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BATTALION STAFF RESPONSIBILITY FOR  
CIVIL AFFAIRS: S-1 OR S-3?

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UNITED STATES ARMY INFANTRY SCHOOL

Car #1  
1963

The United States Army Infantry School  
Fort Benning, Georgia  
9 December 1963

SUBJECT: Battalion Staff Responsibility for Civil Affairs: S-1 or S-3?

1. PROBLEM. To determine whether the responsibility for civil affairs of the United States Army Infantry Battalion should remain with the S-3 or be assigned to the S-1.
2. ASSUMPTIONS.
  - a. That civil affairs personnel will not be available for augmentation to the battalion during tactical situations.
3. FACTS BEARING ON THE PROBLEM.
  - a. The objectives of civil affairs are to support military operations, fulfil international legal obligations, implement and support national policies, and lend emergency civil assistance. (1:5)(Annex A)
  - b. The battalion commander is responsible for civil affairs matters within his unit. (4:3)
  - c. The unit staff at battalion level consists of the executive officer, the adjutant (S-1), the intelligence officer (S-2), the operations and training officer (S-3), and the logistical officer (S-4). (5:iii)
  - d. The special staff officers of the unit assist the commander in the exercise of command (to include civil affairs). (2:Chapter 2)
  - e. The assignment of staff responsibility for civil affairs at the battalion level is left to the discretion of the battalion commander. (3:67)
  - f. The mission of the infantry battalion is to close with the enemy by means of fire and maneuver in order to destroy or capture him or to repel his assault by fire, close combat and counterattack. (3:4)
4. DISCUSSION.
  - a. The battalion commander is responsible and must be prepared to discharge civil affairs functions within his area of operations without the support of trained civil affairs personnel. (Annex B)
  - b. The battalion commander should assign the responsibility for civil affairs to the staff section that is capable, is adequately organized and has similar duties and responsibilities. (Annex B)
  - c. Civil affairs at battalion level is mostly of an administrative nature, and does not call for the assignment of a full time civil affairs officer. (Annex B)
  - d. The battalion S-1 has staff responsibility for all administrative matters in the battalion. He coordinates directly with personnel from higher headquarters who deal with civil affairs. Because of the similarity between activities of the S-1 and civil affairs the S-1 would not be overburdened by assuming staff responsibility in this area.

- e. The S-3 is responsible for all operations and training of the battalion. His section is too small to handle the administrative work load that civil affairs calls for. The accomplishment of the mission may be jeopardized by burdening the S-3 with too much non-tactical work.
5. CONCLUSIONS.
- a. The responsibility for civil affairs at the battalion level should be assigned to the staff section whose mission closely parallels civil affairs functions.
- b. Another consideration in assessment of responsibility for civil affairs is that the staff section selected should not have to be reorganized to meet the added work load.
6. ACTION RECOMMENDED. It is recommended that at battalion level the S-1 be specifically assigned as the civil affairs officer.

  
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ANNEXES:                   A - Definitions  
                              B - Discussion  
                              X - Bibliography

CONCURRENCES:           (Omitted)  
NONCONCURRENCES:       (Omitted)  
CONSIDERATION OF NONCONCURRENCES: (Omitted)  
ANNEXES ADDED:           (Omitted)  
ACTION BY APPROVING AUTHORITY:

Date:

Approved (disapproved), including (excluding) exceptions.

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Signature

ANNEX A - Definitions.

1. Civil Affairs. Those phases of the activities of the commander which embraces the relationship between the military forces and the civil authorities and people in a friendly or occupied country or area where military forces are present. In an occupied country or area this may include the exercise of executive legislative, and judicial authority by the occupying power. (1:3)
2. Civil Affairs Operation. Any project or activity of a military unit involving points of contact with or designed to influence or control civilians and civil organization outside the military establishment can be classified as a civil affairs operation regardless of the location of the activity or the size of the participating military unit. (1:3)

ANNEX B - Discussion.

1. Responsibility for Civil Affairs at battalion level. The commander alone is responsible for all that his unit does or fails to do. (4:3)
2. Civil Affairs Activities of interest to the battalion.
  - a. Division orders will specify and establish responsibility for initial tasks to be performed by subordinate commanders. Among these tasks will be:
    - (1) Locating officials.
    - (2) Posting proclamations.
    - (3) Establishing and maintaining guards over civilian warehouses, supplies, and facilities for civilian or military use.
    - (4) Maintaining guard over local records, archives, libraries, and cultural objects and installations.
    - (5) Controlling civilian circulation.
    - (6) Requesting required civil affairs support units. (1:115)
  - b. Civil affairs activities which are of primary importance to the battalion staff.
    - (1) Control of civilian movement within battalion area of operations.
    - (2) Collection of weapons and ammunition.
    - (3) Imposition of curfew regulations.
    - (4) Use of civilian labor.
    - (5) Maintenance of law and order and enforcement of public laws. (1:117)
  - c. Battalion staff responsibilities of the S-1 which are related to civil affairs.
    - (1) Development and maintenance of moral.
    - (2) Maintenance of discipline, law and order.
    - (3) Preparation of reports and publication of orders and directives. (Proclamation)
    - (4) Handling of prisoners of war.
    - (5) Close liaison and coordination with civil authorities and maintenance of good community relations. (5:iii)
  - d. Battalion staff responsibilities of the S-3 which are related to civil affairs.
    - (1) All tactical troop movement.
    - (2) Planning of rear area security measures.

- (3) Supervision over chemical personnel in all matters pertaining to the tactical employment of chemical and biological agents and the preparation of fall-out prediction plots relating to friendly delivered nuclear weapons.
  - (4) Preparation and execution of training programs (to include civil disturbance training). (5:V)
3. Assignment of civil affairs responsibility to the S-1.
- a. Advantages.
    - (1) The S-1 would have a relatively simple task of coordination with higher headquarters, since civil affairs is the responsibility of G-1.
    - (2) The S-1 is well organized to handle administrative matters.
    - (3) Since most of the civil affairs actions are administrative in nature, it would not hamper the operation of the S-1 section.
  - b. Disadvantages.
    - (1) Since some of the civil affairs actions are important to the S-3 in his planning, the S-1 will have to coordinate these activities with the S-3.
4. Assignment of civil affairs responsibilities to the S-3.
- a. Advantages.
    - (1) In the tactical planning civil affairs functions would be integrated.
  - b. Disadvantages.
    - (1) The S-3 section is too small to handle administrative matters of the nature required by civil affairs.
    - (2) The S-3 should not be hindered by administrative type activities which play no part in the tactical plan for which he is basically responsible.

ANNEX X - Bibliography.

1. FM 41-10, Civil Affairs Operations (Washington, D.C.: Department of the Army, May 1962).
2. Hajo Holborn, American Military Government (Washington, Infantry Journal Press 1947).
3. FM 7-20, Infantry, Airborne Infantry, and Mechanized Infantry Battalions (Washington, D.C.: Department of the Army, January 1962).
4. FM 101-5, Staff Organization and Procedure (Washington, D.C.: Department of the Army, July 1960).
5. Operations & Training Handbook (Fort Benning, Georgia: United States Army Infantry School, 1964).