

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

785017

ACC

10000/109/1381

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

785017

10000/104/1381

STAFF PROCEDURE
JUNE 1943 - JULY 1944

0615

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

785017

81/CA

STAFF PROCEDURE

2598-2/22

0617

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

785017

STAFF PROCEDURE

2548-2400

10000 / 109 / 1381

THIS FOLDER	
CONTAINS	HH
FROM	HH
TO	HH
ATTACHED	

0618

Declassified E.O. 12356 Section 3.3/WND No.

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90 Aug 8 - 81-20
By 1000/1001. AAI - 210/1001
transferred to the 100/100. 21/10

0619

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

785017

12 JUL Recd 81

RECEIVED
 UNITED STATES DEPARTMENT OF JUSTICE
 REGION VIII

Executive Order 27

Memorandum No. 1 to
 STAFF MEMORANDUM NUMBER 1.

10th July, 1944.

ADMINISTRATIVE MEMORANDUM.

Re: Staff Memorandum No. 1 dated 30 Jun 1944, the following additions are made:

1. Add to heading of Para 4 (after "Staff Memoranda and Bulletins") "Administrative Orders and Executive Instructions".
2. Add to Para 4 a. (1) (b) (after ".....REGULATORY ORDERS"): "which must be printed and posted with proof evidence of the first posting in any given district, just as in the case of a Proclamation. They should be initiated by the Sub-Division or Section involved, and approved for legal terminology by the Legal Section, and signed by the Regional Commissioner".
3. Amend letter of last sub-para of Para 4 a. (1) from "(h)" to "(k)".
4. Insert new sub-para (h) and (j) to Para 4 a. (1) as follows:

"(h) Administrative Orders. Orders which are of only particular firms or individuals will be issued as ADMINISTRATIVE ORDERS. These are published by being posted on the firms or individuals concerned. They should be initiated by the Sub-Division or Section involved, and approved for legal terminology by the Legal Section, and signed by the Regional Commissioner.

"(j) Executive Instructions. Instructions concerning only the officers of the Region and the Indian Officials working under them will be issued as EXECUTIVE INSTRUCTIONS by Divisional Heads and signed by the Regional Commissioner. The Legal Division will not normally be consulted unless any point of law arises, nor will it normally prepare EXECUTIVE INSTRUCTIONS for issue by other Divisions".

By Order of Colonel KINGSBORO:

J. HOWARD WINTER, Major, RA.
 Adjutant.

DISTRIBUTION:

All Prov. Staff.	3 copies each.
Exec. Comm. No. 100	1 copy ✓
Reg. Comm. Region VIII	"
Executive Offr.	"
Adjutant	"
All Sub-Divisions	"
Chief Clerk	"
File	"

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1 CABY
 EXECUTIVE
 ALLIED MILITARY GOVERNMENT
 REGION VIII.

Executive
 HQ A G C

14 June, 1944.

12th Recd

DRAFT MEMORANDUM

SUBJECT: 1.2

ADMINISTRATIVE PROCEDURE

1. GENERAL

a. These instructions are published as a guide in the establishment of a uniform procedure for handling administrative matters within this Headquarters.

b. The official designation of the Headquarters is, Headquarters, Region VIII, Allied Military Government. Names initials will always be used to indicate the number of the Region.

c. The Executive Officer is responsible for the coordination and supervision of all work within the Region and will act as the Regional Commissioner's Deputy.

2. RESPONSIBILITIES

a. Assistant, Region.

b. Official correspondence will be received and dispatched by the Assistant. He will maintain the official files and the office of records of the Region.

c. Action on Region, Correspondence.

(1) When matters are received, entirely to the technical activities of a sub-division is received by the Assistant, it will be sent to him: sub-division and a record made of its receipt. Correspondence pertaining to matters of policy, or reflecting serious conditions, or problems will be referred to the Regional Commissioner. When appropriate, non-urgent correspondence may be sent for initial action to the office having immediate interest, and referred to the Regional Commissioner when the proposed action has been prepared.

(2) Action upon correspondence requiring the approval of the Regional Commissioner: includes the following responsibilities on the part of the staff officer concerned.

785017

2. The Executive Officer is responsible for the supervision of all work within the region and will act as the Regional Commissioner's deputy.

2. RESPONSIBILITIES.

a. Official correspondence will be received and dispatched by the Regional Commissioner and will be maintained in the office of record of the Region.

b. Action on Incoming Correspondence.

(1) When action is required on correspondence, it will be sent to the sub-division or division in which the problem is contained, to the Regional Commissioner, or to the Regional Commissioner's office. When action is required on correspondence, it will be sent to the Regional Commissioner's office for his review and approval. When action is required on correspondence, it will be sent to the Regional Commissioner's office for his review and approval.

(2) Action upon correspondence requiring the approval of the Regional Commissioner includes the following responsibilities on the part of the staff officer concerned.

(a) Preparation of proposed action in each case that, in order of approval, revision of the draft will be necessary. The draft of the letter should be so certified that, upon approval, it will only require re-typing in final form. The heading and origin will be inserted in the Assistant's office.

(b) CO-ORDINATION AND PREPARATION OF CORRESPONDENCE OF ALL INFORMATION SECTION.

(c) REGIONAL APPROVAL OF PROPOSED ACTION.

(d) Notification to Assistant when reply cannot be made promptly, giving cause of delay.

(e) Review in reference. When an error has been made in the distribution of the office to take action, that office will, immediately return the correspondence to the Assistant, indicating the error made.

(4) General of Correspondence.

(a) Correspondence with the Regional Commissioner. On receipt and technical matters only, the Regional Commissioner will be responsible for the correspondence. Such correspondence will be signed for or by the head of the sub-division concerned. When of such correspondence as to be sent in the sub-division concerned.

(b) A copy of correspondence with Sub-Commissioners will be sent to either the Regional Commissioner or the Administrative Section, HQ. 400, according to the nature of the correspondence. Where any doubt exists, correspondence should be addressed to the Regional Commissioner, HQ. 400.

(c) Correspondence on matters of policy and coordination concerning various or important conditions or problems will be addressed to the Executive Commissioner, HQ. 400, and will be prepared for the Regional Commissioner's.

Continued.....

signature:

ROBT. D. KIRKWOOD
Colonel, F.A. US Army
Regional Commissioner.

(4) When, to obtain the signature of the Regional Commissioner, undue delay will be caused, the Executive Officer or Adjutant may sign the paper in question "For the Regional Commissioner".

(5) Correspondence with other Regions. All correspondence with other Regions will be addressed to the Regional Commissioner of the Region concerned, THRU the Executive Commissioner, Hq. ACC; and will be prepared for the Regional Commissioner's signature. This policy will be followed except in those special instances where an agreement has been reached with Hq. ACC for direct communication between regions.

(6) Correspondence with Regions within the Region. Correspondence with Provision of Region VIII will, in general, be THRU Provincial Commissioners. Correspondence of special importance reflecting matters of policy, or a serious condition or problem will be prepared for the signature of the Regional Commissioner. Other communications may be signed by the Executive Officer or Adjutant "By Order of Colonel KIRKWOOD".

(7) Correspondence with other Agencies. No direct contact with officials of the Italian National Government (Ministers, Undersecretaries, etc) is to be made by any Region personnel. All such relations are the responsibility and function of Hq. ACC and the various Sub-Commissions of ACC.

Officer, Hq. ACC.

11. Hq. ACC is to be contacted only THRU THE Liaison

11. Headquarters, 1 District, 2 District and 3 District (British) are to be contacted only with the approval of the Regional Commissioner in each case. Matters of policy concerning Sub-area Headquarters (British) will be dealt with through Region Headquarters.

11. IIS is to be contacted only thru FIB liaison

Officer, Rq. ACC.

11. Headquarters, 1 District, 2 District and 3 District (Prison) are to be contacted only with the approval of the Regional Commissioner in each case. Matters of policy concerning Sub-area Headquarters (British) will be dealt with through Regional Headquarters.

(a) Addressing Individuals. All correspondence is to be addressed to the official designation of the officer concerned and NOT to individuals by name, nor to meetings or subdivisions of a headquarters. If the correspondence being written is a reply to a particular letter, it is in reference to matters previously handled by a particular person, then the correspondence may be marked for the attention of the individual concerned. But, the envelope used for transmittal will bear the official designation only. Semi-official (or semi-official) letters may be used, but should be restricted to a minimum.

(1) Form of correspondence. The sample letter and indentment shown in Incl. No. 1 furnishes a guide for details of official letters. Incl. No. 2 shows different methods of addressing letters and two types of endings with their use indicated.

(2) Copies. Each letter or indentment prepared in this headquarters will consist of the original, one copy for forwarding with the original, and one copy for the headquarters file. In total, one original plus 2 copies, unless additional copies are required by higher headquarters in particular cases. During periods of shortage in stationary the carbon copy is necessary the original will be carbonated.

3. Reminder System. Letters or indentments calling for a report, for action, or which are to be returned by a given date, will have a "Supplies" date entered in the upper right-hand corner, 000 (S-1-5-44) as shown in Incl. No. 1. If no reply is required or expected, the word "none" will be inserted. The Chief Clerk will be responsible for keeping a register book or a "Reminder" file showing the day by which a reply is required; and, on that day, will check with the officer concerned to see if, in fact, a reply has been received. If not, a reminder will be sent.

4. Orders, Revised Orders, Memoranda, Travel Orders, Staff Memoranda and Bulletins.

a. Classified.

(1) Numerically numbered orders, instructions, and informational matter will be published by the Adjutant only; and will be confined to the following:

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785017

3.

(a) General Orders. The following information will be published in General Orders:

(b) Regimental Orders. Information affecting the civilian population of the entire region or in isolated parts of the region; revised orders; and revised assignments and observations will be published in Regimental Orders.

(c) Special Orders. Information affecting the status of individuals of the military establishment, i.e., officers, soldiers, sailors, etc. will be published in Special Orders.

(d) Memoranda. Information for the military, civilians or action of personnel or units of the region, of such a nature that they need not be forwarded to higher headquarters and may have a direct effect in "Orders" will be published in Memoranda.

(e) General Orders. Orders directed to authorities, travel will be published in General Orders.

(f) Staff Orders. Information and instructions of the administrative personnel of the region will be published in Staff Orders. Orders of staff in general, in particular cases, be sent to individual or higher headquarters for information only.

(g) Regulations. Miscellaneous notices, information and data will be published in Regulations.

(h) Subordinate. Information and data of the above-mentioned notices may be published in the form of numbered memoranda or in letter form.

(i) General. Orders of general orders and instructions will be prepared in the sub-division, usually in the form of a general order by the National Government, will be sent to the highest for approval, and publication in approved form. Sub-division will indicate proposed distribution to the bottom of the staff. Approval or final approval of orders or instructions will not, under any circumstances, be done by sub-division, other than (a) (b) (c) (d) (e) (f) (g) (h) (i) (j) (k) (l) (m) (n) (o) (p) (q) (r) (s) (t) (u) (v) (w) (x) (y) (z) (aa) (ab) (ac) (ad) (ae) (af) (ag) (ah) (ai) (aj) (ak) (al) (am) (an) (ao) (ap) (aq) (ar) (as) (at) (au) (av) (aw) (ax) (ay) (az) (ba) (bb) (bc) (bd) (be) (bf) (bg) (bh) (bi) (bj) (bk) (bl) (bm) (bn) (bo) (bp) (bq) (br) (bs) (bt) (bu) (bv) (bw) (bx) (by) (bz) (ca) (cb) (cc) (cd) (ce) (cf) (cg) (ch) (ci) (cj) (ck) (cl) (cm) (cn) (co) (cp) (cq) (cr) (cs) (ct) (cu) (cv) (cw) (cx) (cy) (cz) (da) (db) (dc) (dd) (de) (df) (dg) (dh) (di) (dj) (dk) (dl) (dm) (dn) (do) (dp) (dq) (dr) (ds) (dt) (du) (dv) (dw) (dx) (dy) (dz) (ea) (eb) (ec) (ed) (ee) (ef) (eg) (eh) (ei) (ej) (ek) (el) (em) (en) (eo) (ep) (eq) (er) (es) (et) (eu) (ev) (ew) (ex) (ey) (ez) (fa) (fb) (fc) (fd) (fe) (ff) (fg) (fh) (fi) (fj) (fk) (fl) (fm) (fn) (fo) (fp) (fq) (fr) (fs) (ft) (fu) (fv) (fw) (fx) 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785017

be submitted in duplicate. The submission, notation, information and data will be

(4) Subjects that do not fall within one of the above standard identifications will be submitted in the form of unnumbered memoranda or in letter form.

5. Review. Each of proposed orders and instructions will be prepared in the subdivision primarily concerned; and, after approval by the Regional Commissioner, will be sent to the Adjutant for review and publication in approved form. Subdivisions will initiate proposed distribution at the bottom of the draft. Minor changes or final revision of orders or instructions will not, except in circumstances, be done by subdivisions, except those in the subject office.

6. Execution.

(1) Orders, instructions, Orders will be signed "By Order of Adjutant....." (Signature), and the Regional Commissioner's signature by the Adjutant.

(2) Regional Orders will be signed by the Regional Commissioner.

(3) Special Orders will be signed "By Order of Adjutant....." (Signature), the Regional Commissioner's signature by the Adjutant.

(4) Emergency Orders. Orders, instructions and publications will be signed by Order of Adjutant..... (Signature), the name of the Adjutant, signed, by the Adjutant.

5. Routing Slip. The "Routing and Slip" used by the Adjutant will be used by all subdivisions of the Adjutant. There is no objection to the use of other types of routing slips within a subdivision, but they will not be used in transmitting reports to the Adjutant.

6. Forwarded memoranda. Forwarded by the Adjutant, will be used for information, action, or information, and the final copy of a memorandum requiring action. They will be filed with the file copy of the communication when they contain comment or the Regional Commissioner's approval.

7. Records. It is the responsibility of the Adjutant to maintain the official files of the Adjutant. Subdivisions, if they files of direct routing technical correspondence or communication, shall forward directly to the Adjutant, they do not contain the only copy of a report or report of comment.

8. Special Publications. The same to be sent by teletype, radio, or cable will be submitted to the Adjutant's office in accordance with the following procedure:

9. Form. Form will be typed on Form S-2136 (Special Messages Form). A copy of the form will be submitted to the Adjutant, plus an file copy.

Continued....

785017

1. This is to be used to include a number of other cases or any addition for re-examination.

() A copy of the memo, on which is written the reference number, will be returned to the staff section originator, if from the house or has left the area.

3. RE-ENTRY SERVICE.

Re-Entry Service. Within the headquarters a regular service, or service will be maintained by the Adjutant. Any officer is authorized to utilize the at once to the Adjutant or to the Adjutant if it seems necessary. Or any person must be sent at once to the Adjutant if it seems necessary.

4. Details. Summary or counter services outside this. He will be the in and out of the Adjutant. Details of service services will be sent separately.

5. Personnel.

a. Personnel. The initial assignment of personnel to sub-divisions and changes in such and a case will be made in such a published by this headquarters.

b. All officers and enlisted men reporting to this headquarters for duty will be instructed to notify the Adjutant of their arrival, furnishing him a copy of their orders.

c. Control over office personnel. The enlisted men and other men on duty in office work under the exclusive control of the officer assigned during the period of work and for such extra hours as the chief of the sub-division may find necessary.

d. Hours of duty and holidays. Office hours for civilian personnel are from 0800 to 1600 with one hour and a half for the day meal. Military personnel are ordered to those hours, except when outside duty requires otherwise.

e. At least one officer and married enlisted personnel (probably NCOs), personnel on duty in the day meal.

f. There will be at least one person, Officer, civilian, or soldier in each sub-division or convenient group of sub-divisions during lunch periods, to answer phones and take messages.

10. Absence of personnel. Officers on duty at the day meal headquarters who are absent from the vicinity of their division or local billets overnight will register their absence and return in the book provided for the purpose in the office of the Adjutant.

785017

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

6. Except on Sunday and holidays, office hours for civilian personnel are 0800 to 1600 with one hour on each day for day out. Military personnel will conform to these hours, except when essential duty requires otherwise.

7. At least one officer and sufficient civilian personnel (preferably 2/03, one civilian, if necessary) will be on duty in the day conference room for operational purposes on Sunday and holidays.

8. There will be no least one unit, Officer, civilian, or soldier) in each subdivision to provide support of subdivisions during lunch periods, to answer phones and take messages.

9. Release of duty of military personnel (preferably 2/03, one civilian, if necessary) will be on duty in the day conference room for operational purposes on Sunday and holidays.

10. Release of duty of military personnel (preferably 2/03, one civilian, if necessary) will be on duty in the day conference room for operational purposes on Sunday and holidays.

11. Request for travel orders will be required for all personnel outside this Region.

12. Request for travel orders will be submitted through the Assistant and will include:

- (1) Name, rank and number of officer and driver.
- (2) The destination and possible purpose of the travel.
- (3) Method of travel.
- (4) Date travel is to begin.
- (5) Estimated duration of absence.
- (6) List of vehicles to be used.

13. This procedure is necessary to protect the individual in case of accident or illness. These travelling military personnel who are injured, etc. are considered "off" in line of duty" by highest commandant.

By Order of Colonel KIMMICK:

DISTRIBUTION:
 All Prov. Gen. 3 copies each. Chief Clerk.
 Exec. Gen. 20. 1 copy. 415.
 Reg. Gen. 20. 1 copy.
 Reg. Gen. 20. 1 copy.
 Executive Offr. do.
 Adjutant. do.
 All Sub-Divisions. do.

W. J. Kim
 W. J. Kim
 Major, RA.
 Adjutant.

785017

HEADQUARTERS
ARMED MILITARY GOVERNMENT
REGION VIII.

Incl. 1.

BY/
(Our file no).

(S-1-7-44)
(Our assigned date)

14th July, 1944.
(Date of issue).

SUBJECT: Correspondence.

TO : All Officers and Region Clerical Staff.

1. Begin the first paragraph below the upper one-third of the sheet. This indentation is necessary so that the body will begin just below the first crease when the letter is folded for mailing.
2. When a letter contains more than one paragraph each paragraph in a single series beginning with 1, indenting 5 spaces from the left margin.
 - A. You should letter sub-paragraphs (primary division of a paragraph) with unnumbered lower case letters beginning with a.
 - B. Indent sub-divisions so that they will fall under the first letter of the main paragraph.
 - (1) To further sub-divide a paragraph, use Arabic numbers in parenthesis. The number is placed so that it falls below the first letter of the preceding sub-division.
 - (a) If further division is necessary, lower case letters in parenthesis will be used.
3. Further sub-divisions will be indicated by i, ii, iii, iv, etc.

By Order of Colonel KIRKWOOD:

Major.

785017

(1) To further sub-divide a paragraph, use Arabic numerals in parentheses. The number is placed so that it falls below the first letter of the preceding sub-division.

(a) If further division is necessary, lower case letters in parentheses will be used.

i. Further sub-divisions will be indicated by i, ii, iii, iv, etc.

By Order of Colonel KERRISON:

Major.
Adjutant.

(S-1-7-44).

1st Ed.

WILL

Reg. Region VIII, AGC, ACO 191, US Army.
TO: EXECUTIVE COMMISSIONER, AGC, ACO.

1. Forwarded.

For the Regional Commissioner:

Major.
Adjutant.

Incl. 1.

785017

Incl. No. 2.

TO: Legal Sub-Commission, Hq. ACC.
TO: Executive Commission, Hq. ACC.
TO: Regional Commission, Region II (THU Bree. Unit. Hq. ACC).
TO: C.C., P.D.S. (THU Liaison Officer, Hq. ACC).
TO: P.C. SINDA Province (Attention: Major BLANK).

By Order of Colonel KIRKWOOD
(To subordinate Rep.).

For the Regional Commission:
(to Hq. ACC).

Incl. No. 3.

Sub-Committees in the ADMINISTRATIVE SECTION, HQ. ACC.

Interior
Public Safety
Public Health
Property Control
Legal
Education
Monuments and Film Arch.

Sub-Committees in the ECONOMIC SECTION, HQ. ACC.

Agriculture
Industry & Commerce
Labor
Food
Public Works and Utilization
Transportation
Finance

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1 July,

ALLIED CONTROL COMMISSION - ORGANIZATION CHART

CHIEF COMMISSIONER
 RUSSIAN REPRESENTATIVE ----- Lt.-Gen. Mason Macfarlane ----- FRANK REPRESENTATIVE

DEPUTY CHIEF COMMISSIONER
 (Capt. Henry W. Stone USNR)

SECRETARY GENERALDEPUTY SECRETARY GENERAL

ADMIN SECTION	DOCK. SECTION	R.C. & M.C. SECTION	POLITICAL SECTION	INTL. SUB-C
(VP - A/Cdr. Tho. Lord Stanagato)	(VP - Hon. M. Grady)	(Exec. Comm. Brig. M.S. Lash)	(Joint V.P.'s) Mr. H. Caccia (B) Mr. Sam. Rober (A)	

Monuments & Fine Arts
 Property Control
 Information
 Legal
 Public Health
 Public Safety
 Interior

Finance
 Shipping
 Transportation
 Public Works & Utilities
 Food
 Labor
 Industry & Commerce
 Agriculture

Italian Refugees
 Displaced Persons
 Security Branch
 Intelligence
 Civil Affairs

1 JULY, 1946

ALLIED CONTROL COMMISSION - ORGANIZATION CHART

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DEPUTY SECRETARY GENERAL

ECON. SECTION

(VP - Hon. H. Grady)

R.C. & M.G. SECTION

(Exec. Com. Brig. M.B. Lush)

POLITICAL SECTION

(Joint V.P's)
Mr. H. Caccia (B)
Mr. Sam Rober (A)

INDEPENDENT

SUB-COMMISSIONS

Minerals
Shipping
Transportation
Public Works & Utilities
Food
Labor
Industry & Commerce
Agriculture

Italian Refugees
Displaced Persons
Security Branch
Criminal Division
Civil Affairs

Public Relations Branch
Sports & Telecommunications
Post Materials Division
Army
Navy
Air Force

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

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Y
Official might be
interested to read.
One copy can be
kept if required.

RE

2/7/4

18/2 J.V.H. 

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

81
" COMPLETED STAFF WORK"

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

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

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

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

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

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

0638

785017

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

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

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

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

"7. When you have finished your 'completed staff work' the final test is this: If you were the chief would you be willing to sign the paper you have prepared, and stake your professional reputation on its being right? If the answer is in the negative, take it back and work it over, because it is not yet 'completed staff work'.

For the Provost Marshal General:

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

Extracted from the Army and Navy Journal, issue of 24 January 1942, by G-4 Section, Third Army. 28 January 1942/ts.

0639

785017

Declassified EXO: 17356 Section 3.3/NND No.

ALFRED CONNOR BOWMAN
Major, J.A.G.D.
Post Judge Advocate

SOME HINTS TO A NEW STAFF OFFICER

(From an article in "The Royal Air Force Quarterly", December, 1940.) Condensed by Major W.R. Kammerer, Infantry.

A good staff officer needs to possess wide service knowledge and be quickwitted, methodical, tactful and extremely thorough.

The staff is, or should be, the brains of the fighting forces. It must do the planning, the organizing and the looking ahead. Without its staff a fighting force would have as small a chance of ultimate survival as the enormously powerful dinosaur, with no brain capacity at all, had in prehistoric times.

Don't start then by under-rating your job. Really good staff work is still very rare.

On Handling Clerks

Enlist the interest of your clerk in all the subjects with which you have to deal. Encourage him to ask questions and to make suggestions. An intelligent and well-trained clerk should always be able to produce a good draft on subjects with which he is familiar; if he can do so he will save you a considerable amount of time.

Instruct him to question anything he does not understand. If he does not understand your letters and signals it may well be that the recipient won't understand them either.

On the Responsibilities of the Chief Clerk

Always hold the noncommissioned officer in charge entirely responsible for the work done by the clerks in his office. It is his duty to check typed drafts and letters, and particularly to ensure that they are correctly addressed and dealt with. If your clerk returns you a badly typed draft, or letter, ring for the noncommissioned officer in charge and blame him for not exercising proper supervision. In short, expect him to do his job, which includes the training of new clerks and the supervision of the others.

On Dealing with Files

Unless you are already familiar with the correct filing and minuting procedure, study it until you thoroughly understand the way in which files and correspondence are dealt with.

0640

785017

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

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Major, J.A.G.D.
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0641

785017

Declassified E.O. 12356 Section 1.2/NND No.

When tacking a full "in" tray, don't work through the files from the top one down. The file that has been waiting longest for action probably the bottom one. The best procedure is to glance through the and arrange them in order of urgency and importance before you start work. If you have a lot of action on hand, files passed to you 'for information' only should be passed on to the next officer and marked to be returned to you later.

A letter signed by the commanding officer, or by any other very senior officer personally, should be regarded as dynamite. If it has not already been seen by your Chief of Staff, take it to him at once and ask for instructions how it is to be dealt with. On no account send a reply, however correct it may be, signed by yourself.

Avoid unnecessary secrecy. Secret letters are a nuisance, particularly at units where they are comparatively difficult to safeguard in flights and sections. When you get a letter marked "Secret" regard it with a critical eye before continuing to deal with it as secret. A number of letters are marked "Secret" for no other reason than the file they originated on was marked "Secret". A non-secret letter can legitimately be dealt with on a secret file without being marked "Secret". On the other hand, a secret letter, on a subject which is rightly secret, must never be dealt with on a non-secret file. Use your discretion in this matter. When in doubt err on the side of safety and secrecy.

Whenever personal action is taken, a note of the action should always be made on the appropriate file. Decisions given by your Chief of Staff, should be noted in the same manner, if they are given to you verbally and not elsewhere recorded in writing.

The substance of telephone conversations should be recorded in the same way, as soon as possible after the conversation. The time of the conversation and the name of the person spoken to should be noted in the entry made. If the conversation was on a subject of importance, about which there might be future misunderstanding, always confirm the arrangements made, or the decisions arrived at, by letter at once. You will be surprised how many times your own version of a telephone conversation will be different from that of the other fellow.

When you have done with a file don't send it back to the registry without first considering whether other staff officers should not be informed. It is far better to overdo the circulation of information than to work in a watertight compartment. Water-tightness may be all very well in the right place, but a Staff Headquarters is not the right place. Therein it inevitably means duplication of work, misunderstandings between branches, and quite often contradictory rulings going out to units from different staff officers, each signing himself "for" the same

Chief of Staff who, if he finds out, will stress his dislike of appearing to be vacillating in his decisions. So pass your completed file on

to other branches in order of priority based on their probable degree of interest.

A final tip, but a good one: refuse to acknowledge that any enclosure or minute in a file has been seen by you unless it has been initiated by you. Instruct your clerk to return any such letter which you may have passed into your "Out" tray without initialing. When you initial, it is wise also to add the date. This is a form of insurance both for you and your clerk, to make certain that when there are a number of fresh enclosures or minutes in one file none of them have missed your attention.

On Writing Drafts and Minutes.

In writing minutes or official letters aim at plain, simple and clear English. Avoid long and involved sentences. Be as concise and precise as you can. Make good use of headings and sub-headings, as these are very useful, particularly if arranged in a logical order, to those people who may have to take action on your letter.

Unless you write a very clear hand, always have your more important minutes typed; don't ruin the tempers and eyesight of other officers.

Proper coordination of work between departments of a Headquarters is essential. Otherwise your work will be wasted, and units may receive conflicting instructions. The repercussions may be unfortunate.

In drafting any letter containing instructions, set it out for yourself first of all under the following general headings- which will not, of course, necessarily be included in the final draft:

(1) Information. Give the persons you are writing to all the relevant information you can, and all important previous references. Put yourself in their places and ask yourself whether your draft contains everything you would require to know before you could take all the action required.

(2) Intention. This is the most important section of your letter. ~~Always give your~~ your Chief's intention clearly and in full. ~~Then~~ ^{then} units or persons properly understand the intention of orders or instructions they can be trusted and given latitude to implement them in the best way to suit their local conditions. Thus the aim will be attained everywhere with the minimum of detailed orders, and unit commanders will be able to take the right action in any unforeseen emergency without reference to your Headquarters.

(3) Method of Execution. Provided the intention has been clearly and fully stated, a great deal of otherwise necessary detail can be omitted under this heading. Credit those to whom you are writing

785017

with intelligence and common sense unless you know with certainty that they have none. Expect them to act intelligently in accordance with the intentions you have explained to them. If they are unlikely to have knowledge or experience to enable them to achieve the aim, then it is of course necessary for you to give the method of execution in detail. Likewise it is often necessary to give a method of execution in detail when you have to coordinate action between a number of different persons - but here again it is often wiser, and results in greater efficiency, to get them together in conference to work out the method of execution for themselves. Remember that they will usually have a far more intimate knowledge of conditions at their units than you can possibly have.

Never forget that it is bad staff work to give an instruction without defining the intention behind it. Additional queries may arise, peculiar to a particular unit, which the C.O. will have to refer back to you unless he is able to answer them for himself, as he can nearly always do if he understands the aim of your instructions. When preparing a draft for approval by a senior officer always include every point, however minor, which you think may be relevant. This will help to ensure that no detail is overlooked by the officer for whom the draft is prepared. It is also easier for him to delete than to insert in the draft.

Don't feel aggrieved if your carefully prepared, logically set out, and beautifully written draft is hacked to pieces by the senior officer to whom it is submitted for approval. The point to bear in mind is that the officer who is to approve your draft is entitled to have it to his own satisfaction, not yours, before he does so. Your best efforts can always be preserved for posterity above your own signature.

Study the styles of your C.O. and senior staff officers. They will be pleased, and you will save a lot of time and paper if you can prepare drafts for them as nearly as possible in the way they would write them themselves. You may not forge their signature, but you may forge their styles. As a matter of fact, there is a great deal of fun to be had in doing this, and if it does not improve your own style it will at least broaden your vocabulary.....

Conversely, when you have to check a draft submitted to you for approval try to resist altering it unnecessarily into your own words. Approve it as it stands, provided you are satisfied that its meaning is clear its grammar sound, and that it contains all that should be in it.

Semi-official correspondence is to be avoided. As a means of dealing with important subjects it has the following disadvantages:

- (1) The semi-official letter is generally slower than the official letter because it is addressed to an individual, who may change station go sick or proceed on leave before it is delivered. In consequence any action or reply required may be held up indefinitely. Also the

785017

recipient may mislay it and fail to pass on the information it contains, or take the action needed. In any case there can be no check on action taken with the unit.

(2) It has no official standing and cannot legitimately be quoted authoritatively in subsequent correspondence on the same subject.

(3) It leads to the dangers of irresponsible "short-circuiting," because in correspondence between individuals the commanding officers of both individuals are apt to be forgotten.

Weigh these considerations carefully before you decide to send a personal note, and, more often than not, you will then decide to send an ordinary official letter instead.

If in writing a letter you refer to other letters, always attach these with the relevant paragraphs "flagged". When you pass your file on, Your Chief of Staff does not want to waste his time digging these out, or waiting while they are dug out for him. Being a busy man, he may take your file away with him to work on it in the train or at home, where he will not have the references available unless you have had the forethought to attach them.

Practice dictating when you have plenty of time. Don't reserve it until you are hard-pressed, because if you do you will find that you are not as good at it as you might be.

Before you ring for your stenographer to take dictation make up your mind exactly what you are going to say. Note on a memorandum put the headings and sequence of your paragraphs, together with any particularly important sentences. This will save a lot of the clerk's time, as then he will not have to sit gazing out of the window while you struggle in the throes of composition. In short, do the thinking first and the dictating second. It is seldom practicable to do both really effectively at the same time.

After you have drafted a letter, an instruction or an order, read it through carefully to ensure that it contains no ambiguities and to check the addressees and references.

Before signing your name to a letter, check it carefully, whether or not you have previously approved the draft.

Never pass on to others any instruction, letter or signal which you do not completely understand yourself. Do not assume that it must be all right merely because it has emanated from higher authority, and pass it on in the pious hope that others will understand it even if you don't. Apart from any more dangerous ill-effect, you will feel remarkably foolish when explanations are demanded and you have to admit you did not know what you were doing.

On Dealing with Units

Deal with units ethically. Remember the Commanding Officers are very hard worked and responsible personages who do not exist to deal solely with your own special subjects. A Commanding Officer is the target of every branch in Command as well as in Group Headquarters. You exist to help him, not to make his task more difficult, or to criticize him whenever he fails to do what you think he should in respect to your own particular line.

Don't ring up other officers of a unit without the C.O.'s permission. If circumstances force you to do so, explain the said circumstances to the C.O. as soon afterwards as possible; A good C.O. -- and you must assume they are all good -- likes to know what is happening on his station.

When a Commanding Officer writes a letter asking for something, or proposing something, never answer "This cannot be done" or "This is not approved" without giving full reasons why it cannot be done or approved. He is entitled to this courtesy, and, unless he gets it, he will regard you as merely an ill-mannered obstructionist.

On Visit to Units

On visiting a station or unit you go there primarily to help and not find fault. You go to be constructive and never destructive. If you do find something wrong, your job is to put it right at once. Point out the fault and propose a remedy. Never order anything to be done unless you have had previous instructions from your Commanding Officer to convey his orders. It is the job of the Commanding Officer to issue orders to his own unit, and his command has not been delegated to you.

On arrival at a station or unit on an official visit or inspection always report your arrival first of all to the C.O. Ask him if he will wish to see you again before you leave. Propose that he should do so, so that you can tell him of any action you may have suggested to his subordinates and what you propose to say in your final report of your visit.

You must be discreet about conversations you may have with Commanding Officers and other senior officers at stations, particularly if personalities are involved. Don't repeat them to junior officers. This warning should be unnecessary, but experience has unfortunately proved that it is not.

When you visit a station or unit you will almost certainly find yourself beset with queries and problems outside the scope of your own duties. Don't commit yourself to settling those problems personally. Instead, tactfully promise your help in referring the query to the right quarter.

On Staff Conferences.

If you are summoned to a conference, or to discuss a subject with your C.O., try to anticipate the points which are likely to arise, so that

785017

you can be certain that you will have the correct up-to-date answers and the files or publications likely to be required for references. If you are caught not knowing an answer, never guess and run the risk of causing your C.O. to make a wrong decision based on inaccurate information given him by you. Say you don't know; or if you have any doubts about the correctness of your answers ask permission to confirm them.

You will then at least be in no worse case than the young officer who answered "I don't know" to five consecutive questions by his C.O., who, infuriated, then asked, "Is there anything you do know, to which the young officer replied with pride, "I do know you won't get any inaccurate information from me, sir -- like you do from the other chaps."

0647

Declassified E.O. 12356 Section 3.3/RND No.

785017

COURSE 11

CLASS IV

2 JUNE 1943

STAFF AND COMMAND RELATIONSHIP (IPS)

Colonel C.F. Stearns

To those of you who have had little experience in Military Command and Staff matters, these comments are especially directed in order to help you to approach that relationship with some degree of confidence. The Army and also the Navy have always made quite a point of the difference between Command and Staff duties. A commander is what the name implies. He commands. He therefore takes all responsibility and, conversely, is entitled to all credit, except that which he cares to give to his staff.

In civil life the word staff is used rather loosely, but in military terminology it means one thing. A Staff Officer is a helper. He does what he does in the name of another. You will note that all the written orders that you have ever received are signed by order of or by command of So-and-So, and signed by Such-and-Such a person, as Adjutant General or Adjutant. There is always a tendency on the part of strong men in staff positions to gather to themselves certain power, and if they are not careful they may convince themselves that that power is real. It is not really their power, but power they wield for another.

Every relationship in life depends on the personalities concerned, and further, it depends on the degree of confidence and understanding existing between individuals concerned. When two happily married people have lived together for many years, each has learned to understand the idiosyncrasies of the other. The explanations of former days are no longer necessary, because they are known before they are spoken. And so it is with men who have been working together for years. But at the beginning of any close relationship between a commander and a staff officer, care must be taken to insure that there is no opportunity for misunderstanding. I am reminded of a young officer who reported from West Point to an old captain at a frontier post, and in a friendly manner, the young man finished his first interview with the statement that he felt quite sure they would get along fine. The old captain said he was quite sure they would, but added, "Don't forget, my son, that you will have to do the getting along." And so it is. The staff officer must do the getting along.

However, there are certain responsibilities in the relationship that devolve upon the commander. He should be frank but at the same time courteous. He must trust his subordinates or get rid of them. This does not mean that he should not correct their errors and direct their efforts in the right channel, but simply that he must have confidence in their integrity, honesty and conscientious application to duty. As soon as mistrust enters the relationship, it should be severed.

Loyalty is a by-word in the service. You work for a man as long as that relationship lasts. There can be no talking about him behind his back, and there can be no comments that could be construed in any way

as breaking down his prestige. In fact, every effort must be made by staff officers to build up the prestige of their commanders. In so doing they strengthen the organization and incidentally strengthen their own position.

But loyalty must work both ways. A commander must have no less loyalty to his staff than the staff has for the commander. The staff will make mistakes. If the commander can support those mistakes without detriment to his command, (in other words, if it is not a vitally important matter) he should support his subordinates. Privately, he may correct him and tell the offender that that is not the way he likes to have that type of thing done; but it is not wise for a commander to fail to back up a staff officer who has taken a definite action, unless, after due reflection, the commander feels that he owes it to the command to do so. If a staff officer is not learning sufficiently rapidly, or if his judgment is continuously poor, then he must be relieved. It is unwise for a commander to keep him on and repeatedly fail to support him.

The relationship between the commander and his staff should be that of a father in his family - kindly, firm when necessary, jovial when possible, never harsh except when the case clearly demands severe treatment. Men work better for a man whom they like and admire, and for whom they do not have a tense feeling of self-consciousness when he approaches. No man will work well for a commander who humiliates him. However, we must remember that as men get older they are inclined to be more critical and shorttempered; and we have to make kindly allowances for them, as they must do for the mistakes and stupidity of their young assistants.

Generosity in life, in human relationships, is all too rare, but it should be consciously cultivated in the relationships between a commander and his subordinate. There is something in the military relationship that is intensely appealing to men. There is a great deal of hero worship in all of us. We are looking for someone to look up to, and we give our commander every chance in the world to make good. As years go on, officers and men alike talk about their former commanders with enthusiasm glowing in their eyes; and yet, knowing personally some of those commanders, I know full well they were old devils. If a man fails to receive the adulation of his officers and men, it is usually because he is impossible. It is human nature for them to give him every chance. If he is courageous and fair, all his other shortcomings will be overlooked; but he must be fair and he must have courage.

No commander should attempt to pose before his staff. When you are working with a man every day, you quickly learn all the essential things about him. Any false attitude is quickly detected. The relationship should be perfectly natural - the ordinary relationship of older to younger men. Every man is confronted with new problems every day; and no intelligent staff officer expects his commander to know as much about the subject as he, the staff officer, who has been working on the

785017

details of that subject for days and days. On the other hand, the staff officer must recognize that the commander is working towards an end, and while he may not know the details, he knows the objective. In other words, the commander, better than the staff officer, is often in a position to see the woods instead of the trees.

And that brings me to this point. The staff officer will naturally form strong opinion, especially if he has been working for a long time on some subject that he is presenting to his chief. He will resent it very much when his commander says, "No, that won't do. I can't accept it." The staff officer is entitled to know he will not accept it, so that he may be working at the picture from the same point of view as the commander. Differences between staff officers and commanders often come from a commander not telling all that is in his mind to the staff officer who is working on that subject. A frank interchange of thoughts is necessary.

The relationship between an Executive Officer or Chief of Staff and his commander is particularly close. The Executive Officer or Chief of Staff should know how his commander feels about the ordinary important matters pertaining to his organization. If they are the same type of men and think alike, the problem is not so difficult; but when they are a different type, it is sometimes a difficult situation for the Executive Officer. He has to think from the point of view of another man, who has different ways of looking at things than he himself has. Nevertheless, it is his duty to do the thing the way his commander wants it done; but that does not mean he should not attempt to convince his commander to his way of thinking, if he is convinced that it is the proper way. However, when the decision has been made by the commander—definitely and irrevocably—even though the Executive or Chief of Staff does not agree, it is his duty to carry out the decision the way the commander directs. But as a usual thing, men who have been trained along the same line will arrive at a similar conclusion when they know all the facts. It is an Executive's duty to see that a commander does know all the facts.

At first, a commander will want to know just as much as he possibly can know what is going on in his command, what orders are being executed; and in the beginning, he will want to see the memoranda and orders before they are issued. It should be a game with the Executive to present these orders and memoranda in such a perfect form that his commander cannot find fault with them. If he does this from the very start, the burdens of his work will be materially lightened, because he will gain his commander's confidence and ultimately the commander will not expect to see the less important matters before they are published. When this situation can be brought about, a great burden will have been taken off the Executive's shoulders. He will then be carrying on a larger and larger part of the administrative work without having first to refer it to his commander for approval; but by doing so he assumes the responsibility that when the orders or instructions go out they are perfect. This is a gradual state of affairs that is brought about only after an Executive has worked for a

785017

long time with his commander, and the latter has learned to trust him.

Now, what I have said about the relation of the Executive to his commanders is equally true of the Staff Officer to the Executive or Chief of Staff. It should be the aim of every Staff Officer, when he presents a paper to the Chief of Staff for action, to have it so perfected that not a comma needs to be changed. Now, in this connection, an inexperienced Staff Officer will often make one serious mistake. He will write to the Chief of Staff or Executive and say "I recommend so-and-so". This may be all right if it is a difficult subject which has required much study, but in ordinary cases for smaller units certainly, and by smaller units I mean units up to include a division, much paper work can be saved if a Staff Officer sends only to the Chief of Staff or the Executive the final letter or order carrying into effect his recommendation. He might care to discuss with the Chief of Staff the advisability of a certain action, especially some point connected with it; but instead of writing a long recommendation if it is a matter requiring action, it is much more advisable to dispense with all writing except the finished product necessary to put the action into effect. I mean by that, if a letter should be sent by the Commanding General on a certain subject, the Staff Officer who thinks it should be sent should prepare that letter for the Commanding General's signature. If an order should be issued, or a memorandum issued, it should be prepared in final finished form. In other words, looking at the picture from the Executive's desk or Chief of Staff's desk, it is a great relief to have a Staff Officer who handles all the preliminary work himself, arrives at his own decisions and gives you for approval and signature the paper in its final form. Sometimes, of course, this cannot be done. The Chief of Staff and Commanding General will have to be consulted to get their opinion, but nine cases out of ten it takes but a little more effort for the Staff Officer concerned to write the letter or memorandum or order that he is proposing in its final form than it is to carry on a correspondence with his chief, beforehand. Nothing marks the experienced Staff Officer so much as this one fact - that the work that comes from him needs nothing further than the signature of the Commanding General.

There is no place where the Golden Rule is more applicable than it is in the Army. If every Staff Officer would put himself in the other man's shoes before taking any kind of action, our Army would run smoother. However, some young Adjutants-General write sharp, efficient letters to colonels of regiments or staff officers, because some report did not arrive on the day required, in spite of the fact that that regiment had been in the field on maneuvers continuously during that period. Of course, in the service, nothing is an excuse, but under certain circumstances it is more advisable to call up a subordinate in the offending headquarters and remind him of the deficiency, rather than to stir up resentment by official communications. Very often with green troops, an older officer can help the staff section in a subordinate unit by giving it more time and more warnings, and in other ways help them to perform their difficult jobs. On

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785017

Declassified E.O. 12958 Section 3.3/NND No.

the other hand, I do not mean to condone laxity. Repeated violations must, of course, be promptly handled, but they should be brought to the attention of the Executive or Chief of Staff for handling. No sharp letter should ever be sent out from any headquarters without the commander knowing about it; nor should any requests be disapproved without the Commanding General's knowing about it. Why? Because in the first place such action is an important function of command and in the second place the colonel of the regiment or subordinate unit concerned will probably mention the matter to the commander or Commanding General, stating he could not do such-and-such, a thing, because his recent requisition was disapproved etc., etc. Or perhaps he will make explanations to the Commanding General for some action, assuming that the commander directed the letter of disapproval that went out from the adjutant. Whenever there is any possibility of a repercussion, the Commanding General must know about it. This applies also to cases where important individuals are being detailed from one organization to another organization. This should never be done without the knowledge of the Commander of the higher organization, for it is quite certain that the subordinate commander will talk to the Commanding General about it.

As most of you know, most of the thousands of letters that come to the White House are sent out to the Executive Departments concerned for answering. Those that come to the War Department, plus the War Department's own mail, are distributed to the Staff Officers concerned. The result is that a great many letters have to be prepared for the signature of the Secretary of War in person. They must be perfect. I recall one day, as a youngster on the General Staff, seeing a friend of mine prepare a letter for the third time. It was for the Secretary of War's signature. He had written it repeatedly because of further information on the subject. General Andrew Moses was G-1. We were all his boys and he called most of us by our first names. Major Lucas, now General Lucas, had written the letter. Our pet name for him was "Johnnie Falookus", because there had been an article in the newspaper about a Pole by the name of Jonathan Falookus who had changed his name to John Lucas. After three attempts, Lucas sent the letter in for G-1's approval. General Moses read it over with a critical eye and a broad smile. He took a colored pencil and put a ring around a split infinitive and sent it back to Lucas's section chief with a note, "Tell Johnnie Falookus he can't get away with it". Naturally we all of us were perfectly devoted to General Moses. That little human touch was typical, and we would have worked our fingers to the bone for him. Yet never once did I see anybody take the slightest advantage of this kindly, wise man. So, I say, require of your subordinates finished work!

It is often easier for an older officer to do things himself, but it is my opinion that no Executive should ever touch a typewriter; and only in exceptional cases should the Chief of Staff or Executive attempt to dictate correspondence themselves. It is for this purpose that he has a staff. If an Executive takes the time necessary to prepare one

785017

staff memorandum or order himself, he is taking time from the supervision of other vital matters. Do not forget that the Chief of Staff or Executive must not only plan and fix policies but he must supervise everything. He cannot indulge in the luxury of putting his own language in orders and memoranda and letters. But that is not the only reason. He must train his staff to think as he thinks. It is only by sending things back, pointing out mistakes and why they are mistakes that he can show them what he is driving at.

From what I have said above, you must perceive that it is necessary for each Staff Officer to be the master of his particular domain. He must foresee all events that pertain to his responsibilities. If a division is going on maneuvers, G-3 must be planning months ahead to make sure that the rolling stock is going to be 100% rolling, that necessary supplies will be available. G-3 must plan the routes and reconnoitre the bivouac areas and assume responsibility for the movement. It is his duty. G-4 must be planning about what is going to happen at the cantonment when the troops are gone, what details will be left behind, what men ought to go, how they will be paid, etc. The Special Staff Officers work with the General Staff in closest harmony. The Chief of Staff should prepare a schedule to remind his staff officers to have the necessary orders and memoranda submitted on such-and-such-a date, but a good Staff Officer will have out guessed his Chief of Staff and will have already made plans for those items and for other items that the Chief of Staff did not think of.

An old fallacy that persists in the civilian mind is that a soldier does only what he is told. The reverse is true when it comes to the relationship between a staff and a commander. All a staff needs to know, for example, is that on such-and-such a day a division starts to such-and-such a place; and with that meager information, they in turn will supply all the details to the Commanding General for the movement of his troops. If he does not approve of those details, he may change them. The staff should never take the attitude that he is going to tell them what to do. Except, of course, they must realize that he may disapprove of their method at which time he may or may not suggest another.

The point I am trying to make is that a good Staff Officer does not rely on his commander for anything but the most basic decisions; and since those decisions often come from higher authority, they may know them as soon as the commander knows them himself and will have worked out the details even before the commander calls them into conference.

When a staff functions as I have outlined and each can be relied upon to do his job, there grows up the utmost feeling of confidence between all concerned. The Commanding General's orders to the Chief of Staff usually hardly mention more than "well, how are things going?". That means he wants to be reassured that everybody is on the job. In the same way the Chief of Staff will wander down through the G-3 tent

785017

Declassified E.O. 12356 Section 3.3/NNQ No.

and G-4 tent, and with few words finds everybody at his proper job. He knows that the next day is under way. They see it and have confidence that they are being backed up. They grin and pass a word that indicates unexpected difficulty just conquered. But rarely do they come to him for help without a solution in mind, and the reason they have come for help is usually because their suggested action requires a higher authority than theirs.

The ideal situation was that finally arrived at between Jackson and his generals. On one occasion, they were sitting on the top of a hill watching the Federal Forces moving up the Shenandoah Valley. At just the right time Jackson looked over to the man on his right and nodded, and then to the man on his left and nodded and that was all. They left to fight a battle. It, of course, took months of understanding to accomplish this result. During those months of understanding, we have had to devise comprehensive systems of field orders, administrative orders and the whole paraphernalia of the mimeograph machine. But our ultimate aim should be that understanding not that Jackson gave to his generals on the Blue Ridge Mountains.

The unwritten law of the Army, undiscovered, in fact I do not know that I have ever heard it put into words, but always it has been in our minds, is that "it can be done". Anything can be done that must be done. Nothing is impossible if it should be done. If we cannot do it one way, we must find another. It is this resourcefulness that has been one of the great assets of the American Army throughout its history. I mention it because hours of work mean nothing. At all costs, the job must be done. The commander and his staff will find some solution.

What I have said may not be so vastly different from the work in any big civilian organization, but unfortunately a great many of our officers come into the service with strange ideas of the Army. They very much want to do what they are told to do, so they lean rather heavily toward the "Boy stood on the burning deck" side of the picture. They have great faith in the omnipotence of rank and feel that because the Commanding General is the Commanding General and everything is issued in his name, that he therefore knows everything. It is much the same idea as the American people have about the President, little realizing that men are only human and that, while they are responsible for what is done in their name, they really can know intimately very little about the details.

There is the feeling in civil life of the importance of rank, but in a staff, rank is of little importance except that one man is Chief of Staff and another the head of the section and another is his assistant. Whether they wear eagles or lieutenant's bars makes little difference. They are all colleagues working for a common purpose. Avoid, therefore, leaning too heavily against your shoulder straps. You should support them, not they, you. Your comrades are judging you by the work you do along with them.

0654

Declassified E.O. 12356 Section 3.3/RND No.

785017

In recapitulation, we have discussed the relationship of a commander to his staff and tried to emphasize the necessity for the simple virtues—firmness, firmness, courtesy, loyalty, confidence, justice, consideration, generosity and inflexible determination. Absence of any of these breeds trouble. I have tried to emphasize the necessity for finished work. Unless it is something brief and informal on a buck slip, the thing that comes to the Executive's desk should be in the final form the way it is to go out to the troops. When you can accomplish this in your staff, you may be free to take a leave at Christmas-time. There will always be somebody who can do your job—somebody that you yourself have trained, who knows how you think and how you react. What we are striving for is a team that is not a one-man team, because the one man may be removed tomorrow. What I have just been talking about will apply to you in the work of your Military Government Staffs as much as it will apply to any other military staffs in the Army. You must have a feeling of sharing the responsibilities of your commander, and if you feel that he is making a mistake, be sure that this mistake is not due to his not having some information that you, his Staff Officer, has. If you know he has it all, the chances are he has something else, other information that you do not have and should have.

Strive for a meeting of minds so that you can back everything he does with a feeling that it is wise. Finally, whatever organization you set up, try to develop among your staff and their helpers the feeling that it is theirs as well as yours. It always sets my teeth on edge a little to hear somebody say, "Well, if that is the way he wants it", or "Well, it's his regiment". I prefer the man who calls it "our regiment" or "our division". I know his heart and loyalty are in the right place. He is as keenly interested in the results as I am. We are working together in a common cause. When you have developed that feeling, Gentlemen, you not only can go away for Christmas, but you probably can stay over New Year's.

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Declassified E.O. 12356 Section 3.3/RND No.

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

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23 APR 1944
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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
Liaison Division
APO 394

17 April 1944.

SUBJECT: Staff Procedure.

TO : Deputy Executive Commissioner.

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1. The attached papers, accumulated in the course of service in several headquarters, restate rather well some elementary staff principles which might be helpful to officers with little experience or indoctrination in staff work. Some of the subject-matter is of British origin.

2. If you feel that a part or all of this material might be profitably disseminated by memorandum it is of course available for that purpose.

Alfred C. Bowman
ALFRED C. BOWMAN
Lt. Col.
Chief, Liaison Division.

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

LT. COL. ALFRED C. BOWMAN

"COMPLETED STAFF WORK"

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

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

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

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

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

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

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

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

ALFRED C. BOWMAN
LT. COL. 0 320 343

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

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

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

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

For the Provost Marshal General:

s/ Archer L. Lerch
ARCHER L. LERCH,
Colonel, JAGD,
Deputy Provost Marshal General."

Extracted from the Army and Navy Journal, issue of 24 January 1942, by G-4 Section, Third Army. 28 January 1942/ta.

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Declassified E.O. 12356 Section 3.3/NND Nov.

ALFRED GORDON BOWMAN
Major, J.A.S.D.
Post Office Advocate

SOME HINTS TO A NEW STAFF OFFICER

(From an article in "The Royal Air Force Quarterly", December, 1942.)
Condensed by Major M. R. Kasperer, Infantry

A good staff officer needs to possess wide service knowledge and be quick-witted, methodical, tactful and extremely thorough.

The staff is, or should be, the brains of the fighting forces. It must do the planning, the organizing and the looking ahead. Without its staff a fighting force would have as small a chance of ultimate survival as the enormously powerful dinosaur, with no brain capacity at all, had in prehistoric times.

Don't start then by under-rating your job. Really good staff work is still very rare.

On Handling Clerks

Elicit the interest of your clerk in all the subjects with which you have to deal. Encourage him to ask questions and to make suggestions. An intelligent and well-trained clerk should always be able to produce a good draft on subjects with which he is familiar; if he can do so he will save you a considerable amount of time.

Instruct him to question anything he does not understand. If he does not understand your letters and signals it may well be that the recipients won't understand them either.

On the Responsibilities of the Chief Clerk

Always hold the noncommissioned officer in charge entirely responsible for the work done by the clerks in his office. It is his duty to check typed drafts and letters, and particularly to ensure that they are correctly addressed and dealt with. If your clerk returns you a badly typed draft, or letter, ring for the noncommissioned officer in charge and blame him for not exercising proper supervision. In short, expect him to do his job, which includes the training of new clerks and the supervision of the others.

On Dealing with Files

Unless you are already familiar with the correct filing and numbering procedure, study it until you thoroughly understand the way in which files and correspondence are dealt with.

When tackling a full "In" tray, don't work through the files from the top one down. The file that has been waiting longest for action is probably the bottom one. The best procedure is to glance through the lot and arrange them in order of urgency and importance before you start work. If you have a lot of action on hand, files passed to you "for information" only should be passed on to

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the next officer and marked to be returned to you later.

A letter signed by the commanding officer, or by any other very senior officer personally, should be regarded as dynamite. If it has not already been seen by your Chief of Staff, take it to him at once and ask for instructions how it is to be dealt with. On no account send a reply, however correct it may be, signed by yourself.

Avoid unnecessary secrecy. Secret letters are a nuisance, particularly at units where they are comparatively difficult to safeguard in flights and sections. When you get a letter marked "Secret" regard it with a critical eye before continuing to deal with it as secret. A number of letters are marked "Secret" for no other reason than that the file they originated on was marked "Secret". A non-secret letter can legitimately be dealt with on a secret file without being marked "Secret." On the other hand, a secret letter, on a subject which is rightly secret, must never be dealt with on a non-secret file. Use your discretion in this matter. When in doubt err on the side of safety and secrecy.

Whenever personal action is taken, a note of the action should always be made on the appropriate file. Decisions given by your Chief of Staff should be noted in the same manner, if they are given to you verbally and not elsewhere recorded in writing.

The substance of telephone conversations should be recorded in the same way, as soon as possible after the conversation. The time of the conversation and the name of the person spoken to should be noted in the entry made. If the conversation was on a subject of importance, about which there might be future misunderstanding, always confirm the arrangements made, or the decisions arrived at, by letter at once. You will be surprised how many times your own version of a telephone conversation will be different from that of the other fellow.

When you have done with a file don't send it back to the registry without first considering whether other staff officers should not be informed. It is far better to overdo the circulation of information than to work in a water-tight compartment. Water-tightness may be all very well in the right place, but a Staff Headquarters is not the right place. Therein it inevitably means duplication of work, misunderstandings between branches, and quite often contradictory rulings going out to units from different staff officers, each signing himself "for" the same Chief of Staff who, if he finds out, will stress his dislike of appearing to be so vacillating in his decisions. So pass your completed file on to other branches in order of priority based on their probable degree of interest.

A final tip, but a good one: refuse to acknowledge that any enclosure or minute in a file has been seen by you unless it has been initialed by you. Instruct your clerk to return any such letter which you may have passed into your "Out" tray without initialing. When you initial, it is wise also to add the date. This is a form of insurance both for you and your clerk, to make certain that when there are a number of fresh enclosures or minutes in one file none of them have missed your attention.

On Writing Drafts and Minutes

In writing minutes or official letters aim at plain, simple and clear English. Avoid long and involved sentences. Be as concise and precise as you

785017

can. Make good use of headings and sub-headings, as these are very useful, particularly if arranged in a logical order, to those people who may have to take action on your letter.

Unless you write a very clear head, always have your more important minutes typed; don't ruin the tempo and eyesight of other officers.

Proper coordination of work between departments of a Headquarters is essential. Otherwise your work will be wasted, and units may receive conflicting instructions. The repercussions may be unfortunate.

In drafting any letter containing instructions, set it out for yourself first of all under the following general headings -- which will not, of course, necessarily be included in the final draft:

(1) Information. Give the persons you are writing to all the relevant information you can, and all important previous references. Put yourself in their places and ask yourself whether your draft contains everything you would require to know before you could take all the action required.

(2) Intention. This is the most important section of your letter. Always give your (i.e., your Chief's) intention clearly and in full. Then units or persons properly understand the intention of orders or instructions they can be trusted and given latitude to implement them in the best way to suit their local conditions. Thus the aim will be attained everywhere with the minimum of detailed orders, and unit commanders will be able to take the right action in any unforeseen emergency without reference to your Headquarters.

(3) Method of Execution. Provided the intention has been clearly and fully stated, a great deal of otherwise necessary detail can be omitted under this heading. Credit those to whom you are writing with intelligence and common sense unless you know with certainty that they have none. Expect them to act intelligently in accordance with the intentions you have explained to them. If they are unlikely to have the knowledge or experience to enable them to achieve the aim, then it is of course necessary for you to give the method of execution in detail. Likewise it is often necessary to give a method of execution in detail when you have to coordinate action between a number of different persons -- but here, again it is often wiser, and results in greater efficiency, to get them together in conference to work out the method of execution for themselves. Remember that they will usually have a far more intimate knowledge of conditions at their units than you can possibly have.

Never forget that it is bad staff work to give an instruction without defining the intention behind it. Additional queries may arise, peculiar to a particular unit, which the C. O. will have to refer back to you unless he is able to answer them for himself, as he can hardly always do if he understands the aim of your instructions.

0682

785017

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

When preparing a draft for approval by a senior officer always include every point, however minor, which you think may be relevant. This will help to ensure that no detail is overlooked by the officer for whom the draft is prepared. It is also easier for him to delete than to insert in the draft.

Don't feel aggrieved if your carefully prepared, logically set out, and beautifully written draft is hacked to pieces by the senior officer to whom it is submitted for approval. The point to bear in mind is that the officer who is to approve your draft is entitled to have it to his own satisfaction, not yours, before he does so. Your best efforts can always be preserved for posterity above your own signature.

Study the styles of your C.O. and senior staff officers. They will be pleased, and you will save a lot of time and paper if you can prepare drafts for them as nearly as possible in the way they would write them themselves. You may not forge their signature, but you may forge their styles. As a matter of fact, there is a great deal of fun to be had in doing this, and if it does not improve your own style it will at least broaden your vocabulary.....

Conversely, when you have to check a draft submitted to you for approval try to resist altering it unnecessarily into your own words. Approve it as it stands, provided you are satisfied that its meaning is clear, its grammar sound, and that it contains all that should be in it.

Semi-official correspondence is to be avoided. As a means of dealing with important subjects it has the following disadvantages:

(1) The semi-official letter is generally slower than the official letter because it is addressed to an individual, who may change station, go sick or proceed on leave before it is delivered. In consequence any action or reply required may be held up indefinitely. Also the recipient may mislay it and fail to pass on the information it contains or take the action needed. In any case, there can be no check on action taken with the unit.

(2) It has no official standing and cannot legitimately be quoted authoritatively in subsequent correspondence on the same subject.

(3) It leads to the dangers of irresponsible "short-circuiting," because in correspondence between individuals the commanding officers of both individuals are apt to be forgotten.

Weigh these considerations carefully before you decide to send a personal note, and, more often than not, you will then decide to send an ordinary official letter instead.

If in writing a letter you refer to other letters, always attach these with the relevant paragraphs "flagged" when you pass your file on. Your Chief of Staff does not want to waste his time digging these out, or waiting while they are dug out for him. Being a busy man, he may take your file away with him to work on it in the train or at home, where he will not have the references available unless you have had the forethought to attach them.

785017

Practice dictating when you have plenty of time. Don't reserve it until you are hard-pressed, because if you do you will find that you are not as good at it as you might be.

Before you ring for your stenographer to take dictation, run up your mind exactly what you are going to say. Note on a memorandum put the headings and sequence of your remarks, together with any particularly important sentences. This will save a lot of the clerk's time, as then he will not have to sit staring out of the window while you struggle in the throes of composition. In short, do the thinking first and the dictating second. It is seldom practical to do both well - effectively - at the same time.

After you have drafted a letter, an instruction or an order, read it through carefully to ensure that it contains no ambiguities and to check the addresses and references.

Before signing your name to a letter, check it over fully, whether or not you have previously approved the draft.

Never pass on to others any instruction, letter or signal which you do not completely understand yourself. Do not assume that it must be all right simply because it has been issued from higher authority, nor dare it be in the pious hope that others will understand it even if you don't. Apart from any carelessness and ill-consideration, you will feel a very foolish man if instructions are passed and you have to admit you did not understand your own writing.

On Dealing with Units

Deal with units sympathetically. Remember that Commanding Officers are very hard worked and responsible persons who do not exist to deal solely with your own special subjects. A Commanding Officer is the target of every breath in Command as well as in Group Headquarters. You exist to help him, not to make his task more difficult, or to criticize him whenever he fails to do what you think he should do in respect to your own particular line.

Don't stir up other officers of a unit without the C.O.'s permission. In circumstances where you do so, explain the circumstances to the C.O. as soon afterwards as possible. A good C.O. - and you must assume they are all good - likes to know what is happening on his station.

When a Commanding Officer writes a letter asking for something, or proposing something, never answer "This cannot be done" or "This is not approved" without giving full reasons why it cannot be done or approved. He is entitled to such courtesy, and, unless he asks it, he will regard you as a truly ill-mannered obstructivist.

On Visit to Units

On visiting a station or unit you go there primarily to help and not find fault. You go to be constructive and never destructive. If you do find something wrong, your job is to set it right if you can. Point out the fault and propose a remedy. Never order anything to be done unless you have had previous instructions from your Commanding Officer to carry his orders. It is the job of the Commanding Officer to issue orders to his own unit, and his command has not been delegated to you.

0664

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

785017

On arrival at a station or unit on an official visit or inspection always report your arrival first of all to the C.O. Ask him if he will wish to see you again before you leave. Propose that he should do so, so that you can tell him of any action you may have suggested to his subordinates and what you propose to say in your final report of your visit.

You must be discreet about conversations you may have with Commanding Officers and other senior officers at stations, particularly if personalities are involved. Don't repeat them to junior officers. This warning should be unnecessary, but experience has unfortunately proved that it is not.

When you visit a station or unit you will almost certainly find yourself beset with queries and problems outside the scope of your own duties. Don't commit yourself to settling these problems personally. Instead, tactfully promise your help in referring the query to the right quarter.

On Staff Conferences

If you are summoned to a conference, or to discuss a subject with your C.O., try to anticipate the points which are likely to arise, so that you can be certain that you will have the correct up-to-date answers and the files or publications likely to be required for references. If you are caught not knowing an answer, never guess and run the risk of causing your C.O. to make a wrong decision based on inaccurate information given him by you. Say you don't know; or if you have any doubts about the correctness of your answers ask permission to confirm them.

You will then at least be in no worse case than the young officer who answered "I don't know" to five consecutive questions by his C.O., who, infuriated, then asked, "Is there anything you do know," to which the young officer replied with pride, "I do know you won't get any inaccurate information from me, sir -- like you do from the other chaps!"

0665

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

785017

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COURSE 11

LT. COL. 0320

2 JUNE 1943

STAFF AND COMMAND RELATIONSHIPS

Colonel C. P. Stearns

In those of you who have had little experience in Military Command and Staff matters, these comments are especially directed in order to help you to approach that relationship with some degree of confidence. The Army and also the Navy have always made quite a point of the difference between Command and Staff duties. A commander is what the name implies. He commands. He therefore takes all responsibility and, conversely, is entitled to all credit, except that which he cares to give to his staff.

In civil life the word staff is used rather loosely, but in military terminology it means one thing. A Staff Officer is a helper. He does what he does in the name of another. You will note that all the written orders that you have ever received are signed by order of or by command of So-and-So, and signed by Such-and-Such a person, as Adjutant General or Adjutant. There is always a tendency on the part of strong men in staff positions to gather to themselves certain power, and if they are not careful they may convince themselves that that power is real. It is not really their power, but power they wield for another.

Every relationship in life depends on the personalities concerned, and, further, it depends on the degree of confidence and understanding existing between individuals concerned. When two happily married people have lived together for many years, each has learned to understand the idiosyncrasies of the other. The explanations of former days are no longer necessary, because they are known before they are spoken. And so it is with men who have been working together for years. But at the beginning of any close relationship between a commander and a staff officer, care must be taken to insure that there is no opportunity for misunderstanding. I am reminded of a young officer who reported from West Point to an old captain at a frontier post, and in a friendly manner, the young man finished his first interview with the statement that he felt quite sure they would get along fine. The old captain said he was quite sure they would, but added, "Don't forget, my son, that you will have to do the getting along." And so it is. The staff officer must do the getting along.

However, there are certain responsibilities in the relationship that devolve upon the commander. He should be frank but at the same time courteous. He must trust his subordinates or get rid of them. This does not mean that he should not correct their errors and direct their efforts in the right channel, but simply that he must have confidence in their integrity, honesty and conscientious application to duty. As soon as mistrust enters the relationship, it should be severed.

Loyalty is a by-word in the service. You work for a man as long as that relationship lasts. There can be no talking about him behind his back, and there can be no comments that could be construed in any way as breaking down his prestige. In fact, every effort must be made by staff

2701

785017

Col. Stearns

officers to build up the prestige of their commanders. In doing, they strengthen the organization and incidentally strengthen their own position.

But loyalty must work both ways. A commander must have no less loyalty to his staff than the staff has for the commander. The staff will make mistakes. If the commander can support those mistakes without detriment to his command, (in other words, if it is not a vitally important matter) he should support his subordinates. Privately, he may correct him and tell the offender that that is not the way he likes to have that type of thing done; but it is not wise for a commander to fail to back up a staff officer who has taken a definite action, unless, after due reflection, the commander feels that he owes it to the command to do so. If a staff officer is not learning sufficiently rapidly, or if his judgment is continuously poor, then he must be relieved. It is unwise for a commander to keep him on and repeatedly fail to support him.

The relationship between the commander and his staff should be that of a father in his family - kindly, firm when necessary, jovial when possible, never harsh except when the case clearly demands severe treatment. Men work better for a man whom they like and admire, and for whom they do not have a tense feeling of self-consciousness when he approaches. No man will work well for a commander who humiliates him. However, we must remember that as men get older they are inclined to be more critical and short-tempered; and we have to make kindly allowances for them, as they must do for the mistakes and stupidity of their young assistants.

Generosity in life, in human relationships, is all too rare, but it should be assiduously cultivated in the relationships between a commander and his subordinates. There is something in the military relationship that is intensely appealing to men. There is a great deal of hero-worship in all of us. We are looking for someone to look up to, and we give our commander every chance in the world to make good. As years go on, officers and men alike talk about their former commanders with enthusiasm glowing in their eyes; and yet, knowing personally some of those commanders, I know full well they were old devils. If a man fails to receive the adulation of his officers and men, it is usually because he is impossible. It is human nature for them to give him every chance. If he is courageous and fair, all his other shortcomings will be overlooked; but he must be fair and he must have courage.

No commander should attempt to pose before his staff. When you are working with a man every day, you quickly learn all the essential things about him. Any false attitude is quickly detected. The relationship should be perfectly natural - the ordinary relationship of older to younger men. Every man is confronted with new problems every day, and no intelligent staff officer expects his commander to know as much about the subject as he, the staff officer, who has been working on the details of that subject for days and days. On the other hand, the staff officer must recognize that the commander is working towards an end, and while he may not know the details, he knows the objective. In other words, the commander, better than the staff officer, is often in a position to see the woods instead of the trees.

And that brings me to this point. The staff officer will naturally form strong opinion, especially if he has been working for a long time on

0667

785017

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

Col. Stearns

3

some subject if he is presenting to his chief. He will resent it very much when his commander says, "No, that won't do. I can't accept it." The staff officer is entitled to know why he will not accept it, so that he may be working at the picture from the same point of view as the commander. Differences between staff officers and commanders often come from a commander not telling all that is in his mind to the staff officer who is working on that subject. A frank interchange of thoughts is necessary.

The relationship between an Executive Officer or Chief of Staff and his commander is particularly close. The Executive Officer or Chief of Staff should know how his commander feels about the ordinary important matters pertaining to his organization. If they are the same type of man and think alike, the problem is not so difficult; but when they are a different type, it is sometimes a difficult situation for the Executive Officer. He has to think from the point of view of another man, who has different ways of looking at things than he himself has. Nevertheless, it is his duty to do the thing the way his commander wants it done; but that does not mean he should not attempt to convince his commander to his way of thinking, if he is convinced that it is the proper way. However, when the decision has been made by the commander - definitely and irrevocably - even though the Executive or Chief of Staff does not agree, it is his duty to carry out the decision the way the commander directs. But as a usual thing, men who have been trained along the same line will arrive at a similar conclusion when they know all the facts. It is an Executive's duty to see that a commander does know all the facts.

At first, a commander will want to know just as much as he possibly can know about what is going on in his command, what orders are being executed; and in the beginning, he will want to see the memoranda and orders before they are issued. It should be a goal with the Executive to present these orders and memoranda in such a perfect form that his commander cannot find fault with them. If he does this from the very start, the burdens of his work will be materially lightened, because he will gain his commander's confidence and ultimately the commander will not expect to see the less important matters before they are published. When this situation can be brought about, a great burden will have been taken off the Executive's shoulders. He will then be carrying on a larger and larger part of the administrative work without having first to refer it to his commander for approval; but by doing so he assumes the responsibility that when the orders or instructions go out they are perfect. This is a gradual state of affairs that is brought about only after an Executive has worked for a long time with his commander, and the latter has learned to trust him.

Now, what I have said about the relationship of the Executive to his commander is equally true of the Staff Officer to the Executive or Chief of Staff. It should be the aim of every Staff Officer, when he presents a paper to the Chief of Staff for action, to have it so perfected that not a word needs to be changed. Now, in this connection, an inexperienced Staff Officer will often make one serious mistake. He will write to the Chief of Staff or Executive and say "I recommend so-and-so". This may be all right if it is a difficult subject which has required much study, but in ordinary cases for smaller units certainly, and by smaller units, I mean units up to include a division, much paper work can be saved if a Staff Officer sends only to the Chief of Staff or the Executive the final

785017

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

Col. Stearns

letter or order carrying to effect his recommendation. O might care to discuss with the Chief of Staff the advisability of a certain action, especially some point connected with it; but instead of writing a long recommendation if it is a matter requiring action, it is much more advisable to dispense with all writing except the finished product necessary to put the action into effect. I mean by that, if a letter should be sent by the Commanding General on a certain subject, the Staff Officer who thinks it should be sent should prepare that letter for the Commanding General's signature. If an order should be issued, or a memorandum issued, it should be prepared in final finished form. In other words, looking at the picture from the Executive's desk or Chief of Staff's desk, it is a great relief to have a Staff Officer who handles all the preliminary work himself, arrives at his own decisions and gives you for approval and signature the paper in its final form. Sometimes, of course, this cannot be done. The Chief of Staff and Commanding General will have to be consulted to get their opinion, but nine cases out of ten it takes but a little more effort for the Staff Officer concerned to write the letter or memorandum or order that he is proposing in its final form than it is to carry on a correspondence with his chief, beforehand. Nothing marks the experienced Staff Officer so much as this one fact - that the work that comes from him needs nothing further than the signature of the Commanding General.

There is no place where the Golden Rule is more applicable than it is in the Army. If every Staff Officer would put himself in the other man's shoes before taking any kind of action, our Army would run smoother. However, some young Adjutants-General write sharp, efficient letters to colonels of regiments or staff officers, because some report did not arrive on the day required, in spite of the fact that that regiment had been in the field on maneuvers continuously during that period. Of course, in the service, nothing is an excuse, but under certain circumstances it is more advisable to call up a subordinate in the offending headquarters and remind him of the deficiency, rather than to stir up resentment by official communications. Very often with green troops, an older officer can help the staff section in a subordinate unit by giving it some tips and more warnings, and in other ways help them to perform their difficult jobs. On the other hand, I do not mean to condone laxity. Repeated violations must, of course, be promptly handled, but they should be brought to the attention of the Executive or Chief of Staff for handling. No sharp letter should ever be sent out from any headquarters without the commander knowing about it; nor should any requests be disapproved without the Commanding General's knowing about it. Why? Because in the first place such action is an important function of command and in the second place the colonel of the regiment or subordinate unit concerned will probably mention the matter to the commander or Commanding General, stating he could not do such-and-such a thing, because his recent requisition was disapproved etc., etc. Or perhaps he will make explanations to the Commanding General for some action, assuming that the commander directed the letter of disapproval that went out from the adjutant. Whenever there is any possibility of a repercussion, the Commanding General must know about it. This applies also to cases where important individuals are being detailed from one organization to another organization. This should never be done without the knowledge of the Commander of the higher organization, for it is quite certain that the subordinate commander will talk to the Commanding General about it.

785017

Col. Stearns

As most of you know, most of the thousands of letters that come to the White House are sent out to the Executive Departments concerned for answering. Those that come to the War Department, plus the War Department's own mail, are distributed to the Staff Officers concerned. The result is that a great many letters have to be prepared for the signature of the Secretary of War in person. They can't be perfect. I recall one day, as a youngster on the General Staff, seeing a friend of mine prepare a letter for the third time. It was for the Secretary of War's signature. He had written it repeatedly because of further information on the subject. General Andrew Moses was G-1. We were all his boys and he called most of us by our first names. Major Lucas, now General Lucas, had written the letter. Our pet name for him was "Johnnie Palookus", because there had been an article in the newspaper about a Pole by the name of Jonathan Palookus who had changed his name to John Lucas. After three attempts, Lucas sent the letter in for G-1's approval. General Moses read it over with a critical eye and a broad smile. He took a colored pencil and put a ring around a split infinitive and sent it back to Lucas's section chief with a note, "Tell Johnnie Palookus he can't get away with it". Naturally we all of us were perfectly devoted to General Moses. That little human touch was typical, and we would have worked our fingers to the bone for him. Yet never once did I see anybody take the slightest advantage of this kindly, wise man. So, I say, require of your subordinates finished work.

It is often easier for an older officer to do things himself, but it is my opinion that no Executive should ever touch a typewriter; and only in exceptional cases should the Chief of Staff or Executive attempt to dictate correspondence themselves. It is for this purpose that he has a staff. If an Executive takes the time necessary to prepare one staff memorandum or order himself, he is taking time from the supervision of other vital matters. Do not forget that the Chief of Staff or Executive must not only plan and fix policies, but he must supervise everything. He cannot indulge in the luxury of putting his own language in orders and memoranda and letters. But that is not the only reason. He must train his staff to think as he thinks. It is only by sending things back, pointing out mistakes and why they are mistakes that he can show them what he is driving at.

From what I have said above, you must perceive that it is necessary for each Staff Officer to be the master of his particular domain. He must foresee all events that pertain to his responsibilities. If a division is going on maneuvers, G-4 must be planning months ahead to make sure that the rolling stock is going to be 100% rolling, that necessary supplies will be available. G-3 must plan the routes and reconnoiter the bivouac areas and assume responsibility for the movement. It is his baby. G-1 must be planning about what is going to happen at the cantonment when the troops are gone, what details will be left behind, what men ought to go, how they will be paid, etc. The Special Staff Officers work with the General Staff in closest harmony. The Chief of Staff should prepare a schedule to remind his staff officers to have the necessary orders and memoranda submitted on such-and-such a date, but a good Staff Officer will have outguessed his Chief of Staff and will have already made plans for those items and for other items that the Chief of Staff did not think of.

785017

An old fallacy that persists in the civilian mind is that a soldier does only what he is told. The reverse is true when it comes to the relationship between a staff and a commander. All a staff needs to know, for example, is that on such-and-such a day a division starts to such-and-such a place; and with that meager information, they in turn will supply all the details to the Commanding General for the movement of his troops. If he does not approve of those details, he may change them. The staff should never take the attitude that he is going to tell them what to do. Except, of course, they must realize that he may disapprove of their method at which time he may or may not suggest another.

The point I am trying to make is that a good Staff Officer does not rely on his commander for anything but the most basic decisions; and since those decisions often come from higher authority, they may know them as soon as the commander knows them himself and will have worked out the details even before the commander calls them into conference.

When a staff functions as I have outlined and each man can be relied upon to do his job, there grows up the utmost feeling of confidence between all concerned. The Commanding General's orders to the Chief of Staff usually hardly mention more than "Well, how are things going?" That means he wants to be reassured that everybody is on the job. In the same way the Chief of Staff will wander down through the G-3 tent and G-4 tent, and with few words finds everybody at his proper job. He knows that the next step is under way. They see him and have confidence that they are being backed up. They grin and pass a word that indicates an unexpected difficulty just conquered. But rarely do they come to him for help without a solution in mind, and the reason they have come for help is usually because their suggested action requires a higher authority than theirs.

The ideal situation was that finally arrived at between Jackson and his generals. On one occasion, they were sitting on the top of a hill watching the Federal Forces moving up the Shenandoah Valley. At just the right time Jackson looked over to the man on his right and nodded, and then to the man on his left and nodded and that was all. They left to fight a battle. It, of course, took months of understanding to accomplish this result. Pending those months of understanding, we have had to devise comprehensive systems of field orders, administrative orders and the whole paraphernalia of the mimeograph machine. But our ultimate aim should be that understanding nod that Jackson gave to his generals on the Blue Ridge Mountains.

The unwritten law of the Army, undiscussed, in fact I do not know that I have ever heard it put into words, but always it has been in our minds, is that "It can be done". Anything can be done that must be done. Nothing is impossible if it should be done. If we cannot do it one way, we must find another. It is this resourcefulness that has been one of the great assets of the American Army throughout its history. I mention it because hours of work mean nothing. At all costs, the job must be done. The commander and his staff will find some solution.

What I have said may not be so vastly different from the work in any big civilian organization, but unfortunately a great many of our officers come into the service with strange ideas of the Army. They very much want to do what they are told to do, so they lean rather heavily toward the

0671

Declassified E.O. 12356 Section 3.3/RND No.

785017

Col. Stearns

"Boy stood on the burning deck" side of the picture. They have great faith in the omnipotence of rank and feel that because the Commanding General is the Commanding General and everything is issued in his name, that he therefore knows everything. It is much the same idea as the American people have about the President, little realizing that men are only human and that, while they are responsible for what is done in their name, they really can know intimately very little about the details.

There is the feeling in civil life of the importance of rank, but in a staff, rank is of little importance except that one man is Chief of Staff and another the head of the section and another is his assistant. Whether they wear eagles or lieutenant's bars makes little difference. They are all colleagues working for a common purpose. Avoid, therefore, leaning too heavily against your shoulder straps. You should support them, not they, you. Your comrades are judging you by the work you do along with them.

In recapitulation, we have discussed the relationship of a commander to his staff and tried to emphasize the necessity for the simple virtues - kindness, firmness, courtesy, loyalty, confidence, justice, consideration, generosity and inflexible determination. Absence of any of these breeds trouble. I have tried to emphasize the necessity for finished work. Unless it is something brief and informal on a back slip, the thing that comes to the Executive's desk should be in the final form the way it is to go out to the troops. When you can accomplish this in your staff, you may be free to take a leave at Christmas-time. There will always be somebody who can do your job - somebody that you yourself have trained, who knows how you think and how you react. What we are striving for is a team that is not a one-man team, because the one man may be removed tomorrow. What I have just been talking about will apply to you in the work of your Military Government Staffs as much as it will apply to any other military staffs in the Army. You must have a feeling of sharing the responsibilities of your commander, and if you feel that he is making a mistake, be sure that this mistake is not due to his not having some information that you, his Staff Officer, has. If you know he has it all, the chances are he has something else, other information that you do not have and should have.

Strive for a meeting of minds so that you can back everything he does with a feeling that it is wise. Finally, whatever organization you set up, try to develop among your staff and their helpers the feeling that it is theirs as well as yours. It always sets my teeth on edge a little to hear somebody say, "Well, if that is the way he wants it", or "Well, it's his regiment". I prefer the man who calls it "our regiment" or "our division". I know his heart and loyalty are in the right place. He is as keenly interested in the results as I am. We are working together in a common cause. When you have developed that feeling, Gentlemen, you not only can go away for Christmas, but you probably can stay over New Year's.

2658

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