

STAFF COLLEGE, QUETTA.

PART NO.

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SUBJECT

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Dr. pae
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PRECIS SHEET.

Residencia
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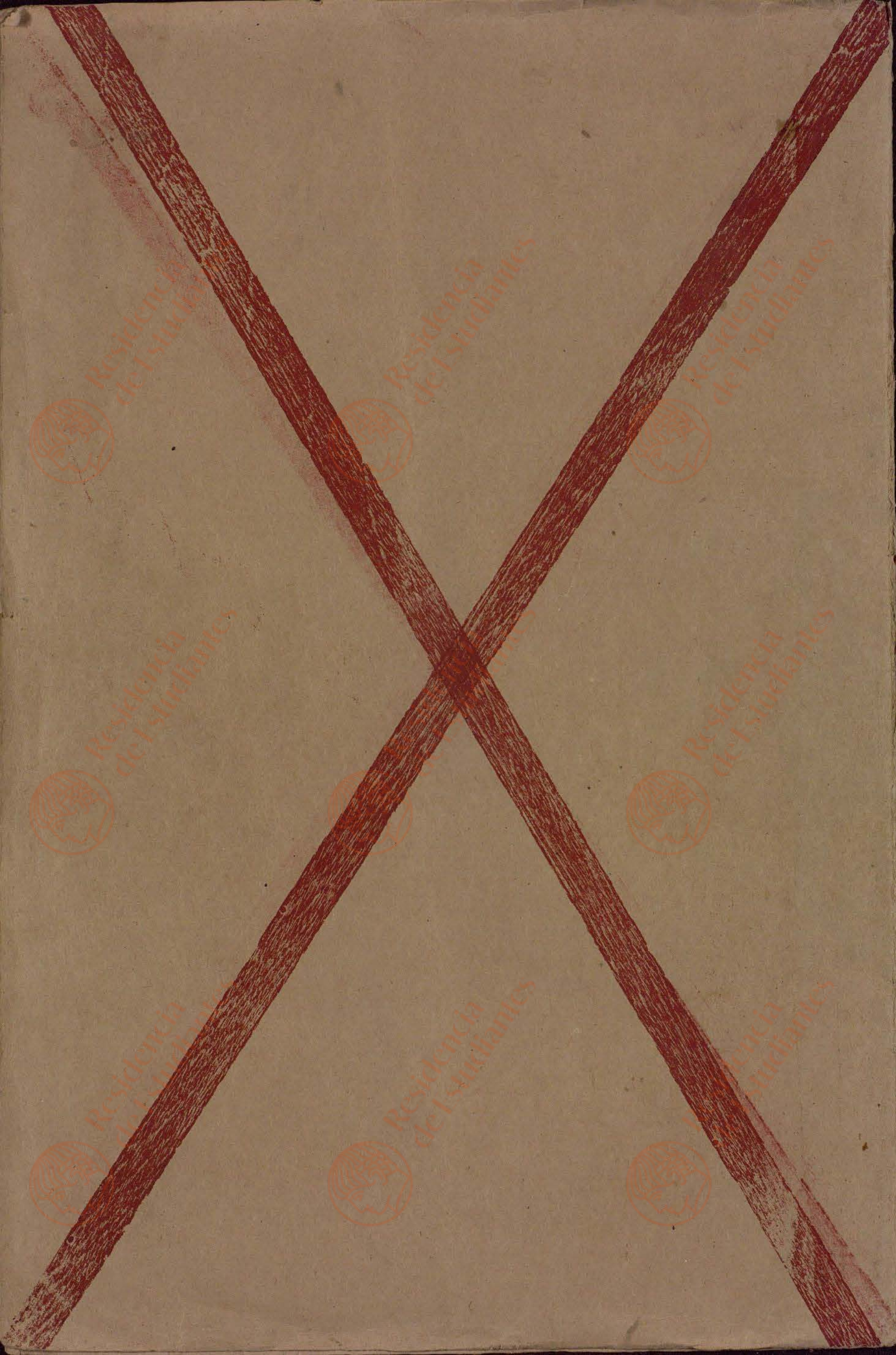


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THE
W.S. QUICK BINDER.

No. 1 B.

PAY

File No.	Name :	Address :	Date :
			From 193
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British Manufacture.

WATERLOW & SONS, Limited,
85 & 86, London Wall, E.C.2.; 25, Birch Lane, E.C.3.;
49, Parliament Street, S.W.1.; and 8, Newhall Street, Birmingham, 3.

Japanese Tactical Methods

1

1. Object of Paper.

Good ✓

To give here a brief outline of ^{JAPANESE} characteristics and psychology and of the main pts in certain Japanese tactical methods.

2. General characteristics

- (a) Fanatical self-confidence based on the belief that they are a superior race with a divine mission
- (b) Deep personal devotion to the Emperor.
- (c) Religious beliefs that a man taken prisoner is as good as dead. PWs are, in fact, treated by their relatives as if they were dead and a PW has no hope of returning to Japan. This results in their being comparatively willing to give info.
- (d) Belief that it is a privilege to belong to the Army. Great personal bravery is a result of this belief.

3.

Morale

Good

Japanese morale is at present high. A series of successes has confirmed their belief in the invincible superior race. Recent ops in the SW Pacific have provided evidence, however, that when faced with certain defeat, Japanese morale quickly deteriorates and that, when faced with the unexpected panic develops.

It is probable that Japanese morale, being based on the fallacy of the invincibility of the super-race, will deteriorate very quickly once they suffer a series of major defeats and the results of allied bombing raids on Japan, when there become possible on a large scale may have most far-reaching effects on morale.

4.

Discipline

Although the standard of Japanese discipline, judged by their dress, bearing and behaviour towards civilians may appear low, a very high standard of discipline exists within units as far as behaviour towards superiors is concerned. Personal cleanliness is good. Inter-unit rivalry is, however,

2
3
non-existent and their behaviour off duty is one of unlimited excesses.

5. Standard of Ky

The Japanese soldier is quick and eager to learn new methods. He is highly trained. In peace all Ky is Ky for war and is of a severity that ^{was?} is unknown in the British and Indian armies. It includes the undergoing of hardships such as extreme cold, lack of food and wearing wet clothing for prolonged periods, ^{long marches with heavy loads.}

In war, special Ky is carried out for important ops and these ops are carefully rehearsed under conditions which are made as similar as possible to those under which the actual op will be carried out.

The Japanese army has been campaigning for ten years in China and many valuable tactical and admin lessons have been learnt.

6. Tactical characteristics

Japanese Ky lays particular stress on three Principles of War:-

✓ (a) Surprise - attained by the use of stratagems & ruses and by the practice of deception at which the Jap is extremely efficient. It is also attained by long approach marches through country previously considered by their opponents to be impassable, and by conducting ops in the worst of weathers. In def. the Japanese achieve a considerable measure of surprise by withholding fire until the last possible moment.

✓ (b) Mobility - plays a large part in achieving surprise. Is attained by the exceptional marching powers of the Japs and by reducing non-essential eqpt to a minimum, thus enabling Japs to carry rations for several days. The Japanese show considerable ingenuity in adapting every form of Jpt to their needs which, together with the fact that they receive thorough Ky for the particular theatre of ops in which they will fight, again increases their mobility.

Speed in battle drills and procedure

- (c) Offensive action - is applied to all situations including def. Extensive patrolling is carried out. The one duty of the Japanese soldier is to kill his enemy. Instances have occurred of small parties of Jap troops facing inevitable defeat, who have attacked their attackers in a last desperate effort to carry out this principle.

The chief fault which is characteristic of all Jap tactical methods is rigidity. They are inclined to adopt stereotyped methods and appear to act according to a set of rules. They lack originality and imagination and are often thrown into confusion by the unexpected.

7. The Attack

Salient features of Japanese methods in the attack are:-

- (a) Infiltration, preceded by careful recon
- (b) Envelopment attempting to achieve encirclement.
- (c) Ruses to make opponents disclose positions.
- (d) A great preference for night attacks.

As soon as contact is made, the Jap troops deploy in a broad front and attempt to out-flank our positions. Some troops are committed to an envelopment role from the earliest stage. The first attack is usually an attempt to out-flank to a depth of some 1000 yards. At the same time a fight for infm takes place along the whole front and every attempt is made to make their opponents disclose their positions. For this purpose many ruses are used, including the calling out of appropriate questions and orders in English. Small parties often advance with the deliberate intention of drawing fire, thus locating our positions. Attempts to infiltrate by small parties is general. These parties often try to infiltrate silently to the rear of our FDLs and, by opening fire from the rear to give the impression of encirclement. Much use is made of noise, shouting, crackers and other expedients being employed in an attempt to

overwhelming force and thus create panic. When opposition stiffens mks are quickly brought into use and accurate fire is brought down. These mks are hard to locate and appear to be controlled by OPs using telephones. Artillery ^{sp} available is weak and little arty covering fire is provided during the attack. Artillery is chiefly directed against our gun positions and is generally inaccurate. Frontal attack is seldom practised but has been used on occasions, particularly in the SW Pacific, when either ground or the denial of time to the defenders has made this necessary. In this case the attack is carried out on widely separated points, each in a narrow front. A lack of co-ordination is apparent, probably due to a failure to appreciate the difficulties imposed by ground, accurate timings and comms. No effort appears to be made to reinforce successful attacks and their defeat in detail presents little difficulty. Frontal attack, however, is NOT employed where it can be avoided. The basic tactic is to fix the enemy ~~front~~ from the front and envelope him with the main force.

8.

Defence

The chief characteristic of Japanese def. tactics is the offensive spirit. This is largely a matter of psychology as the Jap believes it is a disgrace to be forced on to the defensive. Even the word "defence" is avoided as far as possible. This offensive spirit takes the form of very active patrolling. Large or small fighting patrols operate against the flanks of our advancing fps and every attempt is made to interfere with our front movement.

Japanese def. positions are NOT always sited in great depth and where a large frontage is held, depth appears to be sacrificed to frontage. Surprise is achieved by excellent camouflage and concealment and by the holding of fire till the last possible moment.

Positions usually consist of a series of one-man weapon-pits (foxholes) often connected by narrow comm.

benches. In addition there may be a series of "bunkers" which in some cases are isolated and in others form part of the bench system.

Little use has so far been made of wire but there is no indication that it will not be used more extensively in the future.

A Japanese def. posn. usually includes an ATK obstacle. High ground is strongly held. Alternative posns and dummy benches are freely provided.

Isolated posns, usually held by a sec or less, are established 300-1000 yds in front of the FDLs with the object of denying observation of the main posn and covering lines of approach.

There is little activity by day which aids concealment and makes their posns difficult to locate.

MGs are the principle Japanese weapon of def. They are concentrated in large numbers in the front area and MMGs are often sited as far forward as MGs. Mortars and grenade dischargers are used freely against likely FDLs and lines of approach.

Artillery is little used in def. and the arty role is primarily CB.

In the Japanese view the def. battle only starts when an actual assault is coming in and enemy troops are in range of MGs. MGs often hold their fire until troops are almost on top of them and are when they are certain of inflicting heavy casualties.

Counter-attacks are NOT invariably launched but when used they are immediate, preceded by heavy fire from grenade dischargers. The counter-attack party is usually small: an officer and twelve men being an average size.

So far, deliberate counter-attacks have NOT been encountered, but there are to be expected once

we succeed in capturing large Japanese posts.

9. Patrolling

(a) Fighting patrols - vary in strength, but may be a pl or less. often commanded by an offr.

Fighting patrols have operated by day in SW Pacific but in Burma their activities have been confined almost entirely to the hours of darkness.

Tasks vary from drawing fire so as to locate our posts to definite raids attempting to overwhelm small posts.

Cases have occurred of small fighting patrols making contact with our tps and then, while attempting to hold our tps partially, sending small parties round the flanks in an endeavour to encircle our tps.

This action is likely to be adopted by fighting patrols covering a def post.

(b) Recon patrols - vary in strength from a sec often commanded by an offr to a couple of scouts. In the first case their task may be to remain in observation in one place or to make a march of several days for ~~recon~~ recon purposes, during which they depend entirely on what they carry themselves. Where only a pair of scouts are employed their task is to lie in hiding near our fwd posts and observe our dispositions and mov.

(c) General points - Patrols are inclined to adopt stereotyped methods, using the same procedure on repeated occasions and the same ~~forms~~ forms, usually file or single file.

Patrols are inclined to move bunched, ~~and are wary~~ little inclination is shown to fight for infm. Patrols generally retire when they encounter enemy tps.

Lack of local protection both on the move and when halted. They move in a body and often fail to post sentries during halts.

In Burma, Burman guides are often used and native porters when a patrol is out for several days.

Patrols often wear local civilian dress.

Good sense of jungle-craft - cutting new ks - making smokeless fires.

10. Deception

The Japanese have made extensive use of every form of deceptive measure for the purpose of discovering our positions and disguising their own intentions. These methods fall under two main headings:-

- (a) Ruses
- (i) Calling out suitable phrases in English in the hopes of receiving an answer from our posts.
 - (ii) Rustling of trees and bushes in an attempt to draw fire.
 - (iii) Objects or bodies left exposed, but covered by hidden snipers.
 - (iv) Prisoners forced to walk in front of our posts and call out to defenders.
 - (v) The wearing of British anti-gas capes and uniforms stripped from the dead or wounded.
 - (vi) Free use of Malay and Burmese disguises.
 - (vii) Men concealed in civilian khs in the hopes of rushing our posts have sometimes approached close to HQs.
 - (viii) Crackers, whistling and other noises are used by small parties who have infiltrated to the rear of our posts to simulate the presence of large forces.
 - (ix) Japanese artz has fired immediately in front of our posts and under barrage to give the impression that our artz was firing short, thus creating lack of confidence in our artz among our fwd posts.

- (b) Camouflage
- (i) Ability of Jap posts to remain motionless over long periods enables full use to be made of natural camouflage provided by the jungle.

- (ii) Camouflage of def. earthworks is made easy by the rapid growth of vegetation with which they are covered.
- (iii) Jap troops are prepared to occupy small and uncomfortable positions which are hard to locate.
- (iv) Great energy is shown in the contest of alternative positions.
- (v) A personal camouflage net of green cord similar to the material of a British camouflage net is a general issue and is worn to cover the whole body. A cape-type garment, coloured to blend with the local vegetation is in use in the SW Pacific. In addition the mosquito-net headgear may be worn by snipers for camouflage purposes.
- (vi) Camouflage nets are also provided for gun positions, mgs, etc., and for horses.

It should also be remembered that the Japanese characteristic of holding fire to the last minute is a powerful aid to deception.

II. Conclusion

⑦ There is nothing new in Japanese tactical methods and he is in no way a super-man, nor is he exceptionally proficient in jungle craft. A careful study of his tactics and trend by to counter these tactics will ensure his rapid defeat.

"To know yourself and the enemy is the secret of success" - Japanese General Sadao Araki.

Marshall Quarry in Debt

Warning to Sigs

1.

Q. Before Main can move how much warning to Sigs require?

A. 2 to 3 hrs.

Time for Layout gp.

Q. How long will it take the Layout gp to Layout in the new area and be ready to take over control?

A. 2 hrs should be ample to complete recce of area and hrs. allot individual areas, sign post and set up offices.

Layout gp in new area
Appx E.

Layout gp arrives.

Look at Appx E and note who is in it.

Def. element - also useful as working party.

Med rep - important.

Bde to do this.

Y. mines about - arrangements may have to be made for Recce clearance. Here we are moving into a Bde area and Bde will have dealt with any mines.

Liaison with Tps in area.

Q. Who would OC Layout gp. Liaise with in arrival and what would be discussed?

A. Bde II Bde - Suitable area - def. - water - air strip.

Stages of work

We will now have the stages through which the Layout party might work.

Stage 1

Gen recce. Noting tracks for traffic circuits. Road standings, cover from weather, features likely to cause wire screening, cover from air. air strip.

Stage 2

Select with Sigs as Suitable area for Sigs. Site Cmd Post which is really the pivot of the whole Layout. This will incl G, I, Sigs offices and Tel. Round it consider sites for other offices - Not too cramped.

Stage 3

Select site for Comd and for A Mess. Should be fairly near Comd post but affording some privacy.

Stage 4

Allot areas for RA RE and RAF (if any). These areas should radiate from offices. CRA's and CRE's offices we have already put near Comd Post for ease of comm and liaison. RA and RE areas should extend outwards from these.

Allot area for Pio near entrance to Hq. and ES Sec.
PW cage

Stage 5

Allot living areas for:-
offrs
BOs
IOs
Visitors.

Try and avoid making offrs, incl visitors, walk a long way to meals or sleeping quarters. Quote 15 Corps.

Stage 6

Allot balance of area - MT Sec PW. far away.
Car pk.

Visitors Car pk.

leave spare area and don't forget alt hrs who may be many or few. Also, although we are NOT considering AT in this now do NOT forget that animals require a lot of room - may have to be outside perimeter. + down wind.

Stage 7
Duties Co-ordinate areas. RA enough room? Draw sketch map of layout showing allotment of area. NOT exact siting of individual reh or offices.

Duties of layout gp.

Duties of individuals in layout gp.

Co III (qrs) responsible off.

Sigs off in Hq gp will site RA area

10 of Kings RE ..

Cy Comd Dir Hq Bn - Defence.

Ro - tracks and signposting.

Dir Sigs - Col HORSFIELD will now talk about (5 mins)

COMMENTS ON LAYOUT

Comments on layout.

Comds Gp Comd likes to have near him G1, AG, CRA and CRE. However CRA and CRE may live in own areas. Here we have shown them in their own areas but still near the Comd.

Command Post

In case of attack must be the central keep and Comd himself will probably move inside it.

Sigs and Cypher office

Must be inside the command post area. Staff will become valueless if sigs cease to function.

Working parties

One pl of the dir Hq Bn may not be enough. Additional pl may be incl in layout gp, but this will be a difficulty.

QUESTIONS?

ANY QUESTIONS?

Issue to DS and
Students 25 Jun.

SD/10/M.

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STAFF COLLEGE, QUETTA.

12th Staff Course.

1945.

STAFF DUTIES.

COMPOSN, LAYOUT AND ORG FOR MOV OF AN IND DIV HQ.

INSTRS

Refs.

1. (a) AITM 20 para 30 - Nomenclature of HQ.
AITM 16 para 2 - Def of HQ.
- (b) The WE concerned is Ind WE I/1 - A/3. This is available in the main library.

Time allotted.

2. (a) NO PS period is allotted. You must read this precis and the refs given in para 1 above before the model on 4 Jul.
- (b) Various ways of moving a div HQ will be discussed on the model on 4 Jul.

AJHC.
Jun 45.

CONFIDENTIAL.

STAFF COLLEGE, QUETTA.

12th Staff Course.

1945.

STAFF DUTIES.

COMPOSN, LAYOUT AND ORG FOR MOV OF AN IND DIV HQ.

OBJECT

1. To study the composn, layout and org for mov of an ind div HQ.

PRINCIPLES

2. An efficient HQ is essential in every fmn. Without such efficiency, the efforts of the comd will often be nullified. The efficiency of a HQ depends largely on the org of the various portions of the HQ, the means of comm and the suitability of the site selected.

ORG OF AN IND DIV HQ

3. Div HQ consists of three parts :-

Part I - Comd and his staff.

The latter is subdivided into:-

G - ops and int.

A and Q.

Liaison staff and comd's personal staff.

Part II - HQs of div tps.

The following act as comds of tps as well as advisers to the comd, and have a HQ to assist them as comd's :-

CRA
CRE
CR Sigs
CRIASC
CIEME.

Part III - Heads of services.

The following heads of services act as advisers only to the comd on matters concerning their respective services :-

ADOS
ADMS
DAD Remounts
DADVS
Senior Chaplain.

COMPOSN OF AN IND DIV HQ

4. The detailed composn and org of an ind div HQ, HQs div tps and certain units which will normally be located at, or near, main or rear div HQ areas are shown in the following appces :-

Appx A - Composn of ind div HQ, HQs div tps and units normally in div HQ area.

Appx B - Org of offrs at div HQ.

Appx C - Suggested distribution of duties at div HQ.

5. In addition to the above, the following may be located in, or near, the div HQ area, depending on the country and the type of battle :-

Atk regt less dets.
Ind fd coy.
Ind fd pk coy.
Ind inf wksp coy.
Ind rec coy.
Ind fd amb.
Tcl of ASSU.
Det BIC (or similar org for MALAYA etc).

SPLITTING OF DIV HQ

6. A div HQ will often be split into main and rear HQs for the following reasons :-
- (a) The comd with a staff sufficient to control the tactical op and to decide adm needs (main HQ) must be well fwd.
 - (b) The greater part of the adm staff and services (rear HQ) must remain in a posn where they can exert best control over adm arrangements for the op. Bad rd or river comms may necessitate rear HQ remaining a considerable distance behind main HQ.
7. Main HQ may often have a ^{Tac} HQ det from it for a specific op. This will consist of the comd, with min essential staff, advisers and comms, who must often be even further fwd than main HQ to keep right in the picture.
8. A div HQ will work with max efficiency when it is all together in one area. Therefore the following rules MUST be observed :-
- (a) Div HQ will NOT be split unless it is really necessary.
 - (b) If split it will come together again as soon as the situation permits.
 - (c) Tac HQ should never be away from main HQ for more than 24 hrs, and must constantly be in comm with main HQ.

SITING OF DIV HQ

9. In siting div HQ the main considerations will be :-

Def
Sig comms
Rd and tr comms
Air comms
Cover from weather
Health
Cover from air.

Def.

10. Against the JAP this will be a primary consideration. As tps available for def are always limited, two principles arise :-
- (a) Where possible, site div HQ where it can obtain some protection from other tps of the div (bdes etc).
 - (b) Conc for ground def will nearly always be more important than dispersion from air attack. This is especially so now that the allied air forces have gained almost complete supremacy in the air.

Sig comns.

11. Sig comns are of the greatest importance - without sigs a HQ can NOT function. Sig requirements are :-

High ground to avoid screening of wrls.
Good rds or trs.
Permanent line (if available).

Rd and tr comns.

12. Good rds and trs will seldom be found in the area in which ALFSEA tps are likely to op. Trs and turning circuits will have to be made.

Air comns.

13. A lt air strip will have to be constr in or near the div HQ area. Min requirement is a stretch of fairly level ground 250yds x 50 yds.

Def of the strip must be considered.

Cover from weather.

14. Heavy rain is common in BURMA, MALAYA and beyond and, in some areas is NOT restricted to the monsoon period. Limited tpt will mean limited tentage. Therefore it is desirable to site div HQ where some buildings are available or, at least, bamboo etc for their constr can be obtained.

Health.

15. A site which is otherwise suitable may have to be rejected if it is highly malarious, or unhealthy for any other reason. This is particularly the case if div HQ is likely to be there for some time.

Cover from air.

16. The air threat can NOT be entirely ignored. Raids on HQ by JAP ac still occur and div HQ must be concealed from the air as far as possible.

LAYOUT OF DIV HQ

Principles of layout.

17. It is NOT possible, in the ALFSEA theatre, to layout div HQ according to any standard diagrammatic method. It is essential, however, to adhere to certain principles which should be laid down in Div Standing Orders. These principles are given in paras 18 - 26 below. A sketch of a possible layout of main div HQ is shown at Appx. D.

Comd post.

18. This is the "hub" of div HQ, round which the other portions will be built up. It consists of the G, I and Sigs offices, together with the office of any RAF element allotted, or ASSU.

Supporting arms and services.

19. Offices of CRA, CRE and AQ must be grouped round the comd post. Offices of CRIASC, ADOS, ADMS and CIEME may conveniently be placed further away.

Living areas.

20. Will incl offrs messes, which should be fairly near office areas, BOR and IOR messes, cookhouses and rest areas. The last should be an extension outwards of the mess areas.

Tpt area.

21. Should be as far away as possible from any other area. It must be large enough to accommodate all the vehs on the strength of div HQ. Sigs vehs may, however, be kept in the sigs area. Tpt personnel normally live and feed in the tpt area, therefore space must be allowed for messes, cookhouses and rest area.

Car pk.

22. Cover from air and strict TC are necessary. The car pk should be near the entrance to the div HQ area. A separate car pk should be reserved for visitors.

Pro area.

23. Pro personnel should be near the office area.

PW cage.

24. A PW cage will be required. For security reasons it should be sited as far away as possible from the office area.

Visitors' area.

25. This is most necessary. It should be fairly central. Visiting offrs will be of all types - senior offrs to junior LOs - and may be numerous. It may be advisable to open a reception office for visitors.

Att tps.

26. Areas will be required for the div HQ bn less dets, and any other unit that may be att to div HQ. Although the div HQ bn will be engaged on def of the perimeter, it still requires an area for feeding and rest.

DEF OF DIV HQ

27. Against the JAP the main threat is from small parties who have infiltrated through, or between, bde areas. Minor threats are long range arty fire and fifth coln. The air threat will normally be secondary to the ground threat but can NOT be ignored.

Def resources.

28. Of the div HQ bn three rifle coys may be allotted to bde HQs. This leaves the bn less three coys for the def of div HQ. If div HQ is split, rear HQ will require protection as well as main HQ. It is therefore essential that every man in div HQ NOT required for cmd and keeping open comms is org to fight. Max use must also be made of the possible resources given in para 5 above.

Def measures.

29. (a) Def posns must be sited to provide all round def and cover all likely approaches. They should be wired if possible.
- (b) Every man must have an alarm post.

- (c) A mob res must be held to act offensively against any ground threat.
- (d) Alarms must be constantly practised, especially soon after arrival in a new area.
- (e) Strict orders must be issued re firing inside the perimeter - usually only bayonets, kukris etc to be used.
- (f) Slit trenches as protection against arty fire and air bombing MUST be provided at offices, messes etc, and in all living areas. They should be sited so as also to provide depth to the perimeter defs for ground def. Every man must be allotted his trench. Spares should be dug for visitors.

Responsibility for def.

30. The G I is responsible for, and must supervise, all def measures. He will, however, appoint an offr, normally OC div HQ bn, responsible to him for def. If div HQ is split, the senior offr div HQ bn at both main and rear HQs (ie bn comd and coy comd) will be def offr and will coord def measures with a G 3 and camp comd respectively.

MOV OF DIV HQ

31. Div HQ is NOT fully mob, unless pool tpt is allotted from div 2nd line tpt. In practice, pool tpt is NOT always available.

The essential parts of main HQ can be made mob and moved fwd, while the remainder of main HQ and the whole of rear HQ can be moved fwd later with the help of tpt released from main HQ.

Grouping for mov.

32. (a) All div HQs are formed into gps for moves. The nomenclature of gps is given in AITM 20 para 30.
- (b) The composn of these gps should be laid down in Div Standing Orders but grouping must be kept flexible and allow for any form of tpt.
- (c) A possible grouping of a div HQ, using only the tpt on the WE of an ind div HQ, is shown at Appx E.

This is given as a guide for students during the Course and as a basis for discussion on the model, only.

Planning for mov.

33. The div staff will plan moves on instrs received from the G I. The G I will decide whether G or AQ staff is to issue mov orders. Orders for recce of site(s) will be issued. The staff will issue a warning order whenever possible NOT less than 2 hrs before a move is to start.

Orders for mov.

34. The following instrs must be given before a move can be started. They may be issued in the form of a mov table as will be taught in the Mov Series :-

- (a) What type of mov.
- (b) SP, dis P and responsibility for the move.
- (c) Route, mi2h, vtm and, if necessary, halts and lts.
- (d) Time recce party will leave - SP, RV in new area.
- (e) Time by which all vehs will be loaded and returned to car pk.
- (f) Timings for heads of gps to pass SP. ETA in new area.
- (g) Any deviations from div standing orders with special ref to composn of gps.
- (h) Adm instrs incl meals, rations, rec etc.

Layout parties.

35. The duties of layout parties may be summarised as follows. They will be further discussed on the model together with the procedure on arrival at the new site.

- (a) Offr IC and sig rep recce new site with a view to its suitability as to size, ease of comms and def.
- (b) Offr IC allots areas to various components of HQ, ie offices, car pks etc. (See Appx D).
- (c) Reps of components carry out detailed recce of own areas, site and flag offices, veh pks, messes and def posns. Later they meet components and guide them into new areas.
- (d) Rep def coy carries out recce for def of the area.
- (e) Rep pro unit, in consultation with offr IC, marks t/c circuits, posts pro personnel, and signposts route to and in new site.
- (f) Layout party with sigs open comms and send msg to main HQ giving map ref of new site and best route to it.
- (g) Offr IC (with draughtsman if taken) prepares sketch of layout.
- (h) A layout party will be made up to fulfil the above functions. Its composn is shown in Appx E. This might well be increased to incl extra personnel as guides and, if div HQ is moving into an area where protection can NOT be provided by other tps of the div (bdes etc), a protective det will be essential.

Rear parties.

36. A small rear party may be left at the old site. The party will be IC of an offr who will be responsible for closing down comms and finally inspecting the area to see that NO SECRET documents, msgs etc are left lying about.

A DR may be left at the old site for one hr after the site has been abandoned to direct late arrivals, other DRs etc to the new site.

37. Standing Orders.

- (a) These will be based on "Standing Orders for Divisional Headquarters" published by the War Office in Jan 40.
- (b) They must incl orders for siting and layout of div HQ def measures, composn of gps for mov etc.

SD/10/M.
Composn of HQ Ind div incl other HQs and units normally
in the div HQ area.

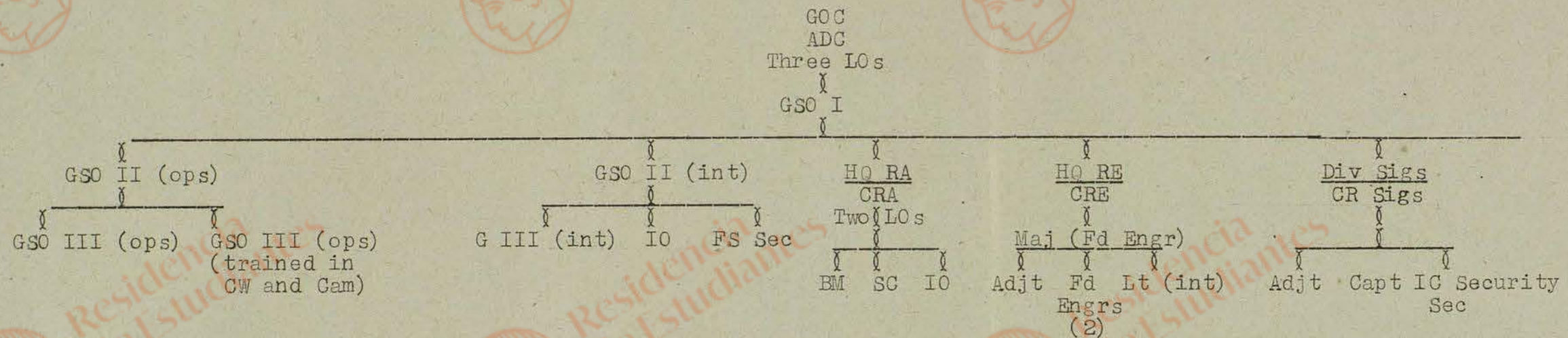
CONFIDENTIAL.
Appx A.

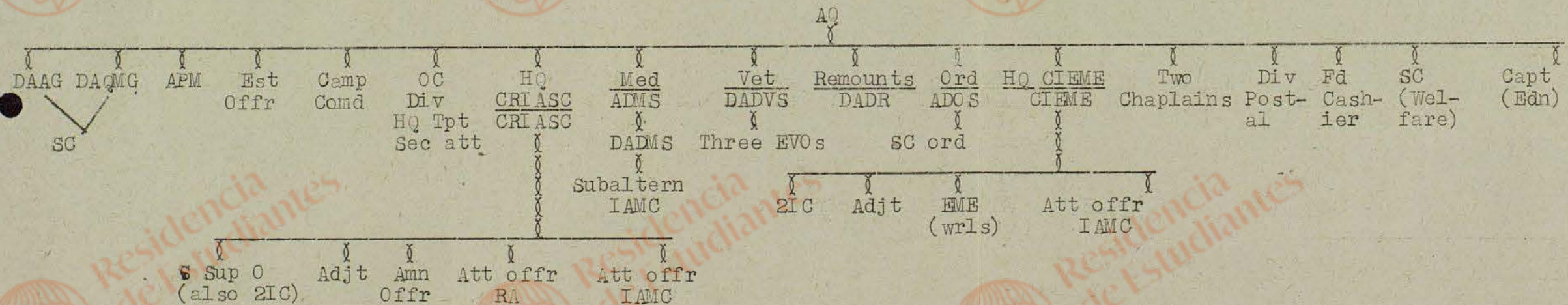
Serial No.	Unit.	IWE.	PERSONNEL.					TPT.							WEAPONS.				REMARKS.	
			Ofprs.	WOs and BORS.	VCOs and IORS.	NCEs.	Total.	MCs.	Jeeps.	Trailers.	Sta wagons.	Trucks 15 cwt	Lorries 3 ton.	Lorries water	Total excl MCs and trailers.	Pistols.	Rifles.	LMGs.		Machine Carabines.
1.	Ind Div HQ incl Div HQ Tpt Sec.	I/1-A/3	35	19	124	44	222	4	9	7	1	-	8	-	17	15	87	-	74	
2.	HQ Ind Div Arty	I/2-A/2	8	12	13	12	45	4	7	7	-	-	1	-	8	12	7	2	13	
3.	" " " Engrs	I/3/7	6	-	22	2	30	-	3	3	-	-	2	-	5	-	9	1	18	
4.	" CRIASC	I/4/8	6	-	46	10	62	18	3	2	-	-	1	-	4	6	16	1	30	
5.	" CIEME	I/4-C/3	5	3	20	5	33	3	2	2	-	-	1	-	3	8	11	-	7	
6.	Ind FS Sec	III/98/2	1	6	9	-	16	-	5	1	-	-	-	-	5	1	-	-	15	
7.	Ind Div Sigs, less arty regt and Ind inf bde secs and recce bn sig det	I/26/8	19	104	325	61	509	13	33	90	-	4	11	2	100	46	173	8	217	(a) 81 trailers jeep, 9 trailers misc.
8.	Div HQ Bn less three rifle coys (c)	I/29-C/4	13	-	452	57	522	-	12	12	-	-	-	-	12	5	384	12	64	(b) Pooled; for allotment to coys as required.
9.	(Div Recce Bn less three coys plus sig and det (d)	I/29-C/4 I/26/8	13	-	462	57	532	-	12	12	-	-	-	-	12	5	387	12	71	(c) Also has 29 unit mules.
10.	Div MG Bn less three coys (e)	I/29-A/4	9	-	231	23	263	-	18	18	-	-	-	-	18	34	183	-	23	(d) Also has 34 unit mules.
11.	Ind Div Pro Coy (scale E tpt) less dets with bdes.	I/48/3	2	37	32	13	84	12	25	25	-	-	-	-	25	62	-	-	9	(e) 12 MMGs.
12.	Ind Mob Vet Sec (mech)	I/37/4	1	-	41	3	45	-	-	-	-	1	4	-	5	2	40	-	-	
13.	Ind Fd Hyg Sec less dets	I/40-A/1	1	1	16	11	29	-	1	1	-	-	2	-	3	1	11	-	5	(f) trailers 10 cwt.
14.	Div Postal Unit	III/68-B/1	1	-	38	5	44	-	4	4	-	-	1	-	5	1	7	-	-	
TOTAL			120	182	1831	303	2436	54	184	184	1	5	31	2	222	198	1315	36	546	

SD/IO/M.

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Appx B.

ORG OF OFFRS AT IND DIV HQ AND HQs OF SUPPORTING ARMS & SERVICES.





Note:-

When HQ is split, offrs shown above the dotted line will be at main HQ plus AQ with SC and one clerk, ADMS, CRIASC or rep and possibly the APM, DADVS, CIEME and the est offr, see also Appx E.

Appx C.

Suggested distribution of duties at div HQ for the large Branches.GSO I

All matters of policy and coord of work of whole div staff.
 Co-op of arms and RAF.
 Supervision of int.
 Intercomm.
 Policy for trg.
 Def of HQ.

GSO 2 (ops).

Understudy GSO I.
 Control, org and trg of "G" office.
 Orders, dictation, drafting and checking under direction of GSO I.
 Control of LOs.
 Arrangements with sigs, Q and camp comd for moves of div HQ.
 Offrs duty roster, main HQ.
 Moves by rd, assisted by DAQMG for mov tables.
 Allotment of vacancies for courses of instr.

GSO 3 (ops).

Understudy GSO 2 (ops).
 Situation maps.
 Location statements.
 "G" War Diary.
 Detailed orders for move of "O" gp.

GSO 3 (ops). (also trained in CW and Cam).

Understudy GSO 2 (ops).
 Advice on CW and smoke.
 AG trg.
 CW int in conjunc with int staff.
 Coord of def of main HQ with OC div HQ bn, and PAD.
 Supervision of individual trg of personnel of div HQ.

GSO 2 (int).

Coord of all int work in div area.
 Div int summaries and appreciations of enemy intentions.
 Infm para for OOs.
 Enemy situation maps.
 Div Comd's battle map.
 Security and censorship.
 Ordering, distribution and interpretation of air phs.
 Maint of diary showing identifications, enemy order of battle and any other items (less enemy arty infm - done by IORA).
 Arrangements for preliminary examination of PW.
 Liaison with IORA, RAF int staff and other int orgs - ie BIC and V Force in BURMA.
 Circulation of int.
 Sitreps (in conjunc with GSO 2 (ops)).
 Code names. Map ref code.
 Distribution of interpreters.
 Liaison with CAS.

GSO 3. (int) and IO.

GSO 3 (int) will understudy GSO 2 (int).
 Duties as sub-allotted by GSO 2 (int).

ADC

Personal comfort of GOC.
Assist in upkeep of div comd's map.
On return from visits to tps with div comd, will ensure
sigs know latest location of tps visited.
Move and def arrangements of tac HQ.
May act as camp comd for main HQ when div HQ is split.
Mess secretary for comd's mess.

AA and QMG.

CO of personnel forming div HQ.
Gen supervision of adm and coord of the services.
Adm policy para in OOs.
Adm forecasts, plans and orders.
Ensuring with heads of services that adm SOs, units and
services are trained for their duties in war.
Div ROs (with DAAG).

DAAG.

Understudy AQ.
Discipline and courts martial.
Honours and awards.
Courts of enquiry.
Amenities.
Leave and repatriation.
Cas returns.
Cas (with ADMS).
Burials (with graves service).
Ceremonial.
Gds and escorts (with G).
Pay and allowances (with fd cashier).
PW (with G and Pro).
Pro and TC (with G and APM).
Rfts and LOB.
War Diary (adm).

DAQMG.

Understudy AQ.
Adm orders and instrs.
Accn.
Moves, other than tactical.
Sups, and POL (with ST).
Amn (with ord and ST).
Engr stores (with CRE and GSO 2(ops)).
Postal services.
Clearing the battle fd (vehs and material).
Baths and laundries.
Canteens.
Water (with CRE, ST and ADMS).

SG A. and Q.

Understudies DAAG and DAQMG.
Carries out any duties sub-allotted by DAAG or DAQMG.

Camp Comd.

Internal security div HQ.
Supervision of BOR and IOR messes.
Supervision of sanitary arrangements.
Custody and issue of all QM stores.
When div HQ is split, will coord def of rear HQ with coy
comd div HQ bn.

Est Offr.

Responsible for smooth working of div HQ offices.
Gen supervision of all clerks.
Accounts and personal documents of all personnel.
Issue of routine and office orders (with DA/G).

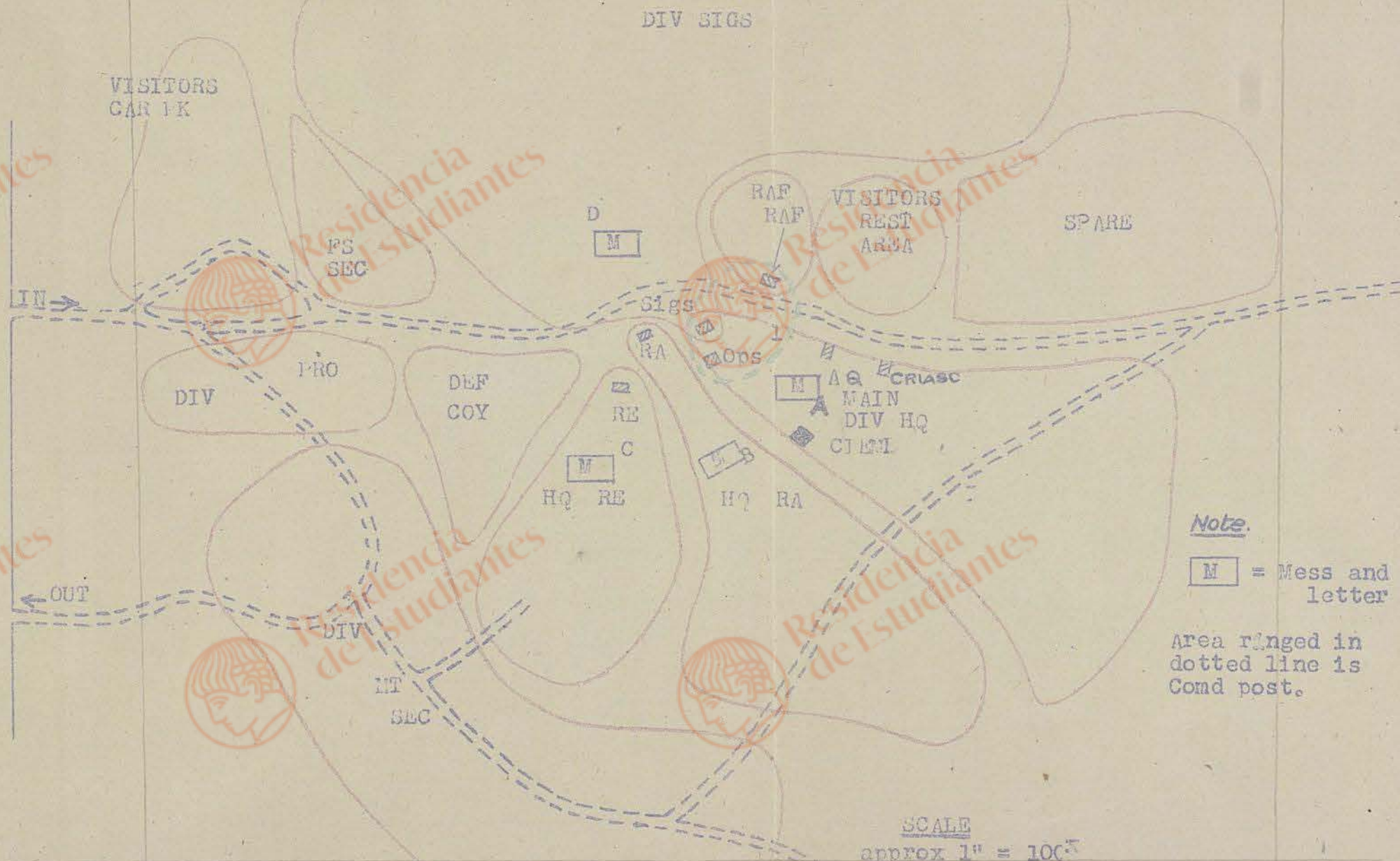
DIAGRAMATIC LAYOUT FOR MAIN DIV HQ
IN SEMI ENCLOSED COUNTRY.

CONFIDENTIAL.

SD/10/M.

APPX D.

Strip
Air
Lt



Org for mov of an ind div HQ.

Appx E.

Explanatory Notes.

1. This is a guide for students during the course and as a basis for discussion on the model only.

Types of tpt.

2. A div HQ must be prepared to move using ANY form of tpt, ie MT, AT, water tpt or coolies - or any combination of these. Whatever tpt is used, gps will remain basically the same.

MT.

3. (a) There is NOT sufficient MT to move div HQ in one lift. The principle should be to make Gps A1, A2 and the essential parts of A3 mob. The remainder of the HQ must be ferried fwd using all available tpt.
- (b) ALL tpt MUST be considered as a pool. This particularly applies to the tpt of the div HQ bn. Normally sigs tpt and the tpt of HQs of the sp arms and services should NOT be taken for other purposes, but even this may be necessary.
- (c) SD/4/M gives the additional tpt required to make div HQ, HQ Ind div arty etc fully mob.

AT.

4. The only AT on the WE of a div HQ are the unit and att mules of the div HQ bn. These are NOT shown as, in country which makes the use of full scale MT possible, they would almost certainly be with one of the div AT coys.

Personnel.

5. (a) CRIASC and CIEME, each with a small staff, are shown with main HQ (A3). They may, in practice, be at rear HQ (B2) and will often move from one to the other.

(b) Div Sigs.

Figures do NOT incl personnel with A tk regt sig det, fd coy and fd pk coy wrls sets and div recce bn sig det.

Figures incl cipher personnel with all gps excl tac HQ, which will be allotted them if required.

There will often be a cable det from corps sigs.

(c) Div HQ bn.

Escort for tac HQ (A2) will vary according to the ground threat and the tpt available.

Bn wrls sets have NOT been used as the allotment within the bn will vary.

(d) Pro unit.

An allotment to gps has been made, but pro so allotted will NOT always remain with those gps. In practice they will start the move with these gps but may be used anywhere en route for TC etc.

Appx E.

Org for mov of Ind div HQ.

Note :- This is a guide only for students during the course and as a basis for discussion on the model.

Gp	Comd	Composn	Total personnel	MCs	Jeeps	Trailers.	Sta Wagons	Trucks 15 cwt	Lorries 3 ton	Lorries water	Wrls Sets.
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
A1. Main HQ Layout Gp	G3 (ops)	<u>Div HQ.</u>									
		G 3 (cps)	9	-	1	1	-	-	-	-	-
		Batman									
		Subaltern IAMC									
		G clerk									
		Draughtsman									
		Water and sanitary duties sep									
		Sweeper									
		VCO div tpt sec									
		One dvr.									
		<u>HQ Div Artv.</u>									
		Sigs offr	3	-	1	1	-	-	-	-	-
		Batman									
		Dvr.									
		<u>HQ Div Engrs.</u>									
		IO	3	-	1	1	-	-	-	-	-
		Batman									
		Dvr									
		<u>Div Sigs.</u>									
		Wrls :-	62	2	15	15	-	-	-	-	4
		Bdes RT									
		Bdes WL									
		Rear Div.									
		Corps									
		Adv party to start new Sig Office.									
		<u>Div HQ Bn.</u>									
		Coy comd	38	-	1	1	-	-	2	-	-
		Batman									
		One pl									
		three dvrs.									
		<u>Pro Unit.</u>									
		2IC, 19 ORs.	20	3	7	7	-	-	-	-	-
		<u>FS Sec.</u>									
		VCO, 3 ORs.	4	-	1	-	-	-	-	-	-
		<u>TOTAL A1.</u>	139	5	27	26	-	-	2	-	4

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
			<i>Pres</i>	<i>mc</i>	<i>J</i>	<i>T</i>	<i>SW</i>	<i>15ut</i>	<i>3-km</i>	<i>unake</i>	<i>unite</i>
A2. Tac HQ.	ADC	<u>Div HQ.</u> Comd, ADC, G2, one LO, G3 (int) Five batmen Hav dvr Three dvr G clerk <u>HQ Div Arty.</u> CRA, IO, Sigm, n, 3 dvr/DRs. <u>HQ Div Engrs.</u> CRE Clerk, sigmn Dvr. <u>Div Sigs.</u> Wrls - GOC 2 DRs. <u>Div HQ Bn.</u> 9 Escort 3 dvr. TOTAL A2	15	-	3	3	1	-	-	-	-
			6	2	1	1	-	-	-	-	1
			4	-	1	1	-	-	-	-	1
			6	2	1	1	-	-	-	-	1
			12	-	3	3	-	-	-	-	-
			43 37	4 2	9 8	9 8	1 1	-	-	-	3
AG. Main HQ.	G1	<u>Div HQ.</u> G1, G2 (int) 2 LOs, IO, AQ, ADMS, APM Est offr 11 batmen 4 orderlies 4 G clerks 2 draughtsmen 2 survey personnel Mess sjt 6 offr mess servants 4 sjts mess servants CQMh Hav tpt sec 15 tpt sec 2 fitters MV IEME Camp clerk 3 cooks II 3 water- carriers Washerman Sweeper <u>HQ Div Arty.</u> Complete less A1 and A2 <u>HQ Div Engrs.</u> Complete less A1 and A2. <u>Div Sigs.</u> Body of Main HQ incl wrls, sig office, messes etc.	71	2	7(x)	7(x)	-	-	3	-	-
			40	2	6	6	-	-	1	-	-
			24	-	1	1	-	-	2	-	-
			179	3	27	27	-	2	4	1	10
									(with 3 one ton trailers)		

(x) 5 jeeps and trailers from div HQ bn.

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
		<u>HQ CRIASC.</u> CRIASC, adjt, Two batmen Two IORs. Two dvrs.	8	-	2	2	-	-	-	-	-
		<u>HQ CIEME.</u> CIEME, adjt, Two batmen Two IORs Two dvrs	8	-	2	2	-	-	-	-	-
		<u>Pro Unit.</u> VCO 12 ORs. 6 NCEs.	19	3	5	5	-	-	-	-	-
		<u>FS Sec.</u> 3 ORs	3	-	1	1	-	-	-	-	-
		<u>Div HQ Bn.</u> Coy less A1 and escort to A2, plus 5 dvrs.	98	-	-	-	-	-	-	-	-
		TOTAL A3	450	10	51	51	-	2	10	1	10
A4 Main HQ Rear Gp	G3 (ops)	<u>Div HQ.</u> G3 (ops) Batman Sweeper.	3	-	-	-	-	-	-	-	-
		<u>Div Sigs.</u> Wrls on bde gp. Sig office rear party to close down old office.	34	2	8	8	-	-	-	-	1
		<u>Pro Unit.</u> Two ORs	2	1	1	1	-	-	-	-	-
		<u>FS Sec.</u> Comd 3 ORs	4	-	1	-	-	-	-	-	-
		TOTAL A4	43	3	10	9	-	-	-	-	1
B1 Rear HQ Layout	DAAG	<u>Div HQ.</u> DAAG, clerk, Batman Dvr	4	-	1	1	-	-	-	-	-
		<u>HQ CRIASC.</u> One OR	1	1	-	-	-	-	-	-	-
		<u>HQ CIEME.</u> One OR	1	1	-	-	-	-	-	-	-
		<u>Div Sigs.</u> Wrls to main div. Adv party to start new sig office.	22	2	5	5	-	-	-	-	1

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
		Div HQ Bn. One offr Batman	2	-	-	-	-	-	-	-	-
		Pro Unit. 20 ORs	20	2	6	6	-	-	-	-	-
		TOTAL B1	50	6	12	12	-	-	-	-	1
B2. Rear HQ	Comd Div HQ Bn	Div HQ. DAQMG, SC, Camp comd, DADMS, DADVS, DADR, ADOS, SC (ord) 2 Chaplains, Fd cashier, Capt (edn). Comd div HQ tpt sec 3 Q clerks 2 clerks welfare and edn) Clerk fd cashier 2 Orderlies 17 batmen Div tps OWO WO IAOC 4 BORs IAOC 4 clerks 6 clerks (stores) 5 seps IAOC Med clerk 2 clerks IAVC 2 clerks ARD Pro clerk Camp clerk QMS and Storeman CHM Hav tpt sec 17 tpt sec Pay Nk 2 Water and Sanitary seps Electrician MV IEME Fitter MV IEME Nursing orderly IAMC 6 offr mess servants 4 sjts mess servants. 2 bootmakers Tailor 3 Cooks IT 3 Water carriers Sweeper Washerman Barber	115	2	2	-	-	-	3	-	-

(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
		<u>HQ CRIASC.</u> Complete less A3 and B1	53	17	1	-	-	-	1	-	-
		<u>HQ CIEME.</u> Complete less A3 and B1	24	2	-	-	-	-	1	-	-
		<u>Div Sigs.</u> Body of Rear HQ incl wrls, sig office, QM stores, adm sec, etc.	146	1	14	14	-	-	7 (with 4 one ton trailers)	1	2
		<u>Div HQ Bn.</u> Bn less four rifle coys, nine dvrs and B1	374	-	3	3	-	-	-	-	-
		<u>Pro Unit.</u> One VCO 12 ORs. 7 NCEs.	20	2	5	5	-	-	-	-	-
		<u>FS Sec.</u> 2 ORs.	2	-	1	-	-	-	-	-	-
		<u>Mob Vet Sec.</u> Complete	45	-	-	-	-	1	4	-	-
		<u>Div Postal Unit.</u> Complete	44	-	4	4 (10 cwt)	-	-	1	-	-
		TOTAL B2	823	24	30	26	-	1	17	1	2
B3 Rear HQ rear gp	SC Wel- fare	<u>Div HQ.</u> SC (Welfare) Dvr/batman Sweeper	3	-	-	-	-	-	-	-	-
		<u>Div Sigs.</u> Wrsls to main div. Rear party to close down sig office.	25	1	8	8	-	-	-	-	1
		<u>Pro Unit.</u> Comd 2 ORs	3	1	1	1	-	-	-	-	-
		<u>FS Sec.</u> 3 ORs	3	-	1	-	-	-	-	-	-
		TOTAL B3	34	2	10	9	-	-	-	-	1

Totals by Gps.

Gp.	(d)	(e)	(f)	(g)	(h)	(i)	(j)	(k)	(l)
A1	139	5	27	26	-	-	2	-	4
A2	43	4	9	9	1	-	-	-	3
A3	450	10	51	51	-	2	10	1	10
A4	43	3	10	9	-	-	-	-	1
B1	50	6	12	12	-	-	-	-	1
B2	823	24	30	26	-	1	17	1	2
B3	34	2	10	9	-	-	-	-	1
Grand Total	1582	54	149	142	1	3	29	2	22

Blackboard No 1.

SPLITTING OF Div Hq.

Tac Hq

GOC

ADC

G II (ops)

G III (I)

LO

Det. Div Sigs.

CRA

IO RA

Q rep (when required)

Main Div Hq

GS Branch

Hq RA

Hq RE

Hq Div Sigs

AQ Branch
(less reps)

Camp Comdt

Establishments

Chaplain

Medicine

Veterinary

Pio

Postal

Hq RIASC

Hq IEME (a with Rear)

Div Sigs (less det's)

Div Ipt. Sec.

Rear Div Hq.

Ord

Remounts

Welfare

Edu.

Ed Cashier

Det. Div Sigs

(Reps AQ Branch
and Hq RIASC
as required)

All Blackboards required
New Model from morning
Friday 29 Jan.
and

BLACKBOARD No. 2



Residencia
de Estudiantes



Residencia
de Estudiantes



Residencia
de Estudiantes



Residencia
de Estudiantes

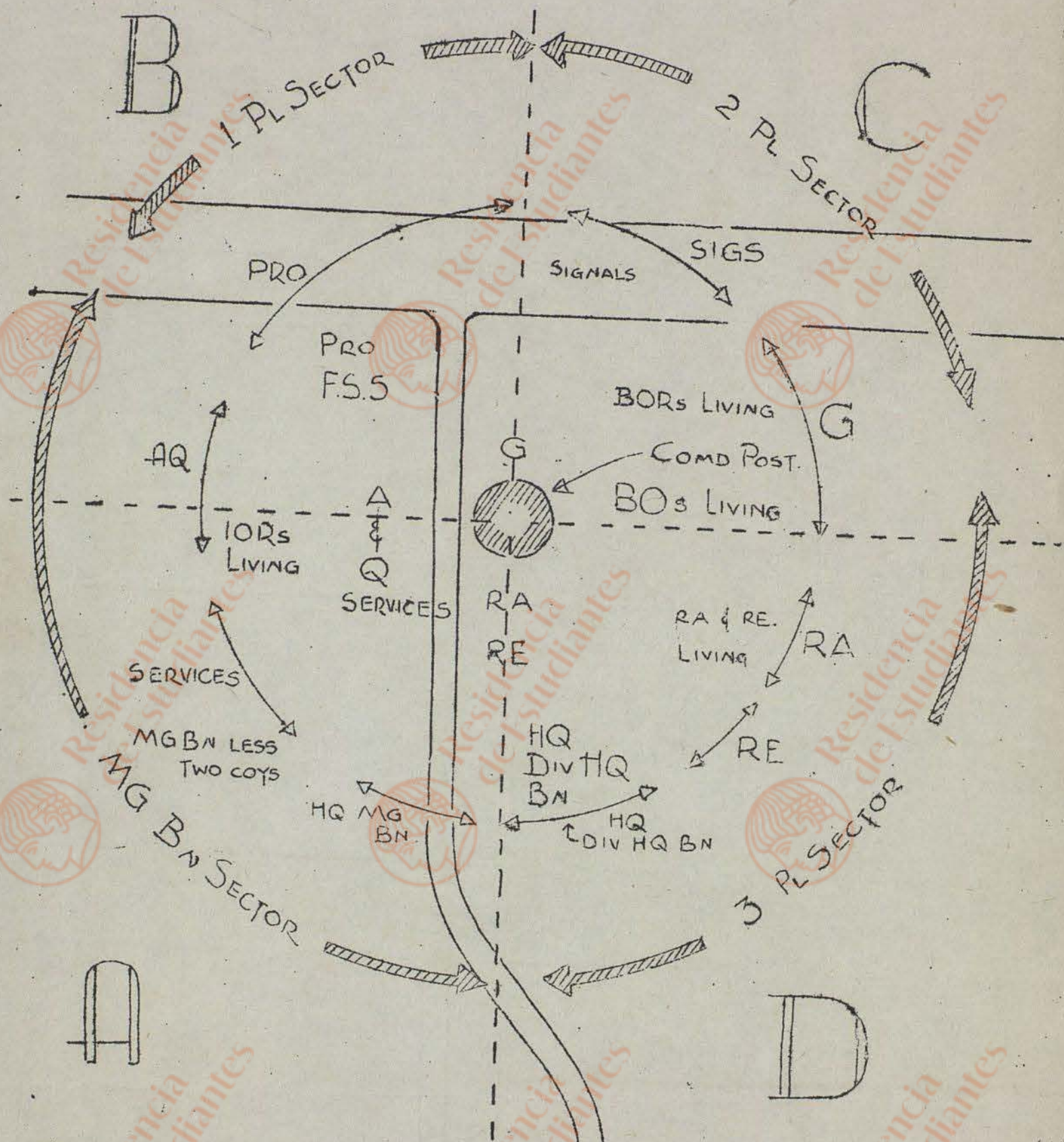


Residencia
de Estudiantes



Residencia
de Estudiantes

APPENDIX 7 DIAGRAMMATIC LAYOUT OF DIV HQ DEFS



= Perimeter defences (outer sectors)
 = Inner defences (Inner sectors)

INNER SECTOR COMMANDERS

G G.2 (O)
 R.A. B.M.R.A.
 Div HQ Bn..Coy Comd.
 MG Bn.....Comd MG Bn or his rep.
 Services...CRIASC or detailed rep.
 A/Q.....AA & QMG or detailed rep.
 Pro.....OC Pro Unit.
 Sigs.....OC 2 Coy or in his absence Adj't Sigs.

DTA, A.K.
 23 Apr 45



100. 18. -
48 17.6
149.15.6

STAFF COLLEGE, QUETTA.

1945.

STAFF DUTIES.

COMPOSN, LAYOUT AND ORG FOR MOV OF AN IND INF BDE HQ

INSTRS

Refs.

1. (a) Much of the contents of SD/10/M are equally applicable to an ind inf bde HQ, and are NOT repeated here. This precis will be read in conjunc with SD/10/M.
- (b) The WE concerned is Ind WE 1/6/8. This is available in the Main library.
2. This subject is dealt with on the model, on 6 Jul 45.

OBJECT

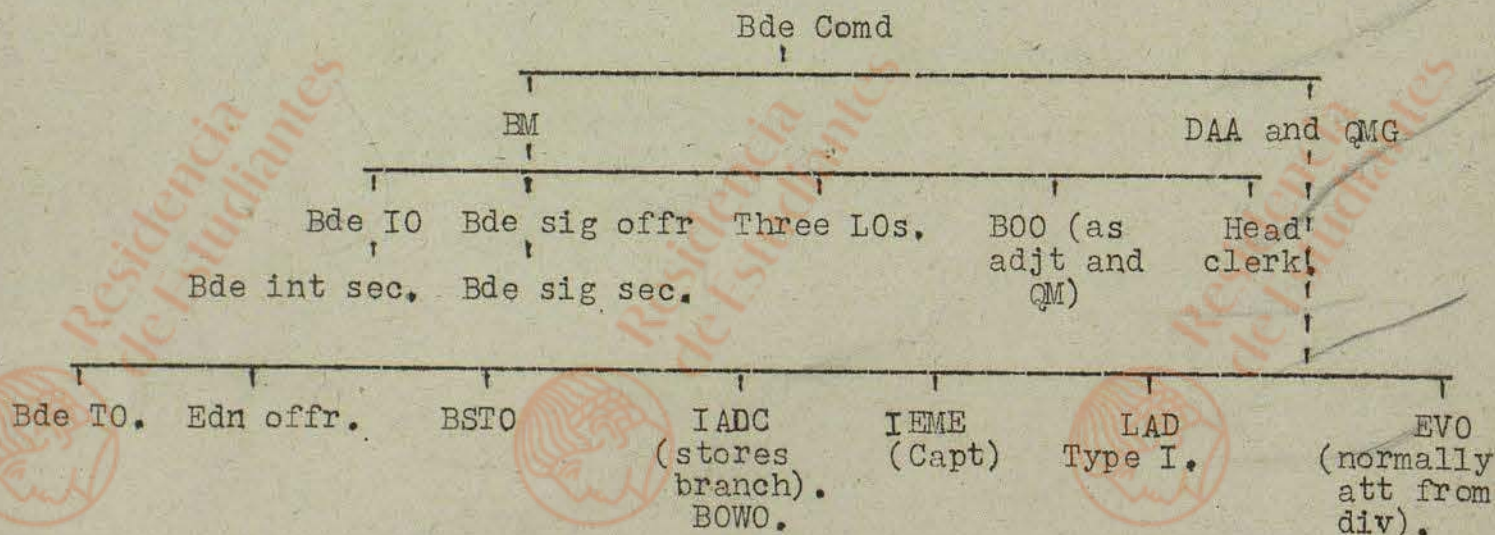
3. To study the composn, layout and org for mov of an ind inf bde HQ.

ORG OF BDE HQ

4. The staff of bde HQ can be divided into two parts:-
 - (a) The comd, BM and DAA and QMG, together with miscellaneous offrs who are borne on the est of a bde HQ.
 - (b) BSTO, IAOC (stores) and IEME reps who are att to the bde HQ staff.

Composn.

5. (a) The composn of bde HQ, coy div HQ bn, bde sig sec, ind sec div pro coy and LAD is shown at Appx 'A'.
- (b) The org of offrs, incl att offrs, at bde HQ is as follows:-



- (c) A suggested distribution of duties of offrs at bde HQ is shown in Appx 'B'.

Splitting of bde HQ.

6. (a) Bde HQ and bde sigs are much smaller than div HQ and div sigs. Therefore it is even more important for a bde HQ to remain conc. Bde HQ should NEVER be split unless it is vitally necessary and, if split MUST come together again at the earliest possible moment.

(b) Rear HQ.

Rear HQ (B1), if formed, can NOT exist alone. It must either be with the adm area (B2) or in the same area as some other tps who can protect it.

(c) Adm area.

The bde adm area will usually be with bde HQ. If this is NOT possible, it may well be in the div adm area. In practice, such tpt (either MT or AT) as is NOT wanted for control or sup of the battle, and any unwanted personnel, are usually left with rear div HQ, which accepts responsibility for their adm, while the whole of the remainder of bde HQ remains conc in one area.

- (d) An unorthodox addition to the unwanted personnel referred to in sub para (c) above is the chief clerk with one hav clerk, who may be left at rear div HQ to deal with various purely routine matters, thus relieving the BM and, particularly, the DAA and QMG of much paper work. This has been found to work extremely well in practice.

LAYOUT OF BDE HQ

Methods.

7. See SD/10/M para 17. NO two bde HQs ever do this exactly alike, but the same principles apply. A possible layout is given at Appx 'C'.

Requirements.

8. Areas are required as under:-

(a) Office area.

This will incl G, I and Q and Sigs offices and possibly tcl of ASSU, if allotted. It must be centrally situated within its own inner perimeter for def, manned for close protection probably by bde int sec, office orderlies, clerks and some sigs personnel.

(b) Sigs area.

Adjacent to, and outside, sigs office.

(c) Living areas.

This incls mess, cookhouse and rest areas for offrs, BORs and IORs. Bde HQ usually has only one offrs mess; if rear HQ is formed, any offrs with rear HQ arrange to mess with some other unit (see para 4(b) above).

(d) Tpt areas.

Areas may be required for both MT and AT. There are few vehs on the WE of bde HQ but there may be up to 80 animals or more to be accommodated. Where possible these should be put in an area where there is unevenness of the ground to provide defilade from JAP snipers and shelling. Men can take cover in slit trenches - animals can NOT.

(e) LAD area.

LAD may be with bde HQ or may be in adm area, if formed. If it is with bde HQ, it should be adjacent to MT area.

(f) Areas for att tps.

Ind fd coy, coy ind fd amb, ind comp pl etc may be att and will require areas.

(g) Car pk and visitors' car pk.

As for a div HQ (SD/10/M para 22).

DEF OF BDE HQ

9. See SD/10/M paras 27, 29 and para 8(a) above.

Def resources.

10. (a) One rifle coy, of the div HQ bn may be allotted for the def of bde HQ, but it will often NOT be possible for div to allot more than one coy less one pl, or even only one pl. Max use must be made of att tps (incl fd coy etc) in the bde HQ area and all personnel in Appx 'A', who are NOT taken up with essential comd and coms. Full use must be made of offrs to comd small gps on the alarm.
- (b) Owing to the invariable shortage of tps for def, bde HQ should be sited within a bn area whenever possible.

Alarms.

11. Alarms must be practised. Every man must have an alarm post. Perimeter defs and alarm posts should be manned during morning and evening "stand-to" periods ie from $\frac{3}{4}$ hr before first lt till first lt, and $\frac{3}{4}$ hr before last lt till last lt.

Responsibility for def.

12. The BM is responsible for, and must supervise, all def measures. He will nearly always, however, make the coy/pl aomd div HQ bn responsible to him; the latter will work in close touch with the BCO. If a rear HQ is formed the Bde TO will probably be made responsible for def.

MOVES OF BDE HQ

Tpt.

13. (a) An ind inf bde HQ is NOT really mech at all, and moves have to be carried out by march route if additional vehs are NOT available from div 2nd line tpt.

- (b) MT and AT is seldom used together to move a bde HQ. If the country permits full use of MT, then all available tpt will be used to ferry fwd essential personnel and all eqpt and stores, the remaining personnel moving by march route. If bad rd and tr comns preclude the use of MT, then bde HQ will move on an all pack basis, additional mules for the carriage of stores being allotted from the div AT coys.
- (c) The 10 horses shown on the WE of bde HQ are a pool and some may be allotted to bns of the bde. The value of horses in the standard div is doubtful and, when full WE of MT can be used, it is usual for both horses and mules of bde HQ and bde sig sec to be left with one of the div AT coys.

Grouping for moves.

14. (a) See SD/10/M para 32.
- (b) A possible grouping of a bde HQ is shown at Appx 'D'. This is given as a guide for students during the course and as a basis for discussion on the model only.

Recce of bde HQ site.

15. (a) BM in consultation with comd, or on receipt of orders from tac HQ, will infm the BOO and sigs of approx area in which bde HQ is to be sited.
- (b) An LO will usually be responsible for layout of bde HQ. The BOO will be required to org the move of main HQ. All ofrs of bde HQ must be capable of reconnoitring a site and selecting areas, bearing in mind factors of comns, control, def, cover etc.
- (c) The LO with guides, a rep of the coy/pl div HQ bn, and reps of supporting arms if any, and a sigs det will recce and layout the new site. If bde B ech is to be separated from bde HQ, the Bde TO will normally recce its area and, if unit B echs are to be brigaded, will select an area capable of accommodating the brigaded tpt.

Standing Orders for bde HQ.

16. (a) These will be based on "Infantry Brigade Standing Orders" published by the War Office in Dec 39.

(b) They must incl Standing Orders for siting and layout of bde HQ, def measures, composn of gps for mov etc.

A.J.H.C.
Jun 45.

Composn of an Ind inf bde HQ incl units normally in the bde HQ area.

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Appx A.

Serial	Unit.	IWE	PERSONNEL					TPT - MT.				TPT - AT.			WEAPONS.						Remarks.	
			Oftrs.	WOs and BORS.	VCOs and IORS.	NCEs.	TOTAL.	MCs.	Jeeps.	Trailers.	Lorries 3 ton 4 x 4 GS.	Total excl MCs and trailers.	Horses.	Unit mules.	Att 1st line mules.	Total.	Pistols.	Rifles.	LMGs.	Machine Carbines.		2 in mors.
1.	Ind inf bde HQ.	I/6/8	13	5	52	18	88 (a)	2	6 (b)	5	2	8	10	-	18	28	3	33	-	32	-	(a) NOT incl 12 att mule ldrs but incl chaplain & batman/dvr.
2.	Ind inf bde sig sec incl cipher personnel.	I/26/8	2	9	85	9	105	-	15	15	-	15	-	13	12	25	4	45	2	47	-	
3.	Coy div HQ bn.	I/29-C/4.	1	-	135 (c)	1	137 (c)	-	-	-	-	-	-	4	12	16	9	94	9	24	1	(b) Incl one for chaplain.
4.	Sec div pro coy scale E tpt (d).	I/48/3.	-	-	17	3	20	3	5	5	-	5	-	-	-	-	16	-	-	1	-	(c) NOT incl 7 att mule ldrs.
5.	LAD (type I).	III/61-A/2.	-	2	16	-	18	-	3 (e)	3	-	3	-	-	-	-	-	13	-	5	-	(d) May be either Brit or Ind. (e) One jeep fitted for rec.
Total			16	16	305	31	368	5	29	28	2	31	10	17	42	69	32	185	11	109	1	

Distribution of duties to offrs and ORs in bde HQ.

Brig. Responsible for all decisions on ops and questions of policy. Must NOT be unnecessarily worried by routine matters. Must, however, be kept in the picture.

BM.

- (a) Responsible for and coords working of whole HQ. Right hand man, adviser and friend of comd.
- (b) During ops comd and BM should never be away from HQ at the same time.
- (c) Writes OOs less infm (bde IO) and adm (DAA and QMG) paras.
- (d) Responsible for def of bde HQ.
- (e) Responsible for trg and allotment of vacancies on courses.
- (f) Supervises work of bde IO.
- (g) Handles all confidential reports of offrs.
- (h) Must visit units.
- (i) He is CO of bde HQ and is responsible for discipline.

DAA and QMG.

- (a) Responsible for all 'A' and 'Q' matters.
- (b) Handles recommendations for honours and awards.
- (c) Writes adm para in OO or adm orders.
- (d) Responsible for routine duties and ROs.

Bde IO.

- (a) Understands BM and must be capable of taking over his duties when necessary.
- (b) Responsible for all int, and filing msgs during ops. Liaises with div and bn int staffs.
- (c) Writes daily int summary and infm para of OOs.
- (d) Disposal and records of PW.
- (e) Maint and distribution of maps, air phs and codes.
- (f) Gas duties offr, and bde HQ security offr.
- (g) Usually accompanies comd on recces etc, and must convey decisions and orders given to BM at earliest opportunity.
- (h) IC bde int sec and supervises bn int secs incl trg.
- (i) Drafts daily war diary (though BM is responsible).

- (j) Passes 'sitreps' to div HQ as ordered or when necessary.

Bde Sig Offr.

- (a) Comds bde sig sec and responsible for comms within bde etc. Assists bn sig offrs.
- (b) Should ensure correct RT procedure and sig security matters within the bde.
- (c) Is offr of bde staff.
- (d) Requires early infm of moves and plans.
- (e) Responsible for efficient working of cipher sub sec.

Bde TO.

- (a) Advises comd on all tpt matters and will normally be IC bde 'B' ech, incl protection.
- (b) Assists DAA and QMG whom he may understudy.

BOO.

- (a) Is adjt and QM of bde HQ area.
- (b) Responsible to BM for discipline and adm of all ranks on or att to bde HQ less sig sec, def coy and LAD.
- (c) Writes ROs - usually only Pt II for 2nd ech.
- (d) Normally IC bde mess.
- (e) Under BM responsible for PAD and def of bde HQ. In EASTERN theatres and versus the JAP this is most important and coord of all def measures is essential. On many occasions extra tps are required for protection of bde HQ when disposns of bns etc do NOT effectively provide this protection.
- (f) Maintains offrs duty roster under instrs of BM.

LOs.

See Appx I "Inf Bde Standing Orders", Pamphlet issued by War Office in 1939.

In addition to normal liaison duties, are available as duty offrs at bde HQ and for taking over specific duties as detailed by BM (eg cam offr, amenities offr etc). Must be trained to understudy other offrs of bde HQ (eg bde TO, bde IO).

BSTO.

- (a) Adviser to comd on all RIASC matters, particularly sup.
- (b) Right hand man of DAA and QMG, and will often understudy him (unless bde TO is selected for this).
- (c) Assists in recce and selection of various commodity pts (eg sup P, AP etc) in conjunc with 'Q' at div HQ.

Chaplain.

- (a) Incl in bde HQ if Brit bn is in bde, but lives with the Brit bn.
- (b) In addition to normal religious and burial duties may assist with welfare and amenities.

Capt. IEME.

The tech adviser to comd on all MT matters.
May understudy bde TO.

EVO.

Adviser to comd on all vet matters and works under DAA and QMG.

BOWO.

Is rep of DADOS on bde HQ staff.
Responsible for the replacement of all eqpt, weapons and MT spares for units in the bde.
Works in closest touch with DAA and QMG and assists QMs.

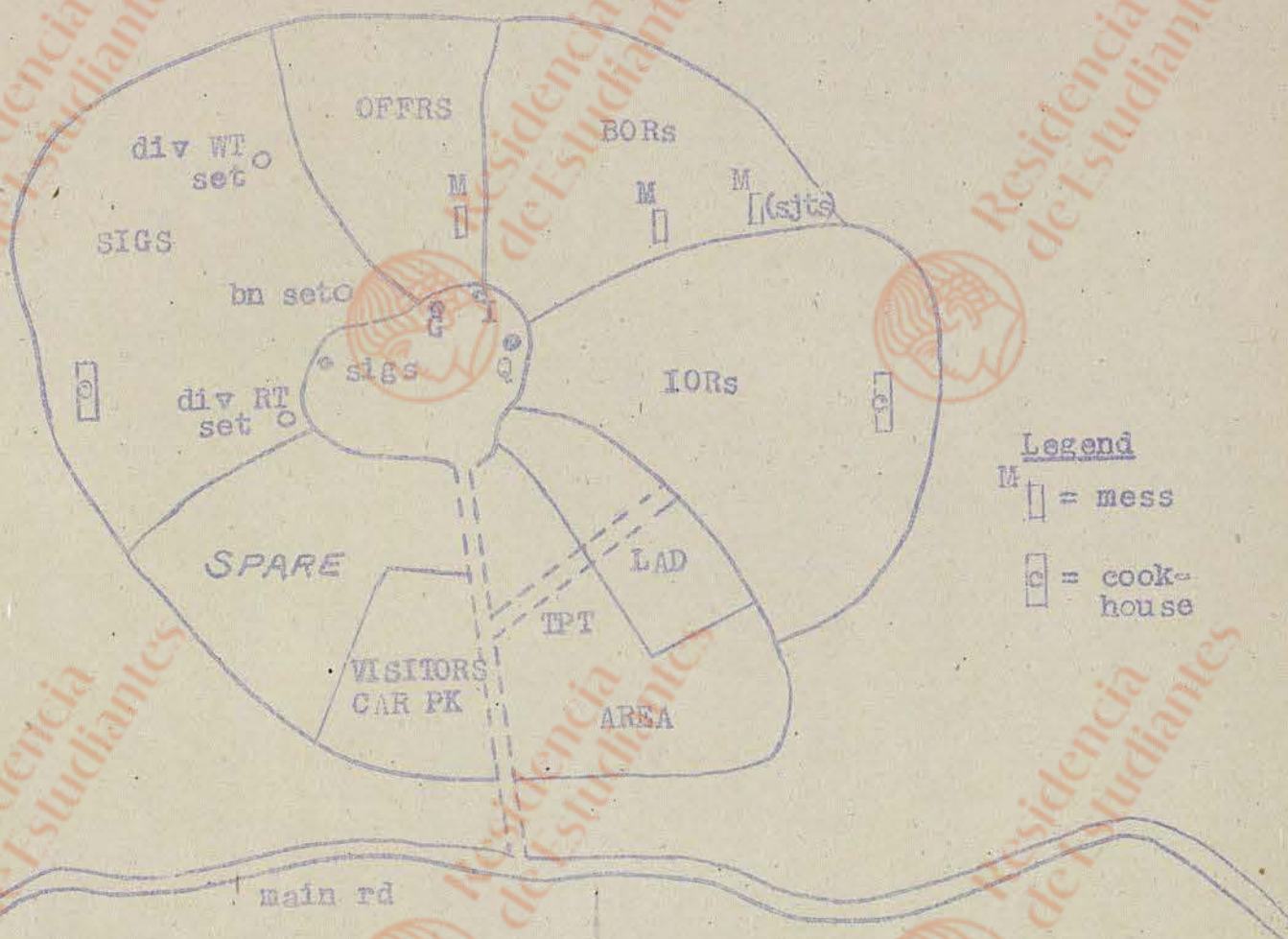
Controls bde sub-sec OFF (when allotted, which will be rare).

Edn offr.

Is responsible for edn within the bde and advising unit edn offr. Is available to assist the bde staff as required, generally the DAA and QMG.

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Appx C.

SUGGESTED LAYOUT OF INF BDE Hq.



Notes :-

1. The above is almost a "clockray" layout. It will often NOT be possible to conform to this layout, particularly on broken ground with mixed cover.
2. If supporting arms are allotted to the bde, areas adjacent to bde Hq will have to be allotted.
3. Wrls sets may have to be located further away from the office area to obtain max efficiency by making use of high ground. They can be placed in any area.
4. Def measures are NOT shown.

Org for Mov of Ind inf bde HQ incl bde sig sec, coy div HQ bn, bde LAD, sec div pro coy.

Note. This is a guide only for students during the course and as a basis for discussion on the Model.

Serial	Responsible Cfr.	Composn of Gp.	Total Pers.	TPT as per WE.							Remarks.
				MT				AT			
				MCs	Jeeps	Trailers	3 Ton-ners.	Mules Unit	Att	Horses Wrls.	
A1.	LC	Ede HQ - LO, Batman, Dvr, 2IC Def Coy.	4 (a)	-	1	1	-	-	-	-	(a) Med rep will be incl when HQ is NOT moving into a bn area.
LAYOUT PARTY.		Bde Sig - Comd (b), Sjt, Cp, Dvr, DR, two ops, Lineman, WT or RT set to div, 3 ops, dvr, set netted to Comd gp, two ops, dvr, one cipher op.	16	-	4	4	-	-	-	2	(b) May be 2IC or sec sjt only.
		Coy div HQ bn - 4 IORs, one dvr (bde HQ)	5	-	1	1	-	-	-	-	
		Sec div pro coy - 4 IORs, dvr.	5	1	1	1	-	-	-	-	
		TOTAL	30	1	7	7	-	-	-	2	
	A2.	IO	Ede HQ - Comd, IO, Hav Dvr, Batman for Comd.	4	-	1	1	-	-	-	-
TAC HQ		LO, Batman, Dvr.	3	-	1	1	-	-	-	-	
		Int Hav.	1	-	-	-	-	-	-	-	
		Ede Sig - Dvr, Three Op sec (c), IORs.	4	-	1	1	-	-	-	1	
		TOTAL	12	-	3	3	-	-	-	1	

Serial	Responsiblo Ofir.	Composn of Gp.	Total Pers.	TPT as per WE.							Wrlds.	Remarks.
				MT				AT				
				MCs	Jeeps	Trailers	3 Ton ners.	Mules.		Horses		
								Unit	Att			
A3	BOO	Bde HQ - BM, Batman	4	-	1	1	-	-	-	-	-	
MAIN HQ.		DAA and QMG Dvr.										
		Head clerk.	1	-	-	-	-	-	-	-	-	
		BOO, One LO,										
		Four Batmen.	6	-	-	-	-	-	-	-	-	
		COMH, two sjt clerks.	3	-	-	-	-	-	-	-	-	
		Int sec six,										
		Nk Offrs Mess.	7	-	-	-	-	-	-	-	-	
		Tpt hav, Grooms										
		eight.	9	-	-	-	-	-	-	-	-	
		Mot Mech.	1	-	-	-	-	-	-	-	-	
		Water and										
		sanitary duties.	1	-	-	-	-	-	-	-	-	
		Cook IT.	1	-	-	-	-	-	-	-	-	
		Water carrier.	1	-	-	-	-	-	-	-	-	
		Sweeper.	1	-	-	-	-	-	-	-	-	
		Offrs Mess										
		servants, NCEs.	6	-	-	-	-	-	-	-	-	
	WO and Sjts											
	Mess servants											
	NCEs.	3	-	-	-	-	-	-	-	-		
	Mule ldrs att.	7	-	-	-	-	-	12	7	-		
	Def Coy - Less det with											
	A1 and/or A2.	132	-	-	-	-	4	12	-	-		
	Mule ldrs att.	7	-	-	-	-	-	-	-	-		
	Sec div pro coy -											
	less det with A1.	15	3	4	4	-	-	-	-	-		

Serial	Responsible Offr.	Composn of Gp.	Total Pers.	TPT as per WE.							Remarks.	
				MT				AT		Horses		Wrcls.
				MCs	Jeeps	Trailers	3 Ton- ners.	Mules. Unit	Att			
		Bde Sig Sec. Control Comd net, 3 ops, dvr, WT or RT to div, 3 ops, dvr, subaltern, BOR op, cipher op, dvr, DR, Hav, 2 ops. DR, 1 op, cipher op, orderly. DR, 3 orderlies. DR, 2 orderlies, Hav clerk. 3 Linemen, MT dvr. 3 Linemen, 2 SAAT. 3 Linemen, 2 SAAT. ES, IM, one op, dvr. Cook, water carrier, sweeper.	49	-	9	9	-	4	-	-	2	
		TOTAL	254	3	14	14	-	8	24	7	2	
B1	BSTO.	Bde HQ.	1	1	-	-	-	-	-	1	-	
REAR		Dvr batman.	1	-	-	-	-	-	-	-	-	
HQ.		Hav clerks RIASC - IACC.	2	-	-	-	-	-	-	-	-	
		TOTAL	4	1	-	-	-	-	-	1	-	

Serial	Responsible offr.	Composn of Gp.	Total Pers	TPT as per WE.							Remarks.
				MT				AT			
				HCs	Jeeps	Trailers	3 Ton- ners	Mules		Horses	
							Unit	Att			
B2	Bde IQ.	Pde HQ.									
ADM AREA.		TO, Edn and EME offrs.	3	-	-	-	-	-	-	-	
		Batmen.	3	-	-	-	-	-	-	-	
		Dvr Batman.	1	-	-	-	-	-	-	-	
		BOWO	1	-	-	-	-	-	-	-	
		Hav Clerk, Dvr Mech.	2	-	-	-	-	-	-	-	
		Dvrs two, MT Naik.	3	-	-	-	-	-	-	-	
		Grooms two, storeman.	3	-	-	-	-	-	-	-	
		Sep IAOC.	2	-	-	-	-	-	-	-	
		Cook IT.	1	-	-	-	-	-	-	-	
		Bootmaker, Tailor.	2	-	-	-	-	-	-	-	
		Water carrier, Sweeper.	2	-	-	-	-	-	-	-	
		Barber, washerman.	2	-	-	-	-	-	-	-	
		Cook BT.	1	-	-	-	-	-	-	-	
		Att RIASC Mule ldrs.	5	-	-	-	2	-	6	2	
		Bde Sig Sec.									
		MT det 3 ops, dvr, Jem, ES, FS, Farrier, Saddler, MT Nk, AT Nk, 6 NCEs, 6 RIASC dvrs, VCO's batman.	24	-	1	1	-	-	12	-	1
		Bde LAD complete.	18	-	3	3	-	-	-	-	-
		TOTAL	73	-	4	4	2	-	18	2	1
		TOTALS A 1 gp	30	1	7	7	-	-	-	-	2
		A 2 gp	12	-	3	3	-	-	-	-	1
		A 3 gp	254	3	14	14	-	8	24	7	2
		B 1 gp	4	1	-	-	-	-	-	1	-
		B 2 gp	73	-	4	4	2	-	18	2	1
		GRAND TOTALS.	373	5	28	28	2	8	42	10	6

Notes to Appx D. (SD/11/M).

1. Layout party and tac HQ normally form part of main HQ, but have been grouped separately as a guide to their composn should they be required.
2. Gp B1 will NOT exist alone. If possible it will be with main HQ, in which case NO rear HQ will exist. If a rear HQ is formed B1 will usually be with B2.
3. When Tac HQ or Layout party are going fwd into a bn area it would be practicable for the BM to pre-arrange escort for either with fwd bns.

Alternatively to ferry an escort fwd using all the available jeeps.

Whichever is done will depend entirely on the situation at the time.

4. Allotment of MT.

(a) Bde HQ. Jeeps. Must be treated as a pool and might be allotted as shown. Occasions will arise when Jeeps and trailers will be used to ferry essential personnel fwd.

3 Tonners. Will be with B2 gp and will be used to ferry B2 gp fwd.

(b) Bde sig sec. The three dets with bns are NOT incl. The composn of one det will be 3 ops, 3 SAAT, 3 mules.

5. Allotment of AT. - But see para 13, sub paras (b) and (c).

(a) Bde HQ. Horses. Seven at main HQ for allotment on an as required basis. One in B1 gp for BSTO.

Two at adm area for bde TO and horseholder.

Att mules. Twelve at main HQ for:-

Cisterns, water	2
Res amn.	3
Res tools.	7
Six at rear HQ for:-	
Office.	1
QM Stores.	1
Offrs mess.	1
Cisterns, water.	1
Res tools.	2

(b) Bde Sig Sec.

Unit mules. Four at main HQ for sigs office, Nine with wrls dets with bns.

Att mules. Twelve at adm area for charging engines, stores, cooking pots, water etc.

(c) Def Coy.

Att mules. For:-

Cisterns, water	1
Tools, entrenching	1
Res amn	1
Cooking utensils	1
Mens' Kits.	8

1. Object

Composn, Layout and
Org for mov of Div Hq.

To consider the composn, layout and org for mov of
an Ind Div Hq.

Running.

2. Running of Model.

The model will be run as follows:-

1st Period.

First period

Composn of Div Hq.

Splitting of Div Hq into Tac, Main and Rear Hqs.

Main considerations in siting Hq.

Def.

Types of layout.

2nd Period

Second Period

Mov of Hq.

Will show you on the model what the 1st
in div Hq amounts to and discuss some
of its implications.

Third Period.

Finally Third Period

With a short tactical background we will move
Main Hq and lay it out in a new area.

3. Questions

Drill for answering

(a) Drill for answering

Stand up and speak for all to hear.

Views welcome

(b) Views welcome from those with practical experience
of a Div Hq in the Field.

Keep precis.

(c) Precis - Keep precis in front of you. I will tell
you when I want you to look at it.

Compos.

4. Compos

(a) From the TD yesterday you were able to discuss, and know, the outline org of the div.

Only one type of div.

(b) We deal with one type of div only - the standard div. The detail is given in WE I/1 - A/3 and Appcs A and B of this piece. Please look at these and turn to Appx A.

Appx A.
Shut piece.

(c) To work properly all ltrg and units shown in Appx A must be considered, as one unit.

Other units.

(d) There are other units too which may be expected to be found located in, or near, the div ltrg area.

Q. What are they?

A. A ltr orgt less detls.
Ind fd cy.
Ind fd pk cy.
Ind inf. whsp cy.
Ind rec cy.
Ind fd amb
Tel of ASSU
Det BIC (or similar org for MALAYA etc).

7 units

5. Splitting of Div Hq

Max efficiency when
all together.

(a) A div Hq will work with max efficiency when it is all together in one area. Remember that it must NOT be split unless it is really necessary.

Q. What are the main reasons for splitting a Div Hq into Tac, Main and Rear.

- A. (i) The cmd with a staff sufficient to control the tactical op and decide adm needs must be well placed.
- (ii) The greater part of the adm staff and services must remain in a position where they can exert best control over adm arrangements for the op.
- (iii) The cmd with the min essential staff, advisers and comms must often be even further forward than Main to control and fight the battle.

Blackboard 1.

(b) Appx B of the précis gives you a suggested split between Main & Rear Hqs and it is the one you will work on here. This blackboard shows you how one int div lays down the composition of Tac, Main and Rear Hqs. In this case the bulk of Hq branch and the services are with Main Hq. No two divs will have exactly the same split and the split will have to be varied to meet different op conditions. The final answer must rest with the Div Cmt - he will decide who will be where.

To sum up the splitting of Hq - the answer will be based on...

Tac situation
Sig comms
Adm situation
Time factor
Distance
Ground Comms

8 mins

Siting

6. Siting of Div Hq.

Q. In siting div Hq, whether split or NOT, what are the main considerations?

Main Considerations.

- A. (i) Def. and control of the battle.
 (ii) Sig comms.
 (iii) Rd and track comms.
 (iv) Air comms.
 (v) Cover from weather.
 (vi) Health. (Med rep always in layout party).
 (vii) Cover from air
 (viii) Water

Another?
 Country
 Camp.

Q. ... has said that def. is one of the major considerations in siting div Hq. This is undoubtedly so against the JAP. Tps available for def. are always limited. What therefore are the principles?

Principles of def.

- A. (i) Where possible site div Hq where it can obtain some measure of protection from other tps of the div.
 (ii) Cover for ground def. nearly always more important than dispersion from air attack. Especially so now that we have almost complete air supremacy. Area may be anything from about 800 x 600 in semi enclosed country to as little as 250 x 300 in thick jungle. Don't forget air comms. Defence increasingly important in this theatre and a 1st air strip will always be required though it may have to be a short distance outside div Hq area. usual requirement 250' x 350'.

Air strip.

DEF.

7. Def. of dir Hq.

First importance

We have already agreed that def. of dir Hq against the JAP is of primary importance. Def. will have to be carefully org to make best use of the limited number of hrs available and to ensure that there are no gaps.

Responsibility

8. Responsibility.

GI is responsible for, and must supervise, all def. measures. He will nearly always, however, appoint offrs responsible to him for def. of Main & Rear Hqs.

OC Dir Hq Bn

Q. Who do you think is a suitable offr to appoint for each?

A. OC Dir Hq Bn and Cg Comd Dir Hq Bn.

9. Org for def.

Several alternatives. Much will depend on ground and type of country.

One method is to have -

an outer perimeter
an inner keep.
a mob res.

Another might be to divide Hq into self-contained areas for def. purposes with a def. offr appointed for each. Such areas might be:-

G.I. Hq offices. offrs & clerks living areas. A Mess.
Def. offr - Camp Comdt.

17 living area and Dir Hq Tpt Sec.
Def. offr. OC Tpt Sec.

Hq RA. B Mess

Def. offr. detailed by CRA

Hq RE. C Mess

Def. offr. detailed by CRE.

Dir Sigs area - D Mess

Def. offr. detailed by CR Sigs.

Hq RIASC - E Mess

Def. offr. detailed by CRIASC

and so on -

? Student from Burma

8

Tps available
for def.

10.

Tps available

(a) Det. of. Dir Hq Bn - one Coy sufficient on the assumption that Dir Hq is located in a defended locality. Otherwise up to about one bn will be necessary. Perhaps some nmcs and a part of the Dir Recce Bn.

(b) Dir Hq personnel:-

(i) Dir Sigs (about 100)

(ii) Dir Tpt Sec.

(iii) Population of battmen of Hq.

OSC to Sigs and Dir Tpt Sec should notify actual numbers available for def. on arrival in new area and daily at say 1000 hrs to the G III (ops) who will inform OC Dir Hq Bn.

OSC notify nos
to G III ops.

Def. measures.

11.

Def. measures

ALL round def. - no
gaps.

(a) Posts sited for all round def. OC Dir Hq Bn must coord and see that no gaps are left.

Slit trenches.

(b) Slit trenches dug immediately on arrival near offices, messes and in living areas. Spaces required for visitors. Site where possible as dual-purpose i.e. to provide for def. of inner keep and cover from shelling /

Alarm.

(c) Practice alarm as soon as possible after arrival.

Stand. to.

(d) Stand. to twice daily before first Lt and last Lt.

Wiring.

(e) Wiring. Will depend on the local situation and availability of wire - but comd post should always be wired if possible.

Clear roads.

(f) Clear roads laid down for attack by day & night - No firing inside perimeter.

Mob res.

(g) Mob res - MUST be provided.

Layout.

12.

Layout of Dir Hq.

One standard layout unsuitable.

(a) In the précis we say that it is NOT possible in this theatre to adopt any standard layout. The different types of country met with and the varying amount of cover available makes any one standard layout unsuitable. It is better to remember the principles and layout by accordingly.

Principles.

Q. What are these principles.

A. (i) Command post of Hq. round which remainder built up.

(ii) Sp areas & services - offices of CMA, CRE, AG grouped near command post - CRASC, ADOS, ADMS & CIENE further away. (Sign in CP)

(iii) Living areas - incl messes - fairly near office areas - Separate for BOR & LOR.

(iv) Tpt area - far as possible from other areas - large enough to accommodate all vehs. Pers normally live & feed in area.

(v) Car pk - near entrance - separate one for visitors - cover from air.

(vi) Po - near office area - entrance

(vii) Pw cage - far from office area.

(viii) Visitors - fairly central - reception office.

(ix) Att tps - may be many & must NOT be forgotten.

Blackboard No 213
Two other diagrammatic layouts.

(b) Appx D of the précis shows you Main Dir Hq. Layout in semi-enclosed country. On this blackboard you will see two other diagrammatic layouts for Main Dir Hq. These are the ones furnished by two of the dtrs which have lately been operating in Burma. Although they appear totally different, the principles have been adhered to in each. We will discuss these principles again. Later, on the model

BREAK. (5 mins)

35 mins

Nov of 14 13

Nov of. Div 14.

Sping

Obviously when op we are NOT going to move in one enormous body. For one thing 1st in the standard div want allow this. For another thing we have already discussed the battle requirements which force us to break down Div 14 into Tac, Main and Rear Hqs.

Blackboard No 3.

Main and Rear Hqs are further broken down for moves into the gps shown here. (Describe briefly).

Q. What are the advantages in this breakdown?

Advantages of sping.

- A. (i) Keeps canvas open - one foot on the ground
Main must be able to open in new location at same time as it closes in the old
- (ii) Essential for an op in new location to leave main Hq.
- (iii) Enables ferry to work.

15

14.

Tpt of. Div 14

Tpt laid out on floor.

Here you see all the tpt in Div 14. It is grouped according to the gps in Appx E of your notes.

Describe the represented :-

MCs. Jeeps and trailers, sta wagons, 15 carts, 3. trunks, water-trucks.

The blue ribbon around these vehs in each gp signify the tpt belonging to Div Sigs which Col HORSFIELD will take about shortly.

Interesting picture to see what we have left for the rest of Div 14 after taking away sigs vehs.

Appx E.

Now turn to Appx E of your piece and see from it each gp as I go through it how and why we have allotted the lpt like this.

Tac and Layout gps
mob.

First of all we decided that the most practical and common sense thing was to make the Tac and Layout gps mob so that they can get away at short notice.

Gps A1, A2 and B1 are therefore fully mob.

The balance of the, except for a proportion of pro and FSS the with A4 and B3, go to gps A3 and B2. Into these we have put essential pers and offices.

The balance of pers and eqpt in gps which are Not fully mob will be ferried food.

I have Not considered any pers marching. If lps march, it simplifies the ferry.

Ferry

16 15.

Ferry Lifts

- (a) All pers moved in M1 must be self-contained with their own pers kit.
- (b) Each branch etc will leave at the old location a responsible rep to look after pers and baggage that can Not be carried in first lift. This rep will supervise loading of second and subsequent lifts.

17 16.

Evacuation of new area

Quick unloading
and turnaround.

Who will be guided direct to their respective areas on arrival and unloaded as quickly as possible. They will then move to the car pro where they will be marshalled by a responsible offr detailed for this task and despatched to ferry the rest lift. there must be No delay over this turnaround.

HORSFIELD on Sigs 17.
18

Variations

19

Page 10
Col HORSFIELD will now talk on Sigs going (15 mins).

You have now seen one system of going dir HQ for mor. There are many possible variations and, like the splitting of HQ between main & rear, no two dirs do it exactly alike.

All you have to learn are the principles - if you understand these you will be able to adjust them to fit any system used in the particular fun to which you may go.

Questions?

30 mins

Any Questions?

Break. (10 mins)

2.

Running OF MODEL.

1st Period

Composn.

Splitting

Ditting

Defence

Lay out.

2nd Period

Mov

Lay out of Bde HQ on the
Model.

Presis.

I will tell you when to look
at it.

Object:

1. OBJECT

To examine the Composn. Layout and Org for Mov of an Ind Inf Bde Hq.

pos.

3. COMPOSN

(a) The WE Ind WE 1/6/8. - also shown in Appx A of your piece.

one Hq.

(b) Again, as for Div Hq, all units shown in Appx A must be considered as part and parcel of Bde Hq.

er units.

Q. What other units are there which might be in sp or under comd of a Bde?

A. Arty - Fd, Mtn A Lk.

Engs - Fd Coy.

Tks - Squadron.

NMGs.

RIASC - Mule Coy - ICP.

Med - Fd Amb, Det Fd Hyg Sec.

Vet - Mob Vet Sec.

Therefore remember that there will very often be additional Hqs of units in your own Bde Hq. The most likely

are:- Hq of Fd or Mtn Regt.

Hq of Fd Coy.

ICP

Fd Amb Coy.

AND when you are using mules:-

Mule Coy.

Mob Vet Sec.

The actual grouping is decided by the Div Comd and depends on the particular battle.

Staff of Bde

The offrs at Bde Hqs are sufficient and so org as to cope with all these bits and pieces of units though too many imposes a big strain on the Bde staff. Remember that there is No G III.

At Appx B we give you our suggested distribution of duties at Bde Hq.

Splitting

4.

SPLITTING

NEVER unless necessary

- (a) Compared with Div Hq, Bde Hq is so small and with such a small staff that it should NEVER be split unless it is absolutely necessary.
- (b) There are however times when, for the same reasons which make it necessary for Div Hq to split, Bde Hq must carry out a similar breakdown.
- (c) It must therefore have a drill for when this becomes necessary. A suggested drill for the going of Bde Hq is given at Appx D, please look at this and consider it for one minute ~~at~~ at the end of which I want someone to criticise it constructively.

Drill for when necessary.

Look at Appx D

Q.

Going - reasons.

A. Agree that our going is very elaborate. This we have done purposely to meet every possibility. The basis, in view of limited tpt, is to keep Tac and the layout party fully mob, to allow the BOM and for DAA & QMG one reh to move indep of Main if necessary.

Offr IC layout party

Note the offrs responsible for gps - LO with layout party

Q.

Do you think this is a suitable offr.

A.

ALL offrs should be capable of carrying out this duty. Boo is NOT suitable as he will be wanted to supervise mov of Main. SM is far too busy with op matters. Remember med rep with AI. if NOT moving to Bn area.

Rear Hq

Q.

Our Rear Hq (B1) is very small. Do you think it should be larger?

A.

Aim should be to keep everyone possible with Main. Split will vary according to the particular battle.

DAA 2 QMG with main

Comd will want DAA 2 QMG with him at Main just as much as Bm.

BI can never exit on its own.

Order of mov may vary

Remember that in a Mov of a Bde Itg it does NOT follow that the layout party will always be followed by Tce, followed by Main and so on, because very often Tce and Main will move as one. We have given this going as a guide and in case it should be necessary.

Comd and Bm NOT away together.

Note that the Bm and Bde Comd should never be away from Main at the same time. This rule can be relaxed if there is a Bde L/C.

SHOW TPT in various gps.

Total 5 Mcs
10 J&T.
2 3-km.
Sigs 15 J&T.
LAD 3 J&T.

We will now look at the tpt in the various gps. The blue ribbon around these ^{2 miles} ~~re~~ again signifies sigs tpt. You will see that the tpt is very limited indeed. This makes it all the more essential that it is treated as a pool and used as and when required. The three tankers might well be used to ferry main A3 fuel and then return for B2. AT shown separately - if used, of course never separate from MT. Col Brasfield will now speak for a few mins on Sigs going.

Siting

5.

SITING BDE Itg

Considerations

The main considerations in siting Bde Itg will be the same as for Div Itg.

Q. What are these

A. Def. and control of the Battle.

Sig comm.

Rd and h comm.

Air comm.

Clear from weather

Health

Clear from air.

Defence

Principles.

Other tps.

Def. of adm area

BC's escort.

Layout

BLACKBOARD 1.

6. DEF OF BDE Hq.

Q. What are the principles of def- for Bde Hq.?

A. Site within a bn area.

Max use of att tps.

Outer perimeter - since keep - mob res.

Q. What tps are available.?

A. One cy or less div Hq bn.

Those given in appx A, plus att units already referred to.

Q. What about def- of bde adm area. Can def cy do both?

A. Barely. - Don't split unless you really must. If you do split, adm area should be sited where other tps of div. N7 drive, main leaders and LOBs may be available. Bto will coord and co-ord.

Q. What protection can you suggest for Bde Cmd when he goes on recon etc.?

A. Nothing less than we see much use. Difficulty of tpt.

7. LAYOUT.

At Appx C we give you one suggested layout for Bde Hq. On this board you will see another.

There is really little difference. This one shows an area (marked Hq) for Hq of a 1st Regt in sp of the bde. This we have already said is quite a likely addition. In our diagram they might well go in the area marked "space".

The main thing is to keep offices close together and inside the inner keep.

QUESTIONS

BREAK.

More of Hq. 8.

Baggage & eqpt -
Split into loads.

MOV OF BDE Hq.

(a) loads must be divided into:-

Fighting load which a man carries
Occasional load which dir must arrange
to lift.

Dumpable load - left in dir Admin area.

(b) Owing to limited hpt - must rely on foraging
food sps with all available hpt.

(c) One foot in the ground. Hq opening in new area
at same time as it closes in the del area.

(d) Improvisation - The key to successful mov. Borrowed
tehs - water hpt - coolies.

Improvise

QUESTIONS.

~~ANY QUESTIONS.~~

~~BREAK~~

MODEL

THE MODEL

Setting

Setting and narrative is the same as for the dir model.

We are now dealing with 11 Bde which was ordered to secure a firm base in the area.

Bns have been given the following areas to occupy:-

- 1 KINGS
- 3/2 PONTARS
- 2/2 GR.

No tactics

We are NOT concerned with tactics.

Bde cmd orders mov fwd of Bde Hq and decides that Hq will be est in 2/2 GR area.

Action by BM.

Q. You are the BM what do you do.

A. (i) Inform Boo and Sigs of new area. Possibly hold conference of offrs of Bde Hq - but Boo is your adjt & GM and should be capable of org mov.

(ii) Tell adjt of 2/2 GR that you want to go into his area and tell him to have offr to meet your layout offr at selected RV.

Layout gp in new area

Layout gp arrives in new area.

Liaison with adjt (a rep) 2/2 GR.

Recon of area.

Action.

First priority - site cmd post (incl Sigs office) and Sigs area.

Then build up around these two:-

offrs living area

BoR area

10R area - incl def. eq.

Tpt area - LAD.

Car pk

Visites Car pk

AT area

Moves of Tac
and Main.

Tac Itg will normally follow up soon afterwards. When Tac has taken over control main comes forward or orders from the BM. This will usually take the form of the first (rehe of layout party having returned to start ferry) followed by marching pers.

Alarm

Alarm - key soon after arrival of main an alarm should be given. During "settling-in" pers included to forget necessity of being always prepared for ground/air attack.

Pers with layout party will have signposted tracks, offices etc and will direct both rehe and marching pers to proper areas.

QUESTIONS.

ANY QUESTIONS.

Sum up.

SUM UP - Variations
Impersonation
Concentration

TD 12 - 6/7
Issue to DS &
Students on 25 Jun,

SD/12/M.

RESTRICTED.

STAFF COLLEGE, QUETTA.

12th Staff Course.

1945.

STAFF DUTIES.

MILITARY WRITING.

Preparation for TD.

1. (a) Before the TD on this subject on 6 Jul you must study the att precis in your own time and be prepared both to answer questions and to ask questions about any pts which are NOT clear to you.
- (b) You must also have a working knowledge of abbreviations and the various rules for the use of abbreviations, drafting orders, instrs, reports and msg's (see precis SD/15/M.)

Refs.

2. In addition to this precis, bring the following to the TD :-
 - (a) Precis SD/15/M.
 - (b) FSPB(I) Part I, Pamphlet No 3 (1943) and Supplement issued by Staff College or Pamphlet No 3 (1944) if available.
 - (c) AITM No 20.

PBS.
Jun 45.

STAFF COLLEGE, QUETTA.

1945.

STAFF DUTIES

MILITARY WRITING.

OBJECT

1. The object of this paper is to explain the main requirements of mil writing. It also contains some simple rules which you must follow to ensure that your writing meets these requirements.
2. The writing of orders, appreciations, reports and msgs. requires a special technique which is considered in separate precis.

FORM

3. Mil writing may be in the form of an essay (or paper), a precis or a brief.
 - (a) An essay (or paper) is an original composn and may contain your personal views.
 - (b) A precis is NOT original but is a summary of some document or documents.
 - (c) A brief is a summary of a situation, written to provide a superior with infm likely to be required by him at a conference.

REQUIREMENT

4. Whatever form mil writing may take, it must be:—
 - (a) Accurate. It must be free from exaggeration or false emphasis.
 - (b) Appropriate. ie, it must be suitable for the person for whom it is written.
 - (c) Clear. To be clear, a composn must:—
 - (i) contain only matter which is wholly relevant.
 - (ii) contain a logical arrangement of ideas.
 - (iii) be brief.
5. The methods you must employ to ensure that your writing meets these requirements are discussed in the remaining paras of this paper.

APPROACH

6. You must approach the task of writing a mil composn, whatever its form may be, in a methodical way.
 - (a) Make quite sure that you are clear about the object of the paper, precis or brief which you are going to write.
 - (b) Think of the person or people for whom you are writing. This will affect the type of infm and the amount of detail which you must incl.
 - (c) Do all necessary preliminary reading, thinking, or discussing. While you do this, jot down, in any order, all your thoughts on the subject or, if writing a precis or brief make notes of the main pts to be incl, with refs to the pages, paras, letters etc in which you find them. The whole time, think of the object for which you are writing, to ensure that your notes are relevant.
 - (d) Arrange these notes into gps, each gp containing notes which deal with one main aspect of the subject. Give each gp a suitable heading and arrange them in a logical order.
 - (e) Remind yourself once more of your object and go through your notes, crossing out any which are NOT entirely relevant.
7. You will then be ready to start writing your first draft. Do NOT try to do this until you have gone through the process described above. From this pt. your method of dealing with the subject must depend on whether you are writing a paper, a precis or a brief.

ESSAY (OR PAPER)

Layout.

8. You must make a paper as attractive to look at and as easy to read as you can. The layout of a paper is, therefore, very important. The following are the main pts to remember:—

- (a) The title.

Set this out clearly at the head of the paper. It should be a very brief but comprehensive explanation of the subject of the paper eg "Reorganization of the Infantry Division".

- (b) The opening para or introduction.

In this you must explain the scope and purpose of the paper. Its object is NOT only to tell your readers what to expect but also to ensure that you are quite clear in your mind about your intention in writing the paper. It is like the "Object" of an appreciation. Glance back at it frequently while you are writing the rest of the paper, to make certain that you are NOT digressing. The two most usual types of opening para are:—

- (i) A statement of the object of the paper; eg "The object of this paper is to examine the differences in org between the new inf div and the old, and to consider how these differences will affect the tactical handling of the new div".

Or: -

"OBJECT"

1. To examine..... etc, etc."

- (ii) An explanation of the considerations that the subject entails, eg "This reorg is designed to increase the mobility of the div while maintaining its striking power." In your subsequent argument, you must show whether or NOT the reorg does what is claimed of it.

You may also wish to explain how you are going to deal with your subject, eg, "The paper is divided into two parts. Part I contains..... etc."

(c) The main text.

- (i) If you have approached your task in a methodical way, as suggested in para 6 above, you will have arranged the pts to be incl in your paper into gps under suitable headings. These headings now become the main headings of your paper.
- (ii) Under each main heading, there will be one or more paras, the number depending on the number of pts with which you deal under that heading.
- (iii) In addition to main headings, it is usual to give minor headings, either to each para or to a gp of paras dealing with pts which are closely related.
- (iv) If you think it will make your pts more clear, divide a para into sub-paras and sub-sub-paras.
- (v) The effect of your argument must be cumulative. Make sure that you arrange paras and main divs of your paper so that the arguments which they contain lead logically to your conclusion.

(d) Appendices

In order NOT to overload and confuse the main text, put details and statistics in appces, but you must summarise the contents of such appces in the main text.

(e) Conclusion.

NO paper is complete without a summary or conclusion. This must NOT introduce new matter but must be drawn logically from the arguments which you have put fwd in the main text of the paper. A busy man should be able to gather the gist of your argument by reading merely your introduction and conclusion. If the paper calls for it, give a definite recommendation.

(f) Technical rules.

The heading, paragraphing and numbering of paras in this paper may be taken as normal and you will use this method while at the Staff College. The pts to note are:—

- (i) Write main headings, incl "OBJECT" or "INTRODUCTION" and "CONCLUSION" in capital letters and set them slightly out to the LEFT of the rest of the text.

- (ii) Write minor headings in small letters but underline them.
- (iii) Number paras consecutively throughout the paper.
- (iv) Set sub-paras slightly in towards the centre of the page and give them small letters. Set sub-sub-paras slightly in again and number them with small Roman numerals.
- (v) Leave spaces between paras and sub-paras.
- (vi) You may underline in the text but do NOT overdo this.

PRECIS

Requirement.

- 9. The object of a precis is to enable the reader to grasp the essence of the subject matter of a document or documents without having to read them in full.
- 10. A precis must, therefore, be a precise summary of the essence of the original and must NOT consist merely of extracts from it. It must NOT contain any personal views or comments.

Layout.

- 11. The layout of a precis is exactly the same as that of a paper, as described in para 8 above, except that, in a precis, there is NO "Introduction" or "Conclusion", unless these appear in the original.
- 12. If you wish to make any comments or recommendations, write these in a separate memo to be att to the precis as a covering note. It is often helpful to the recipient of a precis if, in this covering memo, you incl a very brief statement of the main pts which the precis contains.

Method.

- 13. Approach the task of writing a precis in the way described in para 6 above, since this approach is common to all forms of mil writing. This will bring you to a stage where, bearing in mind the object of the precis and the person for whom you are writing it, you will have noted the main pts which you consider must be incl and will have arranged these into gps under suitable headings.
- 14. There are a number of ways of carrying on from this pt but the following is one good method:—
 - (a) Make a rough precis of each part of the original which contains one of the pts you have noted. Arrange these rough precis under your headings so that they follow logically upon one another.
 - (b) Read the original again to make certain that you have NOT overlooked any relevant pts and add to the rough precis where necessary.
 - (c) Draft these rough precis into a clear, continuous narrative. You may find it necessary to alter the posn of some of them in order to produce the clearest and most logical account.
 - (d) Go through this draft and shorten it where possible, reconciling brevity with clarity and the inclusion of all pertinent matter.

BRIEF.

Object.

15. The object of a brief is to provide a comd or senior SO with a clear summary of a situation, or of the advantages and disadvantages of certain courses of action, from which he can speak at a conference, without himself having to read all the relevant documents.

Layout.

16. The layout of brief is the same as that of a paper, as described in Para 8 above, but you must be as brief as possible. Do all you can to help your comd or senior SO by making the main pts stand out clearly.
17. Do NOT incl detail but, in the margin, give refs to the documents or files that support the statements you make, so that your comd or senior SO can examine these statements more fully, if he so wishes. Alternatively, put detail in appces.
18. If you are writing a brief with the object of summarising the advantages and disadvantages of certain courses of action, you will incl opinions, your own and those of other people. Do NOT forget that you must finish by giving definite conclusions or recommendations.

COMPOSITION

19. In all mil writing, obey the following rules of composn:—

(a) Sentences.

- (i) Keep your sentences short; do NOT try to deal with more than one idea in each; be prepared to substitute a full stop for "and". Do NOT, however, overdo this, or the result will be jerky and irritating.
- (ii) Do NOT qualify the main idea of a sentence by a host of dependent or relevant clauses.
- (iii) Make sure that the phrasing and constr of each sentence is such that it runs smoothly to its end. Never start to write down a sentence until you can "hear" the end of it in your mind.

(b) Paras.

- (i) A properly constr para has unity. It must contain one idea or set of kindred ideas. Each of the sentences in it must play its part in developing your argument on this one particular aspect of the subject, and you must arrange your sentences so that each one leads naturally and logically to the next.
- (ii) Short paras are clear and decisive but tend to break the continuity of the paper. Long rambling paras tend to obscure the main ideas in them. You must, therefore, strike a balance between the two.

STYLE.

20. Style in writing is the individual method of expressing thoughts on paper. Aim at expressing yourself simply, clearly and briefly. Remember the main rules of composition given in para 19 above and, in addition, remember the following pts:—

(a) Words.

- (i) Use short, simple, English words; they are better than long ones. "Offrs who wish to go and see....." is better than "Offrs desirous of proceeding to witness....."
- (ii) Avoid Latin tags, such as "pari passu" and "mutatis mutandis", and French phrases such as "fait accompli". Do NOT use foreign words, except those for which there are NO English equivalents, such as "camouflage" and "chassis" which are now incorporated in the English language.
- (iii) Common usage makes certain terms, such as "black-out", permissible but you must avoid slang.
- (iv) Be sparing in your use of adjectives and remember that, if you use them constantly, you weaken the force of words such as "very", "great" and "intense". Use such words as "essential", "vital" and "unique" in their true meanings only.

(b) Rhetorical questions.

Do NOT write "Does it NOT seem strange", but simply "It seems strange....."

(c) Cliches.

Avoid hackneyed, stale phrases such as; "The best form of defence is offence"; "Time spent in recce is seldom wasted"; or "The Army marches on its stomach".

(d) Jargon.

"To write jargon is to be perpetually shuffling around in the fog and cotton wool of abstract terms"

- (i) Use concrete words instead of vague, woolly, abstract ones and say exactly what you mean. Write: "To be, or NOT to be? That is the question", and NOT:- "To be, or the contrary? Whether the former or the latter be preferable would seem to admit of some difference of opinion". That is "jargon" and there is NO place for it in any good writing.
- (ii) "Jargon" is often used to express a vague idea, or NO idea at all, in a knowledgeable way; eg; "The conc of all arms at the right time and place on a narrow front can, when practised with the mixed div, achieve results compatible with the demands required of this type of fmn in the attack battle." It sounds very impressive but it means almost nothing. Avoid this form of writing; be definite and precise.

- (e) Mood, voice, person.

Read AITM 20 para 1 and, whenever you are writing, remember the three simple rules which are given in that para:—

- (i) Use the *imperative* mood.
- (ii) Use the *active* voice.
- (iii) Make your writing *personal*.

If you remember these rules and obey them, you will avoid "jargon" and your writing will be brief, direct and straight-fwd. 15

CONCLUSION

21. My writing, whether it be in the form of paper, a precis or a brief, must be:—

- (a) Accurate.
- (b) Appropriate.
- (c) Clear.
- (d) Relevant.
- (e) Logical.
- (f) Brief.

22. To ensure that your writing meets these requirements, you must:—

- (a) Approach your task in a methodical way. Be clear about your object and think of the person for whom you are writing. Collect your material and arrange it in a logical order. You will then be ready to start writing.
- (b) Make your composition attractive and easy to read by laying it out clearly under suitable headings. Make sure that the effect of your argument is cumulative. When writing a paper or brief, begin by stating its purpose and remember to give conclusions or recommendations.
- (c) Obey certain simple rules of composition and express yourself simply, clearly and briefly. Note, particularly, the word briefly; "The writer does best who gives the reader the most knowledge and takes from him the least time".

P. B. S.

Jun 45.

Issue to DS & Students
on 2 Jul 45.

SD/20/M.

RESTRICTED.

12th Staff Course.

STAFF COLLEGE, QUETTA.

1945.

STAFF DUTIES.

APPRECIATIONS.

Syllabus.

1. The time officially allotted for the special study of this subject is:-

PS.....	1	hr
TD.....	1½	hrs
TE.....	3½	hrs
OE and IE.....	7	hrs (exercise in verbal appreciation and written orders).
IE.....	4	hrs
Conference on IE.....	3	hrs.

Preparation for TD.

2. Before the TD, you must study the att precis carefully and be prepared both to answer questions and to ask questions about any pts which are NOT clear to you.

References.

3. (a) FSPB (I) Part I, Pamphlet No 4, 1944, sec 2 contains the most recent rulings on this subject. The subject is also dealt with in MTP No 23, Part III, Ch I and in Trg Regs, sec 22.
- (b) You need NOT now read any of these refs, since their main contents are incl in this paper. You must, however, remember them for use after you leave the Staff College.

Specimen appreciations.

4. (a) In each syndicate library, there are six copies of a specimen appreciation. You are advised to study one of these before the TD, particularly if you are unfamiliar with this subject.
- (b) Syndicate ldrs will ensure that all six copies are readily available for study during the TD.

P.B.S.
Jun 45.

STAFF COLLEGE, QUETTA.

1945.

STAFF DUTIES.

APPRECIATIONS.

INTRODUCTION

Object.

1. The object of this paper is to explain the purpose of mil apprciations and to describe their gen form and substance.
2. The two types of mil appreciations which SOs are most likely meet are :—
 - (a) Tactical appreciations.
 - (b) Adm appreciations.

This paper deals only with tactical appreciations. Adm : ppreciations are discussed in a separate precis.

Definition.

3. Appreciating the situation is a process common to everyday life. It is nothing more than a sequence of reasoning, the object of which is to determine the best course of action in a given situation.
4. The purpose of a mil appreciation is exactly the same; in the words of MTP 23, "An appreciation is a review of a mil problem or situation based on all available infm and culminating in a plan of the action to be taken to meet the situation."

TACTICAL APPRECIATIONS

Types.

5. Tactical appreciations may be :—
 - (a) Made mentally. All comds and SOs are continually making mental appreciations of problems and situations.
 - (b) Given verbally. A comd or SO often has to give his appreciation of a situation verbally either to a superior comd or SO or to his subordinate comds or staff.
 - (c) Written. A comd or SO often has to submit a written appreciation to his superior comd or SO. Apart from this, however, if the problem is at all complicated and if time is available, it is always better to write an appreciation. Even if you can only write brief notes, you are likely to make a more balanced review than is possible from a mental summary.

Sequence.

6. The speed of modern war makes it extremely important to be able to make rapid and sound decisions, based on clear and logical reasoning. In the midst of the many disturbing influences of war, this is only possible if your mind has been trained to work to an accepted sequence of thought.
7. For this reason, all tactical appreciations, whether made mentally, given verbally or written, must be in the following sequence.
 - (a) A definition of the OBJECT to be attained.
 - (b) The weighing up of the FACTORS which affect the attainment of the object.
 - (c) The COURSES OPEN to your own force and to the enemy.
 - (d) The PLAN, which must be the logical outcome of the previous argument.

The layout of a written appreciation is given in detail at Appx "A".

THE OBJECT

8. The first thing to do when appreciating a situation is to decide what your object is. You must define this very clearly and accurately since, if your definition is inaccurate or ambiguous, your whole appreciation will be founded on a wrong basis and will almost inevitably lead to a faulty plan.
9. To be able to define your object correctly, you must:—
 - (a) Be clear of the difference between your object and objective.
 - (b) Give yourself only one object.
 - (c) Take any qualifying conditions into account.

Object and Objective.

10. Your object is your purpose or aim. You must NOT confuse it with your objective which may be a locality which you must capture in order to attain your object. You will generally NOT be able to decide what your objective or objectives should be until after you have reviewed all the factors affecting the attainment of your object, eg: Your *object* might be: "To prevent the enemy attacking QUETTA". After considering the relevant factors, you might come to the conclusion that the best way of achieving this object is to capture the KHOJAK PASS. The KHOJAK PASS is, therefore, your *objective*.

Single object.

11. Except in very unusual circumstances, you must have only a single object as a basis for your main argument. Before you give yourself a double object, think very carefully. You will nearly always find:—
 - (a) That one of your "objects" is either the same as, or a part of, your real object.

eg. The words "To capture" imply also the intention "to hold". Do NOT, therefore, express your object as "To capture and hold".

- (b) That one of your "objects" is really a factor affecting the attainment of your object.

eg. Do NOT express your object thus:- "To capture A and protect my L of C to it". Your object is "To capture A". Since "to capture" implies also "to hold", one of the factors which you will have to consider is the protection of your L of C, but this is essentially a factor and NOT an object.

- (c) That one is your *ultimate* and the other your *immediate* object. You must, of course, base your appreciation on your *immediate* object; at the same time, you must NOT forget your *ultimate* object: you must, therefore, link the two together with the phrase "with a view to".

eg. Your *ultimate* object is to conc your force in area X but to do this you must first cross river Y. Your *immediate* object, therefore, is to est a brhead. The correct way to define your object would be:—

"To est a brhead in area Z, with a view to concentrating my force in area X".

Qualifying Conditions.

12. You may often have to complete a task by a certain time or to continue to carry out a task for a certain length of time. In defining your object, you must always incl qualifying conditions of this sort. For example your object might be:—

"To capture hill A byhrs"

"To deny the river crossing at B untilhrs on.....".

"To cover the approaches to C until relieved by.....".

FACTORS

13. When you are quite clear about your object, the next thing to do is to consider the factors which affect the attainment of that object. The purpose of doing this is to discover the main courses of action open to you and to the enemy, with the advantages and disadvantages of each. This can only be achieved by making some clear deduction about what you must do or what is best for you to do, from the pt of view of each particular factor.

14. In considering factors there are four main pts to remember:—

- (a) They must be relevant to the object.
- (b) They must be given their correct relative value.
- (c) They must be capable of having useful deductions made from them.
- (d) They must be dealt with in a logical order.

Relevancy.

15. (a) Your appreciation will NOT be complete unless you have given full weight to every factor which may have influence on the attainment of your object.

- (b) On the other hand, you must NOT incl anything in a written or verbal appreciation that is NOT helpful to the solution of the particular problem you are considering and that has NOT a definite bearing on it.

16. Mentally, therefore, if you have time, you must consider every factor which you think may have an effect on the attainment of your object. If, after you have considered a factor, you find that it has NO such effect or that its effect is negligible and that you can make NO useful deduction from it, do NOT incl it in your written or verbal appreciation.

Relative value.

17. You must assess correctly the relative value or importance of those factors which you decide do have an effect on the attainment of your object.

- (a) You must NOT give too much weight to minor factors.
 (b) You must NOT allow any factor to influence you towards a definite course of action until you have considered all the relevant factors and can weigh up their combined effect.
 (c) You must distinguish between est facts and assumptions.

Deductions.

18. A factor from which you can make NO useful deduction is useless. In considering factors and the deductions from them, your process of reasoning should be on the following lines:—

- (a) "What is my object?" You will have decided this by now but you must keep it in your mind the whole time.
 (b) "What infm do I want from this factor that has a bearing on the attainment of my object?"
 (c) "What deduction can I get out of this infm that will help me to make my plan?". There is NO need to try to make a deduction from each separate item of infm; in fact, it is often better to consider all the details of a factor and then make deductions from the factor as a whole.

19. Do NOT confuse the process of considering a factor in all its implications with that of making a deduction. Factors should incl all the FACTS which emerge from the infm in your possession. A deduction is a decision as to what you must do or what your best and second best course of action is, which you should arrive at after weighing up all the facts contained in the factor. eg:—

WRONG.

Factor:— The jungle is very thick.
 Deduction: My movement will be slow.

RIGHT.

Factor:— The jungle is very thick, and I shall NOT be able to move at more than 1 mih.
 Deduction: I must start at.....hrs to arrive at(place) at.....(time).

Logical Order.

20. You must deal with factors in a correct and logical order.
- (a) You must first deal with those factors which have the greatest influence on the attainment of your object.
 - (b) Your discussion of one factor, particularly the deduction you make, must lead logically to the next, so that the effect of your argument is cumulative and the "courses open", and finally the "plan" emerge naturally from that argument.

Preconceived ideas.

21. It is often 'difficult' to approach a problem without having some preconceived idea in your mind about the best course of action to adopt. When you are considering factors, you must be careful NOT to let such ideas make you twist your whole argument. You must weigh up the various aspects of each factor quite impartially and then make a true deduction.

Factors common in tactical appreciations.

22. The factors which you will most often have to consider when making a tactical appreciation are :—

Ground.

Relative str.

Time and space.

Surprise and deception.

Air situation.

Maint.

Some other factors which may be important are :—

Weather.

Hrs of daylight and darkness.

Phases of the moon.

23. It is clear from preceding paras that you will NOT necessarily have to deal with all these main headings in every appreciation. Nor need you always deal with each one separately. It will often be better to consider two or more factors together, since they may react upon one another in such a way as to make separate consideration of each impossible. Conversely, you may break down an important factor and consider it under a number of small headings. Try to find the key to the problem set by your object, give it a suitable heading and consider it either as a main factor or as a sub-factor under one of the main factor headings. If it is the key to the problem, it is best to consider this factor first as it will help to clear your thoughts.

24. Some notes on how to consider the factors given in para 22 above and on the type of deduction you should try to make are given at Appx 'B'.

Summary of deductions.

25. If your appreciation is long and complicated and you have had to consider a large number of factors, finish the section on "Factors" with a short "Summary of Deductions". This makes the gen conclusion clear and leads logically to "Courses open" and "Plan". Do NOT introduce new deductions into your "Summary of Deductions".

COURSES OPEN

26. When you have considered all the relevant factors and have drawn deductions from them, you will be able to see clearly what courses of action are open to yourself and to the enemy. You must now examine these, noting the advantages and disadvantages of each, and then decide which course you are going to adopt.

Avoidance of impossible courses.

27. Do NOT suggest that either side might adopt a course which you have already shown to be impossible or very improbable, eg: If consideration of ground has shown you that a certain area is quite impassable to armed tps, it is a waste of time to suggest that either side might adopt a course of action involving the use of armed tps in that area.

28. After considering the various factors, you may have come to the conclusion that there is only one sensible course for either yourself or the enemy to adopt. If you think this, say so and do NOT waste time putting up other courses for either side, merely for the sake of showing them to be absurd.

Order in which to consider.

29. When you have the initiative (eg, when appreciating for an attack), consider first the courses open to yourself. Do NOT, however, try to decide which of these courses you are going to adopt until you have also considered the courses open to the enemy, particularly his probable reactions to what you may do.
30. On the other hand, when the enemy clearly has the initiative (eg, when you are appreciating how to take up a posn to defend some area) you must consider first what he may do before you can usefully consider the courses open to yourself.
31. In order to make a written or verbal appreciation more convincing, it is often best to discuss last the course which you decide to adopt, so that the plan follows logically from it.

Courses open to the enemy.

32. When considering courses open to the enemy, always assume that he will make a sound plan, using the tactical methods which experience has shown that he usually employs. Do NOT say "What would I, a Brit bn comd, do in these circumstances?" say rather, "What would I, Lt Col YAMADA, do in this situation in order to defeat my hated and despised enemy?"
33. Whenever possible, have an independent appreciation made from the enemy pt of view. This task is normally carried out by "I" branch.

Course adopted.

34. As you consider the various courses open, you must state briefly the advantages and disadvantages of each. When you have considered all the courses open to the enemy, you must summarise the arguments and say which course you think he is most likely to adopt.
35. End this sec of the appreciation by saying which course you decide to adopt yourself, with a brief statement of your reasons. Test your choice by thinking :—
 - (a) "Does this course provide the best means of attaining my object?"
 - (b) "Does this course place me in a sound posn to counter any probable enemy action?"

PLAN

36. You will now be ready to give your plan which is an integral part of your appreciation. This must be the logical outcome of all your previous argument.
37. Start by stating your "Intention" and then, before you do anything more, turn back and read again the "Object" of your appreciation. Make quite sure that your "Intention" upon which you are going to base the whole of your plan, does fulfil your "Object".
38. Then state the main pts of your plan in the general sequence in which they will eventually appear in the Method, Adm and Intercomm paras of an OO. The amount of detail you should incl in your plan depends on circumstances. Give your reader or listener as much as he wants to know or as much as he must know. For example:—
 - (a) A higher comd wants to know the outline plan of a subordinate to satisfy himself that the plan is sound. It is usually easier for him to understand if fmns and some of the major units are mentioned by name, particularly in situations where certain tasks should clearly be given to certain fmns or units, because of their present location or some other reason. He does NOT want to know details of bdys, location of HQ, med arrangements etc.
 - (b) On the other hand, if a comd is giving a plan to a subordinate SO, he must give him enough detail to enable him to draft the orders required to put the plan into effect. The SO will want to know, in much greater detail than a superior comd would, which units are to carry out various tasks. In the OO, he will have to incl orders about bdys, location of HQ, med arrangements etc and the comd must, therefore, give him enough infrm to enable him to write these paras.
 - (c) If a comd is giving an appreciation to his subordinates merely in order to let them understand his views on a situation, it is clearly NOT necessary for him to go into great detail. If, however, he is giving a plan on which his subordinates have got to take action, they will want approx the same amount of detail as the SO in (b) above.

GENERAL POINTS

Verbal Appreciations.

39. (a) You must never read out an appreciation which you are giving verbally, either to a superior or to subordinates.

- (b) Face your audience and speak directly to it, referring to notes when necessary. You can use more informal language than you would in a written appreciation. Impress your personality on your audience.

Written Appreciations.

40. (a) A sketch or bold diagram may often help to explain an appreciation, but you must only incl one if it is of real use. Similarly, a graph may make a situation clearer than putting the info in writing. If you incl one, it must be simple, bold and easily intelligible.

- (b) Appces may be needed on occasions, eg to show detailed time and space calculations. You must remember to summarise the contents of an appx in the body of the appreciation.

Wrong: "Time and space, see Appx "A".

Right: "I can reach river P before the enemy, but he can forestall me on the high ground at Q. See Appx A".

Deduction "I must....."

- (c) Maps, sketches, diagrams, graphs and appces must open clear of the appreciation so that they can be referred to easily.

Style.

41. (a) Whether written or verbal, appreciations must be clear, decisive and to the pt. You must avoid any padding, irrelevancy or vagueness.

Wrong: "In my opinion it would seem that my best course of action might be....."

Right: "My best course is....."

- (b) A comd usually uses the first person singular, a SO the first person plural.

Exercises.

42. When making an appreciation in an exercise, you must forget your own individuality and live the part of the individual whom you represent.

CONCLUSION

43. The main pts to remember about an appreciation are:—

- (a) That, whether mental, verbal or written, it must follow the sequence. "Object", "Factors", "Courses Open", "Plan".

- (b) That the "Object" must:—

(i) NOT be confused with the "objective".

(ii) Be a single object.

(iii) Incl any qualifying conditions.

(c) That the "Factors" must:—

- (i) Be relevant.
- (ii) Be given their correct value.
- (iii) Have useful deductions made from them.
- (iv) Be dealt with in logical order.

(d) That the "Courses Open" must:—

- (i) NOT incl any "Ninepins".
- (ii) Be considered in the correct order, ie, the side which has the initiative first.
- (iii) Credit the enemy with sound plans.

(e) That the "Plan" must:—

- (i) Be the best way of attaining your "Object".
- (ii) Cater for any probable enemy action or reaction.
- (iii) Give your reader or listener such details as he should or must know.

P.B.S.
Jun 45.

RESTRICTED.

Appx A.
SD/20/M.

LAYOUT OF A WRITTEN APPRECIATION.

(Refers to precis SD/20/M, para 7).

	LAYOUT.		PTS TO NOTE.
	SECRET	(a)	(a) Security classification in blocks.
	Copy No.....	(b)	(b) Copy No, if applicable.
	Appreciation of the Situation		
	by	(c)	(c) "by" the only word in that line.
	(Name and/or appointment of off. from whose pt of view the appreciation is written).	(d)	(d) ie, either "Brig E. V. SMITH, Comd 101 Ind Inf Bde" or "Comd 101 Ind Inf Bde". (Latter is more usual).
	at.....(place) at..... hrs	(e)	(e) Place followed by map ref.
	on.....(date).	(f)	(f) <u>Main heading.</u> (i) In blocks. (ii) NOT numbered. (iii) Overlapping margin.
	Ref map/maps.....		
	OBJECT		
1.	Statement of the object.	(g)	(g) Other main headings (ie FACT- ORS, COURSES OPEN, PLAN) follow same rules. Each overlaps margin by same amount.
	FACTORS		
	<u>Ground.</u>	(h)	(h) <u>Sub heading.</u> (i) NOT in blocks. (ii) NOT numbered (iii) Underlined. (iv) Immediately on RIGHT of margin.
2.		(i)	(i) <u>Para No</u> in margin. All para nos are same distance LEFT of marginal line.
3.			
4.		(h)	(h) <u>Sub heading.</u>
5.	<u>Deductions.</u>		
	(a)	(j)	(j) <u>Sub para.</u> (i) Lettered. (ii) Letter immediately on RIGHT of margin. May be slightly "set in" if desired. All sub paras throughout appreciation must follow same ruling.
	(b)		
	<u>Time and space.</u>		
6.			
7.			
8.			
9.	<u>Deductions.</u>		
	(a)	(i)	(i) <u>Paras</u> numbered consecutively throughout appreciation.
	(b)	(j)	(j) <u>Sub para.</u> (i) Lettered. (ii) Letter immediately on RIGHT of margin. May be slightly "set in" if desired. All sub paras throughout appreciation must follow same ruling.
	<u>Surprise and deception.</u>		
10.			
11.			
12.	<u>Deductions.</u>		

	LAYOUT.		PTS TO NOTE.
	<u>Summary of Deductions.</u>	(k)	(k) Where necessary for clarity in a complicated appreciation only.
13.			
14.			
	COURSES OPEN		
	<u>Own Force.</u>	(l)	(l) This assumes that you have the initiative. If the enemy has the initiative, consider courses open to him first.
15.	There are two courses open to me.—	(m)	(m) This assumes that you are appreciating as a comd. If you are appreciating as a SO, use the first person plural, ie "we".
	(a) To	(n)	(n) <u>Sub-sub-p .ra.</u>
	Advantage/s (i) (ii)		(i) Numbered with Roman numerals.
	Disadvantage/s. (iii) (iv)		(ii) "Set-in".
	(b) To		
	Advantage/s (i) (ii)		
	Disadvantage/s (iii) (iv)		
	<u>Enemy.</u>		
16.	The JAPANESE can:—		
	(a)		
	Advantage/s (Continue as in para 15 above)		
17.	Summary of arguments showing which course he is most likely to adopt.		
	<u>Course adopted</u>		
18.	I decide to		
	My reasons are:—		
	(a) (b)		
	PLAN.		
	<u>Intention.</u>	(o)	(o) Intention always expressed as an order in the future imperative tense.
19.	101 Ind Inf Bde will		
	<u>Phase I.</u>	(p)	(p) The amount of detail to be incl in plan depends on
20.			

	LAYOUT.		PTS TO NOTE.
21.	<div> </div> or other suitable paras.		the purpose for which the appreciation is being made. See precis para 37.
22.			
23.			
24.			
25.	Adm.		
26.	Intercomn.		
	Signature Rank Appointment	(q)	It is NOT necessary to state the fm as this has already been mentioned in the heading of the appreciation.
	Distribution :— (if applicable)		

(q) eg E.V. Smith,

Brig
Comd

RESTRICTED.
Appx B.
SD/20/M.

NOTES ON CONSIDERATIONS OF FACTORS.

(Refers to precis SD/20/M, para 24).

Ground.

1. (a) You will have to consider some aspects of this factor in every tactical appreciation.
- (b) Some of the more usual headings are :—
 - (i) Gen description—eg, open; flat; hilly; jungle; swamp; paddy.
 - (ii) Comms—rds; trs; rivers.
 - (iii) Approaches.
 - (iv) Obstacles to mov.
 - (v) Dominating features—observation.
- (c) Sometimes it is best to consider as a whole the area with which you are concerned. On other occasions it is better to divide the ground into sectors and then consider each sector in turn.
- (d) Your deductions from this factor should be of the type :—

“I must first capture the dominating feature A.

Thereafter, my best course of action is to attack on the RIGHT.

My next best course is to attack on the LEFT”.

Always note your second as well as your first choice; the first may be ruled out as a result of your deductions from another factor.

Relative strs.

2. (a) This also is a factor of which you will have to consider some aspects in every tactical appreciation.
 - (b) Present disposns
 Str (incl probable rfts)
 Armt
 Morale
 Mobility

}	of the enemy in relation to your own force,
---	---

are the main pts you will have to consider.
 - (c) It is sometimes convenient to consider some of the pts in (b) above either by themselves (and NOT under the main heading “Relative strs”) or together with some other factor with which they are clearly linked.
- eg. It is sometimes convenient to consider “enemy disposns” as a separate factor. At other times “enemy disposns” must be considered together with “ground”.
- “Strs” will often be very closely linked with “Time and space”, when rfts are being considered.

- (d) A statement that you are stronger or weaker than the enemy in certain respects does NOT constitute a useful deduction. Some examples of the type of deduction you should draw from this factor are:—

"I can best use my superiority in inf by"

"I must compensate for my inferiority in arty by....."

"I have NOT got enough arty to deal with more than one of the enemy's posns at a time"

"My min requirements for a certain task are....."

Time and Space.

3. (a) You will have to consider this factor in nearly every tactical appreciation that you do. It will often be closely linked with "Relative strs", when you are considering rfts.

(b) Consideration of this factor will show you the time by which you and the enemy can do certain things. You must, of course, consider NOT only the time required for mov but also the time required for recce, preparation etc. For example, you will want to know, NOT the time at which tps can reach a certain pt, but the time by which they can be ready to attack, or to occupy a def posn.

- (c) From your consideration of this factor you should be able to make such deductions as:—

"I must attack before....."—(at which time the enemy will probably have been reinforced).

"I must occupy the posn by....."—(at which time your consideration has shown that the enemy can attack).

"I must do everything possible to delay the enemy adv and prevent him attacking before....."—(before which time your defs cannot be ready).

Surprise and deception.

4. (a) There are few tactical situations in which there is NOT some opportunity of deceiving or surprising the enemy. This factor, therefore, is nearly always one that you will have to consider.

(b) Sometimes, however, you can consider certain aspects of it more conveniently under other headings eg, when appreciating for an attack and considering "ground" you will be looking for covered approaches which among other things, will help you to gain surprise. Similarly, whether or NOT you can mov by day without being seen by the enemy will often depend chiefly on the "air situation".

- (c) From this factor, you should deduce how you can surprise the enemy or what steps you should take to deceive him.

Air Situation.

5. (a) In very small tactical appreciations this may NOT be a relevant factor, but it is so in nearly all other appreciations.

- (b) From it, you should deduce either what action you must take to avoid being detected or interfered with by the enemy air force or how you can best use your own air force to help you attain your object.

Maint.

6. Such pts as the availability of sups and tpt, state of comns, ability to replenish (incl, perhaps, the use of air tpt,) evac of cas, water sup etc must have a great influence on what you can and cannot do. This is therefore another factor which you will have to consider in nearly all except the very smallest appreciations.

Weather.

7. You may know that there is a heavy ground mist until a certain time of the day or that a breeze from a certain direction nearly always springs up at the same time every day. Such factors as these may clearly have a great effect on your plan.

Daylight- Darkness - Moon.

8. It is obvious that these factors may in certain situations be very important. They will often be closely linked with "surprise". They with "weather", are particularly important in airborne or amphibious ops.

Issue IS
and Students
22 Aug.

SD/26/M.

RESTRICTED.

STAFF COLLEGE QUETTA. 12th Staff Course.

1945.

STAFF DUTIES

AGENDA. CONFERENCES AND MINUTES OF A MEETING

1. There is NO PS or TD allotted for the subject. Students must study the precis in their own time and raise any queries they may have during one of the revision periods.
2. Practice in laying on conferences, preparing agenda and writing mins will be given during the various continuous exercises and the exercise on Fmn Trg Instrs.

PBS.
Aug 45.

Issue DS and
Students 22 Aug.

SD/26/M.

RESTRICTED

STAFF COLLEGE, CUETTA 12th Staff Course.

1945.

STAFF DUTIES

AGENDA, CONFERENCES AND MINUTES OF A MEETING

INTRODUCTION

1. All SOs are liable to be involved in conference work. This may entail any or all of the following :-
 - (a) Preparing and circulating agenda.
 - (b) Arranging domestic details of the conference.
 - (c) Acting as secretary, preparing and circulating mins.

AGENDA

Object of agenda

2.
 - (a) To enable those attending a conference to collect info and assemble their thoughts.
 - (b) To reg proceedings at a conference.

Preparation

3. The comd or senior SO ordering the conference will usually lay down certain pts for discussion. The SO organising the conference should then call for any other pts that offrs attending the conference want to be discussed. He must give a definite date for these pts to reach him, which will allow the offr ordering the conference time to consider them before the conference.
4. Once all pts for discussion have been received, they must be arranged in a logical order for discussion. When preparing the agenda sheet, headings and sub-headings are enough to tell people in gen terms what is to be discussed. A space should be left after each heading and sub-heading to allow offrs room to make notes before attending the conference and to record decisions during the conference.

Circulation

5. Agenda must be circulated in sufficient time before the conference to allow all attending to brief themselves. For more complicated subjects it may be necessary to circulate, with the agenda, papers dealing with those subjects.

DOMESTIC DETAIL

6. The SO organising the conference is responsible for:-
 - (a) Car park and guides to conference room.
 - (b) Seating accn; allow spares.
 - (c) Temperature of room (if possible).

- (d) Seating diagram.
- (e) Stationery (incl spare copies of the agenda) and maps.
- (f) Security arrangements incl check of passes and posting of sentries or pro.
- (g) Circulation of attendance list.
- (h) Arrangements for tele calls in the absence of cmd and SOs at the conference.
- (i) Arranging for meals and accn for visitors who have come a long way.

MINUTES

Definition

- 7. Mins are a summary of the proceedings of a meeting, conference etc. They must contain a record of all decisions taken, upon which comds and SOs will act.

Responsibility

- 8. All SOs must be capable of acting as secretary at a conference and of preparing mins. Normally the SO organising the conference will act as secretary.

Layout.

- 9. A specimen layout is given at Appx A att.
- 10. Note the following pts:-
 - (a) The offrs attending may be shown by name and appointment or by appointment only.
 - (b) The written record will have headings; paras and sub-paras as explained in Mil Writing (SD/12/M) and as shown in Appx A.
 - (c) Mins will be signed with rank and appointment either by the chairman or the secretary. If the secretary signs them, the chairman must see and approve them before they are circulated.
 - (d) Mins are usually distributed to units if the offr attends as unit rep. If, however, an offr is called in as a tech rep or in some other individual capacity, he will be sent a copy by name.
 - (e) Ensure that all other units/branches, who did NOT attend the conference but are interested in the decisions, receive a copy.
 - (f) See that all concerned get sufficient copies. A unit or branch may want to circulate one copy and cut up another to place extracts on their subject files.

Notes on the preparation of mins.

11. Pass round the attendance slip as soon as offrs begin to arrive. You may NOT know all those attending, therefore make sure you have indentified the main speakers before the conference begins.
12. Go to the conference with paper already marked up with the main and sub-headings. Allow plenty of room between these for making notes and recording decisions.
13. Listen carefully. Do NOT attempt to take down what everyone says, NOR everything the leading speakers say. Pick out all the relevant matter and see that you record all decisions. Opinions of individual members are NOT usually recorded except at conferences on a high level, when there are stenographers to take down every word.
14. Do NOT hesitate to remind the chairman if pts have been omitted or left undecided, but be tactful.
15. After the conference write or dictate the mins while they are still fresh in your mind. As for OOs, mins must be clear and concise.
16. If mins are to be treated as executive orders the chairman should state this at the conference and a note to this effect should be incl after the heading of the written mins.

Follow up.

17. SOs must follow up the issue of mins by visiting firms/units to see if they have any problems and to find out what progress has been made in implementing the decisions.

SD/26/M.

RESTRICTED.

APPX A

SPECIMEN PROFORMA FOR COMPILING MINUTES OF
A MEETING

SECRET

Copy No

(date)

Minutes of a conference held at (place) on (date).

1. There were present:-

(Here give a list of those present by appointment. After the chairman put "in the chair", after the secretary put "secretary". Officers present may sometimes be shown by name and appointment).

2. Object.

(Para heading.)

3.

Note

Use para headings, paras and sub-paras as for any type of mil writing. The second para should be used for a statement of the object of the meeting or on the gen policy covering the matters under discussion.

Signature
Rank and appointment.

Method of Issue }
Time of signature } (same as for OOs)
Time issued to Sigs }
Distribution. }

MANUALS AND REGULATIONS IN COMMON USE.

Serial No.	Title and Short Title (if any)	Brief Note of Contents.
1.	Barrack Synopsis (India).	Full details of scales of accn authorised on an individual and a unit basis. Classification of stas. To be read with Serial 19 Scales of Huttet Accommodation.
2.	Cantonments Act.	A comprehensive volume of Cantonment Laws and rules for the adm of cantonments. All infm about Cantonment Boards.
3.	Clothing Regs 1939 (reprinted 1941).	Issued in two loose-leaf volumes. The appces form the sec volume. All orders regarding the sup of clothing and necessaries and the issue of clothing and kit allowances. The appces contain details of what is public clothing, necessaries etc, and many other details. NB, Clothing allowance suspended for duration of war.
4.	Financial Regs Part I (Army and Air Forces) Reprint 1940. Part II (Army and Air Forces) 1942.	Part I contains the gen principles of finance, the powers to sanction expenditure of various authorities and the rules for incurring expenditure. It covers generally pay and allowances, audit, contracts and security deposits and remittances and allotments. This Part. may be taken as the "rules". Part II goes into details of the methods of maintaining accounts and claiming allowance. This part is the units ref book. It may be taken as the "Instrs". Any matter on which a ruling is required must be looked up in BOTH parts.
5.	Compendiums :- (a) IAOs. (b) AI I)s. (c) Policy letters of various branches of the staff (GS, QMG, AG, MS etc).	The subject matter of these compendiums is self-evident. They are most useful and must be kept up to date. Always refer to them for the latest policy.
6.	Institute Rules (India) 1938.	Gives the rules for all types of Institute and the principles of institute management. Rules for contractors, forms of contract. Details regarding accn for institutes and contractors shops. Rules on accounting and rebate. An important book for all SOs who are responsible in any way for the amenities and consequently the morale of tps in any sta.

Serial No.	Title and Short Title (if any).	Brief Note of Contents.
7.	Mech Veh Regs, India (1940) (MVRI)	Contains gen instrs for the use of mil vehs, dvrs orders, diaries, duty slips, action in event of accident. Rules for the issue and accounting of POL. Rules for maint, inspection and repair, accounting of veh eqpt and spares. Dvrs qualifications. Instrs about books and documents concerning MT. Useful instrs for despatch of vehs by train and by sea.
8.	Mobilization Regulations (India) 1940 (Mob Regs).	Mainly lays down gen principles of mob and instrs to ensure that all details are thought of by a unit before it receives orders to mobilize. Deals in detail with all aspects of mob, schemes, org of depots and record offices, personnel, animals, eqpt, documents, unit property, etc. Many of the instrs contained in this are superseded by detailed orders given when units are ordered to mobilize, the book is nevertheless a very good guide to mob procedure.
9.	Movement Instructions (India) 1940.	Divided into three parts of which the last two are NOT now generally applicable. Part I Instrs for Mov by rail in India, the use of warrants, complete instrs for tp trains and personnel travelling in them in all eventualities. Sup arrangements for tp trains. Similar instrs for parties travelling in ordinary rly trains. Part II deals with Trooping. Part III deals with Invaliding of British personnel. (See also N and I Rail Serial 10).
10.	Notes and instructions for movements by Rail in India, 1940. (N & I Rail).	Provides in concise form such notes and instrs as are required to be known concerning a journey by rail of tps and families in India. It is a reproduction of existing orders and regs. (See also Movement Instrs, serial 9).
11.	Passage Regs, India. (reprint 1940). (PRI).	This book starts with some useful definitions. It deals with the provision by sea, rly, rd or river of conveyance to personnel paid by Def Services. It contains all the rules for travelling allowances, daily allowance, mileage allowance, conveyance allowance. It gives the regs governing the admissibility of conveyance to all classes of personnel dealt with under all circumstances. In the appces are lists of offrs allowed to hold and to issue rly warrants etc, list of offrs empowered to order moves and various other rules and lists.

Serial No.	Title and Short Title (if any).	Brief Note of Contents.
12.	Pay and Allowance Regulations for the Army in India Vol I) Revised Vol II) Edition) 1 Jan 38. (P & A Regs I P & A Regs II).	<p>Volume I contains all the rules regarding the basic pay and allowances and other monthly pay and allowances for all ranks serving with the Army in India. It incl's pay of appointments, charge pay, trades pay, proficiency pay, etc, Marriage allowance, lodging allowance, IA allowance, personnel allowance etc.</p> <p>Volume II contains the rules regarding all other allowances, initial, recurring or occasional, those affecting the wives and children of BORs, those applicable to units, fms and offices. Rules regarding rewards, compensation, advances, recoveries and stoppages.</p> <p>A good knowledge of these Regs will save you many worries and will most likely prove of financial benefit to you.</p>
13.	Pension Regulations for the Army in India, Parts I, II, III 1940.	<p><u>Part I</u> contains rules made with the approval of the Secretary of State for India. These rules govern the pensions of King's Commissioned Officers, nurses and certain British ranks, mainly of the IUL.</p> <p><u>Part II</u> contains rules made by the Governor General. These rules govern the pensions of all ranks of the Indian Army with the exception of those who are dealt with in Part I.</p> <p><u>Part III</u> also contains rules made by the Governor General. These rules govern the procedure to be adopted in submitting pension claims and the actual machinery involved in payment.</p>
14.	Quarters and Rents (1941).	<p>As its name implies this contains rules regarding the provision of quarters and the rent to be paid for govt buildings. It also contains rules for the sup, free or otherwise, of water and electricity. Superseded as regards rent, water and electricity by ALL 505/44 for the duration of the war</p>
15.	Regimental Accounts Indian Units.	<p>This book gives the gen rules for keeping of all the accounts which must be maint in any Indian Unit. It defines Public, Regimental and pte funds and gives orders for the receipt and distribution of pay.</p>
16.	Regulations for the Army in India Rules and Instructions. (RAI Rules). (RAI Instrs). 1937 Reprinted 1942.	<p>These rules and instrs cover so wide a fd that it is impossible to give any brief note of the contents. The rules are fundamental and the Instrs are the orders of the C in C governing the application of the rules.</p> <p>These rules are complimentary to King's Regs and over-ride all other regs contained in other publications applicable to the Army in India.</p>

Serial No.	Title and Short Title (if any).	Brief Note of Contents.
17.	Regulations for Indian Tradesmen 1942.	A comprehensive volume giving the details of all classes of trades pay for the Army in India, classification of trades, details and conditions of Trade Tests.
18.	Regulations for the Military Engineer Services. (MES Regs).	This is largely a tech publication but as a Q offr you should know your way about it in so far as it gives details of financial control of work, div of all works into maj, minor works and repairs and the machinery of how works are sanctioned, by whom and how they are put into action. An understanding of this will help you to get MES work done.
19.	Scales of Huttet Accommodation.	To be read in conjunc with Barrack Synopsis (India). It incls all the orders issued during the war concerning the provision of hutted accn.
20.	Scales of Rations and Supplies issued by the RIASC. (SRS) 1940. Reprinted 1941.	Gives the scale of rations and sups of all kinds for issue to all ranks, and animals in peace and war. Gives also miscellaneous scales of issues.
21.	Special Procedure Pamphlet. (SPP). 1933. Reprinted 1940.	This is a complicated book interpreted differently on each occasion. It is used to cover ops on NWF (chiefly) where full mob is NOT required. It follows very approximately the headings of Mob Regs.
22.	Tentage Regulations India. Reprint 1939.	Instrs for the care of tentage, for its use, and scale of tentage for various purposes. Also has tables showing detailed components of tents and weights and measures.
23.	Classification and Handling of Protected Documents (INDIA) 1944.	Rules for the safe custody, handling and transmission of protected documents.
24.	Regs for the Mdeical Services of the Army in INDIA.	Although these regs concern only the Med Services, they incl infm of value to 'A' SOs.
25.	Field Service Hygiene. Notes 1945.	Notes and instrs on the preservation of health. Anti malaria measures. First Aid.

ARMY FORMS AND INDIA ARMY FORMS IN COMMON USE.

1. IAF D-908 Instrs to offrs acting in aid of the civil power.

Printed in English and Roman Urdu and issued 'as required'. Most units keep one per BO and VCO and 100% spare, also spares at sta HQ.
2. AF B-151. Applicable both to Brit Army and IA. Submitted direct to GHQ (MS) and copies to all higher fmns for any offr mov. A 'Gas' (NOT in the med sense), eg, an offr going on a course or transfer.
3. IAF T-1708. For reporting moves of all units and dets, for periods of more than 7 days. Moves of sub-units and above must be reported with sufficient copies for all higher fmns.
4. IAF Z-2225. Daily register of inward letters, except SECRET and CONFIDENTIAL. Used in all offices.
5. IAF A-492. Destruction of old files and records, except SECRET and CONFIDENTIAL.
6. IAF X-1840 B. Register of SECRET and CONFIDENTIAL documents. (Receipt and issue).

Used only for TOP SECRET, SECRET and CONFIDENTIAL documents, which have serial numbers and are to be accounted for in the Annual return (AF A-24). NOT used for other CONFIDENTIAL correspondence.

All issues on loan, even within own HQ, should be entered up in IAF X-1840 B. IAF X-1840 B is bound in a loose-leaf folio cover (IAF X-1840) and IAF X-1840 A is the Index to the contents.
7. IAF U-1744. Unattached List Record of Service .

Used for IACC and other non-regt personnel. The Character Sheet may NOT be used for annual confidential reports.
8. AF B 194-D.
AF B 194-E.
AF B 194-F.
AF B 194-G. Confidential reports on offrs. Full instrs are given in IAO 23/5/45.
9. IAF L-1170. Offrs Leave application form (except casual leave).
10. IAF A-205. This form for Adv Sta Orders is NOT now used. Instrs for the present procedure are contained in IAO 1592/43. Indentor fills up LEFT portion of heading and first seven columns. FRI Part I para 47 refers.

Note.

IAF Z-2098 is still in use in some stas where stocks of the form are being used up.

11. IAF Z-2150.

Tpt Indent.

Only used for tpt under control of sta
tpt offr. NOT required for unit tpt.

12. IAF Z-2096.

Receipt issue, and expense voucher.

Used for transfer of all forms of stores
and sups. Usually sent in duplicate by
the issuer to the receiver who retains
one copy and receipts and returns the
duplicate copy to the issuer. Vouchers
are required in SP of ALL entries in
stock ledgers and of some accounts.
Vouchers also required for loan issues
requiring NO ledger transactions, in
which case they are usually marked
'normal'.

The form is used as an Expense Voucher
in cases of writing-off expendable stores,
or in cases of write-off ordered by the
competent financial authority.

In principle NO article can be transferred,
NOR any entry made in ledgers or stock
sheets without a supporting voucher.

Separate sheets are required for each sec
of VOS or PVS.

For vouchering transactions with IACC see
ERI Vol I, particularly paras 140, 141,
286. FR Part II para 52.

13. IAF S-1524.

Last Ration Certificate.

An individual or party, when transferred
or att away from their own unit cannot
draw rations without producing a LRC.

LRCs also required in sp of Ration returns.

14. IAF S-1519.

Monthly Ration and Forage Returns.

Is really a day to day account of issues
balanced against the numbers of men and
animals on the str of the unit (incl att)
and against the receipts from sup depot.
There will always be a certain number of
unavoidable overdrawals which are adjusted
in subsequent days.

IAF S-1518 gives detailed instrs for
compiling the return. Every item required
to be sp by personnel details from P&M
Book, RIASC vouchers, contractors issue
voucher (IAF S-1520), LRCs, any loss
statements.

The main difficulty is accounting for att
personnel, particularly if their numbers
fluctuate.

Small units and fmns HQ often att to
large units for rations.
See FR Part II para 128.

15. IAF T-1724.
IAF T-1727. These forms, which are requisitions for entitled sea passages are in abeyance during the war. Instrs are given in IAO 1343/43.
16. IAF T-1709. Form E (Duty).
IAF T-1709A. Form D (Leave).
IAF T-1707. Warrant for small parties and individuals.
IAF T-1707-A. Warrant for complete compartments, vehs, trains.
IAF T-1714. All rly moves debitable to Trg Grant.

All above must be kept under lock.
Not transferable.
No alterations on form allowed except on IAF T-1707-A. Therefore complete forms at last moment on sta before handing over tickets to comds of parties.

Void forms to be cancelled by burning, and counter-foils cancelled by RED ink.

Instrs on reverse of forms.
17. IAF T-1711. Military Credit Note for the dispatch of stores.
18. IAF O-2263-E.
IAF O-2263-F.
IAF O-2263-G. Reports by CCMA on small arms, MMGs and bicycles.

After completion by CCMA submitted to HQ Dist and thence to Bde HQ and units, Extracts should be retained at Bde HQ as unit's efficiency effected.
ERI Part I, 1939, Appx XXVI.
19. IAF O-2458. Inspecting Ordnance Officer's annual report on amn and explosives.
Submission procedure as for CCMA's reports, and extracts should be retained at fm HQ.
20. IAF K-1162. Enrolment Forms -Combatants IA.
IAF K-1165. " " -Non-Combatants IA.

Kept with men's Sheet Roll (Record of service).

Documents are kept with active units until mob or on going overseas, when they are kept by offr IC Records at Trg Centre.

IAF K-1162-A. As in para 19 above, but these forms are
IAF K-1165-A. enrolment for service in INDIA only.
21. IAF A-376. Pension Certificate.

Prepared by CMA on details sup by UNIT one month before individual due to go on pension.
22. IAF A-115. Contingent Bill.

Very widely used in all types of transactions involving sums claimed from Govt. A few examples given on reverse of the form. ERI Vol I gives details of contingent bills required in transactions with IAOC Ests. ERI and other regs lay down in gen the contingent bills which require counter-signing by a bde comd. A SO has

considerable work in checking contingent bills before submission to fmn comd or senior SO for counter-signature. IAF A-115 also used for keeping imprest accounts. A lot of useful infm about contingent bills and supporting vouchers in FR Part II Appces XVI and XVII.

23. IAF A-498.

Loss Statement.

For losses of all descriptions. Gen instrs in ERI I and FRI I and II. Loss statements usually have to be priced by CMA before submission, although in some cases the unit accountant can price them.

In many cases loss statements have to be sp by the proceedings of a Court of Inquiry. A loss statement has to be submitted to the competent financial authority, even if the individual or unit has to pay for the loss. The statement then returns to the initiating offr to sp the transaction in his ledgers or accounts.

SO responsible that loss statement is legally and financially correct before submitting to comd. For financial powers see FR Part I paras 1 - 28.

24. IAF A-497.

Extra expenditure sanction.

Used when expenditure in excess of that allowed by regs is unavoidably incurred eg stores urgently required, sent by passenger instead of goods train.

25. AF B - 281.

Minor Offence Report.

For Brit Army only.

26. AF B -117.

Injury report. See KR 1940 para 773.

Used by both Brit and Ind units. Many received at bde HQ for bde comd's decision. SO's duty to check compilation of the form, and in particular that signed statements of witnesses are att in cases where a court of enquiry is NOT held. A court of enquiry is normally held when any misconduct is involved, or if the man's future efficiency is likely to be affected.

Bde comd's decision is whether the injury was attributable to mil duty or NOT.

27. IAF Z-2081.

Transfer of Govt property certificate.

Should be used on every handing over of Govt property in personal charge, but often neglected especially in Staff Offices. Neglect will result in blame for losses subsequently found having to be borne by the wrong individual.

Used in the case of offrs moving on permanent transfer and can be used for any temporary hand-over if the permanent incumbent is not prepared to accept full responsibility for his locum tenens. Once the certificate is signed, the outgoing offr is legally relieved of responsibility.

"Books" is usually taken to mean only books, documents, and schemes which have to be accounted for in annual return, NOT all official books and papers in an office or library.

"Personal charge", means property for which offr has signed receipts on taking over documents personally. eg, a bde comd is not responsible for ciphers, secret books, cash, personally taken over by the BM.

Always insist on a correct handover of Govt property.

LAYOUT OF "FORMAL OFFICIAL" LETTER.

From :- The General Officer Commanding,
Sofar District.

To:- The Commissioner,
Shafiabad Division.

No 107/4/G.
SOFAR,
April 1945.

Subject :- Profiteering.

Sir,

I have the honour to request

etc.....

2.

I am, Sir,

Your obedient Servant,

Major-General.
General Officer Commanding.
Sofar District.

WMC

Pts to note :-

1. Quarter margin.
2. The place, date and number of letter sometimes given at the top RIGHT-hand corner of the page.
3. Subject sometimes written in the margin.
4. NO abbreviations.
5. Since the war began this type of letter has been largely discontinued. In UK it is used chiefly between War Office and comds, in INDIA to and from Civ Authorities.
6. Note that the day of date is NOT typed. It is inserted by the offr signing the letter.

RESTRICTED.

APPX G.

LAYOUT OF ROUTINE MEMO.

1. Example 1 - UK.

Subject :- -----

SECRET.
2/1831/T.

To:- 4 Inf Bde.

From:- 2 Div.

Ref yourdated 3 Apr 45.

- 1.
- 2.
- 3.
- 4.

Home Forces.
Apr 45.
WCW/PBH

Lt Col GS.
2 Div.

Copy to :- 5 Inf Bde :- For necessary action if any
2 pr A tk guns are received
by 1 May 45.

2. Example 2 - ME.

RESTRICTED.

Subject :- -----

1 Div
1234/G
Apr 45.

3 Inf Bde
4 Inf Bde) for infm.
5 Inf Bde)

Ref yourdated 1 Apr 45.
.....
.....

WCW

Lt Col.
GS.

3. Example 3 - INDIA.

RESTRICTED.

No 37/70/G.
HQ 10 Ind Inf Bde.
QUETTA Apr 45.

To:- 1 SWB.
1 RAJRIF.

Subject :-

Ref this HQdated 4 Apr 45.

- 1.
- 2.
- 3.

Copy to:- 3/14 PUNJAB - for infm

SRB.

Maj.
BM.

Points to note :-

1. The layout may vary slightly in different fmns.
2. Quarter margin desirable but dropped during war for economy.
3. SECURITY category in blocks at the top RIGHT hand corner of the letter and normally underlined. It can easily be seen here and will NOT be obscured when filed.
4. Under Security Category :-
 - (a) UK.
 - (i) Letter No.
 - (ii) The date may be put at the top RIGHT or bottom LEFT hand corner. The former is preferable as both ref and date are together, which facilitates looking through a file.
 - (b) ME.
 - (i) Office of origin (merely designation - no HQ etc).
 - (ii) Letter No.
 - (iii) Date.
 - (c) INDIA.
 - (i) Letter No
 - (ii) Office of origin. (Fmns and static HQs will use the term "HQ" eg HQ 101 L of C Area, HQ 10 Ind Inf Bde).
 - (iii) Sta. (May be omitted for security reasons.)
 - (iv) Date.
5. In the list of addressees it is NOT necessary to put Comd, OC, etc, but merely the designation of the formation or unit eg HQ 10 Ind Inf Bde, 1 SWB, & C.
6. Fmns and static HQ will address junior fmns under comd and send copies to att HQ and other branches of their HQ.
7. In ME "Copy to" or "Rptd" appear below the addressees and NOT below the signature. This is sometimes done in the UK. The reason for issuing a copy to a unit must be stated, ie, for infm or for some other reason.
8. Subject.

In the UK and ME this is inserted before and in INDIA after address to.
9. Signature. Rank and appointment.
10. The clerk who types the letter must type in his initials at the bottom LEFT hand corner. In the UK initials of the offr drafting the letter are also inserted.
11. The day of the month must be left blank by the typist and filled in by the offr signing the letter.
12. In the ME, all letters emanating from GHQ have the telephone extension number inserted above the letter No (eg Extension No 214). In GHQ(I) this appears below the signature.

SD/34/M.

RESTRICTED.

Appx H.

LAYOUT OF DO LETTER.

From:- Maj L.A. MORRIS, (BM).

DO/37/10.
HQ 10 Ind Inf Bde.
QUETTA Jan 45,

Lt Col LOFTUS, DSO,
1/4 GR.
CHAMAN.

WMC _____

Pts to note :-

1. The rank, initials, name, and appointment of the originator should be typed either above the address or below the space for signature.
2. The salutation and conclusion is written in ink by the offr signing the letter, ie Dear.....
Yours.....
3. The rank, initials, name, decorations and address of the addressee in the bottom LEFT hand corner.

SPECIMEN OFFICE NOTES OR OFFICE MINUTES.

1. Office notes or mins are sent out on the originator's file in manuscript or typed on a sheet att to the inside of the file cover.

This means that the whole file moves from the originator's branch to the addressees branch and is returned with the answer.

2. All office notes or mins sent as above must be numbered consecutively in chronological order of receipt or action, as shown below :-

10.

To:- SD.

Ref p 20_B (= page 20, flag B, or ref p 20).

PUC (= paper under consideration).
Please state priority of issue.

L.S. Plug.
Maj.
DADOS.

4 Jan 45.

11.

To:- DADOS.

Priority is :-

- (a) 4 Ind Div.
- (b) 9 Chinese Div.
- (c) 5 Ind Div.

J.B. Trench.
Maj.
SD.

4 Jan 45.

Pts to note :-

1. This is far quicker than sending out letters between branches of the staff.
2. The disadvantage is that the file leaves the originator's branch, and therefore NO further correspondence on this file can be dealt with until the file is sent back.
3. The despatch of a file to another branch must be noted.

Issue with
34/M.

SD/34/M.

Cover Note

STAFF COLLEGE, QUETTA.

1945.

Office Routine and Mil Correspondence.

1. Programme

TD 1 "Office routine and mil correspondence". 24 Sep.

TE 2 MIL Correspondence. 25 Sep.

IE 2 MIL Correspondence

Issued to students 25 Sep
Solutions in DS Boxes
1800 hrs 29 Sep.
Corrected Solutions
returned 2 Oct.

2. PS

NO PS period is allotted. Appces B D and E are for future ref
only.

DRR.
Sep 45.

Issue DS 18 Sep
Students 22 Sep.

SD/34/M.

RESTRICTED.

STAFF COLLEGE, QUETTA.

12th Staff Course.

1945.

Office Routine and Mil Correspondence.

Contents.

Introduction

Part I - Office Routine.

- Sec 1. Office procedure.
- 2. Registration and filing.
- 3. Security.
- 4. Clerks.
- 5. Allotment of clerical duties in various static HQ.
- 6. Manuals, Regs, Forms in common use.

Part II - Mil Correspondence.

Appendices.

- A - The "Card-index" System for pending correspondence.
- B - The "Whitehall" System of filing.
- C - Rules for the safe custody of protected documents.
- D - Manuals and regs in common use.
- E - Army Forms and India Army Forms in common use.
- F - Layout of a "Formal official" letter.
- G - Layout of a routine memo.
- H - Layout of a DO letter.
- I - Form of "Office note" or "Office minute".

DRR.
Sep 45.

Introduction.

1. Object.

The object of this precis is to :-

- (a) outline the principles of office adm.
- (b) describe the forms of mil correspondence in use in the INDIA Comd.
- (c) define the important requisites of mil letter writing.

2. Part I deals with static and semi-static HQ in the INDIA Comd. A sepearte precis (SD/16/M) dealing with office work in fd fmns, has been issued.

3. Several students will have experience of office adm either in civ life or in their previous appointments in the Army. For a SO, a sound knowledge of office routine is essential so that his office may be run methodically, thereby effecting a saving in time and producing an efficient office.

In many static HQ in INDIA, office procedure, incl the system of filing, registration etc, is antiquated, depending mainly on the memory of a clerk who has been in the office for many years. This is NOT suitable as the present standard of clerks is low and SOs change more often. The system must be methodical, easy to follow and as fool-proof as possible.

PART I. OFFICE ROUTINE.Sec 1.Office procedure.Object.

1. The object of a definite system in the running of every office is to ensure that :-
 - (a) all incoming correspondence is quickly dealt with and correctly filed.
 - (b) outgoing mail is correctly and quickly despatched.
 - (c) an even distribution of work is made to all clerks.
 - (d) junior SOs and clerks are progressively trained in office routine and adm.

Incoming Correspondence.

2.
 - (a) Ordinary and unclassified mail is opened and sorted by the duty clerk, Head Clerk (Bde/Sub-area), Est Offr (Div/Dist/Area) or, in the case of large Static HQ, by the central/branch registry. It is then sent to branches/secs in loose covers or portfolios. After perusal by SOs and branch/sec Supdts it is returned to the Head Clerk etc for registration and filing (see Sec 2).
 - (b) RESTRICTED and CONFIDENTIAL mail is normally opened by the Est Offr or Head Clerk, shown to SOs, and filed by the Est Offr/Head clerk.
 - (c) SECRET and TOP SECRET mail is dealt with entirely by SOs.
3. The system adopted to deal with incoming mail may vary but must fulfil the following conditions :-
 - (a) SOs must see the mail before it is registered and put up with refs.
 - (b) Security regs must be complied with.
 - (c) Letters must NOT go astray or be filed without being registered.
 - (d) There must be NO avoidable delay in dealing with any letter.

Outgoing mail.

4. Letters going by post must be entered in the 'Dak Register'. Mail for local units etc is entered in the 'despatch book' and placed in unit/fmn boxes for clearance by unit orderlies.
5. All classified mail is registered in a special register before being passed to the despatch clerk. SECRET and TOP SECRET letters must be sealed by SOs.
6. IMMEDIATE, URGENT and classified mail for local despatch must be sent by special messenger who must obtain a receipt in his receipt book. SOs should periodically check the time lag between when a letter is signed and its actual despatch and receipt.

Action on incoming mail.

7. After registration and filing, incoming mail should be put up with all available refs flagged and indexed. The letter being dealt with is given its page number, previous pages on the file dealing with the same subject are noted on the margin and flagged, all letters on that subject being cross-referenced. Any refs in Regs or Manuals or other files are flagged and submitted at the same time. Depending on the case and the experience of the clerk/sec supdt, a note may be put up suggesting the action required and, in any case, explaining the case briefly.

Pending system.

8. To ensure that cases requiring action at a future date are not over-looked, a pending system is essential in all offices. It may take the form of :-

- (a) Card Index. A good system for large offices. Explained fully in Appx A.
- (b) Diary. Kept by each clerk who enters up on the due date the file and page number to be brought fwd.

The system of entering the date on the inside of the file cover is NOT foolproof as it depends on the file being in constant use.

"Priority" prefixes.

9. The following priority categories are used in mil correspondence in most offices :-

- (a) IMMEDIATE. Marked with dark or light BLUE label. Requires attention immediately whether in office or at residence. Duty clerks will take such correspondence to SOs immediately. Clerks will NOT be allowed to initiate this category.
- (b) URGENT. Marked with YELLOW label. Usually att to papers for signature, circulating items in larger offices and Dak for perusal only. Requires immediate attention during office hours.
- (c) PRIORITY. Marked with MAROON label. Requires prior attention to routine papers.

The use of priority prefixes must be kept to a bare min in order NOT to defeat the object. SOs should have special IN trays for priority papers.

Telegrams and Sigs.

10. (a) A schedule of telegrams and sigs received must be kept up. This is normally maint by est offr/head clerk and shows all telegrams and sigs received from 0900 hrs one day to 0900 hrs the next day, giving the following infm :-
- (i) Originator and number.
 - (ii) Text or purport.
 - (iii) Action taken or to whom passed.
- (b) A copy of this schedule is placed on the table of each SO at 0900 hrs each morning.
- (c) In very large HQ such as GHQ(I) or HQ of an army comd, the schedule is maint by branches/dtes/secs.

Tele.

11. A register of tele conversations should be maintained with each tele to record any decisions made which are NOT being confirmed in writing.

Liaison.

12. Is as important in static HQ as in the fd. Visit SOs of other branches in preference to writing notes. A circulation file on which copies of all outgoing letters from a HQ/branch/dte should be placed and which all SOs should see daily, helps. Coord conferences should also be held.

Letters from Gen offrs.

13. Letters signed personally by an army/corps comd must be shown to a PSO within 48 hrs. The reply will be signed personally by a PSO.

REGISTRATION AND FILING.

REGISTRATION

1. In large HQ there are two methods of maintaining files.
 - (a) In a Central Registry which maintains all files for the whole HQ.
 - (b) In Branch/Dte Registries which maintain files for each Branch/Dte.

Central Registry.

2. The Central Registry registers all incoming mail other than TOP SECRET; it allots numbers and files to letters, and maintains all files. In addition it :-
 - (a) Distributes letters with the relevant files to branches/dtes.
 - (b) Keeps a record of all files which leave the Central Registry, so that they can be located and produced at any time.
 - (c) Is responsible for bringing fwd files on any particular date they may be required.
3. The Central Registry system is only suitable for static HQ and suffers from certain weaknesses. Its efficiency depends on very competent and experienced clerks, which is a problem to find in wartime.

Branch/Dte Registry.

4. A branch/dte Registry has the same responsibilities as a central registry but is concerned with its own branch only.
5. It is better than the central registry system as it does NOT require such expert handling. On the other hand, in big cases, connected files may come from several branches and will take longer to collect.

FILING

6. There are several good filing systems. Whatever system is used it must fulfil the following conditions :-
 - (a) It must be capable of unlimited expansion without affecting the numbering system in use.
 - (b) Files must be given main headings, sub-headings, and minor headings. This is the only way to ensure easy ref when there is NO limit to the number of subjects you may have to deal with.
 - (c) The headings must give an accurate indication of the contents of the file.
 - (d) "Miscellaneous files" cannot be completely eliminated, but should be avoided. Their number and size is a sure indication of the efficiency or otherwise of the system in use.
 - (e) Pages must be numbered, and all letters must be cross-referenced to connected correspondence.

- (f) The inside of each file cover should show the numbers of all connected files, orders and regs.
- (g) One file must NOT contain correspondence on more than one subject.

7. The "Whitehall" system of filing in use in GHQ(I) is explained in Appx B.

Sec 3.

SECURITY.

DOCUMENTS

1. The infm in this Sec and in Appx C has been extracted from the pamphlet "Classification and Handling of Protected Documents (INDIA) 1944" which must be studied by all SOs, est offrs and head clerks. Other clerks should be lectured on its contents. (Refs are to this pamphlet).

2. Appx C gives the rules for the safe custody, handling, registration and transmission of protected documents.

Initiation and Degrading.

3. BMs in bdes/sub areas and 1st Grade SOs in higher fmns may grade documents in the TOP SECRET catogory (para 10).
4. Documents bearing the War Office code letters A,B and C, and the GHQ(I) code letters D,E and F may only be degraded with the authority of the issuers. Other protected documents may be degraded by BMs and 1st Grade SOs (para 15).

Lists, Checking and Accounting.

5. Lists must be kept of all TOP SECRET documents, and of all SECRET and CONFIDENTIAL documents bearing a code ref or serial number.
6. The documents in para 5 above must be checked once a month.
7. CONFIDENTIAL and RESTRICTED documents are NOT accountable (para 14).

Loss.

8. If a TOP SECRET, SECRET or CONFIDENTIAL document is lost, three reports must be made :-
 - (a) One to the CGS, GSI (x) (iv) (a) direct.
 - (b) One direct by the quickest means to Army/Comd HQ.
 - (c) One through usual channels giving full details to Army/Comd HQ.
9. The reports in para 8(a) and (b) above must be sent within 24 hrs (para 21).

Miscellaneous.

10. All TOP SECRET and SECRET documents will be given code refs and/or serial numbers (para 12).
11. Correspondence containing refs to TOP SECRET or SECRET documents will be classified in accordance with its own contents, and NOT in accordance with the contents of the document to which it refers. (para 16).
12. The exception to para 11 above is that refs to ciphor msgs will NOT be graded lower than SECRET.

OFFICES

During Office Hours.

13. Measures to secure an office against unauthorised persons must fulfil two conditions :-

(a) Controlled entry into the office area.

(b) Controlled mov within the office area.

14. Entrances must be limited; one entry for personnel is sufficient for most HQ.

15. Each entrance must have at least two sentries and sufficient orderlies to compete with the number of visitors.

16. At each entrance there should be a visitors' book in which visitors enter the time of their arrival and departure, and sign their names.

17. Visitors must fill in a visitors' slip, and must be accompanied by an orderly when moving within the office area until they are approved by a SO.

18. SOs and personnel emp in the office must be provided with permanent passes.

Out of Office Hours.

19. All offices which are NOT occupied by duty clerks must be securely locked.

20. One entrance only should be left open, and that must be provided with a sentry.

Sec 4.

CLERKS.

PRESENT STANDARD

Trg.

1. IACC Clerks after enrolment are sent to the IACC Trg School, DAGSHAI, for trg.
2. At this school they do a course which incls :-
 - (a) Mil trg, incl drill.
 - (b) Clerical trg, incl trg in all branches of the staff, office procedure, and typing.
 - (c) Practical staff exercise.
3. When posted from the school, clerks are NOT capable of carrying out their duties unassisted, as they lack practical experience. SCs must therefore appreciate :-
 - (a) That new clerks must be nursed.
 - (b) The difficulties of their Head Clerks or Branch Supdts, who cannot and should not entirely rely on the case clerks.
 - (c) That the ultimate efficiency of their clerks will depend on the treatment and trg they receive on first being posted.

WELFARE

Messing.

4. This is NO problem in a dist HQ or in a big sta, but it is NOT easy in an isolated bde or sub-area, where there is NO Brit bn. Running a bde HQ ORs' mess presents the following difficulties :-
 - (a) The Head Clerk and other WOs are accustomed to paying Rs 1/- a day or more in a WOs' mess to supplement their free rations.
 - (b) The pte clerks cannot afford the standard of feeding to which the WOs are accustomed, even on their clerks' pay.
 - (c) Being a small mess it is NOT as easy to improve the messing by supplementary subscriptions as in a large mess.
5. A good Head Clerk will solve these difficulties by compromise, and by running the mess well and economically; but SOs must take an active interest in the mess, and do all they can to help by getting assistance from amenities, and so on.

Leave.

6. A clerk's job is monotonous and it is important that he takes advantage of the leave he is allowed. Many Brit clerks refuse to take leave; chiefly because they do NOT know where to go, and because they believe that wherever they go they will spend more money than they can afford, and will NOT really enjoy themselves.
7. Special arrangements are now made in most of the big hill stas for BORs on leave. Full details can be obtained from the Welfare SO of your fmn, or from the Welfare Dte at GHQ(I).

Recreation.

8. In the interests of both physical and mental fitness clerks should play games or take some form of daily exercise. PT at dawn is NOT a substitute for recreation.
9. A good clerk will often work for long periods out of office hrs. SOs must therefore ensure that there are adequate recreational facilities for their clerks, and that the clerks make use of them. You should go round your office after office hrs occasionally, and be prepared to accept personal responsibility for work not finished, in order to let your clerks get away.

WAC(I) clerks and typists.

10. In large static HQ, (GHQ(I) and armies/comds), WAC(I) clerks and typists are gradually replacing male clerks where possible. They are usually more careful and are as a rule better typists. Their adm is looked after by the local Pl Comd WAC(I).

Civilian clerks.

11. GHQ(I) and some army/comd HQ have civilian clerks. They are as a rule very capable but are inclined to be lazy, and work to fixed hours daily. Security must be carefully watched in offices where civ clerks are emp.
12. In dealing with clerks, be they male or female, mil or civ, you will find that a personal interest in their welfare is amply repaid.

ALLOTMENT OF CLERICAL DUTIES
IN HQS DISTRICTS/AREAS/SUB AREAS.

DISTRICT/AREA HEADQUARTERS

Establishment Officer. (EO).

1. He is responsible for the general org and adm of the office est.
2. He is responsible for the preparation of TA and other claims of offrs on the str of the HQ.
3. He personally opens all TOP SECRET and SECRET mail.
4. He is responsible for the trg of clerks.

Branch Superintendents.

5. They are WOs and are responsible for the running and org of their branches.
6. They are the advisers to SOs on all routine matters.
7. They are responsible for all regs, manuals, forms, etc, in their branch.

Case Clerks.

8. They are responsible for all files dealing with the subjects allotted to them.
9. If there is NO central registry they are responsible for bringing fwd files on the dates they are required.
10. They flag and cross-ref files and correspondence when putting cases up for consideration.

Duty Clerks.

11. A Senior Duty Clerk comes on duty for one hr only at a time, depending on the time of arrival of the mail. He opens all unclassified mail, stamps it and sorts it.
12. A Junior Duty Clerk is always on duty during non-office hrs. He opens and stamps any unclassified mail that arrives during his tour on duty, but is NOT responsible for sorting it. He takes any priority mail to the duty offr who decided whether immediate action is necessary.

SUB AREA HEADQUARTERS

Establishment.

13. HQ of sub-areas in non-op roles in INDIA often have an est which bears NO relation to their WE.
14. A common est for HQ of sub-areas in non-op roles is :-

One head clerk (WO).
Two sgt clerks.
One upper-division clerk (civ).
Two pte clerks.

Note :- NO cipher personnel.

Head Clerk.

15. His functions are similar to those of the est offr in a dist HQ, but he has to exercise a closer supervision of the work in the office.
16. He cannot open TOP SECRET mail, nor can he keep files containing correspondence of this category; he can, however, type TOP SECRET letters at the discretion of the Bli.
17. In many HQ he is himself responsible for all G files.

Remaining clerks.

18. If the head clerk is running the G files, the two sgt clerks will be responsible for A and Q respectively. If NOT the three branches may be dealt with each by a sgt clerk and the upper div (civ).

Sec 6.

MANUALS, REGULATIONS AND FORMS IN COMMON USE.

MANUALS AND REGULATIONS

1. There are three main classes of mil literature :-
 - (a) GS publications, which deal mainly with trg and ops.
 - (b) Publications controlled by the Stationery office at LONDON or the Director of Mil Regs and Forms, Defence Dept (DMR & F), Central Revision Sec (CRS), INDIA.
 - (c) Tech publications.
2. Publications are issued without indent, but owing to the continual mov of units, publications which units should receive often do NOT arrive. SOs must therefore know where scales and issues of publications are laid down, so that they can help units to obtain the books and manuals they should have.
3. The publication of any book, pamphlet or amendment is notified in IAOs. If the particular book does not arrive within one month it should be indented for.

GS Publications.

4. GS publications are controlled by GS Branch (MT2P). GHQ(1). In addition to their announcement in IAOs, a summary of publications is given in appces to AITMs; AITM 15 gave a complete list of pamphlets in use in INDIA in Apr 42.
5. The proforma on which indents must be submitted is given in IAO 598/40.

Director of Mil Regs and Forms. INDIA

6. Publications controlled by the Director of Mil Regs and Forms are listed in a book called "Scales of Mil Publications in General Use (other than GS trg and other manuals and security publications) for Units, etc, in INDIA, 1942". Instrs for indenting are given on the inner cover of this book. Tech publications are also controlled by the Director of Mil Regs and Forms.

List of Publications.

7. A list of the most important manuals with a short statement of their contents is given in Appx D. This list does NOT incl manuals and regs dealing with mil law. The list has been inserted for your future info.

ARMY FORMS

IAF 3 - 2001.

8. This book gives a complete list of AFs and IAFs, and is divided into four parts :-
 - (a) Regt Sec.
 - (b) Staff Sec.
 - (c) Auxiliary Force Sec.
 - (d) Department Sec.

9. The book gives the scales authorised for the various fms, units and departments. Units NOT shown indent for the forms they require.
10. IAFs have a distinguishing letter denoting the subject with which the form is concerned,

A - Accounts.
B - Arty
C - Clothing.
D - Discipline.
G - WT.
H - Horses.
I - Inspection reports.
K - Recruiting.
L - Leave and Furlough.
M - Med.
MT - Mech Tpt.
N - Regt Instrs.
O - Eqpt and stores.
P - Prisons and Detention Barracks.
R - Remounts.
S - Sup.
T - Tpt and Passages.
U - Unattached List.
V - Vet.
W - MES.
X - Examinations and Instr.
Y - Miscellaneous.
Z - Gen.

11. A list of the more important AFs and IAFs with a brief explanation of each is given in Appx E for your future infm.

INDIAN ARMY ORDERS

12. It is most important that you remember when using manuals and army forms that long and detailed instrs are now published in IAOs or AIs (I) and NOT in the form of amendments to manuals. Manuals and regs have therefore lost much of their value, as amendments cannot keep pace with the new rulings published in IAOs and AIs (I). The following compendiums are issued from time to time :-

- (a) Compendium of IAO.
- (b) Compendium of AIs (I).
- (c) Compendium of important policy letters dealing with the various branches of the service.

PART II.

MIL CORRESPONDENCE.

TYPES AND CLASSIFICATION

Types.

1. There are four types normally used in mil correspondence :-
 - (a) Formal official letter - used when writing to provincial governments, commissioners, state officials, etc, and also when making a personal application.
 - (b) Routine memo - used for almost all correspondence within the army.
 - (c) Demi-official letter (DO) - used when a comd or SO wants to address a particular offr. They are written in the form of a private letter, but copies are kept for filing and they are numbered.
 - (d) The routine or inter-office note (between branches and secs of the same HQ).
2. Examples of the four types are shown in Appces F, G, H and I.

DRAFTING LETTERS

Responsibility.

3. As a SO you are personally responsible for the contents of all letters you sign or put up for signature.
4. The extent to which you can allow clerks to draft letters for your approval depends on their ability. As a gen rule it saves time to draft all letters, which are NOT purely routine, yourself, or to use a stenographer.

Sequence.

5. When replying to letters incl any refs you make to previous correspondence in the first para.
6. When initiating correspondence give the object of the letter, or the reason why it is being written, in the opening sentence.
7. To simplify ref in subsequent correspondence paras must be numbered.
8. A letter containing more than one subject is difficult to register, and causes inconvenience when different branches of the staff are concerned.
9. Incl any action required in the last para.
10. It usually makes a letter clearer if you show detailed statements in the form of appces. Appces must bear a ref to the letter to which they are att, so that they can be identified if for any reason they are detached.

Style.

11. Use the first person when drafting letters for signature by the comd. When signing a letter as a SO, or when signing a letter 'for' another offr, use the personal form of the third person, ie "The Bde etc Comd directs of thinks",

12. For the style you should adopt see :-

Precis No SD/12/M - "Mil Writing".
AITM No 20, Part I, para 1.

Abbreviations.

13. Precis SD/15/M explains the principles you should follow. There are three pts :-

- (a) Abbreviations should NOT make your style of writing difficult to read.
- (b) They should be a help and NOT a hindrance.
- (c) They must be intelligible to the reader.

14. Abbreviations achieve their greatest value when they become a habit: you will therefore benefit both yourself and your staff if you introduce the use of recognised abbreviations into office correspondence.

Signature.

15. The comd should sign all letters to higher fmns containing opinions on policy, recommendations, requests, etc.

16. All letters to higher fmns NOT actually signed by the comd must be signed 'for' him.

17. Letters to lower fmns are usually signed by the senior SO, or in the case of minor routine matters by a junior SO. Certain letters must obviously be signed by the senior SO of the branch concerned, and on occasions by the comd.

For instance, a letter of reproof from a div to a bde will usually be signed by the comd himself, unless it is a very minor reproof in which case the G I or AQ can sign it. Nevertheless the letter would be written as emanating from the div comd himself, eg "The Div Comd directs me to"

18. The day of the month must NOT be typed at the head of a letter; it is entered in ink by the offr signing the letter.

Distribution.

19. Most HQ publish distribution lists to save time when addressing letters to a number of fmns and units. If this has been done "List A" or "List B", as the case may be, is typed at the head of the letter. All units must be issued with an up to date "List A" or "List B" so that they can know to whom the letter has been addressed. Fmns/units under comd are added, att HQ and other branches of the staff are sent copies.

20. You must consider the number of copies you send to any fmn. For instance, when addressing a letter to a bde which you know can be forwarded as it stands to units, you must send one copy per unit in the bde, in addition to the copy for bde HQ.

21. When you have addressed a letter to certain fmns for action, and you wish to send copies to other fmns for infm, write "Copy to" at the end of the letter and the units who are to receive copies.

REPORTS AND RETURNS

Lists.

22. A list of reports and returns due from subordinate fmns and a list of those due from your own HQ to higher fmn must be published in fmn orders. You will find that it needs constant revision.

Object.

23. The object of reports and returns is to reduce correspondence. They will reduce it ONLY if :-
- (a) They are constantly revised.
 - (b) They are accurately submitted.
 - (c) They are used by the fmns for whom they are prepared, and NOT relegated to the oblivion of the routine file.
24. Be careful NOT to send out letters calling for infm you have already got. When infm of any kind is required from a unit, your clerks will usually put up a letter asking for it; they will never check up that they have NOT already got the infm in one of the returns submitted by the unit.
25. The following is an extract from a report by SEAC :-
- "A plea, which appears genuine and heartfelt, is made by a unit CO for more consideration by major fmns, and particularly by Centres and Record offices, in regard to reports, returns and the like. He says, "One is worried night and day with things that are secondary, particularly by unneeded correspondence and queries, when one should be devoting one's time to the real thing". He then expresses the hope that his assailants will take to heart three of General MONTGOMERY's principles in his recipe for leadership, namely :-
- (a) Go for simplicity.
 - (b) Cut out all paper.
 - (c) Keep a firm grip on things that matter".
26. While a plea such as the one above is often justified, there are occasions when a CO's complaint is, in fact, NOT against reports and returns, but against reminders asking for important reports which he has failed to submit, owing to the inefficiency of his own office. You should treat a complaint like this with sympathetic suspicion.

Reminders.

27. Try to insist on the punctual submission of returns by subordinate fmns and units; you will find it very difficult. Do NOT resort to a written reminder until you have done it at least once by tele.
28. If a return to higher fmns cannot for some reason be sent in on the date it is due, always write explaining the cause of the delay, and saying when the return will be sent. This saves higher fmns sending you a reminder.

Interim Reply.

29. In a large HQ, when dealing with a letter from a subordinate fmns, which has to be passed round several branches before being answered, send an interim reply saying that the letter in question has been received, and that an answer will be sent in so many days or weeks, as the case may be.

NOTE. IT IS IMPORTANT THAT A SO CHECKS THE CONTENTS OF EVERY LETTER BEFORE IT IS SIGNED.

DRR.
Sep 45.

CARD INDEX.

Appx A.

1. The object of a card index is to enable clerks to find correspondence on any subject quickly, and to ensure that NO letter dealing with a subject is overlooked when that particular subject is under consideration. Cards are arranged in two main gps :-

Primary Cards.
Supplementary Cards.

Primary Cards.

2. Primary cards deal with subjects only, such as 'Trg', 'Postings' etc.
3. If you use main headings only on a card, you will find that the card will quickly become so congested that it ceases to be an efficient form of ref. All Primary cards must therefore have a sub-heading as well as a main heading, for instance - 'Trg - Inf'.
4. Both headings and sub-headings must be kept in exact alphabetical order..
5. Example of a Primary Card :-

Subject - POSTINGS, OFFRS - BRIT INF BNS.

Precis	File No	Opened	Closed
Capt HADDIT, E.			
1 BLACK WATCH	3456	1 Dec 42	
Maj CLUELESS, O.			
3 GLOSTER REGT	6543	5 Jan 43	
etc	etc		

Supplementary Cards.

6. Supplementary cards will be essential in large offices. They are arranged in a number of gps according to the responsibilities of the office concerned, for instance :-

Name Cards.
Unit Cards.
Sta Cards.
7. They are intended to provide a cross-ref to primary cards, and to refer to a minor heading NOT mentioned among the headings on primary cards. For example :- if you wanted to find out whether an offr called HADDIT had taken privilege leave in 1943, you would use the supplementary name cards; but if you wanted information on leave generally you would refer to the primary cards, where you will probably find a card headed "FURLOUGH AND LEAVE - BOs".
8. Example of a Supplementary Name Card :-

Subject - HADDIT, E., CAPT, 1 BLACK WATCH

Precis	Remarks
Posting	Postings - Brit Inf Bns, No 3456.
Privilege Leave, 1943	F & L - BOs, No 7890
etc	etc

The Whitehall system of filing.

1. This system of filing is in use at Defence HQ INDIA.
2. On the file cover are entered the following details :-
 - (a) File no.
 - (b) Main Heading.
 - (c) Sub-heading.
 - (d) Subject.
 - (e) Details of connected files.
 - (f) Details of the mov of the file.
3. The letter or document opening the file will be placed on the RIGHT hand side and marked "1-A". The next letter or document will be marked "2-A" and so on. Annx or appcs to a letter or document will be given the same number as the covering letter, but marked with the next letter of the alphabet, eg :- an annx to "1-A" will be marked "1-B" and so on. This number and letter will be marked on the first page only of each enclosure and each annx.
4. A min sheet will be placed on the LEFT hand side of the file and all mins referring to letters in the file or emanating from the branch will be entered thereon serially numbered (- See Annexure 1).
5. A min emanating from a branch should represent the views of the head of the Branch; min leading upto such a view will be conducted on lower level in the Branch Memoranda portion of the file, in a separate cover. This portion will not be sent out of the branch of origin.
6. A specimen file on this system is attached at Annx 1.

SECTION PP-1.

Marriage allowance for Adopted Children.

[illegible]

Minute Sheet.

1

No 10377/29/A.
Dated 1st Aug 44.

Letter from HQ Southern Army.

1-A.

Request sanction for grant of marriage allowance to L/Cpl A. Washington.

2

No 0328/21/PP-1.
Dated 8th Aug 44.

Letter to HQ Southern Army.

2-A.

Relevant papers asked for.

3

No 10377/30/A.
Dated 17 Aug 44.

Letter from HQ Southern Army.

3-A.

Relevant papers forwarded.

The question for consideration relates to the grant of marriage allowance to the child taken over in adoption by L/Cpl Washington from the Revd Mother Superior, St Thomas' Convent, Mylapore, Madras.

There is no law extant in India which permits European British subjects to take or give a child in adoption and there is no way of thus legally effecting an adoption in India.

The Government of India have, however, been empowered by the Secretary of State to sanction marriage allowance at the expense of Indian revenues in cases where a British soldier in India takes a child in adoption from a fellow soldier in India provided certain conditions are fulfilled. As one of the parties is not a British soldier, the case does not come within the purview of the powers referred to.

It will, however, be seen from the Agreement of Adoption(4-A). that the child is being brought up in the household of the soldier at his expense since 20th May 1944. As such, marriage allowance in respect of the child would appear to be admissible under the provision of AII No 366 of 1940. On 20th November 1944 the child will have been maintained by him for a period of six months.

DFA (AG) should see for concurrence or remark. If the above view is accepted, will he please issue necessary instructions to the CMA and place a copy thereof on the file for completion of our records.

B.J. MERRY,
Major,
19 Aug 44.
PP-1.

DFA (AG).

4

Ref min No 3 above.

We are in complete agreement with the views expressed in para 4 of the AG's branch note.

It is considered that HQ Southern Army should be informed accordingly by means of a letter issued by AG's branch - it being made clear that the communication issues with the concurrence of the financial authorities at GHQ. A copy of the letter may please be endorsed to this branch for communication to the CMA in the usual way.

A.C. GHOSH,
DFA (AG),
20 Aug 1944.

PP-1.

MF No 1345/DFA(AG).

5

No 0328/21/AG 10(b).
Dated 22 Aug 1944.

Letter to HQ Southern Army

5-A.

Informed marriage allowance is admissible to L/Cpl Washington.

No 10377/29/A.
HQ SOUTHERN ARMY!
POONA, the 1st August 1944.

To

The Adjutant General in India,
New Delhi.

Subject:- Marriage allowance for adopted children.

1. Lance Corporal WASHINGTON, A, The Cameronians (Scottish Rifles), with the permission of his Commanding Officer adopted a male child from St Thomas' Convent, Madras, on the 20th May 1944.

*

*See 2. May sanction please be accorded to the grant of marriage
2-A allowance for the child in accordance with rule 278(i) P & A
Regulations, Vol II, 1938.

E.C. JONES,
Major-General,
for General,
GOC in C, Southern Army.

2-A.

-22-

No 0328/21/PP-1.
GENERAL HEADQUARTERS, INDIA.
Adjutant General's Branch,
New Delhi, the 8th August 1944.

From:- The AG in India.

To:- HQ Southern Army,
Poona.

Subject:- Marriage allowance for adopted children.

Ø1-A.

Reference your No 10377/29/A, dated 1st August 1944.

* See
3-A.

Please forward relevant documents.

B.J.MERRY,
Major,
for Adjutant General in India.

No 10377/30/A.
HQ SOUTHERN ARMY
Poona, dated 17 Aug 44.

To

The Adjutant General in India.

Subject:- Marriage allowance for adopted children.

ø2-A

Reference your No 0328/21/PP-1, dated 8 Aug 44.

Relevant papers in connection with the adoption of
child by I/Cpl A. WASHINGTON are attached.

* See
5-A.

*
E.C. JONES,
Major-General,
for General,
GOC in C, Southern Army.

No 0328/21/PP-1.
GENERAL HEADQUARTERS, INDIA,
Adjutant General's Branch,
New Delhi, the 22nd August 1944.

From The Adjutant General in India.

To Headquarters, Southern Army,
Poona.

Subject:- Marriage allowance for adopted children.

Reference your No 10377/30/A, dated the 17th August 1944, regarding the admissibility of marriage allowance in respect of the child taken over in adoption by Lance Corporal A. WASHINGTON, 1st Battalion, The Cameronians.

2. The documents received with your above quoted memorandum are returned herewith.

3. As explained in this Branch circular memorandum No B/63555/3/AG(I), dated the 1st May 1939, there is no law at present extant in India which permits European British subjects to take, or give, a child in adoption and hence there is no way of thus legally effecting an adoption in India. The Agreement of Adoption drawn up in this particular case cannot, therefore, validate an adoption, since the provisions of the Adoption of Children Act, 1926, do not apply in India.

4. The case has, however, been reviewed with reference to the instructions issued in Army Instruction (India) No 366 of 1940. Since the child in question is being brought up in the household of the soldier at his expense with effect from 20th May, 1944, marriage allowance is admissible in this instance under the provisions of the Army Instruction (India) referred to. The matter should accordingly be referred to the Controller of Military Accounts, Southern Army.

5. This issues with the concurrence of the financial authorities at General Headquarters.

B.J. MERRY,
Major,

for Adjutant General in India.

Copy forwarded to :-

The DFA (AG) for communication to the Controller of Military Accounts, Southern Army, with reference to his uo No. 1345/DFA (AG).

TABLE SHOWING RULES FOR PROTECTED DOCUMENTS.

Classi- fication.	Subjects.	Ref and Receipt.	Transmission.	Opened by.	Recording	Custody.	Remarks.
TOP SECRET.	Secret documents, infrm and material, the security aspect of which is paramount, and whose unauthorised disclosure would cause exceptionally grave damage to the nation.	Code ref No for document. Serial No on each copy. Receipt required.	Two envelopes. Outer one address only, inner one will be a new one and will be sealed and mark- ed TOP SECRET. "To be opened personally by..." usually added or addressed to an offr by name. Registered and insured. Within offices, in a special file by offr only (NGO file is Form M-26).	Offr, named or holding appt design- ated.	Offr, or Chief Clerk provided latter is given only ref details required for record. Register- ed in IAF X 1840.	By offr. Locked up in steel safe or steel "cupboard" secured to fabric of building being kept under watch.	To be seen ONLY by offrs. Destroyed by fire, and certificate rendered on orders from issuing HQ. Accounted for annually (para 14).

Classi- fication.	Subjects.	Ref & Receipt.	Transmission.	Opened by.	Recording.	Custody.	Remarks.
SECRET.	Documents, infm or material, the un-authorized disclosure of which would endanger national security, causing injury to the interests or prestige of the nation or any Government activity thereof, or would be of great advantage to a foreign nation.	As above.	Two envelopes. Outer one address only, inner one new, sealed, and marked SECRET.	Offr.	Offr or Chief Clerk. Registered in IAF X 1840.	By offr. Locked up in a steel safe or steel "cupboard" secured to fabric of building.	Destruction as above. Accounted for annually (para 14).
CONFIDENTIAL.	Documents, infm or material, the unauthorised disclosure of which, whilst not endangering national security, would be prejudicial to the interests or prestige of the nation, any governmental activity or individual, or would cause adm embarrassment or difficulties, or be of advantage to a foreign nation.		As above, inner envelope marked confidential.	Offr or equivalent official.	Chief Clerk or selected confidential clerk. Registered in IAF X 1840.	Chief Clerk of Branch or locked up in military ref library with permission of issuing HQ.	NO destruction certificate normally required. NOT accounted for annually unless specially ordered.
RESTRICTED.	Infm of general interest within the service.		General Security necessary but otherwise NO special precautions.				

- NOTES :-
1. Secret documents may NOT be copied NOR extracts taken without permission of originator.
 2. Protected documents are regarded as on charge to the offr to whom issue is recorded, and by whom receipt is given.
 3. Secret infm fwd to subordinate fmns or units must be limited to what they actually require to know.

The following are some examples of matter which normally will be graded "TOP SECRET".

- (a) Plans or particulars of future maj or special ops.
- (b) Particulars of important disposns or impending moves of our forces or convoys in connection with (a) above.
- (c) Very important political documents dealing with such matters as negotiations for alliances and the like.
- (d) Infm of the methods used or success obtained by our int services and counter int service or which would imperil secret agents.
- (e) Critical infm of new and important munitions of war, incl approved scientific and tech developments.
- (f) Important particulars of cryptography and cryptanalysis.

The following are some examples of matters which normally will be graded "SECRET" :-

- (a) Particulars of ops in progress.
- (b) Plans or particulars of ops NOT incl under "TOP SECRET".
- (c) Instrs as regards the emp of important new munitions of war.
- (d) Order of Battle infm and location and moves affecting the order of battle.
- (e) Knowledge of enemy material and procedure, the value of which depends upon the enemy NOT knowing that we possess it.
- (f) Vital mil infm on important defs.
- (g) Certain reports of ops containing infm of vital interest to the enemy.
- (h) Adverse reports on gen morale affecting maj ops.
- (i) Important improvement to existing munitions of war till accepted for service use.
- (j) Phs of vulnerable pts of vital installations.
- (k) Certain developments projects.
- (l) Important cryptographic devices unless assigned to a lower category.

The following are some examples of matter which normally will be graded "CONFIDENTIAL":-

- (a) Matters, investigations and documents, of a personal and disciplinary nature, knowledge of which it is desirable to safeguard for adm reasons.
 - (b) Routine op and battle reports which do NOT contain infm of vital interest to the enemy.
 - (c) Routine int report.
 - (d) Gen mil radio frequency allocations.
 - (e) Mil call signs unless so collected together that they reveal the order of battle.
 - (f) Met infm of designated areas.
 - (g) Unit movs of non-op significance in areas within or adjacent to op theatres.
 - (h) Certain tech documents and manuals used for trg, maint and inspection of important new munitions of war.
 - (i) Gen tactical lessons learned as a result of ops.
 - (j) Aerial phs of territories under our control in or adjacent to op theatres.
-







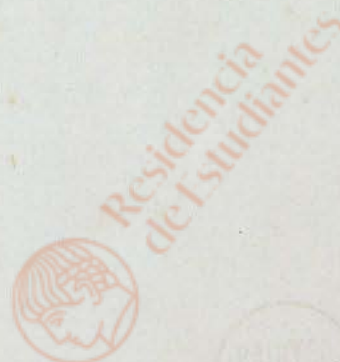
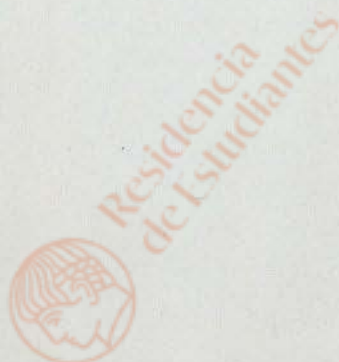
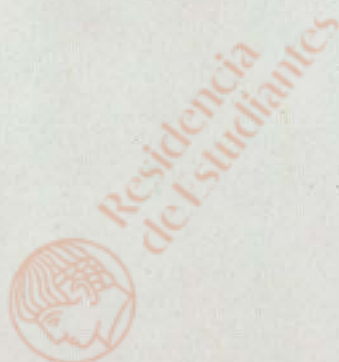
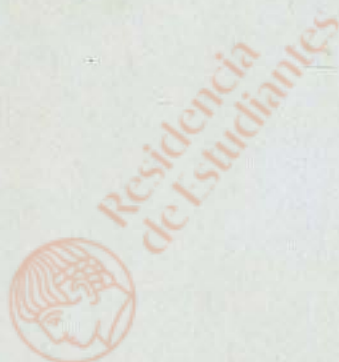
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OBITUARIES

Lt-Col Alexander Houison Craufurd

Daily Telegraph
Thursday 22 July
1993.

LIEUTENANT-COLONEL Alexander Houison Craufurd, who has died aged 86, was awarded an MC in France in 1940 and mentioned in despatches in Burma in 1945.

"Sandy" Craufurd served in France with the 6th Battalion, Royal Scots Fusiliers, the first duplicate battalion of the Territorial Army to go on active service.

In April 1940 the 6th, commanded by Lord Rowallan (later Chief Scout), took up position in the Saar region. When the Maginot forts were abandoned by the French they quickly found themselves in action.

A German breakthrough on the night of May 15/16 was forestalled by Craufurd's "B" company, sent to restore the situation and cover the general withdrawal.

The commander of the Seaforth Highlanders, to which "B" company was temporarily attached, personally recommended Craufurd for an MC. But the recommendation was lost in the ensuing withdrawal to the River Bresle in Normandy, where the Royal Scots Fusiliers had the onerous task of holding the crossings until the last troops of 51st Division had passed through.

They were then to blow up all the bridges. Forward German units soon reached the Bresle with light tanks and armoured cars and attacked the Fusiliers, particularly on "B" company's front at Ponts et Marais, Oust Marais and Bouvaincourt. The Scots sustained heavy casualties but beat off the Germans.

During one attack Craufurd was visiting a section post, which he withdrew to the cover of a building. One man had been wounded. Craufurd found a barrow, wheeled it out under enemy fire and brought him back to the rest of the section.

Although the building was set on fire by German heavy mortars, and the section had to find another position, it continued to hold the crossing. For his actions Craufurd was awarded the MC — which this time was gazetted.

The battalion was subsequently evacuated from Le Havre, having



'Sandy' Houison Craufurd (left), with his nephew and brother, ready for the *Servitium Lavacri* for King George VI in 1937

earned high praise from friend and foe alike for its gallant and skilful fighting.

After the Fall of France, Craufurd was posted to India and attended the Staff College, Quetta. He was attached to the Gurkhas and then appointed Brigade Major to Brig Bernard Fergusson in 16th Infantry Brigade in the 2nd Chindit expedition.

This was the only brigade to march into battle, which it did in appalling conditions: the others came in by air.

Alexander James Houison Craufurd was born on Sept 14 1906, the younger son of Brig-Gen J A Houison

Craufurd and Nellie Dalrymple-Hay, headmistress of Westonbirt and Downham, and the only woman to be president of the Ayrshire Herd Society (her most celebrated bull was Hot Stuff).

The Crafurds have been lairds of Craufurdland since the 13th century. The 20th laird, Elizabeth Craufurd of Craufurdland, married John Houison of Braehead in Midlothian, a property granted to the family by James II after an incident that is part of Scottish folklore.

The story goes that James II, travelling incognito in the neighbour-

hood of Cramond Bridge, was set upon by a gang of ruffians, but rescued by Jock Houison, who took the anonymous victim to "his humble dwelling" for a wash-and-brush-up. Before taking his leave the stranger invited the worthy Houison to look him up in Edinburgh Castle — and ask for "Ane James Stewart".

The best-known version of this yarn was told (albeit featuring James V, rather than the more likely James II) by Sir Walter Scott in his *Tales of a Grandfather*. This burnisher of Scottish romantic traditions duly ensured that, when George IV visited Holyrood in 1822, William Houison Craufurd (Jock Houison's descendant) was in attendance with a silver basin.

The *Servitium Lavacri* has continued as one of the quaintest ceremonies connected with the Crown.

In return for his continued tenure of the property, the laird of Braehead approaches his sovereign at Holyrood carrying a silver bowl, flanked by supporters bearing a silver jug and a napkin on a tray.

Rosewater is then poured from the jug into the bowl for the monarch to bathe his or her symbolic wounds.

"Sandy" Houison Craufurd participated in three acts of *Servitium Lavacri*: supporting his brother, J D Houison Craufurd (25th laird of Craufurdland and 11th of Braehead), in 1935 for King George V, in 1937 for King George VI and in 1952 for the present Queen.

Young Sandy was educated at Eton and commissioned into the Scots Guards in 1932. He served in Hong Kong, but in 1937 retired from the Army to take up mink farming.

After his service during the Second World War, he was a zone officer in the Control Commission, Germany, and then bred pigs in Suffolk.

He was a member of the Royal Company of Archers, the Queen's Body Guard for Scotland.

Craufurd married first, in 1934 (dissolved 1939), Olive Montgomery Cuninghame; and secondly, in 1947, Agatha, widow of J I S Thorpe and only daughter of Rev A C Lucey.