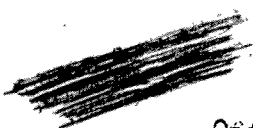


*Mr. Hellsing*



WAR DEPARTMENT  
Office of the Chief of the National Guard Bureau  
Washington

GENERAL ORDER )  
NO. 1 )

April 1, 1941.

Subject: Origin, history, duties, functions, organization and operation of the National Guard Bureau.

The following is published for the information and guidance of all concerned. All previous office memoranda on the subject and other National Guard Bureau publications in conflict therewith are rescinded.

| SECTION | SUBJECT   | PAGE |
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| I       | Origin and History of the National Guard Bureau | 1    |
| II      | General Provis                                  | 3    |
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SECTION I

ORIGIN AND HISTORY OF THE NATIONAL GUARD BUREAU.

1. Prior to 1903 there was no central office in the War Department charged with the specific duty of administering the affairs of the National Guard. Correspondence relating to the National Guard reaching the War Department was scattered through the various offices. On the passage by Congress of the Act of January 21, 1903 (the Dick Bill), which gave to the National Guard a Federal status, a section was created in the Miscellaneous Division of The Adjutant General's Office. Records pertaining to the National Guard were concentrated in that office. This section consisted of not more than three or four clerks and one officer, Major James Parker, Cavalry. In 1904 the first regulations governing the Organized Militia were promulgated by the War Department.

2. This section continued to function as a part of The Adjutant General's Office until just before the passage of the Act of May 27, 1908, amending the act of January 21, 1903. This act not only provided for the further advance of the Organized Militia but also for "necessary clerical and office expenses of the Division of Militia Affairs in the Office of the Secretary of War", a division which had just been created by War Department orders of February 12, 1908. Lieutenant Colonel Erasmus M. Weaver, C.A.C., was detailed as Chief of the Division.

3. The Division continued as part of the office of the Secretary of War until July 25, 1910, when the Chief was directed to report to the Chief of Staff, thereby placing the office directly under the jurisdiction of that official, where it remained until made a Bureau of the War Department by the National Defense Act of June 3, 1916.

4. Administration of the affairs of the National Guard was exercised continuously from 1903 by officers of the Regular Army until Congress provided by the Act of June 4, 1920, that after January 1, 1921 the Chief of the Militia Bureau be selected and appointed from lists of present or former National Guard officers who hold commissions in the Officers' Reserve Corps. The first appointee under these provisions was Major General George C. Rickards of Pennsylvania.

5. The designation of the Bureau was changed from Militia Bureau to National Guard Bureau by Section 81, Act of Congress, approved June 15, 1933, which reads as follows:

"The National Guard Bureau.--The Militia Bureau of the War Department shall hereafter be known as the National Guard Bureau. The Chief of the National Guard Bureau shall be appointed by the President, with the advice and consent of the Senate, from among the officers of the National Guard of the United States recommended as suitable for such appointment by their respective governors, and who have had ten or more years' commissioned service in the active National Guard, at least five of which have been in the line, and who have attained at least the grade of colonel. The Chief of the National Guard Bureau shall hold office for four years unless sooner removed for cause, and shall not be eligible to succeed himself, and when sixty-four years of age shall cease to hold such office. Upon accepting his office, the Chief of the National Guard Bureau shall be appointed a major general in the National Guard of the United States, and commissioned in the Army of the United States, and while so serving he shall have the rank, pay, and allowances of a major general, provided by law, but shall not be entitled to retirement or retired pay.

"For duty in the National Guard Bureau and for instruction of the National Guard the President shall assign such number of officers of the Regular Army as he may deem necessary; also, such number of enlisted men of the Regular Army for duty in the instruction of the National Guard. The President may also order with their consent, to active duty in the National Guard Bureau, not more than four officers who at the time of their initial assignments hold appointments in the National Guard of the United States, and any such officers while so assigned shall receive the pay and allowances provided by law.

"In case the office of the Chief of the National Guard Bureau becomes vacant or the incumbent because of disability is unable to discharge the powers and duties of the office, the senior officer on duty in the National Guard Bureau, appointed from the National Guard of the United States, shall act as chief of said Bureau until the incumbent is

able to resume his duties or the vacancy in the office is regularly filled. The pay and allowances provided in this section for the Chief of the National Guard Bureau and for the officers ordered to active duty from the National Guard of the United States shall be paid out of the funds appropriated for the pay of the National Guard."

6. The foregoing still stands except as amended by section 5 (Public 154-74th Congress) approved June 19, 1935, which reads:

"Sec. 5--That section 81 of said act be and hereby is amended by striking out after the words 'and shall' in the third sentence of said section the word 'not'."

The effect of this amendment is to make the Chief of the National Guard Bureau eligible to succeed himself.

7. The National Guard Bureau.--The National Guard Bureau is the agency through which the War Department maintains relations with the National Guard in the 48 States, the District of Columbia, Hawaii, Alaska and Puerto Rico. It is charged with the administration of approved War Department National Guard when not in the service of the United States. It is responsible for the development of the National Guard to a high state of efficiency and for the maintenance of mutual understanding and cordial relations between the War Department and the National Guard. (See par. 16, NGR 10 and Par. 1, G.O. No. 6, War Department, 3/10/26).

## SECTION II

### GENERAL PROVISIONS

#### THE NATIONAL GUARD BUREAU

##### Organization

##### Duties and functions of officers

The Executive Officer

The Legal Adviser

The Medical Adviser

The Chief, Division

#### NATIONAL GUARD BUREAU

##### Organization.

In order to accomplish the various tasks for which the Bureau was established, the office of the Chief of the National Guard Bureau is organized as follows:

##### a. Chief of Bureau.

(1) Executive Officer

(2) Legal Adviser

(3) Medical Adviser

- b. Administrative Division (A)
  - (1) Administrative Section
  - (2) Mail & Records Section
  - (3) Publications Section
- c. Aviation Division (AV)
  - (1) Supply Section
  - (2) Training Section
- d. Organization & Training Division (OT)
  - (1) Training Section
  - (2) Military Education Section
  - (3) Instructors Section
  - (4) Organization Section
  - (5) Small Arms Section
- e. Personnel Division (P)
  - (1) Personnel Section
  - (2) Register Section
- f. Regulations Division (R)
  - (1) Regulations Section
  - (2) Statistical Section
  - (3) Publicity & Research Section
- g. Supply Division (S)
  - (1) Fiscal Section
  - (2) Equipment Section
  - (3) Construction Section
  - (4) Camp Section

This organization is shown by a master chart Page 9, and division charts appearing adjacent to the functions outlined for each group established by this memo.

Duties and functions of officers.

THE EXECUTIVE OFFICER.

1. The Executive Officer is the immediate adviser and principal assistant to the Chief of the National Guard Bureau. Under the personal direction of the latter, he is charged with:
  - a. Proper organization of the National Guard Bureau.
  - b. General supervision and the proper coordination of all work of the Bureau.
  - c. Responsibility that the policies, instructions, and decisions of the Chief of Bureau are promulgated, made effective and are observed by the personnel of the National Guard Bureau.
  - d. All matters involving disciplinary action with respect to commissioned officers of the Bureau.
  - e. Fixing hours of duty for the officers within the Bureau in accordance with instructions issued by higher authority.
  - f. Examination of all communications prepared in the Bureau, requiring the signature of the Chief of the National Guard Bureau, before transmission to the latter, and signing such communications during a temporary absence of the Chief.

g. Exercising general supervision over the interior administration of the Bureau and its personnel, through the Chief of the Administrative Division.

h. Defense of estimates for appropriations covering civilian personnel.

#### LEGAL ADVISER

2. The Legal Adviser is charged with:

a. Coordination with other divisions of the National Guard Bureau in legal matters of a technical nature pertaining to those Divisions.

b. Preparation of opinions on financial and property irregularities and the preparation of correspondence relative thereto.

c. Preparation of legal opinions to accompany communications of The Judge Advocate General.

d. Preparation of communications requesting decisions of the Comptroller General.

e. Examinations as to form and sufficiency of all leases charged to National Guard Bureau appropriations, in cooperation with the Construction Division.

f. Preparation of bills to accomplish approved recommendations for proposed legislation.

g. Renders legal advice in connection with contracts in cooperation with the Construction Division.

h. Recommendations to the Chief of the National Guard Bureau as to action to be taken on bills in Congress affecting the National Guard, which originate outside the National Guard Bureau.

i. Recommendations concerning matters pertaining to the return of "Other Funds" in coordination with Fiscal Section, Supply Division and Regulations Division.

j. Examination of the Congressional Record and circulation in the National Guard Bureau of such copies as contain items pertaining to the National Defense.

#### MEDICAL ADVISER

3. The Medical Adviser is charged with:

a. Coordination with all divisions of the National Guard Bureau in medical matters of a technical nature pertaining to those divisions.

b. Review of physical examinations of candidates for recognition for commission, of officers for promotion and of the physical fitness of officers and warrant officer personnel.

c. Supervision, in coordination with the Medical Section of the Air Corps, of the physical examination and the maintenance of flying fitness of the Air Service of the National Guard.

d. Technical review of disbursements for medical and hospital supplies and services for men and animals.

e. Technical adviser in regard to training of medical units of the National Guard.

f. Technical adviser in all camp construction which pertains to the conservation of health.

g. Examination, checking and action upon periodical physical examination reports of National Guard officers and warrant officers.

h. Supervision.--Each chief of division for the proper performance of the functions assigned is assisted by Chiefs of sections assigned to his division.

He is responsible that all outgoing communications pertaining to his division are in proper form and phraseology; that they conform to existing policies and regulations and that they are coordinated with other interested divisions.

He is responsible that there is maintained within his division and in each section of his division a Policy and Precedent File.

He is responsible that the following subject matter is brought, without delay, to the attention of the Executive Officer:

a. Subjects of importance which require prompt action and are not covered by existing policies and instructions.

b. Disapprovals, returned from higher authority.

c. All controversial matters with National Guard or with other Departments of the Government, or with civilian organizations or individuals.

d. Errors, deficiencies or irregularities alleged by higher authority.

e. Communications written or verbal that allege neglect or dereliction on the part of commissioned or civilian personnel in the Bureau and of instructors in the field.

f. Correspondence or proposed correspondence conveying even a suggestion of censure.

g. Appeals of State Adjutants General or National Guard Division Commanders from decisions made in the Bureau.

h. Subjects involving financial or property irregularities.

i. Requests by outside sources, military or civilian:

(1) For details of or use of personnel of the National Guard.

(2) For use of equipment of the National Guard.

(3) For publicity concerning the Bureau and of the National Guard.

j. Correspondence relative to relief of National Guard personnel at service schools

He is responsible that the following subject matter is presented to the Executive Officer for final action or for submission to the Chief, National Guard Bureau:

a. Requests and recommendations to be made to higher authority.

b. Suggested disapprovals, particularly with reference to requests or recommendations of State Adjutants General and National Guard Division Commanders.

c. Communications that contain even a suspicion of censure.

d. Communications that involve the good name of an officer or civilian clerk in the Bureau or of National Guard commissioned personnel in the field and of the Federal instructors.

e. Reports of financial and property irregularities.

f. Letters to members of Congress or other non-military sources.

g. Correspondence concerning waivers.

h. Correspondence concerning details of Regular Army personnel as instructors or to duty in the Bureau.

i. Correspondence concerning war plans.

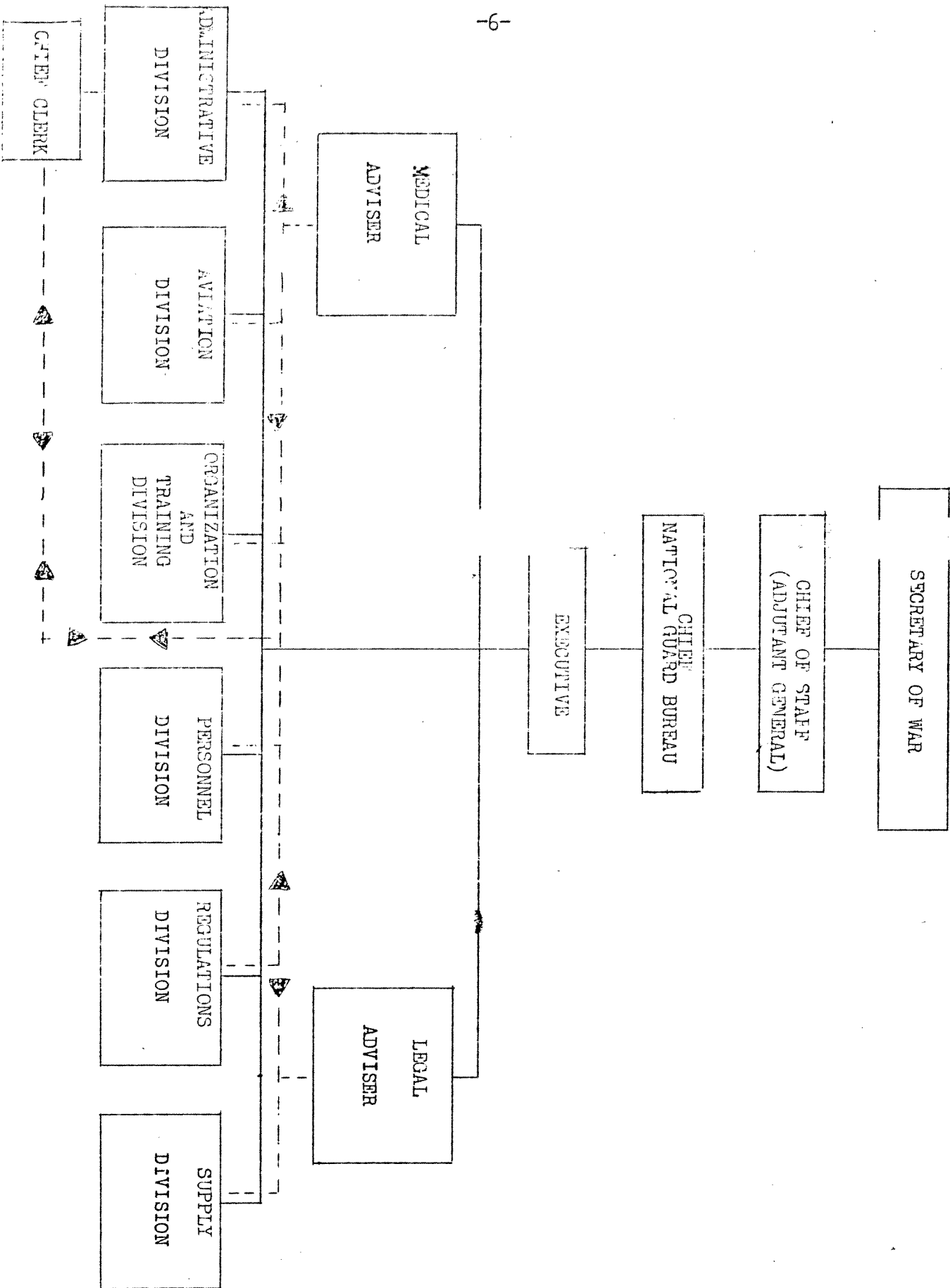
j. Communications of exceptional information.

k. Training programs and changes thereto.

l. All controversial matters with the field, other departments of the Government, or with civilian organizations or individuals.

m. Relief of National Guard personnel at service schools.





### SECTION III

#### DIVISIONS, NATIONAL GUARD BUREAU

Organization  
Duties and function of Divisions

The Administrative Division  
The Aviation Division  
The Organization & Training Division  
The Personnel Division  
The Regulations Division  
The Supply Division

#### Organization

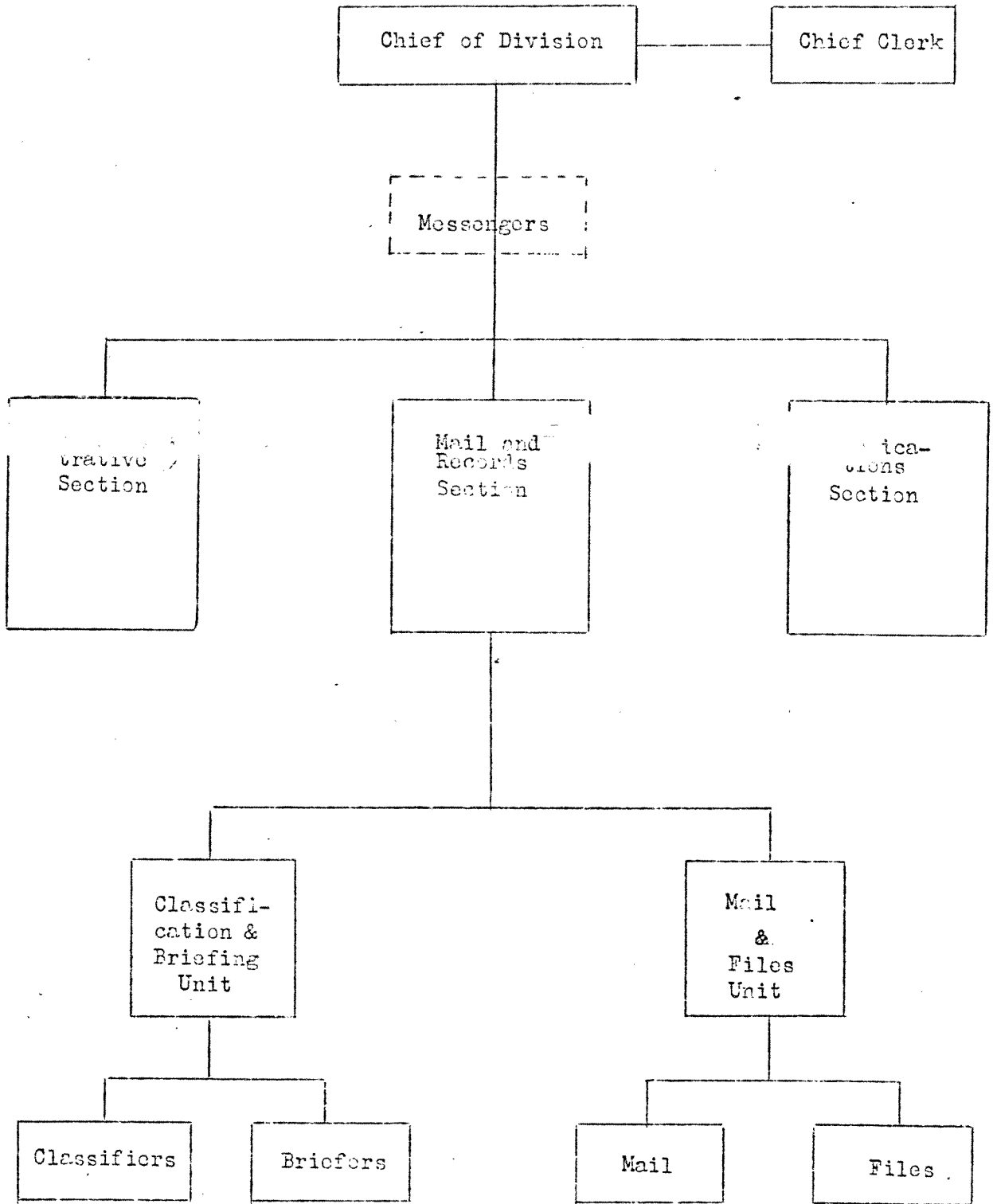
The organization of each division is shown in the division charts appearing adjacent to the functions outlined for each group established by this memorandum.

#### Duties and functions of Divisions.

1. GENERAL.--Duties of Divisions: Each Division is charged with the transaction of all business of the National Guard Bureau pertaining to the subjects hereinafter specifically assigned to it and, in addition, with the following functions concerning these subjects, namely:

- a. Preparation of plans, policies and regulations, these to be transmitted to the Regulations Division for coordination and there to be put into final form for action by proper authorities.
- b. Recommendations to the Chief of the National Guard Bureau, for necessary legislation, or changes in office procedure.
- c. Preparation of data for transmission to the Publicity and Research Section, Regulations Division, for inclusion in the Annual Report of the Chief, National Guard Bureau.
- d. Compilation of statistical data for transmission to the Statistical Section, Regulations Division, where it will be compiled and made available for general use.
- e. Effective liaison with all Departments and Bureaus concerned, in the transaction of any business which in any manner pertains to or affects the National Guard Bureau or the National Guard.

ADMINISTRATIVE DIVISION



## ADMINISTRATIVE DIVISION (A)

The Chief, Administrative Division is the Administrative Officer for the National Guard Bureau. See Section IV.

This division is charged, in general, with the interior administration of the Bureau and specifically, with the following functions:

### (1) Administrative Section.

- a. Supervision of the care and maintenance of offices occupied by the National Guard Bureau, and recommendations for the allocation of office space.
- b. Checking of all outgoing communications and the return to divisions concerned of such as are not in proper form or phraseology, do not conform to existing policies and regulations, or do not show coordination with other interested divisions. See "Correspondence Manual" United States War Department, Washington, D. C., November 1940.
- c. Maintenance of a policy and precedent file.
- d. Requestions for printing and for office equipment.
- e. Receipt and issues of office supplies.
- f. Assignment and control of civilian personnel, and the supervision of their rating and classification in accordance with applicable regulations.
- g. Preparation of payrolls for civilian personnel.
- h. Procurement of blank forms and publications.
- i. Defense of printing and binding estimates.
- j. Preparation of correspondence of a miscellaneous character on subjects not pertaining specifically to any other division of the Bureau.
- k. Assistance in work of other divisions when necessary.
- l. Preparation of requests to The Adjutant General for the issue of War Department orders for travel on official business of officers on duty in the Bureau.
- m. The issue of leave orders for commissioned personnel on duty in the Bureau, excepting orders granting leave to the Chief of the National Guard Bureau.
- n. Simplification and reduction of paper work and for improvement in office procedure.
- o. Messengers and messenger service.
- p. Correspondence pertaining to the interior administration of the National Guard Bureau.

g. Approval of requisitions for issue of publications and blank forms to the National Guard and correspondence pertaining thereto.

r. Maintenance of records and preparation of correspondence pertaining to the civilian personnel.

(2) Mail & Records Section.

a. Receipt, recording and distribution of incoming mail and preparation and dispatch of outgoing mail.

b. Filing and maintenance of retained records.

(3) Publications Section.

a. Distribution of National Guard Regulations, National Guard Register, all circulars, bulletins, orders, reports, blank forms, tables of organization, tables of allowances, equipment tables and other documents originating in the National Guard Bureau and all manuals, regulations, forms and other documents furnished to it for that purpose.

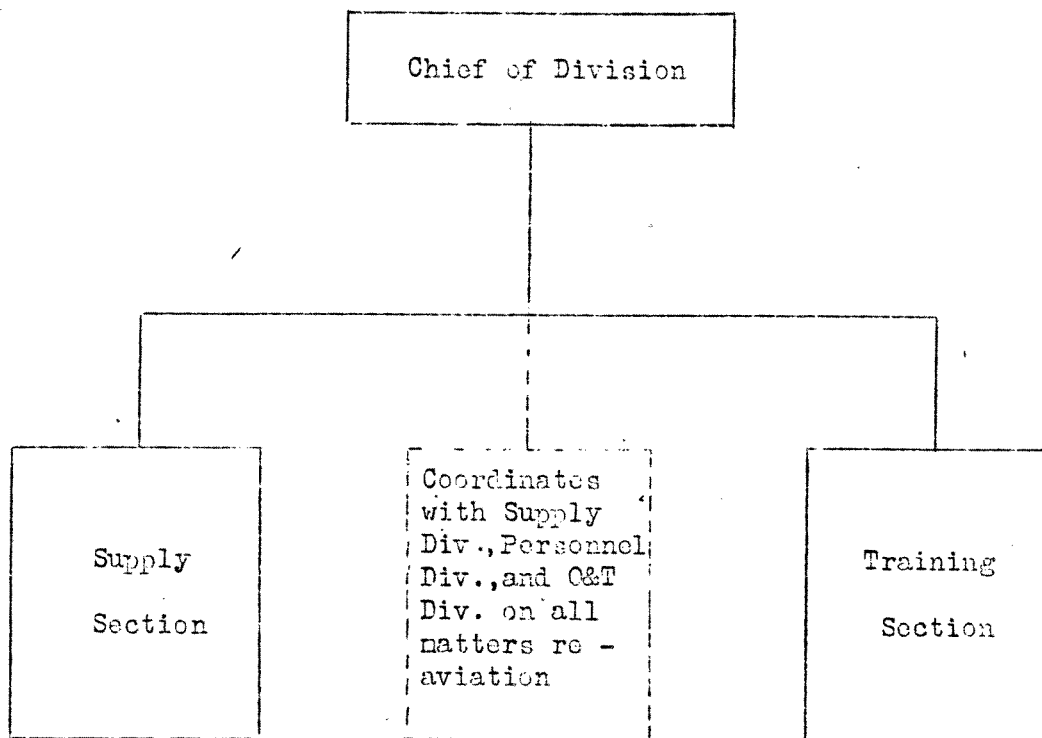
b. The production and running of all multigraph work and the running of all mimeograph work.

c. Assembling and stitching of such work when necessary.

d. The procurement, requisitioning for, storage, care, maintenance and issue of all office supplies and equipment.

e. Maintenance of office service and such other work as may be assigned by the Chief of the Administrative Division.

AVIATION DIVISION



AVIATION DIVISION (AV)

1. This division is charged in general with all National Guard Bureau activities concerning the organization, equipping and training of the aviation units of the National Guard:

a. Formulation of plans and policies relative to the training and inspection of the aviation units of the National Guard.

b. Preparation of regulations, circulars, manuals, blank forms for reports and other literature pertaining to the training and inspection of aviation units of the National Guard.

c. Examination and evaluation of reports pertaining to instruction and inspection of National Guard aviation units; and recommendations as to action to be taken on deficiencies in training disclosed by such reports.

d. Recommendations, in conjunction with the Supply Division, as to time, place and suitability of all Field Training Camps for aviation units.

e. Authority for aviation training flights.

f. Recommendations on all matters relating to types of planes supplied National Guard aviation units, modification in such planes, equipment of such planes, and other matters relating to material and equipment peculiar to aviation units. Prepares budget estimates for projects peculiar to the Air Corps.

g. Recommendations as to the allocation of airplanes to National Guard aviation units.

h. Handling miscellaneous matters, including correspondence pertaining to operation, training, inspection and aviation equipment of National Guard aviation units.

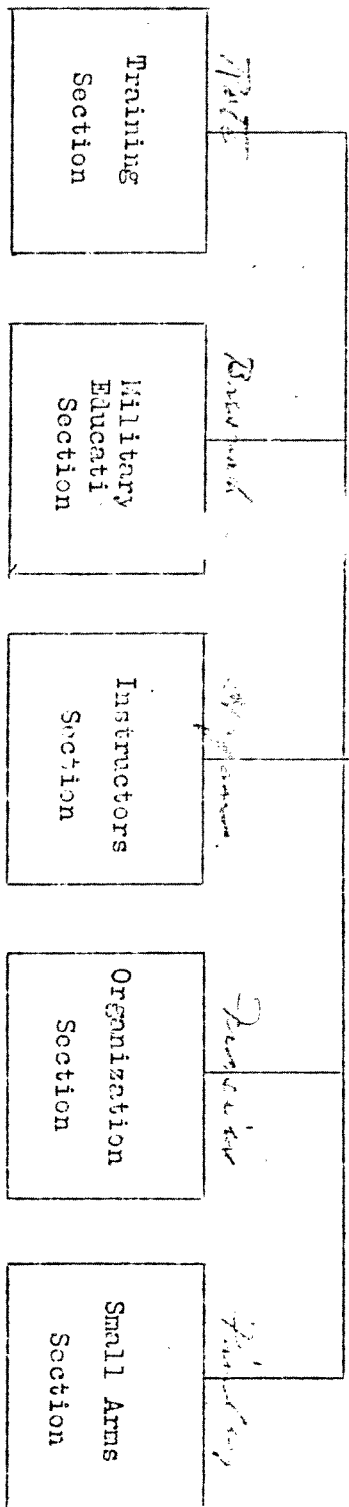
i. Liaison with Office, Chief of Air Corps on all technical matters pertaining to National Guard air corps units.

j. Checks aeronautical rating board proceedings and makes recommendations to Personnel Division regarding ratings. Makes recommendations to Personnel Division regarding Air Corps personnel.

ORGANIZATION AND TRAINING DIVISION

*Country*

Chief of Division





## ORGANIZATION AND TRAINING DIVISION (OT)

### 1. FUNCTIONS.

This Division is charged, in general, with all National Guard Bureau activities concerning the organization, training and mobilization of the National Guard. Owing to the close relation of many of the functions of this Division with functions of the Supply Division, the closest cooperation between these two divisions is essential.

### 2. SECTIONS OF THE DIVISION.

In order to facilitate the carrying out of the division's functions, the following sections are organized in this Division. These sections make the principal study on the various subjects shown, and also on miscellaneous matters of a similar nature. They take suitable action, such as preparation of correspondence and allotments, in appropriate routine cases, and give advice and assistance to the Chief of the Division in others. They also compile and maintain the card indices and other data essential to their proper functioning, and prepare pertinent data for the annual report of the Chief of the National Guard Bureau and other periodic reports and compilations.

#### a. Training Section.

(1) Formulation of plans and policies relative to training and inspection, except in those cases where such preparation is a proper function of some other part of the Division.

(2) Preparation of regulations, training memoranda, manuals, blank forms for reports, and other literature pertaining to training and inspections, except in those cases where such preparation is a proper function of some other section of the Division.

(3) Examination and evaluation of reports pertaining to instruction and inspection, and recommendations as to action to be taken on deficiencies disclosed by such reports.

(4) Securing and maintaining up to date data concerning training and other facilities at camps which are or may be used for training National Guard units.

(5) Detailed study of plans for the field training of the National Guard and preparation of recommendations concerning the action of the Bureau thereon.

(6) Recommendations of amounts to be allotted under various projects covering travel of Regular Army personnel in connection with the National Guard.

#### b. Small Arms Section.

(1) Preparation for publications of training circulars which give the requirements for training in small arms to include marksmanship, musketry, technique of fire, and combat practice firing.

(2) Review of all Consolidated Reports of Classification in Arms and return of incorrect or incomplete ones to states for corrective action.

(3) All necessary Bureau action in connection with the William Randolph Hearst Musketry Competition, The Pershing Award, The Chief of the National Guard Bureau's Indoor Rifle Matches and National Rifle Trophies, to include all necessary calculations, the preparation for publication of requisite regulations, the preparation of musketry exercises, the announcements of results and supervision over the distribution of awards.

(4) Recommendation of policies and preparation of instructions for the participation of the National Guard in the National Matches.

(5) Recommendations relative to small arms ammunition allowances.

(6) Recommendations relative to small arms ranges.

(7) Matters relating to the organization, equipment and technical

c. Military Education Section.

(1) Formulation of plans and policies relative to selection and attendance of National Guard personnel at General and Special Service Schools and of Regular Army sergeant instructors at refresher courses; and preparation of circulars and other literature relative to such selection and attendance.

(2) Preparation of correspondence, including allotments and authorizations, relative to attendance of individuals at General and Special Service Schools.

(3) Liaison with Chiefs of Arms and Services relative to courses of instruction at General and Special Service Schools.

(4) The compilation and maintenance of statistical data showing for the various service schools, by states, and by year, the quotas assigned, the number attending and the number graduating.

(5) Study and recommendations concerning Army Extension Courses in their relation to the National Guard.

(6) Handling matters concerning the selection of candidates to fill vacancies at the United States Military Academy allotted to the National Guard.

d. Instructors Section.

(1) Formulation of plans and policies relative to the selection and distribution to states of Regular Army Commissioned personnel allocated to duty as instructors with the National Guard; and distribution of sergeant-instructors to Corps Area.

(2) Preparation of correspondence with The Adjutant General, Corps Areas, States and individuals, relative to assignment, relief and change of station of Regular Army instructors with the National Guard; liaison with Chiefs of Arms and Services relative to availability and qualifications of such officers.

(3) The compilation and maintenance of statistical data showing by card index the assignment, station and date of reporting of all instructors with the National Guard.

(4) Preparation of correspondence with the Adjutant General relative to assignment and relief of Regular Army officers in the National Guard Bureau and liaison with the Adjutant General's Office services relative to availability and qualifications of officers for such duty.

(5) Studies and recommendations relative to the strength and location of instructor personnel.

(6) Compilation and maintenance of a continuing map record of stations, locations and changes of National Guard organizations and Regular Army instructor personnel on duty with the National Guard.

(7) Bureau liaison officer with The Adjutant General's Office.

e. Organization Section.

(1) The preparation, revision and maintenance of National Guard organization tables.

(2) The federal recognition of National Guard headquarters and units authorized for activation.

(3) The allocation and allotment of National Guard headquarters and units (both active and inactive) to the various states in accordance with approved policies.

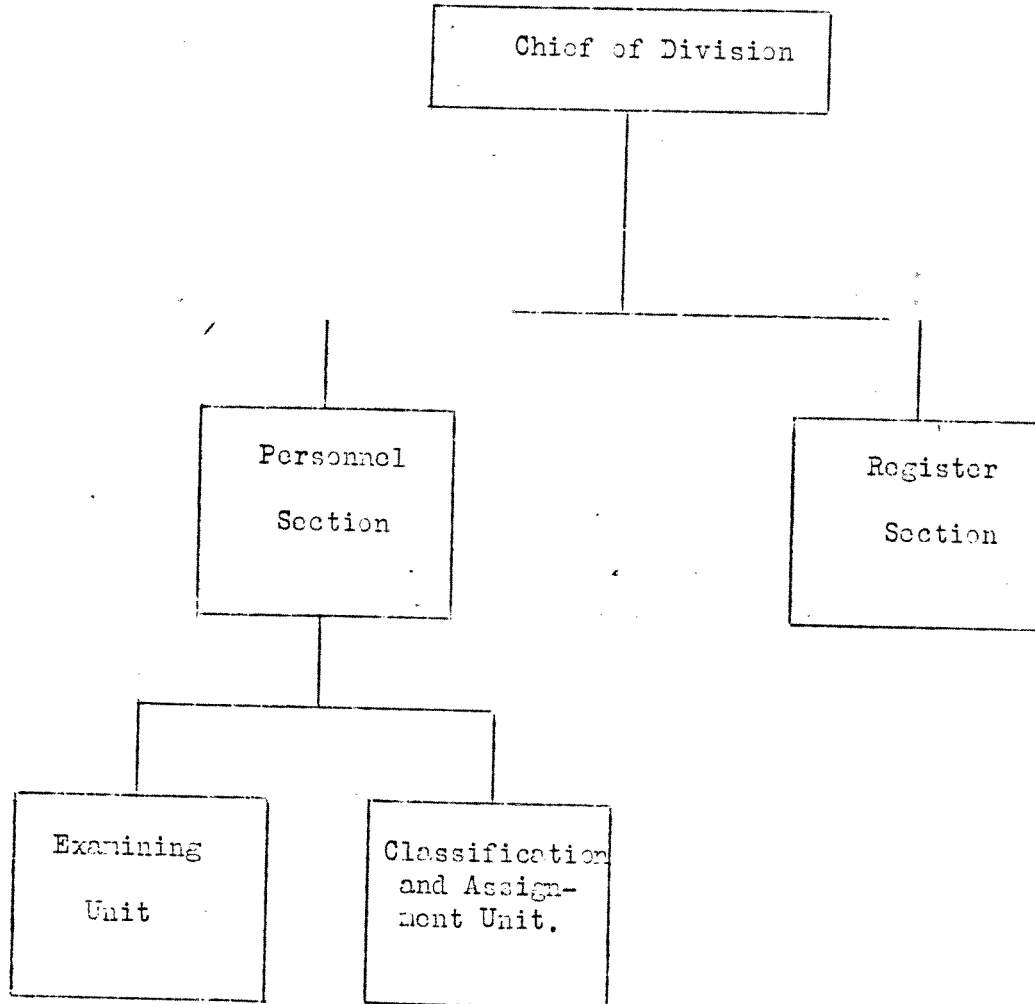
(4) The allotment of strength to the various states as provided for by National Guard tables of organization, and the maintenance of records showing the authorized National Guard strength of all headquarters, units and states.

(5) Matters pertaining to the conversion, redesignation, disbandment, reorganization and changes of station of National Guard units.

(6) Matters pertaining to placing units on probation or removing units from probationary status, and matters pertaining to the withdrawal of federal recognition from headquarters and units.

(7) The compilation and maintenance of statistical data, including the allocation of headquarters and units by States, Corps Areas, Divisions, GHQ Reserve, and Army Troops; the location of all headquarters and units by city, town and county; the population of cities, towns and counties having National Guard troops, and a separate record of active headquarters and units by arm and service.

PERSONNEL DIVISION



PERSONNEL DIVISION (P)

This Division is charged, in general, with all National Guard Bureau activities concerning the personnel of the National Guard. It is organized as follows:

a. Personnel Section - Examining Unit.

(1) Federal recognition, transfer, assignment, and separation of National Guard officers and warrant officers.

(2) Supervision of examinations for certificate of eligibility or federal recognition of candidates for commission and of officers for promotion.

(3) Administrative action relative to appointments in the National Guard of the United States.

(4) Examination of reports of physical examinations.

(5) Examination of reports.

b. Classification and Assignment Unit.

(1) Checking and action upon periodical efficiency reports of National Guard officers.

(2) Checking and preparing correspondence having to do with annual physical examination reports and physical examinations where federal recognition is in question.

(3) Classifying for action such changes as are shown on NGB Form 100.

(4) Data pertaining to relative rank of National Guard officers.

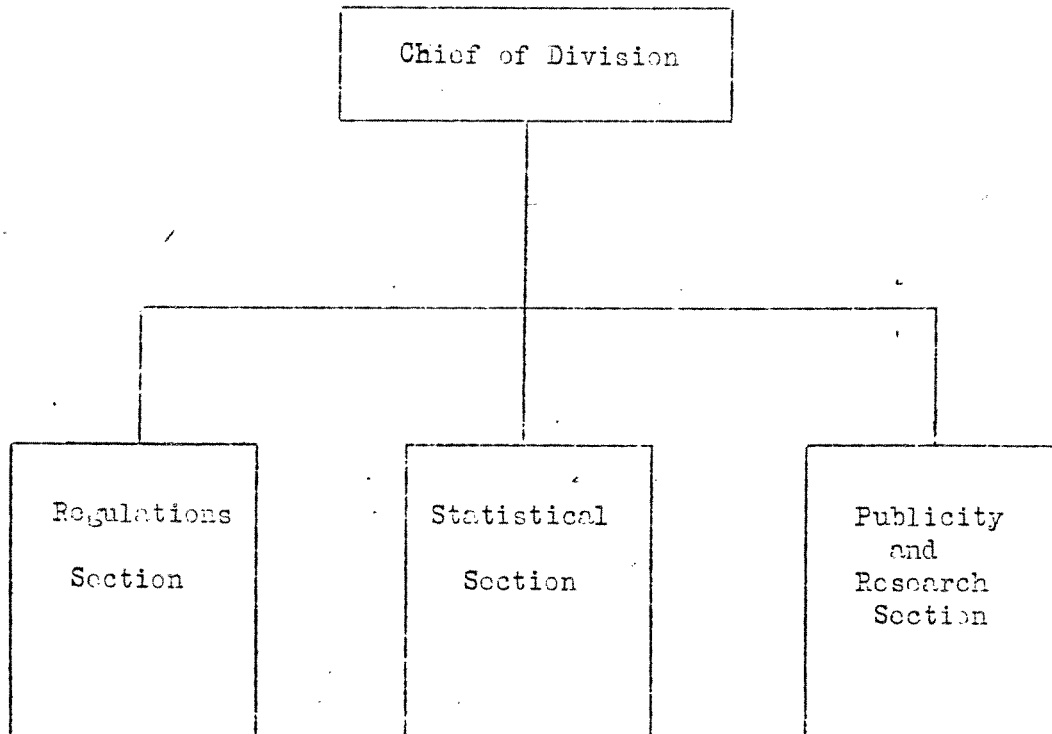
(5) Assignments of National Guard officers to peace vacancies.

(6) Assignments to war strength vacancies of appropriate personnel of the National Guard of the United States.

c. Register Section.

(1) Preparation of National Guard Register. Between issues of Official Register, each officer's record is checked and verified and agencies concerned advised of changes.

REGULATIONS DIVISION



## REGULATIONS DIVISION (R)

This division is charged, in general, with initiating and proposing plans and policies relating to National Guard affairs and with review of proposals affecting the National Guard submitted by Chiefs of other divisions, and by all other agencies. It is organized as follows:

### a. Regulations Section.

(The Regulations Committee is composed of the officers of the National Guard - United States, who are on duty in the National Guard Bureau, except the Chief of the Bureau)

(1) Preparation of new, and revision and amendment of existing National Guard Regulations, including uniform regulations and review of recommendations submitted by Chiefs of other divisions, and other agencies.

(2) Recommendation as to action on proposed legislation affecting the National Guard.

(3) Reviews National Guard Bureau general memoranda.

(4) Edits and reviews blank forms for use of the National Guard Bureau.

### b. Statistical Section.

(1) Consolidation of data contained in reports from organizations of the National Guard on National Guard Bureau Form 100 and AGO Form 111.

(2) Preparation of reports required by the Statistical Section of the General Staff.

(3) Consolidation of data from the field and armory inspection reports for the annual report of the Chief, National Guard Bureau.

(4) Preparation of such other statistical data as may be directed from time to time by the proper authority.

### c. Publicity and Research Section.

(1) Preparation of the annual report of the Chief of the National Guard Bureau.

(2) Preparation of articles on activity of the National Guard Bureau and of the National Guard.

(3) General supervision of current publicity.



(4) Furnish data to press reporters and others in response to specific inquiries.

(5) Maintain liaison with:

(a) Bureau of Public Relations, War Department.

(b) The Press.

(c) National Guard Bureau publications.

(d) Service publications.

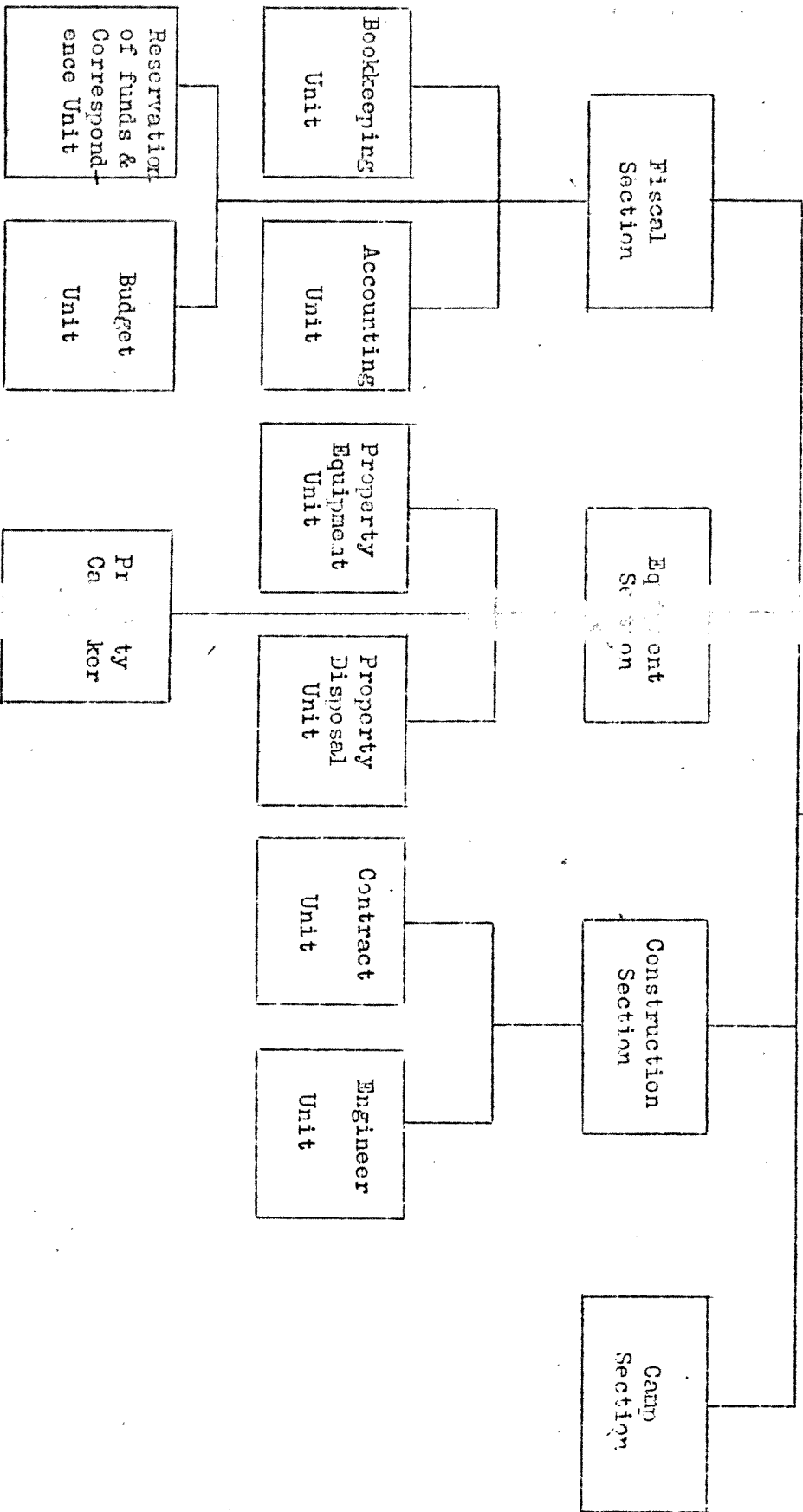
(6) Recommend and conduct correspondence regarding the history of the National Guard of the United States and of the State in peace and war, including outline histories of units and proposals and approval of coat of arms, distinctive insignia, badges, shoulder and sleeve insignia, distinctive dress uniforms, special equipment and battle honors.

(7) Prepare reports on present or past activities of the National Guard or other similar forces as may throw light on National Guard problems or policies or as may be required by the Chief, National Guard Bureau or any divisions thereof for speeches or special duties and preparation of articles pertaining to National Guard histories and problems for publication.

(8) Liaison with such appropriate agencies as the War Department and with historical and research societies as may enable it to carry out the duties enumerated in (7) above.

SUPPLY DIVISION

Chief of Division



## SUPPLY DIVISION (S)

This Division is charged, in general, with all matters pertaining to estimates, procurement, distribution, care and maintenance, housing, inspection, and final disposition of all Federal property issued to the National Guard. The Division is organized as follows:

### a. Fiscal Section.

- (1) Preparation of estimates for National Guard appropriations and their general defense (except estimates for appropriations covering printing and binding) under the direct supervision of the Chief of the Supply Division.
- (2) Apportionments, allotments, requests for funds, and control of National Guard funds.
- (3) Maintenance of detailed records of National Guard appropriations in connection with (2) above.
- (4) Maintenance of records of disbursements of funds by United States Property and Disbursing Officers.
- (5) Examination of accounts current rendered by United States Property and Disbursing Officers, and maintenance of records in connection therewith.
- (6) Administrative action on questions regarding the expenditure of National Guard funds.
- (7) Administrative control of bonds of United States Property and Disbursing Officers.
- (8) Administrative action in connection with Certificates of Settlement and Notices of Exception of General Accounting Office in disbursing accounts of United States Property and Disbursing Officers.
- (9) Processing claims in connection with pay and allowances of National Guard personnel.
- (10) Preliminary audit of official telephone and telegraph accounts.
- (11) Preparation of fiscal data for annual report.
- (12) Preparation of travel vouchers of officers of the National Guard Bureau.

b. Equipment Section.

- (1) Preparation of annual cost estimates for Congressional appropriations to supply and equip the National Guard and the defense of such estimates before Congress and the General Staff.
- (2) Standardization of National Guard property in consultation and cooperation with the chiefs of the supply arms and services.
- (3) Preparation of Tables of Basic Allowances and other tables of allowances for use of the National Guard in cooperation with the Organization of Training Division and the Regulations Division.
- (4) Procurement of all supplies and equipment from the supply arms and services.
- (5) Priorities in the distribution of supplies and equipment in consultation with the Organization and Training Division.
- (6) Supervision of and instructions relating to the care and protection of all Federal property in the National Guard, including the adequacy of state housing and the annual physical inventory of all property.
- (7) Disposition of all surplus, excess, obsolete, and unserviceable property in the National Guard, including the review of all reports of survey and inventory and inspection reports.
- (8) Review and necessary corrective action on all reports of annual property inspection of the National Guard under the provisions of Section 93, National Defense Act.
- (9) Maintenance of record of numbers, location and assignment of all animals foraged at the expense of National Guard Bureau funds.
- (10) Provision for caretakers and mechanics for care and maintenance of materiel, animals, armament, motor vehicles, airplanes, and other equipment issued to the National Guard.
- (11) General supervision, in consultation and cooperation with The Inspector General, the Chief of Finance and corps area and department commanders, of methods of accounting for and auditing Federal property and the effectiveness thereof.

d. Camp Section.

- (1) Preparation and promulgation of circular of instructions covering the general subject matter of field training encampments of the National Guard.

(2) Preparation and promulgation of annual letter of instructions and allowances for the National Guard during periods of field training.

(3) Initiation and preparation of administrative instructions in conjunction with the Organization and Training Division, to corps area and department commanders, covering the submission of consolidated corps area and department plans for annual field training camps for the National Guard, including plans of transportation, pooling of animals and equipment, and dates for the submission of such consolidated plans of training and estimates (WD NGB Form No. 39) for funds required for each camp of instruction.

(4) Preparation of letters of approval or other administrative recommendations made by the Organization and Training Division in connection with consolidated corps area and department plans for annual field training camps for the National Guard.

(5) Examination and coordination of plans of transportation of the National Guard to and from annual field training encampments.

Assignment of Project No. \_\_\_\_\_ to the expense of all field training authorized under Section 94, National Defense Act, as amended.

(7) Examination and review of all estimates, WD NGB Form No. 39, for field training.

(8) Preparation of training authorizations for field training of the National Guard under the provisions of Section 94, National Defense Act, as amended.

(9) Compilation and preparation of records of attendance of National Guard personnel at annual field training encampments, by states, corps areas and camps.

(10) Preparation of estimates of National Guard funds available to cover the cost of participation of National Guard units in scheduled army maneuvers, when requested by The Adjutant General.

(11) Preparation, in conjunction with representatives of the Army, Navy and Marine Corps, of the annual Joint Military Passenger Agreement with the principal railroads of the United States for the transportation of the personnel of the services given, including the National Guard, when not in attendance at annual field training encampments; also the preparation of a Joint Agreement, supplementary to the Joint Military Passenger Agreement, for the transportation of the National Guard to and from annual field training camps only.

c. Construction Section.

(1) Acquisition and establishment of sites for National Guard summer training camps, preparation of planning layouts therefor, construction of buildings and utilities, and other necessary development work.

(2) Maintenance and repair of buildings and utilities at summer training camps.

(3) Establishment of home station target ranges for National Guard units.

(4) Constructions and repair of home station target installations.

(5) Employment and pay of rangekeepers.

(6) Administrative review of specifications covering the construction and repair of buildings and utilities for National Guard summer training camps.

(7) Supervision of the process employed by United States Property and Disbursing Officers in obtaining bids and executing contracts and bonds in connection with construction and repair work; and in executing leases for rental of target ranges and temporary camp sites.

(8) Preparation of special contracts, bonds, powers of attorney and other legal instruments, for use in connection with prosecution of construction and repair work; and preparation of special provisions for inclusion in general-purpose contract forms.

(9) Examination as to form and legal sufficiency of leases, contracts, performance bonds and related documents.

(10) Investigation and adjustment of disputes and claims arising in connection with the performance of contracts for construction or repair work.

(11) Preparation and maintenance of records containing plats, descriptions, historical and other useful data concerning National Guard training camps and target ranges.

(12) Render assistance to other offices of the National Guard Bureau in connection with questions concerning contract procedure and related business procedure where subjects other than construction and repair work are involved.

## SECTION IV

### Civilian Personnel.

#### Duties of Chief Clerk, National Guard Bureau.

The assignment and control of civilian personnel, and the supervision of their rating and classification in accordance with applicable regulations, is a function of the Chief, Administrative Division. In the exercise of this function he is assisted by the Chief Clerk, National Guard Bureau. See "Information for Employees" United States War Department, Washington, D. C., November 1940.

Duties of Chief Clerk, National Guard Bureau.--Under supervision of the Chief, Administrative Division, the Chief Clerk, National Guard Bureau, assists in the supervision and coordination of the functions of the National Guard Bureau on procedures and in the application and interpretation of statutes, decisions of the Comptroller General and laws and regulations pertaining to the National Guard Bureau, and in an advisory capacity on policies and procedures pertaining to Civil Service rules and regulations.

Makes original investigations for the improvement of office methods, procedures, and equipment; is accountable and responsible for all equipment and supplies purchased for the Bureau and their requisition, maintenance, and replenishment. Supervises all details involved in the assignment of space for the Bureau and the moving thereof from one location to another. Has general supervision and management of all civilian employees and with directing all matters relating to the civilian personnel of the Bureau (this embraces the employment, training, assignment, reassignment, detail, classification, efficiency, promotion, discipline, etc. of employees, the administration of Civil Service rules and regulations, preparation and defense of personnel budget estimates, preparation of pay rolls, maintenance of leave and personnel records and in general, all matters pertaining to the civilian personnel.)

Signs all correspondence to the War Department Director of Personnel and others pertaining to personnel matters.

Is a member of the Board of Review for service ratings.

Is required to be a notary public in connection with the accomplishment of official papers.

## SECTION V.

### COMMITTEES, BOARDS, ETC.

From time to time the National Guard Bureau is called upon to designate an officer to represent it on various Technical Committees and Boards. These will be announced as occasion arises.

### THE REGULATIONS COMMITTEE

A committee consisting of all National Guard officers on duty in the Bureau, except the Chief. It is charged with coordinating the preparation and revision of National Guard Regulations. It is also charged with the study of such policies affecting the National Guard as are referred to it by the Chief of the National Guard Bureau and with making recommendations thereon.

### LIAISON OFFICER, THE ADJUTANT GENERAL.

Production in the administration of the National Guard Bureau and the office of The Adjutant General, this Bureau designates an officer who is authorized to visit the various sections of The Adjutant General's Office, submitting such matters as can be handled by informal memorandum. Most of the business so handled by the National Guard Bureau pertains to matters dealing with regular army personnel, particularly personnel required for duty in the Bureau or as instructors to various National Guard units. An informal action taken on memoranda submitted in this way has the same force and weight as if taken in a formal indorsement.

Chiefs of Divisions of the National Guard Bureau desiring to obtain specific information on any subject in the Adjutant General's Office, prepare an informal memorandum addressed to the Executive Officer, National Guard Bureau, who will transmit the memorandum to the liaison officer with the instructions of the Chief of the National Guard Bureau noted thereon.

(For further details see National Guard Bureau files 029.3 NGB 62, and 210.6 NGB-1)

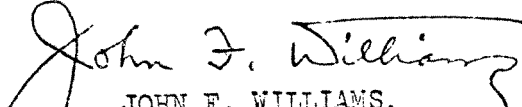
### MATTERS PERTAINING TO TECHNIQUE OF ARMS.

The senior officer of a branch or service, on duty in any of the sections of the Division, each, in addition to his duties in his section, deals, on the same general basis as the sections, with matters which relate to the technique of his arm in connection with organization, equipment and training.

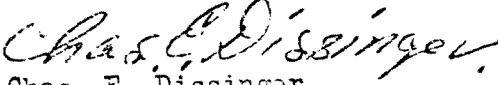


COOPERATION AND COLLABORATION.

While the organization and assignment of duties as outlined herein are designed to facilitate the handling of business for the Bureau and to indicate in a general way the responsibilities of the various divisions within the office, it is obvious that for anything other than routine business hard and fast rules cannot be laid down if the desired results are to be accomplished. This can be obtained only by sympathetic and full cooperation on the part of those responsible for the work of the Bureau. Inaction or indifference to the problems of the Bureau, whatever their nature, cannot be tolerated. The entire personnel, military and civilian, are enjoined to put forth their best efforts cheerfully and wholeheartedly, that this Bureau may function efficiently.

  
JOHN F. WILLIAMS,  
Major General,  
Chief, National Guard Bureau.

OFFICIAL:

  
Chas. E. Dissinger,  
Lt. Col., N.G.B.,  
Assistant.

WAR DEPARTMENT  
NATIONAL GUARD BUREAU  
Social Security Board Bldg., 4th & Independence Ave., S.W.

|   | <u>Room</u> | <u>Phone</u> |
|---|-------------|--------------|
| Major General John F. Williams, Chief of Bureau.....    | 2303-C      | 2181         |
| Lt. Col. Arthur V. Winton, C.A.C., Executive.....       | 2303-B      | 3206-3207    |
| Colonel Walter P. Davenport, M.C., Medical Adviser..... | 2338        | 3098         |
| Lt. Col. Edgar A. Jarman, JAGD, Legal Adviser.....      | 2319        | 2847         |
| Conference Room.....                                    | 2312        |              |

ADMINISTRATIVE DIVISION

|  |        |      |
|--|--------|------|
| Lt. Col. C. E. Dissinger, Cav., Chief of Division..... | 2303-A | 2451 |
| Paul M. DeHart, Chief Clerk.....                       | 2311   | 2211 |
| Daniel J. A. Creamer, Assistant Chief Clerk.....       | G-167  | 2294 |
| Mrs. Evelyn M. Ford, Mail & Record Section.....        | G-151  | 3428 |
| Charles B. Moling, Publications Section.....           | G-169  | 659  |

AVIATION DIVISION

|  |      |      |
|--|------|------|
| Col. Benjamin F. Giles, A.C., Chief of Division..... | 2330 | 3407 |
| Lt. Col. Philip R. Love, A.C., NGUS.....             | 2330 | 3407 |

ORGANIZATION

|  |      |      |
|--|------|------|
| Colonel Archibald D. Cowley, Inf., Chief of Division.....          | 2316 | 2227 |
| Lt. Col. J. P. Hogan, C.A.C., Instructors Section.....             | 2316 | 2227 |
| Lt. Col. T. F. Bresnahan, Inf., Mil. Education Section.....        | 2324 | 3500 |
| Lt. Col. Leonard H. Frasier, F.A., Organization Section.....       | 2321 | 2570 |
| Lt. Col. Tobin C. Rote, Inf., Training Section (State Guards)..... | 2320 | 781  |
| Arthur Woodmansee, Principal Clerk.....                            | 2320 | 781  |

PERSONNEL DIVISION

|   |      |      |
|---|------|------|
| Lt. Col. Walter D. Debney, F.D., Chief of Division..... | 2348 | 761  |
| Lt. Col. Walter F. Adams, Inf.....                      | 2356 | 653  |
| Lt. Col. John A. O'Keefe, AGD, NGUS.....                | 2352 | 2352 |
| Lt. Col. Norman D. Finley, Inf.....                     | 2353 | 2193 |
| Lt. Col. William E. Quarterman, F.A.....                | 2355 | 2332 |
| Mrs. Dorothy E. Vacek, Principal Clerk.....             | 2348 | 761  |

REGULATIONS DIVISION

|  |      |      |
|--|------|------|
| Colonel Kenneth Buchanan, Cav., NGUS, Chief of Division..... | 2315 | 2161 |
| Lt. Col. Elbridge Colby, Inf.....                            | 2315 | 2161 |
| Lt. Col. Elbert T. Kimball, Inf., NGUS.....                  | 2315 | 2161 |

SUPPLY DIVISION

|  |        |      |
|--|--------|------|
| Lt. Col. Clyde C. Alexander, F.A., Chief of Division.....  | 2326   | 3411 |
| Lt. Col. P. W. Rutledge, C.A.C., Construction Section..... | 2440-A | 659  |
| Lt. Col. Harry W. Bolen, Inf., Equipment Section.....      | 2326   | 3089 |
| Lt. Col. Albert E. Billing, F.A., Equipment Section.....   | 2326   | 3411 |
| Major Oliver W. DeGruchy, F.D., Fiscal Section.....        | 2344   | 658  |
| Major James R. Manees, Inf., Camp Section.....             | 2341   | 2101 |
| Thomas P. Purcell, Principal Clerk.....                    | 2327   | 2228 |

April 8, 1941.

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D. J. National Guard Met-5810

(G.O. 9)

HEADQUARTERS  
SERVICES OF SUPPLY

General Orders)  
No. 9 )

Washington, April 27, 1942.

The National Guard Bureau is hereby removed from the Office of The Adjutant General and is constituted as an independent administrative service of the Services of Supply under the jurisdiction of the Chief of Administrative Services.

By command of Lieutenant General SOMERVELL:

W. D. STYER,  
Brigadier General, General Staff Corps,  
Chief of Staff.

OFFICIAL:

JOE N. DALTON,  
Colonel, General Staff Corps,  
Chief of Administrative Branch.

DISTRIBUTION:

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