

Declassified E.O. 12356 Section 3.3/NND No. 785015

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10000/100/503

Declassified E.O. 12356 Section 3.3/NND No. 785015

10000/100/503

PLANNING & ORGANIZATION
MAY 1943

18pp

Memorandum for: Honorable Staff

MEMO

MEMO

1417/7985/3M

24 May 43

3513

1. Attached is a memorandum covering the organization of the Operations Staff during the planning period.

2. The heads of the divisions will be responsible for preparing the detailed plans and supervision of their execution in the period of actual operations.

3. Functions of the heads of the divisions will be:

(a) To review the Outline Plan and recommend changes in any section affecting their particular division.

(b) To consider the adequacy of personnel tentatively assigned to their respective divisions and promptly recommend any changes.

(c) To consider and prepare estimates of all equipment required for their respective divisions other than motor transport, which will be centrally allocated. Request for any other equipment (including machinery, stationary, etc.) should be submitted to Chief Staff Officer.

(d) To prepare detailed instructions to the staff of the Special Missions. These will be instructions to the technicians, e.g. Legal Officers, Financial Officers, Public Health and Sanitary Personnel, etc.

(e) To prepare more general instructions to G.A.Os and C.A.P.Os covering matters affecting their divisions, e.g. Public Health may wish to request C.A.Os to submit reports on local conditions in a particular locality; Division Supply may wish food survey reports to be transmitted to HQ; Personnel will probably wish to have C.A.Os specifically instructed on handling of banking procedures and ensure funds that may come into their possession. Bearing in mind that such detailed instructions are best given after the government has been set up.

(f) To organize the instructions of the particular division at the training centre. Major General, Director of Instruction, should be consulted. He will ensure division heads go to the curriculum

See

SC/PO

(2A)

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- (a) To review the Outline Plan and recommend changes in any section affecting their particular division.
- (b) To consider the adequacy of personnel tentatively assigned to their respective divisions and promptly recommend any changes.
- (c) To consider and prepare selection of all equipment required for their respective divisions other than motor transport, which will be centrally allocated. Request for any other equipment (printing machinery, stationary, etc.) should be submitted to Chief Staff Officer.
- (d) To prepare detailed instructions to the staff of the Special Division. These will be instructions to the technicians, O.G., Legal Officers, Hospital Officers, Public Health and Sanitary Personnel, etc.
- (e) To prepare more general instructions to C.A.O. and C.A.P.O.s covering matters affecting their divisions, e.g. Public Health may wish to request C.A.O. to submit reports on health conditions in a particular locality; Civilian Supply may wish to request reports to be submitted to HQ; Veterinary will probably wish to have C.A.O. specifically instructed on handling of hunting premises and enemy funds that may come into their possession. Nothing in mind that such detailed instructions are being given after the government has been set up.
- (f) To organize the instructions of the particular division at the training centre. Major Howell, Director of Instruction, should be consulted. He will advise division heads as to the curriculum of the program as to duration and objectives work in the general scope necessary for instructions.

4. A security officer for the operations staff HQ will be appointed. A memorandum on security classification of the members of the staff will be circulated. Meanwhile, general instructions and instructions which have been given as to security should be strictly observed by all officers and enlisted personnel.

H. G. J. J. J. J.
H. G. J. J. J.

1. 1. 1. 1. 1.

Legal Division
Financial Division
Civilian Supply
Division
Public Health
Public Health Division
Security Division

1. 1. 1. 1. 1.
1. 1. 1. 1. 1.
1. 1. 1. 1. 1.
1. 1. 1. 1. 1.

R. H. H. H. H.
Chief Staff Officer,
for C.A.O.,
H. G. J. J. J.

SC/PO

(2)B

SECRET

SECRET

1437/1985/CA

21 May 43

SECRET ORGANIZATION - PLANNING PERIOD

351

For the planning period and until operations commence, the organization of the secret staff will be as follows:

A. ORGANIZATION AND COMPOSITION

1. By order of the C-in-C, Maj. Gen. Lord Rennell has been appointed Chief of Secret and Lt. Col. C.M. Spottwood has been appointed Acting Deputy Chief of Secret. Maj. Gen. Lord Rennell is senior British officer and Lt. Col. Spottwood is acting senior American officer.

2. During the planning period the Principal Administrative Officers (A) and (B) will be Lt. Col. Spottwood and Lt. Col. Rennell respectively.

B. PLANNING STAFF

1. The Secret Headquarters staff will be responsible for detailed plans and for the preparation of all papers in connection therewith within the framework of the Joint Policy Directive of the two Governments.

2. The appointments to the headquarters staff are for planning rather than for operational purposes; and certain of the officers are assigned may be re-assigned for duty in the field at a later date.

3. The Special Sections will have charge of all matters relating to their respective subjects. The principal officers of the sections of the planning staff will be as follows:

Legal Division	"	Lt. Col. Rennell
Financial Division	"	Lt. Col. Spottwood
Civilian Supply Division	"	Lt. Col. Spottwood (to arrive)
Medical Division	"	Lt. Col. Spottwood (to arrive)
Public Health Division	"	Lt. Col. Spottwood (to arrive)

and (2) will be Lt.Col. Spafford and Lt.Col. Maxwell, respectively.

2. PLANNING STAFF

1. The JMWK Headquarters staff will be responsible for detailed plans and for the preparation of all papers in connection therewith within the framework of the joint policy directives of the two governments.

2. The appointments to the headquarters staff are for planning sections for operational purposes; and certain of the officers now assigned may be re-assigned for duty in the field at a later date.

3. The special sections will have charge of all matters relating to their respective subjects. The principal officers of the sections of the planning staff will be as follows:

Legal Division	- Col. Chandler Lt.Col. Fene
Financial Division	- Col. Gaultney-Smith Lt.Col. New Dyeboom (to arrive)
Civilian Supply Division	- Col. Boies British officer - to arrive
Police Division	- Col. Polles Lt.Col. Matkin (to arrive)
Public Health Division	- Col. Chagnon Lt.Col. Foley
Property Custodian	- to arrive
Military Administration (Field)	- Group Captain Hansen Col. Pollock

The full membership of the sections will be circulated from time to time.

4. The coordination of planning work and directing will be undertaken by Lt.Col. Spafford as A/D.O.O.A.O. assisted by Lt.Col. Maxwell.

2. REQUIREMENTS

1. The executive staff will be charged with organization of contact with the various sections of the JMWK; contacts with the task forces through liaison officers; preparation and execution of operational plan for the mounting of the various groups of O.A.O. with the task forces; and organization of their section until called forward; procurement of food supplies, fuel, transport

Global studies continue
indicating that more
knowledge about

Dr. George Ziegler

= May/June 1990

- Alfred Alfred Gordon married to
- Alfred Alfred Gordon marriage of
- Alfred Alfred children
- 2 Sons children

3511

5. The Indian Branch at 141 West 11, 12 will consist of our senior citizens from the Executive Staff, either American or British, with our American and our British staffs assigned, together with citizens who may be at Niagara for special duty.

The heads of special branches will have direct access to the C.O.A.C. and the B.C.O.A.C. and correspondence regarding to the C.O.A.C. and B.C.O.A.C. will be routed direct. Correspondence forwarded from the C.O.A.C. will be routed through the Executive Secret. Incoming correspondence will be registered by the Executive Secret and this will be responsible for distribution of papers and files to the heads concerned.

Dr.

2. The School and camp administration at Glens are under the direct control of Lt. Col. Alden, Commandant of the School, and Major Martin, Deputy Commandant of the School. The Chief Instructor, Major Howell, will collaborate with the Commandant of the School in various matters; he will refer to the C.O.A.C. on matters affecting administration policy. The administration of personnel on the British and American side will be done within the respective office of the Commandant of the School, at which all officers' records will be kept and from which all postings and record work will be done; there will be two adjutants, one British and one American, for this purpose. The Executive Branch will deal directly with the Commandant of the School in respect of establishments and personnel. When the organization moves to the territory the establishment offices under the Commandant will be incorporated in the Executive Branch.

2. All Camp Orders will be issued by and on behalf of the O.S.A.C. by the Commandant of the School camp. Office orders for ALLEN H. G. (Lionsden) will be issued by the O.S.A.C. or by his Chief Staff Officer or his deputy.

one British staff captain, together with witnesses who may be at Algiers for special duty.

The heads of special branches will have direct access to the C.O.A.O. and the D.C.O.A.O., and correspondence spreads to the C.O.A.O. and D.C.O.A.O. will be passed direct. Correspondence submitted from the C.O.A.O. will be passed through the Executive Branch. Incoming correspondence will be registered by the Executive Branch who will be responsible for distribution of papers and files to the branch concerned.

D. SCHOOL

1. The School and camp administration at Camou are under the direct control of Lt. Col. Aitken, Commandant of the School, and Major Martin, Deputy Commandant of the School. The Chief Instructor, Major Romilly, will collaborate with the Commandant of the School in establishing a staff officer to the C.O.A.O. on matters affecting administration policy. The administration of personnel on the British and American side will be dealt with by the Adjutant's office of the Commandant of the School, at which all officers' records will be kept and from which all postings and record work will be done. There will be two Adjutants, one British and one American, for this purpose. The Executive Branch will deal directly with the Commandant of the School in respect of establishments and personnel. When the organization moves to the temporary the establishment office under the Commandant will be incorporated in the Executive Branch.

2. All Camp Orders will be issued by and on behalf of the C.O.A.O. by the Commandant of the School camp. Office orders for AFHQ H.Q. (Planning) will be issued by the C.O.A.O. or by the Chief Staff Officer on his behalf.

3. A diagram showing the AFHQ organization during the planning period is attached.

By Hon. Gen.
Chief Staff Officer,
New C.O.A.O.
AFHQ.

H.Q. 243 Boxes
Field

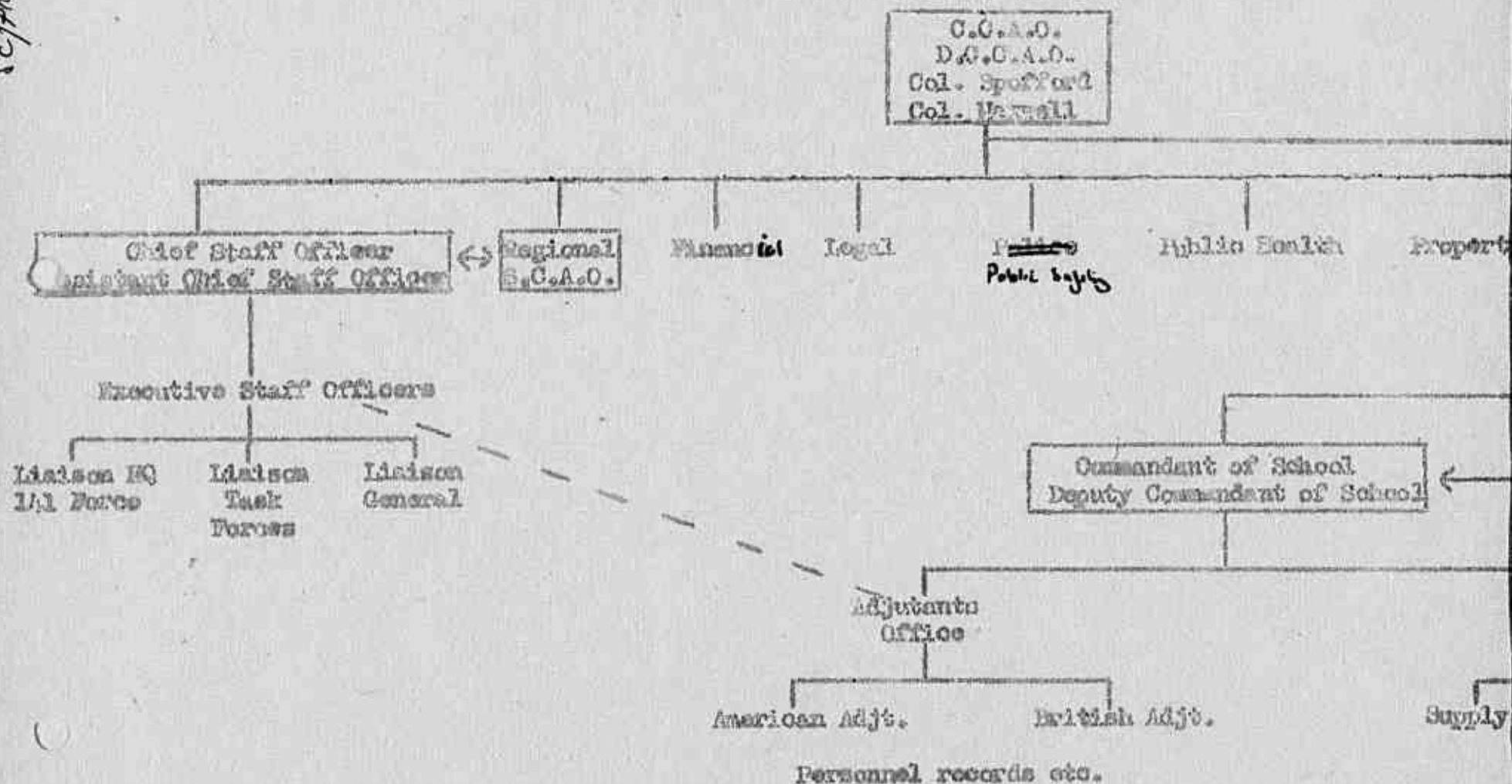
Distribution:

Legal Division
Financial Division
Civilian Supply
Division
Police Division
Public Health Division
Property Custodian

Military Administration (Sec'd)
Commandant of School (2)
Chief Instructor
Principal Administrative Officers (2)

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ANGLO ORGANIZATION - PLANNING PORTION



SCHOOL ORGANIZATION - PLANNING PERIOD

C.O.A.O.
D.C.C.A.O.
Col. Spofford
Col. Harrell

Financial

Legal

~~Police~~
Public Safety

Public Health

Property Custodian

Civilian Supply

Commandant of School
Deputy Commandant of School

Chief Instructor

Adjutant's
Office

Organ Commandant

American Adj't.

British Adj't.

Supply

Transport

Q.M.

Personnel records etc.

SC/70 (13)

SECRET

ADJUTANT GENERAL

1415/1943/VA

17 May 1943

ADJUTANT GENERAL - PLANNING PERIOD

For the planning period and until operations commence, the organization of the ADJUTANT staff will be as follows:

A. PERSONNEL AND ORGANIZATION

1. By order of the G.-in-C. (Maj. Gen. Lord Rennell, has been appointed Chief of STAFF and Lt. Col. Spafford has been appointed Acting Deputy Chief of STAFF. Maj. Gen. Lord Rennell is an American British officer and Lt. Col. Spafford is an acting senior American officer. In the absence of Lord Rennell, Lt. Col. Murrell will be acting senior British officer.

2. During the planning period the Principal Administrative Officers (A) and (B) will be Lt. Col. Spafford and Lt. Col. Murrell, respectively. They will be assisted by Captain Graham and Captain Martin Jones.

B. PLANNING STAFF

1. The planning staff will be responsible for detailed planning, and for the coordination of all papers in connection therewith within the framework of the joint plan 3500 directives of the Government.

2. The appointments to the planning staff will be temporary and for planning rather than for operational purposes.

3. The planning sections will have charge of all matters relating to their respective subjects. The principal officers of the sections of the planning staff will be as follows:

Legal Division - Lt. Col. Chandler
Major Howe

Financial Division - Lt. Col. Griffith Smith
Lt. Col. Benstead

Civilian Supply Division - Lt. Durr
Division officer - to arrive

Police Division - to arrive
Public Health Division - to arrive
Army Property Division - to arrive

The full membership of the planning sections will be circulated from time

B. PLANNING STAFF

1. The planning staff will be responsible for detailed planning, and coordination of all matters in connection therewith within the framework of the joint policy directives of the Government.

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2. The appointments to the planning staff will be temporary and for planning rather than for operational purposes.

3. The planning sections will have charge of all matters relating to their respective subjects. The principal officers of the sections of the planning staff will be as follows:

Loyal Division - Lt. Col. Charter
Major Rose

Financial Division - Lt. Col. Geoffrey Smith
Lt. Col. Bennett

Civilian Supply Division - Lt. Col. Baker
British officers - to arrive

Police Division - to arrive
Public Health Division - to arrive
Army Property Division - to arrive

The full membership of the planning sections will be constituted from time to time.

4. The Principal Administrative Officers (A) and (B) will be responsible for coordination of the detailed planning by the various planning sections. There will be periodic meetings with the heads of the planning sections, below which will be brought matters of general interest or policy affecting all planning sections.

5. The planning staff sections will be moved to China as soon as suitable accommodations and facilities are available. Liaison officers will be left at HQ 1st Force.

C. EXECUTIVE STAFF

1. The executive staff will be charged with organization of contact with the various sections of 1st Force, (although members of the planning staff may consult

- 2 -

with staff members of 1st Force on matters of particular interest to them; contact with the task forces through liaison officers; preparation and execution of operational plan for the mounting of the various groups of D.A.O.s with the task forces; and organization of the same education with other forces; procurement of AMOC supplies, AMOC transport, and like matters; care of personnel records and supply records other than those relating to the AMOC school; and preparation of time schedules and carrying same into effect; and for the administration of the Military Branch of the School.

2. The executive staff will be headed by Chief Staff Officers, (A) and (B) as follows: Chief THORNE and Major CROFT

Amended by 1415/704/2A 19 May 43
The executive staff will consist of two branches: (1) Administrative (2) Supply as follows:
Major FARLEY SMITH
Executive Officer - to arrive

Administrative & Supply:

1st. Col. Lloyd Garrison
Major Parker
Lt. Baker

American Officer - to arrive

D. GENERAL

1. The school staff will consist of two branches: (1) Military (2) Academic.

2. The Military Branch will be responsible for the organization, other than academic, and maintenance of the school; the discipline of the officer and enlisted personnel; and in general for matters having to do with the military administration. The Military Branch will be responsible to the Executive staff.

The acting Commandant of the School is Lt. Col. Gibson.

3. The Academic Branch will be responsible for the planning and execution of the school curriculum, arranging lectures, procuring instructors, planning necessary supplies and stationary and all other matters affecting the operation of the academic side of the school. The Academic Branch will be directly responsible to the Principal Administrative Officers.

The Chief of the Academic Branch and Director of Instruction is Major Rowell.

E. SECURITY

A list of the classification of officers will be issued separately and amendments made from time to time.

CL 51/43

Major Perry
Lt. Baker

American Officer - to arrive

B. SCHOOL

1. The school staff will consist of two branches: (1) Military (2) Academic.
2. The Military Branch will be responsible for the organization, order, discipline, and maintenance of the school; the discipline of the officers and enlisted personnel; and in general for matters having to do with the military administration. The Military Branch will be responsible to the Executive Staff.
3. The Academic Branch will be responsible for the planning and execution of the school curriculum, arranging lectures, procuring instructors, planning necessary supplies and stationery and all other matters affecting the operation of the academic side of the school. The Academic Branch will be directly responsible to the Principal Administrative Officers.

The chief of the Academic Branch and Director of Instruction is Major Rosell.

C. SECURITY

A list of the classification of officers will be issued separately and amendments made from time to time.

C. J. Spafford
C. J. SPAFFORD
Lt. Col., G.S.C.
Acting D.E. Sargent

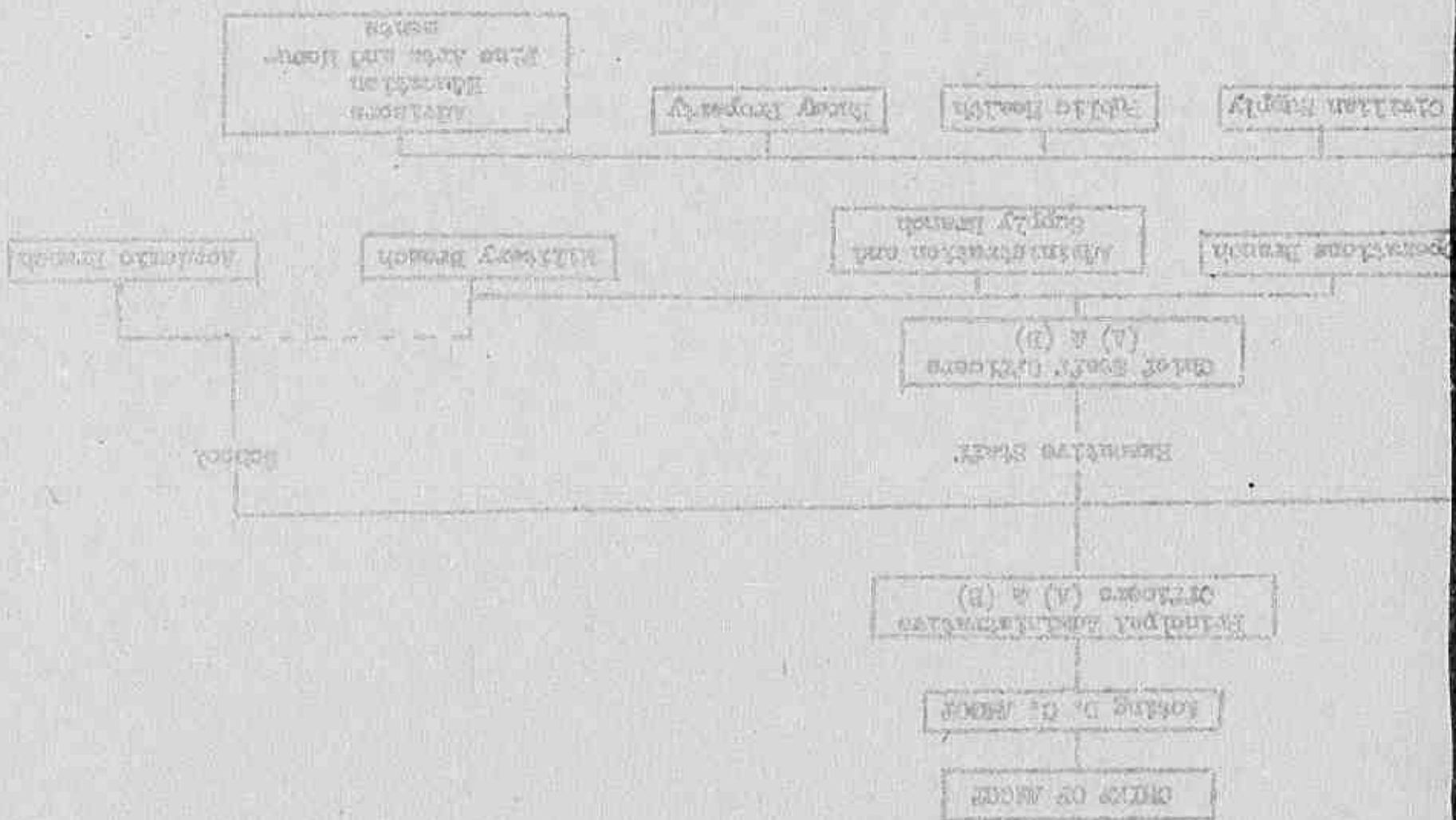
Major
Field

Distribution:	Planning Section	- 6
	Advisory	- 2
	Executive Staff	- 2
	Military Branch	- 1
	Academic Branch	- 1
	Principal Administrative Officers	- 2
	7501	
	Post	

3508

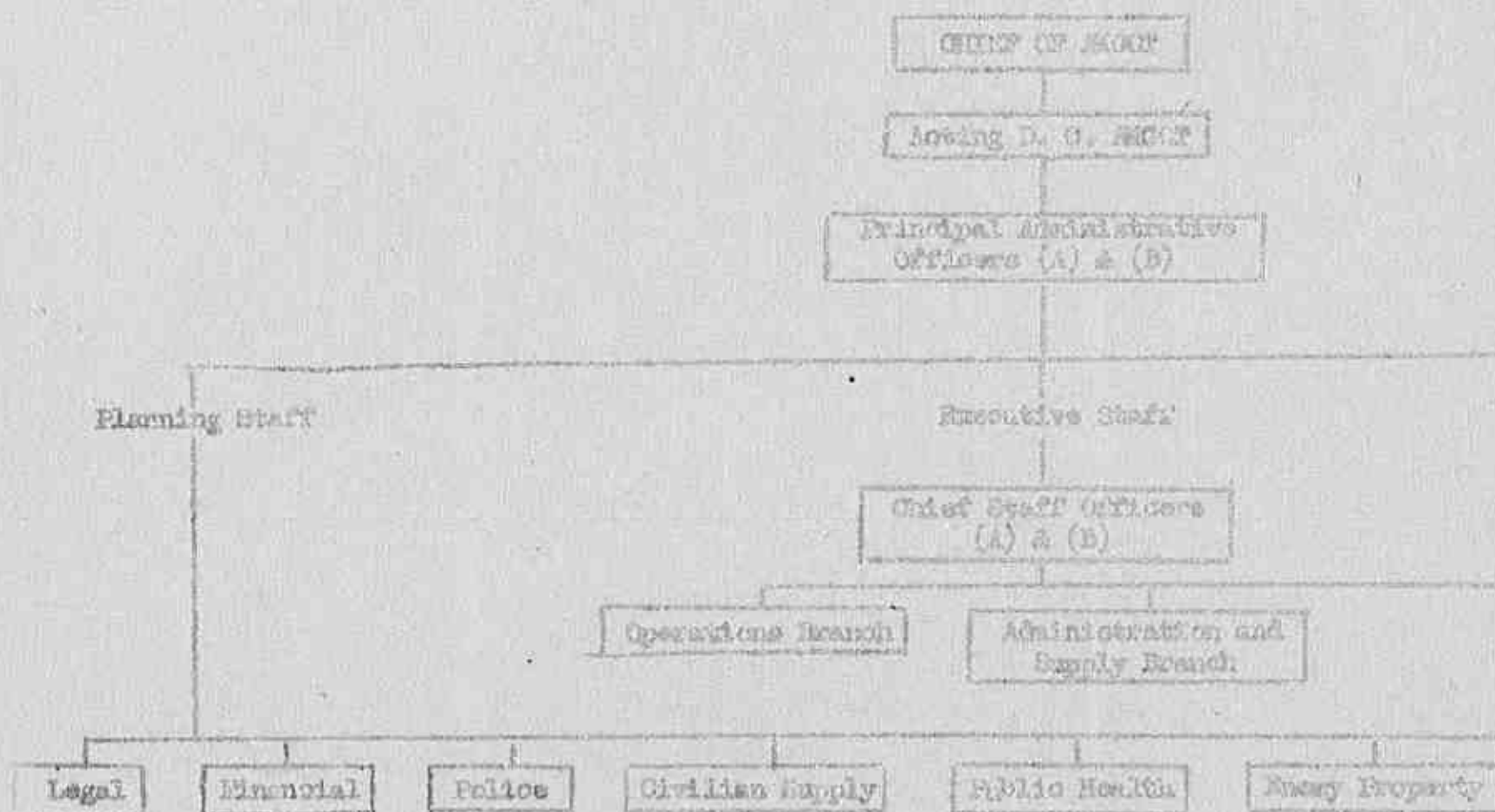
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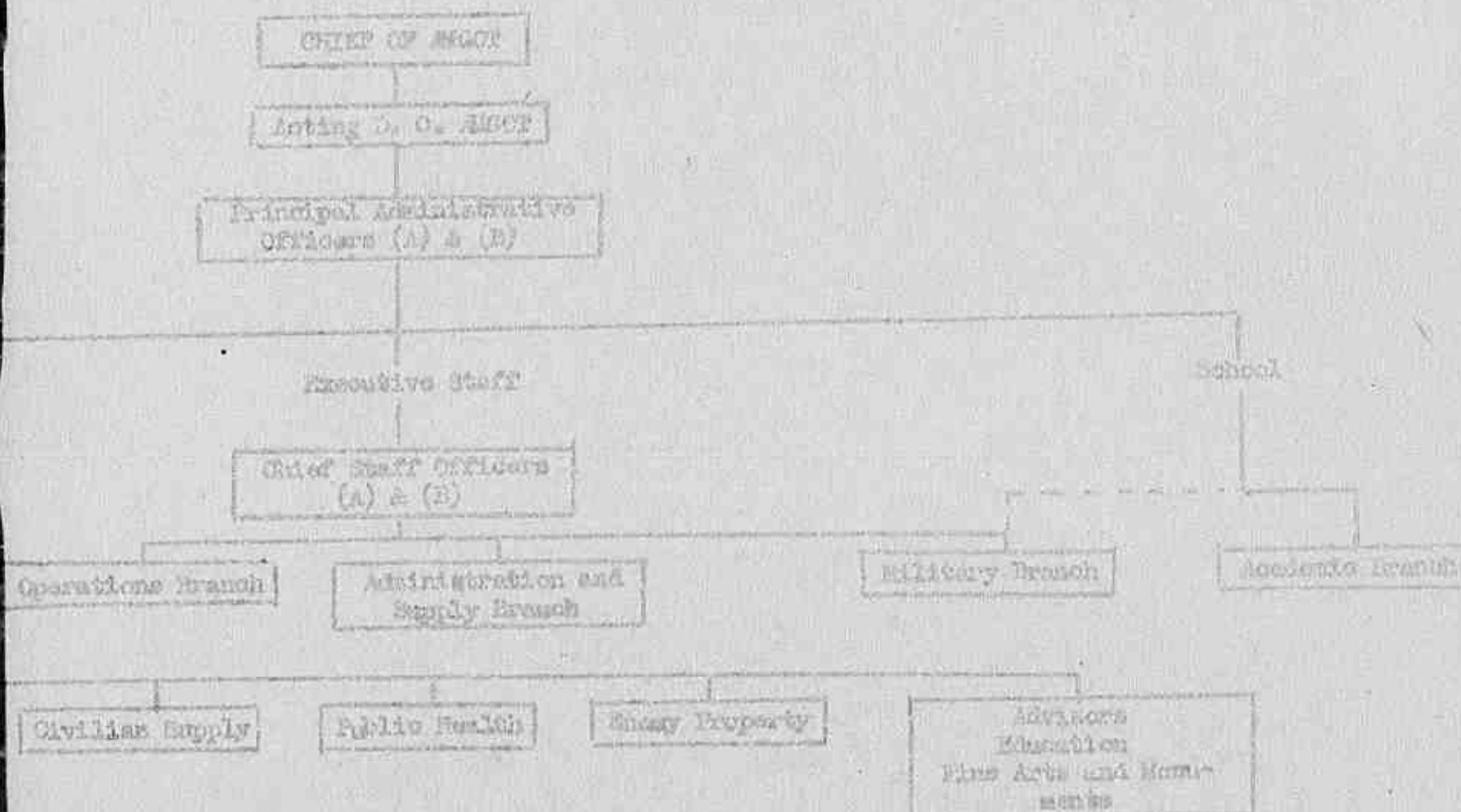
FROM ORGANIZATION - FIVE YEAR PERIOD

SHOOT ORGANIZATION - STARTING PERIOD



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AMCOT ORGANIZATION - PLANNING PERIOD



3508

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NOT SECRET

H I C O T

CURRICULUM OF THE TRAINING CENTER AT CHINAA - PURPOSE

1. The purpose of the Training Center at China is to provide British and American officers with intensive training in duties to be performed in connection with operation HENRI. The curriculum which is submitted herewith is designed to achieve that purpose within the framework of existing conditions. It was drawn up by the undersigned after consultation with the School Commandant, Lt. Col. Atkin, and revised by direction of Major General Lord Remell.

B - CONDITIONING FACTORS

2. There are three factors which vitally affect the establishment of

a curriculum:

(a) The student officers will not arrive all at once but in different groups. So far as can be ascertained at the moment, they will arrive at China in the following groups on the following dates:

- (1) May 27: 37 British
- (2) June 3: 113 Americans
- (3) June 15: 30 Americans
- (4) June 25: 50 British

In addition to these officers, some 12 Americans are expected to arrive by air from the U.S.A. in groups of two or three before June 1. The total number of student officers who are expected to attend the school is thus 247.

(b) Several British officers who have held high administrative posts in the military government of Tripolitania have kindly consented to give the school the benefit of their practical experience in

2. There are three factors which vitally affect the establishment of

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(a) The student officers will not arrive all at once but in different groups. So far as can be ascertained at the present, they will arrive at three in the following groups on the following dates:

- (1) May 27: 37 British
- (2) June 3: 115 Americans
- (3) June 15: 30 Americans
- (4) June 25: 50 British

In addition to these officers, some 12 Americans are expected to arrive by air from the U.S.A. in groups of two or three before June 1. The total number of student officers who are expected to attend the school is thus 247.

(b) Several British officers who have held high administrative posts in the military government of Tripolitania have kindly consented to give the school the benefit of their practical experience in lectures and conferences. Their time at the school, however, will be necessarily limited.

(c) The 37 British officers arriving on May 27 have attended the Civil Affairs Staff Centre at Wimbledon. Of the total of 160 American officers, at least half may be assumed to have had special training in their future duties either at Charlottesville or Fort Guster. The rest, both British and Americans, are an unknown quantity so far as previous training and experience are concerned.

C. GENERAL PLAN

3. In view of these circumstances, it seems advisable to divide the work done at the Centre into two classes or terms of approximately three weeks each. The first class will include the 37 British officers arriving on May 27 and the 128 Americans arriving on June 3. The second class will include the 50 British officers arriving on June 25. The 50 Americans arriving on June 15 will attend part of both classes. Students who have finished their formal course of studies but have not yet left the Centre will be expected to continue their language study and to devote themselves to other material pertinent to their future duties.

4. In order that both classes may have the advantage of hearing the visiting lecturers from Tripolitania, it is necessary to arrange different schedules for each class. The subjects for both classes will be the same but their place in the curriculum of each class will be different. As example, the lectures by the officers from Tripolitania will come at the end of the first class and at the beginning of the second. This is the only way by which these officers will be able to instruct both classes within the limited time which they will spend at the school.

5. The subjects to be studied have been selected with the purpose of providing instruction which will be of benefit to all students. In each instance, ^{a single} consideration was paramount in making the choice; the extent to which the information in question would assist the student to perform his ^{future} duties

effectively. Given the wide variety of previous training and experience, it is unavoidable that certain subjects be taught which will be familiar to some

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5. The subjects to be studied have been selected with the purpose of providing instruction which will be of benefit to all students. In each instance, ^{a single} consideration was paramount in making the choice; the extent to which the information in question would assist the student to perform his ^{future} duties effectively. Given the wide variety of previous training and experience, it is unavoidable that certain subjects be taught which will be familiar to some students of each class. It is not desirable, however, that any student be excluded from any exercise on the grounds that he is already familiar with the subject. In the first place, no student can be too familiar with his future duties and, secondly, each class must function as a whole, so far as possible, for purposes of discipline, administration and esprit de corps.

D. - DAILY ROUTINE

6. At a conference with the Training Centre Commandant, Lt. Col. Atkinson, it was decided that there should be a uniform routine for each day of the week.

(a) For week days, the following schedule is proposed:

- 3 -

6:45 Reveille
7:30 Breakfast
8:30 - 10:00 Language study
10:15 - 11:15 Lecture
11:30 - 12:30 Lecture
13:00 Luncheon
14:00 - 17:00 Committee work } three days a week
17:00 - 17:30 Tea
17:30 - 19:30 Individual study

or

14:00 - 19:00 Military training (includes physical training) three days a week
19:30 Dinner
20:30 Occasional lectures or informal talks

It was agreed that the Committee work and the Military Training should come on alternate days, one coming on Mondays, Wednesdays and Fridays, the other on Tuesdays, Thursdays and Saturdays. The assignment of its cycle to each subject will be decided later in accordance with certain administrative considerations.

- (b) The schedule for Sunday morning depends on the time which the minister will be available for Divine Services and the facilities for hearing Holy Mass. It was agreed, however, that an hour and a half of language study should be held at some time Sunday morning and that two hours of Committee work should be done in the afternoon. A tentative Sunday schedule will be:

7:30 Reveille
8:15 Breakfast
9:00 - 10:30 Language study
11:00 Church parade or Mass
13:00 Luncheon
14:00 - 16:00 Committee work
19:30 Dinner

2. TIME ALLOCATED TO THE SEVERAL COURSES

7. The daily schedules given above provide the following number of

hours for each course during the three-week duration of a class.

alternate days, one coming on Mondays, Wednesdays and Fridays, the other on Tuesdays, Thursdays and Saturdays. The assignment of its cycle to each subject will be decided later in accordance with certain administrative considerations.

- (b) The schedule for Sunday morning depends on the time which the minister will be available for Divine Services and the facilities for hearing Holy Mass. It was agreed, however, that an hour and a half of language study should be held at some time Sunday morning and that two hours of Committee work should be done in the afternoon. A tentative Sunday schedule will be:

7:30	Reveille
8:15	Breakfast
9:00 - 10:30	Language study
11:00	Church parade or Mass
13:00	Luncheon
14:00 - 16:00	Committee work
19:30	Dinner

E. TIME ALLOTTED TO THE SEVERAL COURSES

7. The daily schedules given above provide the following number of hours for each course over the three weeks duration of a class.

31½	hours of language study
36	hours of lectures
33	hours of committee work
45	hours of military training

Individual study will be done between 17:30 and 19:30 on the week days on which Committee work is scheduled, and after dinner on all days of the week except when lectures or informal talks by prominent persons are scheduled.

F. LANGUAGE

8. The students attending the Centre will differ widely in linguistic ability from complete fluency to utter ignorance. Nevertheless, they can be

SC/PO 50
- 4 -
divided for purposes of instruction into three groups:

- (a) Those who can speak well enough to perform their duties competently without the aid of an interpreter.
- (b) Those who can speak well enough to attend to simple or routine matters without assistance, but who will need an interpreter to handle complicated or technical affairs.
- (c) Those who do not know the language at all.

9. To meet the different requirements of these groups, the following system of study is proposed:

- (a) That the first group ((a) above) meet with its instructors solely for the purpose of conversation and practice.
- (b) That the second group ((b) above) be given actual instruction in grammar, reading, conversation and idioms of the kind given in an advanced college course.
- (c) That the third group ((c) above) devote its entire time to pronouncing and mastering the phrases and idioms which will be most useful in performing routine duties. It would be wasted effort to attempt to accomplish more than ~~this~~ this within a period of three weeks.

10. To be effective, the larger language groups mentioned above should be subdivided into sections. At the most there should be no more than twenty-five officers in any section and the size should vary in accordance with the competence of the students. The more proficient students, as needing less personal attention, would compose the larger sections.

E. LECTURES

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(b) That the second group ((b) above) be given actual instruction in grammar, reading, conversation and idioms of the kind given in an advanced college course.

(c) That the third group ((c) above) devote its entire time to pronouncing and mastering the phrases and idioms which will be most useful in performing routine duties. It would be wasted effort to attempt to accomplish more than this within a period of three weeks.

10. To be effective, the larger language groups mentioned above should be subdivided into sections. At the most there should be no more than twenty-five officers in any section and the size should vary in accordance with the competence of the students. The more proficient students, as needing less personal attention, would compose the larger sections.

C. LECTURES

11. There will be 36 regular lectures, about half of which will deal with fundamental aspects of the Kingdom of Italy (National Government, Local Government, Courts, Public Education, Fascist Party, etc.). The other half will be devoted to the recent experience of the British in military government, certain military topics and the general functions of the C.A. officers within the organization of A.S.G.O.

12. The purpose of the lectures is to furnish all students of the Centre with a general comprehension of the area in which they will perform their duties and adequate knowledge of the duties themselves. Specialization is reserved for the Committees. A list of lectures for both classes is appended

In Annex A.

13. It is recommended that the lecture proper be limited to 50 minutes and that the remaining 10 minutes be devoted to questions from the floor.

H. COMMITTEE WORK

14. This work is primarily designed for those students whose duties will be of a specialized nature in order to enable them to study their specialities in detail. The work of the committees will closely follow the organization of AMSCOT as planned for HONORIFIED. Consequently each Committee will be assigned one of the following subjects:

- (a) Legal affairs
- (b) Fiscal affairs
- (c) Civilian supply
- (d) Public health
- (e) Public safety
- (f) Enemy property
- (g) General administration

15. The internal organization of a Committee will be as follows:

(a) To achieve the best results it is felt that the committee should be no larger than twenty students. This means two or more sections of each committee in the specialities that call for the largest number of officers such as the administrative, legal, fiscal and public safety committees.

3502
(b) Each committee will be guided and instructed by a faculty assistant who has the proper qualifications of study and experience. He will be responsible for the instruction and program of study undertaken by his committee. Discipline, promptness and other routine administrative matters will be the responsibility of the senior officer of the committee.

(c) Whereas the legal, fiscal, civilian supply, public health and public

- (d) Public health
- (e) Public safety
- (f) Enemy property
- (g) General administration

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(a) To achieve the best results it is felt that the committee should be no larger than twenty students. This means two or more sections of each committee in the specialities that call for the largest number of officers such as the administrative, legal, fiscal and public safety committees.

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(b) Each committee will be guided and instructed by a faculty assistant who has the proper qualifications of study and experience. He will be responsible for the instruction and program of study undertaken by his committee. Discipline, promptness and other routine administrative matters will be the responsibility of the senior officer of the committee.

(c) Whereas the legal, fiscal, civilian supply, public health and public safety officers will be expected to devote themselves rather exclusively to their specialities, the general administrators should acquire as much knowledge as possible of the problems which they are apt to meet in these specialized fields and their proposed solutions. It is therefore planned that the instructors of the more specialized committees should meet with the administrative committees to give them the necessary instruction. The main task of the administrators will be to acquire a thorough understanding of the local and national government of the general area in which they may be stationed, the chains of civil authority, the public services, and the complexion of the area.

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of the local inhabitants. If security permits, their final studies should be devoted to acquiring an intimate knowledge of the exact spot where they will be stationed.

- (d) It is suggested that the future custodians of enemy property spend a good part of their time working with the legal and fiscal committees.
- (e) All committees should keep in constant touch with each other as there is hardly a committee problem which does not have ramifications extending into the province of the other committees. The committee instructors will see to it that arrangements are made for the informal exchange of all pertinent information.

I. MILITARY TRAINING

16. The program of military training is left to the responsibility of the School Commandant, Lt. Col. Aitken. It is understood that it will include physical exercise in the form of hikes. In addition to basic training in map reading and the use of gas mask, pistol and first aid kit, a certain number of military lectures will be given out of doors ^{at} /hiking stages. These will be on subjects not included in the program of regular lectures.

J. OCCASIONAL LECTURES AND TALKS

17. It is the intention of Major General Lord Rennell to invite prominent officers to the Training Centre from time to time to address the staff ^{body} and student/ informally. These talks will be given after dinner on dates convenient to the visitors. It is hoped that the Centre will have the privilege of hearing two or three of these talks per week.

K. REQUIRED READING

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K. REQUIRED READING

18. Before leaving the Centre, each student will be required to certify in writing that he has read the following documents in the order prescribed below:

- (a) The GICOT plan.
- (b) British Manual of Military Law, Section 8, Chapter 14.
- (c) FM 27-10.
- (d) Notes on Military Government of Occupied Enemy Territory (Parts I and II).
- (e) FM 27-5.

It is also understood that each student will devote at least two hours every day to language study and reading of assigned material such as military handbooks of the area, the penal code, etc.

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L. SIFTING OF STUDENTS

19. On arrival at the Centre, each student will fill out a form giving in detail his education, linguistic ability, past professional ability in civil life and military career. On the basis of this information and after a personal interview with the Director of Instruction, he will be tentatively assigned to a language group and a committee. The language instructor and the committee instructor will then examine the student's qualifications for admission to their respective courses and either admit him or return him to the Director with appropriate recommendations.

M. INSTRUCTORS AND CLASS ROOMS

20. The assignment of committee instructors and lecturers will be submitted in a separate memorandum within the next few days. Assignment of working space is a purely administrative matter and will be handled by the academic administration in cooperation with the Camp Commandant.

AMCOT
The School of Instruction
CHINA, May 23, 1943

HENRY T. ROWELL,
Major, C.M.P.,
Director of Instruction.

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ANNEX A
TENTATIVE LIST OF LECTURES AND LECTURERSA. FIRST CLASS

1. A contingent of 37 British officers are expected to arrive on or about May 26, 1943. They will be joined on June 4 by 118 American officers. It is planned that May 29 and 30 be devoted to orientation, organization of the committees, required reading, military training and language instruction, and that the regular lectures and committee work begin on Monday, May 31. The following list of lectures is proposed for the first class:

TODAY, May 31

1. Italy and the Mediterranean. Rowell
2. Internal Geography and Communications. Rowell

TUESDAY, June 1

3. The Constitutional State before Mussolini. Rowell
4. The Fascist Movement (History). Rowell

WEDNESDAY, June 2

5. The Fascist Party (present position). Rowell
6. Labor and the Corporate State. Rowell

THURSDAY, June 3

7. The Province and the Commune. Rowell
8. The Finances. Geoffrey Smith

FRIDAY, June 4

9. The Civil Courts. Rowell
10. Health Conditions. Tobey

MONDAY, May 31

1. Italy and the Mediterranean. Howell
2. Internal Geography and Communications. Howell

TUESDAY, June 1

3. The Constitutional State before Fascism. Howell
4. The Fascist Movement (History). Howell

WEDNESDAY, June 2

5. The Fascist Party (present position). Howell
6. Labor and the Corporate State. Howell

THURSDAY, June 3

7. The Province and the Commune. Howell
8. The Finances. Geoffrey Smith

FRIDAY, June 4

9. The Civil Courts. Howell
10. Health Conditions. Tobey

SATURDAY, June 5

11. Agriculture. Howell
12. Industry.

SUNDAY, June 6

13. Education. Howell
14. Church and State. Howell

MONDAY, June 7

15. The People and the National Psychology. Lord Russell
16. Present State of Public Opinion. Lord Russell

ANNEX A

DESCRIPTIVE LIST OF

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WEDNESDAY, June 9

17. Legal Foundations of Military Government. Charles.
18. Organization of ARMY. Bradford.

THURSDAY, June 10

19. Organization of the Army (British)
20. Organization of the Army (American)

FRIDAY, June 11

21. Staff Organization. (British)
22. Staff Organization. (American)

SATURDAY, June 12

23. Army Maintenance and Supply (British)
24. Army Maintenance and Supply (American)

SUNDAY, June 13

25. Military Tribunals. Charles
26. Court of Honor. Legal Committee

MONDAY, June 14

27. Security and Censorship.
28. Police Problems. O'Rourke

TUESDAY, June 15

29. Recent British Experience (Overall Administration). Irish
30. Recent British Experience (Local Administration). France

WEDNESDAY, June 16

31. Recent British Experience (Fiscal). Stewart
32. Recent British Experience (Legal). Dawson

THURSDAY, June 17

23. Army Maintenance and Supply (British)
24. Army Maintenance and Supply (American)

MONDAY, June 14

25. Military Tribunals. Charles
26. Moot Court. Legal Committee

TUESDAY, June 15

27. Security and Censorship.
28. Police Problems. O'Rourke

WEDNESDAY, June 16

29. Recent British Experience (Overall Administration) Irish
30. Recent British Experience (Local Administration), French

THURSDAY, June 17

31. Recent British Experience (Fiscal). Stewart
32. Recent British Experience (Legal). Dawson

FRIDAY, June 18

33. The Background of Military Administration. Lord Russell.
34. The Background of Military Administration. Lord Russell

SATURDAY, June 19

35. The Background of Military Administration. Lord Russell
36. The Duties of the AMCOZ officers.

D. SECOND CLASS

2. A second contingent of 30 British officers is expected to arrive at O'Hara on or about June 25. It is planned that their regular work should begin on Monday, June 28. The following list of lectures is proposed for this second class:

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MONDAY, June 28

1. Introductory lecture; administration of the school; organization and purpose, general orientation. Atkinson and Rowell
2. Legal Foundations of Military Government. Charlier

TUESDAY, June 29

3. Recent British Experience (Overall administration). Lush
4. Recent British Experience (Local administration). French

WEDNESDAY, June 30

5. Recent British Experience (Fiscal). Stewart
6. Recent British Experience (Legal). Dawson

THURSDAY, July 1

7. Recent British Experience (Police). O'Rourke
8. The Background of Military Administration. Lord Rennell

FRIDAY, July 2

9. The Background of Military Administration. Lord Rennell
10. The Background of Military Administration. Lord Rennell 49

SATURDAY, July 3

11. Organization of the Army (British).
12. Organization of the Army (American).

SUNDAY, July 4

13. Staff Organization (British)
14. Staff Organization (American)

MONDAY, July 5

15. Army Maintenance and Supply (British)
16. Army Maintenance and Supply (American)

TUESDAY, July 6

THURSDAY, July 1

7. Recent British Experience (Police). O'Hare
8. The Background of Military Administration. Lord Rennell

FRIDAY, July 2

9. The Background of Military Administration. Lord Rennell
10. The Background of Military Administration. Lord Rennell

SATURDAY, July 3

11. Organization of the Army (British).
12. Organization of the Army (American).

SUNDAY, July 4

13. Staff Organization (British)
14. Staff Organization (American)

TUESDAY, July 6

15. Army Maintenance and Supply (British)
16. Army Maintenance and Supply (American)

WEDNESDAY, July 7

17. Organization of AMCOF. (Sporford)
18. The Duties of the AMCOF officer.

THURSDAY, July 8

19. Military Tribunals. Chanler
20. Court Court. Legal Committee

FRIDAY, July 9

21. Security and Censorship.
22. Italy and the Mediterranean. Rowell

SATURDAY, July 10

23. Internal geography and Communications. Rowell
24. The Constitutional State before Fascism. Rowell

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MONDAY, July 12

- 25. The Fascist Movement (History). Rowell
- 26. The Fascist Party (present position). Rowell

TUESDAY, July 13

- 27. Labor and the Corporate State. Rowell
- 28. The Province and the Commune. Rowell

WEDNESDAY, July 14

- 29. The Finances. Graftey Smith
- 30. The Civil Courts. Rowell

THURSDAY, July 15

- 31. Health Conditions. Tobey
- 32. Agriculture. Rowell

FRIDAY, July 16

- 33. Education. Rowell
- 34. Church and State. Rowell

SATURDAY, July 17

- 35. The People and the National Psychology. Lord Rennell
- 36. Present State of Public Opinion. Lord Rennell

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