其決心及計劃表達於命令中並使此項命令下達於各部隊。復引起指揮官對需要採取行動或應知悉事項之注意，經常作情況之研究並運籌應付未來可能事件之計劃，以供指揮官之研討。在其職權範圍內，參謀人員尚監督計劃及命令之執行並採取達成指揮官企圖之其他必要行動。

### 丙、參謀人員之類別

師或師以上部隊之參謀人員可分為兩大類：

- (1) 普通參謀：掌管有關指揮之各種業務，由參謀軍官團諸軍官組成而由特業軍官為其助手。
- (2) 特業參謀：由指派，配屬或任職於司令部而本身不為普通參謀之一切參謀軍官組成。其中包括若干專門技術人才及特殊兵種之指揮官。

在小於師之單位中同一軍官常兼負以上兩種參謀之職責，故不能再有普通參謀及特業參謀之區分。

### 丁、編制

參謀之編制以指揮官之職責為本，一切指揮官之職責皆可分為以下四大類：

人事  
軍事情報  
作戰及訓練  
後勤（供應與後送）

各單位中均有此四項指揮職責而由一酋長協同之。在師或師以上之部隊中負此協同責任之酋長即參謀長（旅以下為隊附），彼直接對指揮官負責。

### 戊、合作

各參謀中間及參謀與部隊之間應有密切之聯繫，此項聯繫以普通及特業參謀各部門中間，參謀與部隊間，以及上下與平行各單位之參謀間之通力合作確保之。得有部屬指揮官列席之參謀會議通常對此甚有資助。私人之接觸，有時更為一有效而實際之辦法。



**CHAPTER I—PART 1.**  
**THE COMMANDER AND HIS STAFF.**  
**(UNITED STATES ARMY DOCTRINE.)**

**1. Command Responsibility.**

(a) The commander alone is responsible to his superior for all his unit does or fails to do. He cannot shift this responsibility to his staff or to subordinate commanders.

(b) All orders from a higher to a subordinate unit are issued by the commander of the higher unit to the commander of the subordinate unit.

(c) In order to expedite the execution of orders and to promote teamwork between units a commander may authorize the staff officers to communicate directly with the staff officers of other units as to the detail of the orders issued or received. Communication between such staffs when used should be arranged preferably by the commanders concerned.

**2. Definitions on General Functions of the Staff.**

(a) The staff of a unit consists of the officers who assist the commander in his exercise of command.

(b) The staff secures and furnishes such information as may be required by the commander, prepares the details of his plan, translates his decisions and plans into orders, and causes such orders to be transmitted to the troops. It brings to the commander's attention matter which requires his action or about which he should be informed, makes a continuous study of the situation, and prepares tentative plans for possible future contingencies for the consideration of the commander. Within the scope of its authority, it supervises the execution of plans and orders and takes such other action as is necessary to carry out the commander's intentions.

**3. Classification of Staff Officers.**

The staff of a Division or larger unit may be subdivided into two main groups.

(a) A General Staff Group organized so as to include all functions of command and composed of officers of the General Staff Corps and officers detailed as their assistants.

(b) A Special Staff Group consisting of all staff officers assigned, attached, or who have duties at the Headquarters and are not included in the General Staff Group. It includes certain technical specialists and heads of services.

(c) In units smaller than a division the same officers frequently perform duties of both general and special staff nature; consequently there can be no definite subdivision of such staffs into general and special staff groups.

**4. Organization.**

The organization of a staff is based upon the duties of the commander. The duties of all commanders can be divided into four principal functional groups as follows:—

Personnel.  
Military Intelligence.  
Operations and training.  
Supply and evacuation.

These four subdivisions of command duties, under a co-ordinating head, exist in the staff of all units. The co-ordinating head is the Chief of Staff in the divisions and higher units (executive in brigades and smaller units). He is responsible directly to the commander.

**5. Co-operation.**

Team work is essential within and between staffs, and between staff and troops. It is assured by co-operation and collaboration within and between all sections of the general and special staff groups, between the staff and troops, and between the staffs of subordinate, higher, and adjacent units. Conferences of the staff including available subordinate commanders are often helpful. At other times individual personal contact is a more effective and practical procedure.



## 己、權限

上述之參謀人員並無任何指揮權。一切方針，決策，及計劃無論為指揮官所擬訂抑由參謀人員所擬訂，皆應經指揮官批准後方能施行。當一參謀人員受命以指揮官之名義下達命令時指揮官即使不知此命令之內容亦應對此負全盤責任。

## 第二節 普通參謀與特業參謀之職責

下列各節摘自美國陸軍參謀手冊 101-5 (註)，述及普通參謀與特業參謀之職務，目的在使本班研究員有所參考，中國參謀之職務則以另表列舉之。

### 1. 參謀長 (旅以下單位之隊附)

參謀長或隊附為指揮官之主要助理及顧問。彼可傳達指揮官之決心至適當之參謀人員，使擬定必要之命令；或逕以命令方式下達各執行該命令之部門。彼為部隊中之主要協同人員，其特殊之職務如下：

- (1) 規定並宣佈一般參謀工作之方針。
- (2) 指導並協同與下列各項有關之普通及特業參謀業務：
  - (1) 普通參謀及特業參謀範圍內之各種活動。
  - (2) 普通參謀與特業參謀間之聯繫。
  - (3) 普通參謀特業參謀與部隊間之聯繫。
- (3) 使指揮官明悉敵情，明悉鄰軍及支援部隊之情況，與本部之情況，諸如有關位置，兵力，士氣，訓練，配備，後勤，後送及一般效能等事宜。
- (4) 在指揮官暫時缺席期內，代理其職務，或另奉令代行其事。(於若干小部隊中其副指揮官在編制表中即為隊附，故遇指揮官不克指揮時，彼即負責代理一切)
- (5) 接受指揮官之決策並作下列各項措置：
  - (1) 參酌指揮官之意見作更具體之決定並於進行此項決定時予參謀人員以必要之指示。
  - (2) 分派有關擬製計劃與起草命令之各項工作，若時間允許且集合所擬製之結果提呈指揮官審核。
  - (6) 進行檢核對部隊所頒佈之各種訓令務使與指揮官所擬之方針與計劃相一致。
  - (7) 藉個人之觀察及普通參謀與特業參謀各課之輔助，留心指揮官所頒佈各種命令訓示之實施。
  - (8) 從準備應付未來事件着眼，經常致力於情況之研究。
  - (9) 收集參謀各課之業務報告並在指揮官核閱之後，抄呈上級司令部備案。

### 2. 人事課 (G-1)

- 一、人事課負責掌管方針之決定及有關人事方面各軍務措施之督導如本部各個人，在本部管轄下之平民，以及戰俘等。
- 二、師部中如無人事課 (G-1) 之設置，下表所列各項活動之督導事宜由後勤課代行或由該師師長直接管理。

(註)：The U.S. Army Staff Officers' Field Manual 101-5



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6. Authority.

A staff officer as such has no authority to command. All policies, decisions, and plans whether originating with the commander or with the staff must be authorized by the commander before they are put into effect. When a staff officer by virtue of delegated authority issues an order in the name of the commander, responsibility remains with the commander even though he may not know of the order.

CHAPTER I—PART 2.

THE FOLLOWING PARAGRAPHS ARE A SUMMARY OF THE U.S. ARMY STAFF OFFICERS' FIELD MANUAL 101-5 CONCERNING THE DUTIES OF THE GENERAL AND SPECIAL STAFF. IT IS INCLUDED HERE SO AS TO MAKE THIS INFORMATION AVAILABLE TO THE STUDENTS AT THIS SCHOOL. ADDITIONALLY THERE IS INCLUDED A LIST OF THE DUTIES OF THE CHINESE HEADQUARTERS STAFF FOR STUDENTS' REFERENCE.

1. Chief of Staff (executive in brigades and smaller units).

The chief of staff or executive is the principal assistant and adviser to the commander. He may transmit the decisions of the commander to appropriate staff officers for preparation of necessary orders or transmit them in the form of orders to those who execute them. He is the principal co-ordinating agency of the command. He performs the following specific duties:—

1. Formulates and announces policies for the general operation of the staff.
2. Directs and co-ordinates the work of the general and special staff in respect to:—
  - (1) Activities of the sections within the general and special staff groups.
  - (2) Relations between the general and special staff groups.
  - (3) Relations between the general and special staff groups and the troops.
3. Keeps the commander informed of the enemy situation, the situation relative to adjacent and supporting units, and the situation of the command as to location, strength, morale, training, equipment, supply, evacuation, and general effectiveness.
4. Represents the commander during his temporary absence or when authorized to do so. (In certain small units the second in command is designated by Tables of Organization as executive, hence succeeds automatically to the command when the commander ceases to function).
5. Receives decisions from the commander and takes the following action:—
  - (1) Makes such additional decisions as may be directed by the commander and gives necessary instructions to the staff in furtherance of these decisions.
  - (2) Allots the detailed work of preparing plans and orders and when time permits co-ordinates the resulting drafts and submits them to the commander for approval.
6. Takes steps to insure that all instructions published to the command are in accord with policies and plans of the commander.
7. By personal observation, and with the assistance of the general and special staff sections, sees that the orders and instructions of the commander are executed.
8. Makes a continuous study of the situation with a view to being prepared for future contingencies.
9. Assembles the routine staff section reports and after their approval by the commander forwards required copies to higher headquarters.

2. Personnel (G-1) Section.

1. The personnel section is charged with the formulation of policies and the supervision of the execution of administrative arrangements pertaining to personnel of the command as individuals, civilians under supervision or control of the command, and prisoners of war.

2. In divisions in which there is no provision for a G-1 section, the supervision of activities listed below will be assigned to the G-4 section, or as may be directed by the division commander.



### 三、人事課之特殊任務包括計劃與督導下列各項工作：

- (1) 全體人員之選取，職務分配，職務調整，委派，薪餉，晉級，調遷，退休與撤職等事宜（關於委派工作及調遷事宜得與作戰訓練課（G-3）取得協同）。
- (2) 人員之補充。（關於先後次序之決定得與作戰訓練課（G-3）取得協同）。
- (3) 授勳褒揚，獎譽（榮譽章）與獎賞。
- (4) 事假與例假。
- (5) 獎勵與懲罰。
- (6) 司令部內之設施（關於建築方面與後勤課（G-4）取得協同）。
- (7) 進行宗教，康樂與福利事業，並督導致力於上項各工作之機關團體，不論其為軍辦或民辦（關於康樂及鼓勵士氣等活動之時間分配得與作戰訓練課（G-3）取得協同）。
- (8) 軍郵之設立（與後勤課（G-4）協同運送；與情報課（G-2）協同檢查）。
- (9) 實力統計與圖表，死傷紀錄，戰虜之報告，軍力駐地表及其他人事方面之統計。
- (10) 普通規程，有關工作人員個人之例行公務或不屬其他普通參謀之例行公務。
- (11) 供給指揮官關於振作士氣之建議。
- (12) 落伍者之收容與處置。
- (13) 戰俘之收容與處置，（與情報課（G-2）取得協同以便識別及審問；與後勤課（G-4）取得協同商定押送及勘定地點建造俘虜營諸事宜）。
- (14) 對部隊之遮蔽所及營宿地之管理事宜提供意見。（與作戰訓練課（G-3）取得協同以決定地點；與後勤課（G-4）取得協同以便建築）。
- (15) 衛生設備（與後勤課（G-4）取得協同）。
- (16) 對戰區內地方政府及民衆之聯絡，包括軍政府之設立或軍法之執行（與後勤課（G-4）取得協同以處理平民之後送及給養；與作戰訓練課（G-3）取得協同以便商洽適宜之平民撤離辦法使不致影響作戰；與情報課（G-2）取得協同以便檢查）。
- (17) 本部隊中法令與秩序之維持。
- (18) 墓地登記，包括埋葬事宜。（與後勤課（G-4）取得協同以便徵取墓地）。
- (19) 督導與本部員兵淪為敵俘者有關事項之進行。
- (20) 後勤計劃及命令中有關人事課督導下各活動部份之擬訂。（與後勤課（G-4）取得協同）。

### 3. 情報課（G-2）（軍事情報課）

一、情報課掌管命令之計劃與擬訂同時在搜集，判斷，解釋與分送敵方消息時尚掌管若干作戰業務。此外更掌管反情報之活動。本課最重要之工作，在使指揮官及其他有關人員深悉敵方之情況與可能動態。

#### 二、情報課之特殊任務包括下列數點：

##### （甲）情報：

- (1) 有關情報活動各項命令之計劃，擬訂及督導。諸如部屬單位對敵方消息之收集；對不在我方控制下之地形及影響在敵區作戰之天候之探測；對有資我方空軍之運用，空襲目標之位置，建築，可傷性，以及敵方防空設備等消息之羅致等等，此皆情報活動之範疇也。（與人事課（G-1）協同以處理戰俘，與作戰訓練課（G-3）協同以使用戰鬥部隊擔任情報任務；與後勤課（G-4）協同以檢驗俘獲物資。



3. The specific duties of the personnel section may include the planning for and supervision of activities concerning:—

- (1) Procurement, classification, reclassification, assignment, pay, promotion, transfer, retirement, and discharge of all personnel. (Co-ordination with G-3 in assignment and transfer of personnel).
- (2) Replacement of personnel. (Co-ordination with G-3 for priorities).
- (3) Decorations, citations, honors, and awards.
- (4) Leaves of absence and furloughs.
- (5) Rewards and punishment.
- (6) Internal arrangement of headquarters. (Co-ordination with G-4 for construction).
- (7) Religious, recreational, and welfare work; supervision of military and non-military agencies devoted to such work. (Co-ordination with G-3 for allotment of time for recreational and morale work).
- (8) Army postal service. (Co-ordination with G-4 for movement; G-2 for censorship).
- (9) Strength reports and graphs, casualty reports, prisoner of war reports, station lists, and other personnel statistics.
- (10) General regulations and routine administration which especially concern individuals, or routine administration not specifically assigned to another general staff section.
- (11) Furnishing the commander advice on morale.
- (12) Collection and disposition of stragglers.
- (13) Collection and disposition of prisoners of war. (Co-ordination with G-2 for identifications and questioning; G-4 for transportation and for location and construction of prisoner of war enclosures).
- (14) Recommendations as to provisions for shelter for the command and administration of quartering areas. (Co-ordination with G-3 for location of areas; G-4 for construction).
- (15) Sanitation. (Co-ordination with G-4).
- (16) Relations with civil government and civilians in the theater of operations, including initial establishment and operation of military government or martial law. (Co-ordination with G-4 for transportation for civilians to be evacuated and feeding of civilians; G-3 for evacuation of civilians as it affects operations; G-2 for censorship).
- (17) Maintenance of law and order within the command.
- (18) Graves registration service, including burials. (Co-ordination with G-4 on acquisition of cemeteries).
- (19) Supervision of matters concerning members of our forces who are prisoners in enemy hands.
- (20) Preparation of such parts of administrative plans and orders as relate to activities under the supervision of the personnel section. Co-ordination with G-4).

### 3. Military Intelligence (G-2) Section.

I. The military intelligence section is charged with the planning and preparation of orders and to some extent with operations pertaining to the collection, evaluation, interpretation, and distribution of information of the enemy and with counter-intelligence activities. Its primary function is to keep the commander and all others concerned informed regarding the enemy's situation and capabilities.

II. The specific duties of the military intelligence section may include:—

#### 1. Intelligence:

- (1) Planning and preparation of orders for and supervision of activities concerning the collection, by subordinate units, of information of the enemy and of the terrain not under our control, and of weather conditions affecting operations over enemy territory and for the employment of aviation, the location, construction, vulnerability, and defenses of air objectives. (Co-ordination with G-1 for prisoner of war matters; G-3 for use of combat troops for intelligence missions; G-4 for examination of captured material).



- (2) 由本課人員收集有關敵方可能動態與不在我方統治下之地形之消息，（與第一課 (G-1) 協同以便由俘虜及俘獲之文件中探得敵情；與作戰訓練課 (G-3) 協同以勘定觀測所之位置；與後勤課 (G-4) 協同以便檢驗俘獲之物資）
- (3) 與下屬部隊高級部隊及鄰接部隊之情報課保持聯絡並相互交換消息。
- (4) 與政府所辦之其他各情報機關及正式派遣之外國武官與代表團保持接觸。（普通僅在戰區司令部內）
- (5) 督導解答敵方之秘密通信（普通僅在野戰軍以上之司令部內）。
- (6) 督導利用無線電位置檢定法及無線電截聽方法以收集敵方消息。
- (7) 督導諜報人員對敵方消息之收集。（普通僅在戰區司令部內）。
- (8) 判斷並解釋所得之消息，決定其正確性，意義與重要性，然後據此判斷敵方之可能動態。（與參謀各課取得協同）。
- (9) 對有關敵方活動之重要性與可傷性及可遭空襲之目標之消息，視其影響於指揮官運用飛機之決心如何，加以判斷與解釋。
- (10) 將軍事情報分送與指揮官及有關之參謀各課適當時更送達上級，下級及鄰接部隊。
- (11) 決定軍用地圖之需要與測量事宜，對行將印製各種地圖之一般性質提供意見，監督地圖之重製與分配。（與參謀各課取得協同）。
- (12) 與空軍取得協同以便取得空中照像，並在若干部隊中，決定其分配。
- (13) 計劃並督導本部隊內之戰鬥情報訓練（與作戰訓練課 (G-3) 取得協同）。

(乙) 反情報與反宣傳——對下列活動所頒命令與所作督導之計劃與準備。

- (1) 保守戰術以外機密條例之實施。（與人事課 (G-1) 協同以處理憲兵及與平民有關之事宜）。
- (2) 規定新聞記者，攝影記者，廣播員，訪員以及其他隨軍或服務於軍中之平民等活動之範圍。（與作戰訓練課 (G-3) 協同以處理准許公開之活動）。
- (3) 公開發佈消息之規定。（與作戰訓練課 (G-3) 協同以規定發佈之範圍；與人事課 (G-1) 協同處理有關士氣事項）。
- (4) 郵電檢查（與人事課 (G-1) 協同以便檢查郵件）。
- (5) 向敵區散佈虛偽消息（普通僅由戰區司令部主持）。
- (6) 監督密碼密碼之擬製與使用。
- (7) 在各司令部接待未特別指定由總務處長或副官接見之訪員。
- (8) 督導訪員之護送。
- (9) 負責收集並處置敵方宣傳文件。
- (10) 敵人對我方部隊無線電廣播宣傳之遏阻。（普通僅由戰區司令部負責）
- (11) 準備各種方法駁斥敵人對軍中或戰區民衆間之宣傳（普通僅由戰區司令部負責）。

(丙) 各單位情報課之組織，視其人員之多寡及工作之範圍而各異。於軍團以上之部隊中，可分設軍務，情報及反情報等各組。



- (2) Collection, by personnel of the section, of information bearing on enemy capabilities or terrain not under our control. (Co-ordination with G-1 for prisoners of war and captured documents, G-3 for location of observation posts; G-4 for examination of captured material).
  - (3) Maintenance of contact and exchange of information with intelligence sections of subordinate, higher, and neighboring units.
  - (4) Maintenance of contact with other intelligence agencies of the Government and duly accredited foreign attaches and missions. (Ordinarily only in headquarters of theater of operations).
  - (5) Supervision of the solution of the enemy's secret communications. (Ordinarily only in headquarters of field army and higher units).
  - (6) Supervision of the collection of information of the enemy by radio position finding and intercept methods.
  - (7) Supervision of the collection of information of the enemy by secret agents. (Ordinarily only in headquarters of theater of operations).
  - (8) Evaluation and interpretation of information obtained to determine its probable accuracy, significance, and importance, and based thereon the estimation of the enemy's capabilities. (Co-ordination with all staff sections).
  - (9) As it influences a commander's decision for the employment of aviation, the evaluation and interpretation of information regarding the relative importance and vulnerability of those enemy activities and objectives susceptible of air attack.
  - (10) Distribution of military intelligence to the commander, interested sections, and when appropriate to higher, subordinate, and neighboring units.
  - (11) Determination of the need for military maps and surveys, recommendations as to the general character of such maps as are to be produced; supervision of map reproduction and distribution. (Co-ordination with all staff sections).
  - (12) Co-ordination of requests for aerial photographs and in some echelons, determination of their distribution.
  - (13) Planning for and supervision of combat intelligence training within the unit. (Co-ordination with G-3).
2. **Counter-intelligence and Counter-propaganda.**—The planning and preparation of orders for and supervision of activities concerning:—
- (1) Regulation of measures, other than tactical, to preserve secrecy. (Co-ordination with G-1 for military police matters and those relating to civilians).
  - (2) Regulation of the activities of newspaper correspondents, photographers, broadcasters, visitors, and other civilians accompanying or serving with troops. (Co-ordination with G-3 for activities to be disclosed).
  - (3) Regulation of dissemination of information to the public. (Co-ordination with G-3 for scope of subject matter; G-1 for morale matters).
  - (4) Censorship. (Co-ordination with G-1 for postal matters).
  - (5) Dissemination of false information to the enemy. (Ordinarily only in headquarters of theater of operations).
  - (6) Supervision of the preparation and use of codes and ciphers.
  - (7) Reception of visitors at all headquarters unless this function is delegated to the headquarters commandant or aides.
  - (8) Supervision of escorting of visitors.
  - (9) Supervision of the collection and disposition of enemy documentary propaganda.
  - (10) Obstruction of enemy propaganda radio broadcasts to our troops (Ordinarily only in headquarters of theater of operations).
  - (11) Preparation of measures to refute enemy propaganda among the troops or the civil population of the theater of operations. (Ordinarily only in headquarters of theater of operations).

3. The organization of the military intelligence section in each unit varies with the personnel available and the work to be accomplished. In corps and higher units separate subsections pertaining to administration, intelligence, and counter-intelligence may be organized.



## 4. 作戰訓練課 (G-3)

一、作戰訓練課負責處理有關組織，訓練及作戰之參謀業務。並在指揮官領導下負責戰術與訓練之檢閱。

二、作戰訓練課之特殊任務包括於下：

(甲) 擬訂並協同下列各業務之計劃並督導之——

- (1) 部隊之動員。
- (2) 各單位之編制與配備 (與後勤課 (G-4) 協同以處理裝配之分派問題)。

(乙) 擬訂個人及部隊之訓練計劃，並協同而督導之。

- (1) 擬訂訓練指令進度表及命令。(與情報課 (G-2) 協同以作戰門情報之訓練)。
- (2) 選擇訓練之地點，射擊及轟炸場地。(與後勤課 (G-4) 協同以便作選擇上項場地之準備)。
- (3) 訓練班之組織與管理。

(丙) 普通作戰包括戰術與戰略之研究及判斷；據此而擬製之計劃及命令；作戰之督察以及將來之計劃。作戰方面之特殊任務可包括：

- (1) 經常視下列情形而作戰略情況之研究：
  - (一) 敵人之情況。(與情報課 (G-2) 協同)。
  - (二) 上級部隊之訓示。
  - (三) 鄰接或支援單位之行動。
  - (四) 軍隊之地位，士氣及性能。(會同人事課 (G-1) 處理士氣之事宜)。
  - (五) 補充及增援之需要 (關於人事補充事宜得與人事課 (G-1) 取得協同)。
  - (六) 地形及天候情形。(與情報課 (G-2) 協同)。
  - (七) 配備與給養之情形。(與後勤課 (G-4) 協同以接洽器材之補充，與給養分配之先後次序)。
- (2) 根據戰術情況作判斷，報告及意見其中之種種準備。
- (3) 作下列各種活動計劃之準備並督導之：
  - (一) 搜索與警戒之措施 (與情報課 (G-2) 協同以處理戰鬥列兵所負之情報使命)。
  - (二) 部隊運動。(與後勤課 (G-4) 協同以處理配屬輕電車輛以外之運輸事宜以及路線之決定)。
  - (三) 部隊之戰術運用。(與後勤課 (G-4) 會商給養及後送對作戰之影響；與情報課 (G-2) 協同以悉敵方之可能動態，與人事課 (G-1) 協同以振士氣)。
  - (四) 軍務設施及交通線之防衛。(與後勤課 (G-4) 協同)。
  - (五) 戰術手段之運用以求機密之確保及奇襲之奏效。(與情報課 (G-2) 協同辦理)。
- (4) 擬製並確定各種命令及戰術計劃上所必要之作戰地圖。然後分送各部隊及有關之參謀人員。(與情報課 (G-2) 協同以處理地圖，及有關敵情搜索，反情報諸方案之條項及附件；與後勤課 (G-4) 協同處理軍務事項)。
- (5) 與部屬之指揮官保持聯繫。觀察或督導指揮官對部隊運動與戰術之運用。
- (6) 與各鄰接上級及下級單位取得聯絡。
- (7) 督導通信事宜。
- (8) 試擬戰術運用次一階段及將來採用戰術之計劃。(與情報課 (G-2) 協同得悉敵方之可能動向，與後勤課 (G-4) 協同以便由給養之觀點決定該計劃實行之可能性)。



#### 4. Operation and Training (G-3) Section.

I. The operations and training section is charged with those functions of the staff which relate to organization, training, and combat operations. It is responsible for tactical and training inspections, as directed by the commander.

II. The specific duties of the operations and training section may include:—

1. Preparation and co-ordination of plans for and supervision of—
  - (1) Mobilization of the command.
  - (2) Organization and equipment of units. (Co-ordination with G-4 for allocation of equipment).
2. Preparation and co-ordination of plans for and supervision of training of units and individuals, including—
  - (1) Preparation of training directives, programs, and orders. (Co-ordination with G-2 for combat intelligence training).
  - (2) Selection of training sites and firing and bombing ranges. Co-ordination with G-4 preparation of sites and ranges).
  - (3) Organization and conduct of schools.
3. Operations, to include, in general; tactical and strategical studies and estimates; plans and orders based thereon; supervision of combat operations and future planning. Specific duties relative to operations may include—
  - (1) Continuous study of the tactical situation, as affected by—
    - The enemy situation. (Co-ordination with G-2).
    - Instructions from higher units.
    - Actions of adjacent or supporting units.
    - Location, morale, and capabilities of the troops. (Co-ordination with G-1 for morale matters).
    - Needs for replacements and reinforcements. (Co-ordination with G-1 for replacements).
    - Terrain and weather conditions. (Co-ordination with G-2).
    - Status of equipment and supplies. (Co-ordination with G-4 for priorities of replacement of materiel and allocation of supplies).
  - (2) Preparation of estimates, reports, and recommendations based on the tactical situation.
  - (3) Preparation of plans for and supervision of activities concerning—
    - Reconnaissance and security measures. (Co-ordination with G-2 for intelligence missions of combat troops).
    - Troop movements. (Co-ordination with G-4 for movements requiring transportation in addition to organic transportation and for routes).
    - Tactical employment of units. (Co-ordination with G-4 for influence of supply and evacuation on operations; G-2 for capabilities of enemy; G-1 on morale of troops).
    - Defense of administrative installations and lines of communication. (Co-ordination with G-4).
    - Tactical measures to preserve secrecy and effect surprise. (Co-ordination with G-2).
  - (4) Preparation and authentication of field orders and operation maps required to carry out the tactical plan, and their transmission to units and staff officers concerned. (Co-ordination with G-2 for maps and for paragraphs and annexes dealing with enemy information, reconnaissance, and counterintelligence measures; G-4 for paragraph dealing with administrative matters).
  - (5) Maintaining contact with the commanders of subordinate units; observing or supervising troop movements and tactical operations as directed by the commander.
  - (6) Establishment of liaison with adjacent, higher, and subordinate units.
  - (7) Supervision of signal communication.
  - (8) Preparation of tentative plans for subsequent phases of a tactical operation and for future tactical operations. (Co-ordination with G-2 for enemy capabilities; G-4 for practicability of operations from a supply point of view).



(丁)向指揮官建議分派人員與配備之先後次序。(與人事課(G-1)協同以便指定人員；與後勤課(G-4)協同以分派裝備)。

三、各單位中作戰訓練課之組織視其人員多寡及工作範圍而各異。在軍團以上之部隊中可再分設軍務，組織，訓練，作戰及部隊運動等各組。

#### 5. 後勤課(G-4) (供應及後送課)

一、後勤課負責供應方針之擬訂，供應計劃實施之監督，後送，運輸及其他有關供應之事宜。本課為指揮官之顧問，舉凡各戰略或戰術方面所需之給養得視其所能供應之程度向指揮官作正當之意見具申，並為指揮官提供有關供應及後送必要決策之意見，此外更負責訂定與其業務有關之計劃細目，負責草擬各項必要之命令並監督其實施。

二、後勤課之特定職務可包括有關下列各項活動計劃之擬訂及其實施之監督。

- (1) 各種給養(包括駝馬在內)之領取，保管與分配；(會同作戰訓練課決定給養分派之先後次序)。
- (2) 給養，後送，及保養設施之地點。
- (3) 給養品之海陸空運輸事宜。
- (4) 公路，鐵路，船塢及飛機場之建築與保養。
- (5) 裝備之保養。(會同作戰訓練課(G-3)以決定次序)。
- (6) 提供分撥輕兵器，軍火及戰車防禦地雷之意見(與作戰訓練課(G-3)協同)。
- (7) 交通管制。(與作戰訓練課(G-3)協同決定戰術計劃與機密性)。
- (8) 用器及其他有關供應，遮蔽運輸及治療各項器材之製造，應用及保養，但築城之器材不在此例。
- (9) 人與駝馬之後送與治療。
- (10) 供應，衛生，技術及工役等非戰鬥部隊之派遣與調動，(與作戰訓練課取得協同以免與戰術運動相衝突)。
- (11) 報銷。
- (12) 俘獲給養品，配備，及駝馬之收集與處置，(與情報課(G-2)協同檢驗)。
- (13) 提供關於保護交通線及後方設施之意見。(與作戰訓練課(G-3)取得協同)。
- (14) 建議後方戰鬥地境線之位置。
- (15) 建議後方司令部之位置。(與人事課(G-1)協同)。
- (16) 負責保管部隊財產。
- (17) 資金與開支之先後次序。
- (18) 軍用鐵道之建築，應用及保養。
- (19) 內河航路之應用。
- (20) 推薦新式裝備。(與作戰訓練課(G-3)取得協同)。
- (21) 不動產，營房及各種設備之獲取，包括租賃，修理，保養及處置。
- (22) 空軍根據地之獲得與改良。
- (23) 擬訂，副署並分送後勤命令要旨及命令全文(與作戰訓練課(G-3)協同藉得戰術計劃之詳情，與人事課(G-1)協同藉以獲悉屬於人事課方面各種活動之詳情)。

三、後勤課在各單位之組織全視其人員多寡工作之範圍而異。軍團以上之全部隊中再分設管理，建築，後送，給養及運輸等各組。



4. Recommendations to the commander of priorities for assignment of personnel and equipment. (Co-ordination with G-1 for assignment of personnel; G-4 for allocation of equipment).

III. The organization of the operations and training sections in each unit will vary with the personnel available and the work to be accomplished. In corps and higher units, separate subsections pertaining to administration, organization, training, operations, and troop movements may be organized.

#### 5. Supply and Evacuation (G-4) Section.

I. The supply and evacuation section is charged with the preparation of policies for, and the supervision of execution of arrangements for supply, evacuation, transportation, and other administrative matters related thereto. It is responsible for advising the commander relative to the extent of the administrative support that can be given to any proposed strategical or tactical line of action, and for recommendations as to the necessary decisions concerning supply and evacuation. It is further responsible for the development of those details of the administrative plan which pertain to its functions, the preparation of the necessary orders, and the supervision of their execution.

II. The specific duties of the supply and evacuation section may include the planning for and supervision of activities concerning—

1. Procurement, storage, and distribution of all supplies including animals. (Co-ordination with G-3 for priority of allocation of supplies).
2. Location of supply, evacuation and maintenance establishments.
3. Transportation of supplies by land, air, and water.
4. Construction and maintenance of roads and trails, docks and airdromes.
5. Maintenance of equipment. (Co-ordination with G-3 for priorities).
6. Recommendations for allocation of small arms ammunition and antitank mines. (Co-ordination with G-3).
7. Traffic control. (Co-ordination with G-3 for tactical plan and secrecy).
8. Construction, operation, and maintenance of utilities and other facilities relating to supply, shelter, transportation, and hospitalization, but exclusive of fortifications.
9. Evacuation and hospitalization of men and animals.
10. Assignment and movement of supply, medical, technical, and labor troops not employed as combat troops. (Co-ordination with G-3 to avoid conflict with tactical movements).
11. Salvage.
12. Collection and disposition of captured supplies, equipment, and animals. (Co-ordination with G-2 for examination of materiel).
13. Recommendations concerning protection of lines of communication and rear establishments. (Co-ordination with G-3).
14. Recommendation as to location of rear boundaries.
15. Recommendation as to location of rear echelon of headquarters. (Co-ordination with G-1).
16. Property responsibility.
17. Funds and priority of expenditure.
18. Construction, operation, and maintenance of military railways.
19. Operation of inland waterways.
20. Recommendations as to new types of equipment. (Co-ordination with G-3).
21. Procurement of real estate, shelter, and facilities, including their leasing, repair, maintenance, and disposition.
22. Acquisition and improvement of airplane bases.
23. Preparation, authentication, and distribution of administrative orders, both fragmentary and complete. (Co-ordination with G-3 for details of tactical plan; G-1 for details pertaining to the activities supervised by the personnel section).

III. The organization of the supply and evacuation section in each unit depends upon the personnel available and the work to be accomplished. In corps and higher units, separate subsections pertaining to administration, construction, evacuation, supply, and transportation may be organized.