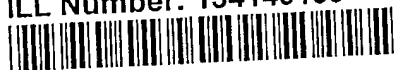


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## Weddings and Engagements

(Continued from Preceding Page)

Judith Bayard Cutler, Mrs. Craig Wylie, and Miss Charlotte Pamela Fowler—all in bottle green taffeta with caps of velvet with halo wreaths of curled ostrich and muffs.

The best man was a brother of the bridegroom, Mr. H. S. Winthrop Fowler. A graduate of St. Paul's School, and of Harvard, Easton Fowler is one of the few American oarsmen who have their names on the Grand Challenge Cup, won by the Harvard crew at Henley before the outbreak of the present war.

At the Madison Avenue Presbyterian Church in New York were married Saturday, 17 Jan., Miss Gertrude Harvison, daughter of Mr. and Mrs. Louis H. Harvison, and Lt. William B. M. Tracy, Jr., USA, son of Mr. and Mrs. Tracy all of New York, the ceremony being performed by the Rev. Dr. George A. Buttrick, and followed by a reception.

Gowned in white satin with deep yoke of point lace and a hoop skirt, with veil of heirloom lace over one of tulle, fastened to a coronet of lace and orange blossoms, the bride was escorted by her father. Miss Ruth Harvison was her sister's maid of honor, and Mrs. Edward B. Haldeman, matron of honor, lead the train of bridesmaids. The best man was the bridegroom's father, Lieutenant Tracy recently graduated from the Officers' Candidate School at Aberdeen, Md., and having received his second lieutenant's commission is now stationed at Aberdeen Proving Ground.

Lt. Col. and Mrs. Joseph B. Leimer of Orange, N. J., have announced the engagement of their daughter, Mary Dolores, to Mr. Temple Powell Hastie, son of Col. and Mrs. Jack Hastie, jr., of Glendora, Calif., in training at Fort Riley.

Miss Elizabeth Irons Flanders, second daughter of Lt. Comdr. Williams David Flanders, USN, of New York, and of Mrs. F. Irons Flanders of Plainfield, N. J., and Sutters Point, Mass., was married to Mr. William Henry Mercer, son of Mr. and Mrs. Lester Hastings Mercer of Plainfield, Saturday, 17 Jan. Mr. William G. Irons escorted his niece to the altar, she wearing her mother's wedding gown of ivory satin and princess lace with a Mary Stuart cap of lace and tulle veil and carrying camellias. Her sister, Mrs. Charles Tringham Holmes, wife of Lt. Holmes of Pine Camp, and who was married 31 Dec. attended her with her other sisters, the Misses Alice Rogers Flanders, Hanna and Nancy Flanders—one of whom, Miss Alice, will be married next month on the 14th to Mr. William B. Bodine, making the third wedding in the family in six weeks.

At the wedding last Saturday Mr. Mercer was his son's best man.

Miss Hester Huntington, daughter of Mr. Ellery G. Huntington of New York, and Mrs. Hester C. Huntington of New York and New Canaan, was married to 2nd Lt. Byron Clary Darling, USA, son of Mrs. John C. Vedder of Stamford, Conn., and the late Dr. B. C. Darling. The ceremony was performed in St. John's Church, Stamford, by the Rev. Stanley F. Hemsley on Saturday, 17 Jan.

Miss Susan Huntington was her sister's maid of honor and Mr. Maus Darling was best man for his brother. Lieutenant Darling was graduated from Duke University in '38 and from the Armored Force Officers' Candidate School at Fort Knox, Ky.

Miss Mary Juanita Chynoweth, daughter of Maj. and Mrs. William Richard Chynoweth of Ft. Sam Houston, became the bride of Ensign Charles Dana Wood, USNR, of State College, Pa., and son of Mr. and Mrs. Dana M. Wood of Knoxville, Tenn., on Wednesday, 14 Jan. at five o'clock in the afternoon at St. Paul's Methodist Church in State College, Pa.

The simple ceremony took place before an altar, banked with *Kontia* palms and white blossoms, on either side of which white tapers burned in standing candelabra.

Ensign Philip Sheppard, of Los Angeles, Cal., was the best man.

Miss Janet Twitchell, of State College, Pa., was the maid of honor.

The lovely bride, who was given in marriage by her father, wore an attractive ensemble of "Spring Navy" crepe. Her hat was a small toque of navy blue straw, adorned with a bandeau of applied laurel leaves, made of straw-trimmed navy felt.

Also, the bride wore an antique diamond necklace, an heirloom, given to her by her grandmother, Mrs. John Hoekstra, of Kalamazoo, Mich.

Immediately after the ceremony, a wedding supper was held for the bridal party, the family and close friends.

After their wedding trip, the young couple will be at home at the Norfolk Naval Base, Norfolk, Va.

The wedding of Miss Kaye Ross to Lt. (jg) Ross R. Hirschfeld, USN, is to be solemnized today at the Naval Academy Chapel, Annapolis, Md. Miss Ross is the daughter of Joe H. Ross, Denver, Colo. She is the sister of Mrs. Daniel Franklin, wife of Col. Daniel Franklin, Walter Reed General Hospital, Washington, D. C., who will give the bride in marriage. Lieutenant Hirschfeld is the grandson of Mr. and Mrs. John Robinson, Prescott, Ariz.

## Society News

(Continued from Page 580)

land, daughter of Brig. Gen. and Mrs. Richard Sutherland; Miss Ruth Dailey, daughter of Maj. and Mrs. Raymond Dailey; Miss Jocelyn Allen, daughter of Col. and Mrs. Henry T. Allen, and Mrs. David Wagstaff, Mrs. Laniel Buford and Mrs. Richard Humm, wives of officers at Fort Myer.

Among guests registered at the Thayer-West Point Hotel during the week of 11 Jan. were:

Col. and Mrs. James H. Laubach, Lt. Col. and Mrs. Park J. Atkinson and daughter, Brooklyn, N. Y., and Col. and Mrs. R. C. Batson, Wilmington, Delaware.

## U. S. Soldier

The following editorial appeared in the *San Jose Mercury Herald* on 12 Jan. 1942:

"Soldiers have been with us more than a month. Big, little, medium sized soldiers everywhere, on the streets, in the stores, in hotels, at the shows and in our homes.

"We looked at them quizzically when they came in high numbers. Most of them are boys grown up. They are from homes no different than ours.

"They have mothers, fathers, sisters, brothers and friends at home. They are American answering a call.

"We have come to like them, like them much. We have a sense of security in their presence.

"They are a personable lot, courteous, quiet, busy carrying on.

"Now and then a few go 'haywire,' but for the past month, so few have been the instances of innocent bolsterousness it didn't make any difference.

"We congratulate Major General Robert C. Richardson, Jr., on the quiet discipline he maintains.

"In all of history the civilian has feared the power of the army after war. The United States has been singularly free of any junker influence.

"If these boys and their genial major general are any indication of today's army, we need not have the slightest fear of an army hierarchy's dictation.

"I'll disband quickly. But we pray not to lamentable extent it did after the last war. Much of it must stand as a unified symbol of strength to fight ever for the right to be free men."

## Army Uses Bicycles

The Army's first large purchase of bicycles since World War I, amounting to several thousand vehicles of standard design, has been distributed among Army camps and depots for administrative purposes, Quartermaster Corps officials report.

Sidelight to this announcement was the revelation that during the initial survey of bicycle requirements, a request was received from one camp for a lady's bicycle. The request was neither explained nor granted, according to Quartermaster sources.

## The Horse in War

Increase in antitank defenses and development of air power will decrease importance of armored units in warfare and increase use of cavalry, Maj. Gen. John K. Herr, Chief of Cavalry, recently told the Horse and Mule Association of America.

General Herr, in his speech, which was printed in the *Congressional Record* by Representative Thomason, of Texas, stated that failure of the Germans to have cavalry in divisions contributed to their setbacks in Russia.

The Germans make wide use of horses, said General Herr, but though the Nazis had reconnaissance units for the regiments and divisions, they had but one cavalry division.

"In the advance into Russia," he declared, "they lacked the cavalry strength in divisions and corps which would have greatly assisted them. Consequently, after the break-through of German armored forces, the Russian enemy often closed in along the line of advance and pinched off vulnerable motorized infantry which followed. The Russians also frequently interposed between the motorized infantry and the marching divisions. Isolated armored units were surrounded and destroyed. Guerrilla warfare flourished. The tank elements were ambushed by antitank units.

"Cavalry can cope with all these situations. It will ferret out antitank units waiting in ambush. It will protect the flanks of the motorized infantry in battles and form a link with the slower moving marching divisions. It will cope with guerrilla warfare. It is well suited to hunt down parachutists."

The Russian Army has more than 1,900,000 animals, General Herr said, the Japanese Army more than 375,000, the German Army 960,000, and the American Army, 50,000.

Though the Germans have but one cavalry division while the United States has two, the Germans have more corps cavalry regiments. They have horse troops with marching divisions, and a scouting platoon of 30 horsemen in each marching infantry regiment. In the German marching divisions practically all artillery and other transport is horse-drawn. The American divisions are completely motorized.

Citing Maj. Gen. Robert H. Danford, Chief of Field Artillery, who said that demands of war might overtax facilities and materials to produce motor vehicles, General Herr declared that time is now here. "We should use the horse to the fullest extent possible," he declared, thereby releasing the products of industry for other vital needs."

Stating that antitank units already were reducing effectiveness of tank units, General Herr commented, "Great as air power is, it is still in its infancy. Soon we will have planes mounting highly effective antitank guns. What will be the effect of the antitank gun, the bomb and the machine gun, respectively, on the tank, the unarmored vehicle and the personnel in trucks? It needs no vivid imagination to foresee the carnage. Where ever enemy air can establish superiority, armored forces will be destroyed. . . . The relative power of cavalry will increase as a member of the ground exploitation team because of its cross-country mobility and powers of dispersion, which enable it to avoid losses from the air and continue to move. These inherent powers also enable cavalry to evade tanks, continue on, and attack supply columns and infantry in trucks."

## Military Police Instruction

Ft. Brady, Mich.—Six officers of the 702d Military Police Battalion at Ft. Brady reported to other Corps Areas on 15 Jan. to instruct and supervise in the organization of new Military Police units. The officers are: Capt. Van C. Norman and Lt. McClure Hudson to Atlanta, Ga., in the Fourth Corps Area; Capt. M. G. Creath and Lt. L. D. Knight to Boston, Mass., in the First Corps Area, and Capt. Arthur H. Oestreich and Lt. J. R. Kerr to Columbus, O., in the Fifth Corps Area.

## Completed Staff Work

The following interesting and instructive paper is being distributed to officers of the Provost Marshal General's office and school:

1. The doctrine of "completed staff work" is a doctrine of this office.

2. "Completed Staff Work" is the study of a problem, and presentation of a solution, by a staff officer, in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action. The words "completed action" are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the chief in piecemeal fashion. It is your duty as a staff officer to work out the details. You should not consult your chief in the determination of those details, no matter how perplexing they may be. You may and should consult other staff officers. The product, whether it involves the pronouncement of a new policy or effects an established one, should, when presented to the chief for approval or disapproval, be worked out in finished form.

3. The impulse which often comes to the inexperienced staff officer to ask the chief what to do, recurs more often when the problem is difficult. It is accompanied by a feeling of mental frustration. It is so easy to ask the chief what to do, and it appears so easy for him to answer. Resist that impulse. You will succumb to it only if you do not know your job. It is your job to advise your chief what he ought to do, not to ask him what you ought to do. He needs answers, not questions. Your jobs is to study, write, restudy and re-write until you have evolved a single proposed action—the best one of all you have considered. Your chief merely approves or disapproves.

4. Do not worry your chief with long explanations and memoranda. Writing a memorandum to your chief does not constitute completed staff work, but writing a memorandum for your chief to send to someone else does. Your views should be placed before him in finished form so that he can make them his views simply by signing his name. In most instances, completed staff work results in a single document prepared for the signature of the chief, without accompanying comment. If the proper result is reached, the chief will usually recognize it at once. If he wants comment or explanation, he will ask for it.

5. The theory of completed staff work does not preclude a "rough draft" but the rough draft must not be a half-baked idea. It must be complete in every respect except that it lacks the requisite number of copies and need not be neat. But a rough draft must not be used as an excuse for shifting to the chief the burden of formulating the action.

6. The "completed staff work" theory may result in more work for the staff officer, but it results in more freedom for the chief. This is as it should be. Further, it accomplishes two things:

a. The chief is protected from half-baked ideas, voluminous memoranda, and immature oral presentations.

b. The staff officer who has a real idea to sell is enabled more readily to find a market.

7. When you have finished your "completed staff work" the final test is this:

If you were the chief would you be willing to sign the paper you have prepared, and stake your professional reputation on its being right?

If the answer is in the negative, take it back and work it over, because it is not yet "completed staff work."

For the Provost Marshal General:

Archer L. Lerch,  
Colonel, JAGD,  
Deputy Provost Marshal General.

## National Guard Officer Status

Explaining the status of National Guard officers not in active Federal Service, the War Department has determined that irrespective of the status of their State commission or their Federal recognition, officers whose appointments in the National Guard of the United States and commissions in the Army of the United States were in effect on 13 Dec. 1941, are subject to be ordered to active duty at any time. This would not hold true if their appointments and commissions have been or are terminated by the War Department subsequent to 13 Dec. 1941.

The War Department announcement explained that under the provisions of PL 338, all appointments in the National Guard of the United States, in force on 13 Dec. 1941, were extended for the duration of the war and for six months thereafter.

## Navy Public Works

The House this week passed and sent to the Senate authorization for the appropriation of an additional \$450,000,000 for Navy public works.