

U.S. Army Military History Institute
950 Soldiers Drive
Carlisle Barracks, PA 17013-5021
29 Oct 2010

Staffs

ARMY GENERAL STAFF

A Working Bibliography of MHI Sources

CONTENTS

General Sources....p.1
Pre-1903....p.2
1900-WWI....p.3
-Manchu Law....p.5
1920-1939....p.6
WWII....p.6
Since 1945
-General Sources....p.7
-Vice Chief....p.8
-Assistant Vice Chief....p.8
-Operations Branch....p.9
S Designator.....p.10

GENERAL SOURCES

- Emerson, William K. "The U.S. Army's General Staff Corps: A Brief History Including Armbands and Other Insignia." Military Collector & Historian (Fall 2010): pp. 187-95. Per.
- Kahn, David. "The Prehistory of the General Staff." Journal of Military History (Apr 2007): pp. 499-504. Per.
- Nelson, Otto L. National Security and the General Staff. Wash, DC: Inf Jrnl, 1946. 608 p. UB23.N44.
- U.S. Civil Service Commission. Official Register of the United States. Wash, DC: GPO, 1867-1959. JK5.
Lists military & civilian workers within War Dept and, later, Dept of Defense; originally prepared by Secretary of the Interior; biennial to 1948 & annual 1950-59.
- U.S. Dept of Army. OCMH. "Evolution of the Army Staff and Secretariat, 1775-1970." Reproduction typescript, Oct 1970. 68 p. UA25.E96.
- Zabecki, David T., editor. Chief of Staff: The Principal Officers Behind History's Great Commanders. Annapolis, MD: Naval Institute Pr, 2008. 2 v. UB210.C537.

See also:

-Bibliographies on War Plans; and Foreign Staffs in Staffs.

PRE-1903

Bartholomees, J. Boone, Jr. Buff Facings and Gilt Buttons: Staff and Headquarters Operations in the Army of Northern Virginia, 1861-1865. Columbia, SC: U SC, 1998. 352 p. E470.2.B37.

Groening, Wm H. "The Influence of the German General Staff on the American General Staff." AWC student paper, Apr 1993. 106 p. Arch.

Hattaway, Herman, and Jones, Archer. "The War Board, the Basis of the United States First General Staff." Military Affairs (Feb 1982): pp. 1-5. Per.

Jones, Robert S. "The Right Hand of Command: Use and Disuse of Personal Staffs in the American Civil War." PhD dss, OK State, 1997. 380 p. E491.J66.
And published version of same title, Mechanicsburg, PA: Stackpole, 2000. 256 p. E491.J662.

Krick, Robert E.L. "The Great Tycoon' Forges a Staff System." In Audacity Personified: The Generalship of Robert E. Lee. Baton Rouge: LSU, 2004. pp. 27-56. E467.1.L4.A93.

Owens, Richard H. "An Astonishing Career." Military Heritage (Oct 2001): pp. 64-73. Per. Biography of Civil War union staff officer, Horace Porter.

Ratchford, James W. Memoirs of a Confederate Staff officer: From Bethel to Bentonville. [Edited by Evelyn R. Sieburg] Shippensburg, PA: White Mane, 1998. 94 p. E605.R38.

Reeve, Herman D., comp. The Staff Departments of the United States Army... Wash, DC: GPO, 1900. 206 p. UB223.S7.
Compiled for US House Committee on Military Affairs. Extracts from previous reports, 1869-1878, on the subject.

Roberts, William R. "Loyalty and Expertise: The Transformation of the Nineteenth-Century American General Staff and the Creation of the Modern Military Establishment." PhD dss, Johns Hopkins, 1979. 300 p. UB223.R6.

Skirbunt, Peter D. "Prologue to Reform: 'The Germanization' of the United States Army, 1865-1898." PhD dss, OH State, 1983. 194 p. UA23.145.S54.

Stohlman, Robert F., Jr. The Powerless Position: The Commanding General of the Army of the United States, 1864-1903. Manhattan, KS: Military Affairs, 1975. 179 p. UB200.S76.

U.S. War Dept. AGO. Legislative History of the General Staff of the Army of the United States (Its Organization, Duties, Pay, and Allowances), From 1775 to 1901. Wash, DC: GPO, 1901. 800 p. UB223.A382.

Vincent, T.M. A Plea for the Staff of the Army of the United States. n.p., Mar 1870. 27 p. U15.M65v3.

1900-WORLD WAR I

Andrews, Avery D. Brief Summary of the Organization and Operation of First Section (G-1) General Staff, AEF. France, 1919? 32 p., charts. UB223.A27.

Ball, Harry P. Of Responsible Command: A History of the U.S. Army War College. Carlisle Barracks, PA: AWC Alumni Association, 1983. 534 p. U413.A1.B34.
See Chaps 1-6 on 1903-1917 period when AWC was operative part of General Staff.

Brickman, James F. "The Development of the American General Staff: 1880 to 1920." AWC student paper, 1985. 29 p. Arch.

Carter, William H. Creation of the American General Staff. Wash, DC: GPO, 1924. 65 p. UB223.C37.

Coffman, Edward M. "The Battle Against Red Tape: Business Methods of the War Department General Staff, 1917-1918." Military Affairs (Spring 1962): pp. 1-10. Per.

_____. "March and Pershing." John Biggs Cincinnati Lectures in Military Leadership & Command, 1986. Lexington, VA: VMI Foundation, 1986. pp. 81-93. UB210.M56.

Drum, H.A. Discussion: The Organization of Army Headquarters. Ft Leavenworth: Army Service Schools, 1919. 16 p., charts. UB223.D79.

Hagedorn, Hermann. Leonard Wood. 2 vols. NY: Harper, 1931. E181.W83.
And other Wood biographies.

Hewes, James. "The United States Army General Staff, 1900-1917." Military Affairs (Apr 1974): pp. 67-72. Per.
Plus commentary by Edward M. Coffman.

Hixson, John A. "The United States Army General Staff Corps, 1910-1917: Its Relationship to the Field Forces." MA thesis, Rice, 1971. 120 p. UB223.H59.

Howze, Robert L. "Coordination of Administrative Duties During the Period of Grand Tactical Operations." AWC, 1915-1916. 37 p. UB220.H84.

- Jessup, Philip C. Elihu Root. 2 vols. NY: Dodd, Mead, 1938. E664.R7.J4.
And other Root biographies.
- Miller, Josiah B. "Background For 20th Century Training, 1899-1917." Chap in draft study on US Army training, OCMH, n.d. 129 p. U408.M56.
See pp. 42-51ff.
- Millett, Allan R. "The General Staff and the Cuban Intervention of 1906." Military Affairs (Fall 1967): pp. 113-19. Per.
- Moseley, George Van Horn. A Brief Summary of the Organization and Operation of Fourth Section (G-4) General Staff. AEF GHQ, France, 1918. D570.25.M6.
- Pohl, James W. "The General Staff and American Military Policy: The Formative Period, 1898-1917." PhD dss, TX, 1967. 416 p. UB223.P64.
- Powe, Marc B. "A Great Debate: The American General Staff (1903-16)." Military Review (Apr 1975): pp. 71-79. Per.
- Roberts, William R. "Loyalty and Expertise: The Transformation of the Nineteenth-Century American General Staff and the Creation of the Modern Military Establishment." PhD dss, Johns Hopkins, 1979. 300 p. UB223.R6.
- Schwan, Theodore. Address delivered to General Staff, 12 May 1903. 29 p. UB223.S39.
- Summerall, Charles P. "Brief History of the General Staff." Typescript, 12 Jan 1929. 8 p. UB223.S8.
- U.S. Army. AEF. "Staff Manual, United States Army." General Staff College, AEF, France, 1918. 46 p., charts. UB223.U56.
- U.S. Congress. House Committee on Military Affairs. The National Defense. Hearings, 60th Congress, 2nd session, 1927. 816 p. UA25.6.U59.
Contains 1916 & 1920 acts.
- _____. Senate Committee on Military Affairs. Efficiency of the Army. Report, 57th Congress, 1st session, 1902. 171 p. UB223.A28.
- U.S. War Dept. Establishment of a General Staff Corps in the Army. Wash, DC: GPO, 1902. 58 p. UB223.A26.
- _____. Chief of Staff. "General Staff Corps (Consolidated List)." Typescript, 31 Dec 1918. 16 p. UB223.A353.
- _____. General Staff Corps Laws, Regulations, Orders and Memoranda Now in Force. Wash, DC: GPO, 1909. 27 p. UB223.A3.

- _____. "Handbook." Typescript, Nov 1919. 31 p. UB223.A374.
For incoming General Staff officers and civilians.
- _____. Office, Chief of Staff. "History of the Army War College and of the General Staff Corps."
Draft (typescript & clippings), 1936? ca 125 p. UB223.H53.
- _____. Officers of the General Staff Corps. n.p., 23 Nov 1915. 5 p. UB223.A352.
- _____. General Staff Corps: Laws, Regulations, Orders, and Memoranda. Wash, DC: GPO, 1912.
39 p. UB223.A38.
- _____. "History of the General Staff and Organization Charts." Typescript, 1929? 471 p. UB223.A381.
Covers 1899-1918.
- _____. Staff Manual, United States Army, 1917. Wash, DC: GPO, 1917. 25 p. UB223.A38.
- _____. War Plans Div. General Staff Study on Staff Organization and Principles. Wash, DC, 1918.
35 p. UB223.A364.
- Young, S.B.M. "Memorandum of Remarks of Major General S.B.M. Young, U.S. Army to Officers
Detailed for Duty in the First General Staff." Typescript, 11 May 1903. 4 p. UB223.Y7.

See also:

-Ludlow Board Report, 1901. UA646.L94.

-MANCHU LAW

US Army officers were often detached from service with their regiments and assigned to staff duties in Wash, DC. These "plush" assignments were especially noticed by Congress after creation of the General Staff in 1903. Promotion-seeking officers were spending many hours politicking on Capitol Hill. To curb "homesteading," War Dept General Order No 68, promulgated 26 May 1911, required an officer's return to field duty after no more than four years with the General Staff Corps. The next year, Sec 5 of the Army's appropriation bill (passed 24 Aug 1912) reinforced that General Order. Thus ended the Washington tours of many officers.

At the very same time, another group of bureaucrats in China were abruptly removed from their pleasant positions. China's Manchu or Ch'ing Dynasty had been entrenched in Peking 2-1/2 centuries longer than had the US General Staff in Washington. Thus, the American Law, in the eyes of the exiled US officers, had the same effect as the Chinese Revolution and became known as the Manchu Law. See:

Elting, John R., et al. A Dictionary of Soldier Talk. NY: Scribner's, 1984. p. 194. U24.E38.

Garber, Max B. A Modern Military Dictionary. Wash, DC: Garber, 1936. p. 192. U24.G37.

"Origin of Manchu." Army & Navy Register (31 Oct 1936): p. 393. Per.

U.S. War Dept. General Order No 68, 26 May 1911, and Bulletin No 15, 18 Sep 1912. MilPub-GO.

1920-1939

Holley, I.B., Jr. General John M. Palmer, Citizen Soldiers, and the Army of a Democracy. Westport, CT: Greenwood, 1982. 814 p. E745.P25.H64.

One-third autobiography by Palmer; two-thirds biography by Holley.

Hones, William. A General Staff Officer's Notes. Asbury Park, NJ: Hones, 1937. 225 p. U133.H66.

U.S. War Dept. General Staff. A Handbook for the War Department General Staff. Wash, DC: GPO, 1924. 52 p. UB223.U54.

_____. "Manual of the War Plans Division of the General Staff." Wash, DC, Feb 1920. 73 p. UB223.A39.

_____. "Organization and Functions of the War Plans Division, General Staff." Wash, DC: 12 Jan 1920. 20 p. UB223.A391.

_____. Office, Chief of Staff. "History of the Army War College and of the General Staff Corps." Draft (typescript & clippings), 1936? ca 125 p. UB223.H53.

Wells, B.H. "Duties and Responsibilities of the War Department General Staff and its Relation to the Officer of the Assistant Secretary of War." Typescript, 1928? 29 p. UB23.W4.
Covers 1903-1928.

WORLD WAR II

Cline, Ray S. Washington Command Post: The Operations Division. In the USAWWII series. Wash, DC: OCMH, 1951. 413 p. D769.A533v4pt2.

Holley, I.B., Jr. General John M. Palmer..., cited above. E745.P25.H64.

Pogue, Forrest C. George C. Marshall: Ordeal and Hope, 1939-1942. NY: Viking, 1965. E745.M37.P62.

U.S. War Dept. Staff Officers Field Manual: The Staff and Combat Orders: Field Manual 101-5, dated Aug 1940. 145 p. w/ changes. MilPubs-FM.

_____. General Staff. Recurring Reports Initiated within the War Department General and Special Staffs. Wash, DC: Office of the Chief of Staff, 1945. 50 p. UB163.U535.

SINCE 1945-General Sources

Bales, Stephen H. "Burnout: Staff Exhaustion." Military Review (Jul/Aug 2008): pp. 82-86. Per.

Blumenson, Martin. "Vice Chief: Team Player Extraordinary." Army (Nov 1980): pp. 34-37. Per.

Dolph, Cyrus A. "Principal Estimates, Plans and Programs Prepared by the Army Staff." Lecture, AWC, 30 Mar 1953. Arch.

Sparrow, H.G. "The General Staff-A Layman's Approach." Study, CORG, Jul 1956. 16 p. UB223.S62. Concept and theory of its operations.

U.S. Armed Forces Staff College. Staff Officers Manual for Joint Operations. Text, 1949. 115 p. U260.S73.

U.S. Army. Collateral Activities Coordinating Group. "Army Cold War Activities." Memo No. 1, dated 29 Nov 1960. 8 p. UA10.5.H35.

U.S. Dept of Army. The Department of the Army Manual, October 1989. ca 300 p. UA24.A7.A1. Earlier editions back to 1970s. See Chap 8.

U.S. Dept of Army. Gen Staff, G-3. Summary of Major events and problems, Jun 1950-Sep 1951. Compiled reports. ca. 100 p. DS919.H57.

U.S. War Dept/Dept of Army. Off, Chief of Staff. Minutes, Meeting of the General Council. Weekly issues, Mar 1942-Oct 1952. 262 issues each averaging 10-15 p. UA23.7.U55.
Announcements & remarks by reps from each staff section & major command on current items of interest.

Wermuth, Anthony L. Portraits From Pentagonia or Six Laps Around a Ring. Harrisburg, PA: Mil Srv Pub, 1955. 59 p. U20.W46.

Free verse portraits with humorous illustrations of personnel types.

VICE CHIEF OF STAFF, 1948-

Blumenson, Martin. "Vice Chief: Team Player Extraordinary." Army (Nov 1980): pp. 34-37. Per.

Deane, John R. Papers. 1 Box. Arch.

Memo of apt & daily schedules of his brief tenure as Acting Vice C/Staff, Oct 1974.

U.S. Dept of Army. Organization and Functions: Department of the Army: Army Regulations 10-5.
MilPub-Regs.

_____. Organization of the Department of the Army. Circ 342, 1 Nov 1948. Para 5. Circs.

See also:

-Bibliographies on Command.

ASSISTANT VICE CHIEF OF STAFF

The Office of the Assistant Vice Chief of Staff (AVICE), created 17 Feb 1967, served as an advisor on resource management. The position was abolished in 1973(?)

Chesarek, Ferdinand J. "New Techniques for Managing Men and Materiel." Army (Oct 1967):
pp. 51-52. Per.

By the first AVICE.

DuPuy, Wm. E. Changing an Army: An Oral History of... Carlisle Barracks, PA: MHI, 1986.
pp. 171-75. U53.D46.A3.

And his oral history transcript (Arch); pp. 119-20 cover his tenure in the position.

Maladowitz, Raymond. "Office of the Assistant Vice Chief of Staff-Parkinson's Law on Progress."
AWC student paper, 1970. ca 75 p. Arch.

Includes bibliography.

Martin, John R. "The Role and Progress of the Office, Assistant Vice Chief of Staff in the
Management of Army Resources." AWC student paper, Mar 1971. ca 125 p. Arch.

Includes bibliography.

Oral history transcripts. Arch.

Betts, Austin. (Interview 2, p. 30; Interview 4, pp. 5-7).

Chesarek, Ferdinand (); Vol. I, Int. 2, pp. 6-8 & 20-21; Vol. II, Int. 5, pp. 39, 49 & 58-60.

Forrester, Eugene (Sec to Gen Staff), pp. 28-29 & 32-37.

Forsythe, (), pp. 313-32 & 358-63.

Johnson, Harold K. (Chief of Staff), Vol. X, pp. 1-6 & Vol. XVI, pp. 19-21.

Kalergis, (), pp. 4-11 & 15-21.

Palmer, Bruce (Vice Chief, 1968-72), pp. 310, 407-09 & 418-20.

U.S. Dept of Army. Organization and Functions: Department of the Army: AR 10-5, dated Jul 1968.

Para 2-20. MilPub-Regs.

And Jun 1972 ed, Para 2-18, & Apr 1974 ed, Para 2-18.

See also:

- The Creighton Abrams Story, an oral history collection of interviews that including these pertinent ones:

Almquist, Elmer (ACSFOR), pp. 32-35.

Collins, (), p. 318.

Foster, Ralph (Sec, Gen Staff), pp. 28-29 & 32-37.

Johnson, Harold K. (C/S), pp. 56-60.

Kerwin, Walter (DCSPER), pp. 36-40.

Miley, (), Int 3, pp. 64-65.

Palmer, Bruce (Vice), pp. 27-30.

Woodnough, (), Vol. I, Int 2, pp. 12-16.

OPERATIONS BRANCH, 1903-(DCSOPS & Predecessors)

"Organization and Officer Directory, Office of the Deputy Chief of Staff for Military Operations."

Charts, dated May 1957, Feb 1961, May 1962, May 1964, Feb 1965, May 1966, Apr 1967 & Sep 1968. Organization Chart Coll-Arch.

U.S. General Staff. War College Div. Manual of the War College Division, General Staff, U.S. Army.

Wash, DC. 10 Aug 1915. p. 44. UB223.A362.

U.S. War Department. Adjutant General's Office. Staff Manual. Wash, DC. 1 Aug 1917. pp. 10-11.

UB223.A4.

_____. A Handbook for the War Department General Staff. Wash, DC: GPO, 1924. pp. 23-30.

UB223.U54.

U.S. War Department. General Staff. "History of the General Staff and Organization Charts."
Typescript, Wash, DC. n.d. ca. 500 p. UB223.A381.

_____. General Staff. War Plans Division. "Manual of the War Plans Division of the General Staff."
Wash, DC. Mar 1920. p. 1-4. UB223.A39.

S DESIGNATOR

"S" simply means "staff," in contradistinction to general staff's use of "G" as designator. See:

Hittle, J.D. The Military Staff. Harrisburg, PA: Stackpole, 1961. p. 213. UB220.H57.

U.S. Army Air Corps Tactical School. Staff Duties. Text, Mar 1938. p. 8. U422.M4.A29.

U.S. War Dept. Dictionary of Army Terms: Technical Manual 20-25, dated 1944, pp. 120 & 240.
MilPub-TM.

_____. Staff Officer's Field Manual: FM 101-5, dated 1928. Chap 1, p. 6. MilPub-FM.