

Declassified E.O. 12356 Section 3.3/NND No. 785017

ACC

10000/104/1653

Declassified E.O. 12356 Section 3.3/NND No. 785017

10000/109/1653

CIVIL AFFAIRS BRANCH, OFFICE INSTRUCTIONS
MAR. - AUG. 1944

Tel 307

HEADQUARTERS
ALLIED CONTROL COMMISSION
ECONOMIC SECTION
APO 394

CBS/ml

ME/8

29 August 1944

30 AUG Recd

SUBJECT: Unnecessary Correspondence to AMG Armies.

TO : Agriculture Sub-Commission
Commerce Sub-Commission
Finance Sub-Commission
Food Sub-Commission
Industry Sub-Commission

Labor Sub-Commission
Public Works & Utilities Sub-Comm
Transportation Sub-Commission
Requisition Division

1. AMG Armies complain that they are receiving from ACC considerable amount of correspondence which does not concern them in any way. Though under static conditions they would be willing to receive, as a matter of general interest, copies of instructions to be carried out by Regions and others, owing to their present mobile state they prefer to receive only those items of correspondence which especially call for action on their part.

2. Though it is believed that other sections of ACC have been primarily responsible for the paper indigestion now troubling AMG Armies, will Sub-Commissions of the Economic Section please refrain from sending unnecessary paper to AMG Armies.

G. M. Sharp

G. M. SHARP, Lt. Col., R.A.
S.O. 1, (CA), Economic Section

Copy to:

R.C. & M.G. Section

Ref 345/17/CA

26 Aug 44

1095
3/18

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.C. SECTION
APO 394

Ref 345/47/CA

26th August, 1944

I send you a copy of an Office Order being issued in this Branch. This is result of a recent visit paid to U Army, when Group Capt. Benson said that about 90% of the correspondence he was receiving did not concern him at all. I think that we probably are the main offenders in this respect but it may be that some of the correspondence coming from your Branch or Section could also be weeded out.

I should be grateful if Sections would pass this on to those of their Sub-Commissions who have considerable correspondence with the Armies.

Copy to:

Estab. Branch
Econ. Section
Admin. Section
Refugee Branch
Patriots Branch

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.C. SECTION
APO 394

Ref 345/ 16 /CA

26th August, 1944

OFFICE ORDER)

NUMBER 10)

Correspondence

1. AMG Armies are receiving a great deal of correspondence which does not directly concern them. With the extreme shortage of personnel it is desired to keep the work down as much as possible and it is thought that a brief explanation might help officers in directing correspondence.

2. Owing to the functions of AMG 5 and 8 Armies by which they exercise control over provincial staffs in their early stages, it might be thought that instructions which concern Regions and Provinces are also of interest to Armies. If one considers however that the moment the area is handed over to Provincial or Regional control, that Army moves out of that area it will be seen that this is not the case. Regions are concerned to know how AMG Armies work but the reverse is not generally the case.

3. Officers therefore should be careful that only correspondence of direct interest to the Army is sent to AMG Armies. Copies of correspondence addressed to Regional Commissioners should by no means invariably be sent for information to AMG Armies.

G. W. I. SHIPP
Lt. Colonel

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To: All Officers Civil Affairs Branch.

1. Office Order No. 1 (folio 2) is re-circulated for all officers to read para. 1 (iii) with regard to minutes.
2. Please initial this note after perusal.

G.W.I. Shipp

G.W.I. SHIPP,
Lieut. Col.
Civil Affairs Branch.

21 Aug 44

LS *24/8*
pk *24/8*

Shy

WD

PA

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
APO 394

Ref/345/14/CA

9th August 1944

SUBJECT: Office Memorandum

Difficulty is being experienced in tracing files which officers take to other Sections or Branches without notifying Chief Clerk of such movement. In future a note will be placed in the out basket of the officer concerned indicating file number, date and to whom passed.

It is essential that this procedure be carried out.

G. W. I. SHIPP

G. W. I. SHIPP
Lt. Colonel

G.I.

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HEADQUARTERS
ALLIED CONTROL COMMISSION
I.C. & M.G. Section
APO 394

Ref/53/122/CA.

5 July 1944

OFFICE MEMORANDUM

NUMBER 5)

1. It may happen that telegrams are wrongly marked by the Message Centre "For Action" to the Section, Branch or Sub-Commission which is not functionally concerned with the subject matter and "For Info" to the office which should take action.
2. On occasions telegrams are sent "For Info" to all concerned.
3. In these circumstances it is the duty of the office which is functionally concerned with the subject matter to take action regardless of the distribution made by the Message Centre and to inform immediately the Message Centre and the office to which the message may have been (wrongly) sent for action of this intention.
4. This does not absolve the office to which a Signal has been marked "For Action" from either taking action or informing the Message Centre.

For Sign 100
M. S. LUSH,
Brigadier,
Executive Commissioner.

DISTRIBUTION:

"A"

11/12

HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
APO 394

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Ref/345/12/CA.

13 June 1944.

OFFICE ORDER)
NUMBER 9)

MOVE TO ROME - ADVANCE PARTY

1. In accordance with ACC Movement Order No 1 of 10 June 1944 and Executive Commissioner's instructions the following Officers and EM/OR will be prepared to form part of the advance Party:

Major Talbot	C.A.Br.
Major Gillet	" " " (Info Div)
S/Sgt Thompson	C.A.Br.
Cpl Middleton	" " "
Pfc Karlsruher	" " " (Info Div)

2. Chief Clerk (F.O.I. Warom) will prepare the necessary returns for submission to Hq. Commandant.

3. The following office stores will be packed.

- a. Boxes, assorted stationary - two (2)
- b. Typewriters - cased - one (1)
- c. 1 Typewriter)
1 box, stationary dictionaries, etc.) Information Div.
- d. Office equipment, stores, stationary etc. sufficient to complete load of vehicle allotted to Branch.

NOTE: These stores will be those not likely to be required at Main Hq. during period of move of advance Party - Move of Main Hq.

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Boxes will be labeled with name of Branch and numbered in order of priority for loading.

4. The party will be prepared to move at short notice at any time after 2359 hours 12 June .

5. The party will move under movement orders to be published later.

DW/JR.

[Signature]
NORMAN E. FISKE
Colonel,
Deputy Executive Commissioner.

HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. Section
APO 394

Ref/345/11/CA.

26 May 1944.

OFFICE ORDER)
NUMBER 8)

CORRESPONDENCE

1. V.P's of Sections have requested that in forwarding correspondence for information or action one of the following forms of address should be used :

(a) Where it is desired that the Section Staff shall have first sight of the papers :

Administrative (or Economic) Section.

(b) Where one Sub-Commission only is concerned and the papers can be dealt with first at the Sub-Commission level:

Administrative (or Economic) Section
(for (S.G.) Legal (Labour) Sub-Commission.

2. Where more than one Sub-Commission in a Section is concerned sufficient copies of the papers for distribution by the Section Staff should be included, address as in para. 1 (a) above.

WDW/RAC.

Copies to: Admin. Section.
Econ. Section.

B. Duffell (Sgt)
for NORMAN E. FISKE,
Colonel,
Deputy Executive
Commissioner.

CIVIL AFFAIRS DUTY ROSTER - OFF. RS.

1. Below is appended a Duty Roster for Civil Affairs Officers who will be on duty on SUNDAYS. Will officers please initial against their names.
2. There is no objection to officers changing days providing they inform me of the change and it is mutually agreed.

Major W. Driffield White

21 May

Major E. Brown

28 May

Major J.V. Hinkel

4 June

Major J.W. Cunliffe

11 June

Capt. E. Talbot

18 June

Capt. H. Baker

25 June

Capt. F.E. Gillett

2 July

~~Capt. G.R. Draybrook~~

9 July

Major J.S. Reakes

16 July

Major Dragnoff

23 July

GWIS/RAC.

NORMAN E. FISKE,
Colonel,
Deputy Executive
Commissioner.

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
APO 394

Ref/345/8/CA

15 May 1944

OFFICE ORDER)
NUMBER 7)

In order to increase the efficiency of work in Civil Affairs Branch it has been found necessary to introduce the following:

Office Hours. A staff of 1 NCO and Typist until 1900 hrs each day.

Days Off. All personnel, with the exception of 1 NCO and 1 Stenographer to take the day off on Sunday instead of weekdays. Information Division will also retain 1 Translator and 1 File Clerk for Sunday duty. Personnel on duty Sunday will be off on the previous Saturday. Days Off are subject to exigencies of the Services.

Duty Officer. There will be one Officer on duty on Sundays and he will be located in Room 42, all phone calls for Civil Affairs Branch on that day will be switched to that office. A duty Roster has been issued.

Security. There will at all times be 1 clerk in Civil Affairs Branch Clerks Office during the day between the hours of 0830 and 1900, and 1 clerk in Information Division, day and night. Arrangements have been made to make this possible. Clerks Duty Roster has already been issued.

Norman E. Fiske
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NORMAN E. FISKE
Colonel
Deputy Executive
Commissioner

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
Civil Affairs Branch
APO 394

Ref/345/7/CA

12 May 1944

OFFICE ORDER)
NUMBER 6)

The staff principles set forth in the following excerpt from a military publication have been adopted by the Director as basic working rules for members of this branch, so far as applicable under A.C.C. conditions:

"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 piecemeal fashion. It is your duty as a staff officer to work out the 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 affects 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 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, restudy and rewrite until you have evolved a single proposed action--the best one of all you have considered. Your chief merely approves or disapproves.

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"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 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 an 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.

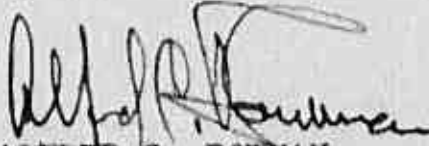
"6. The 'completed staff work' theory may result in more work for the staff officer, but it results in more freedom for the chief. This is as it should be. Further, it accomplishes two things:

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


ALFRED C. BOWMAN
Lt. Col.
Asst. Director.

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. Section
Civil Affairs Branch
APO 394

Ref/345/6/CA.

11 May 1944.

OFFICE ORDER)
NUMBER 5)

1. In the interest of efficiency and uniform practice, it is desired that initial responses to incoming telephone calls received in this Branch, be as follows :

- (a) If received by an officer, EM/OR, or civilian employee of the Liaison Division or the Information Division, by stating the name of the Divisions, followed by the rank and name of the person speaking :


Example: "Information Division, Private _____ speaking."

- (b) If the call is received by any other officer, EM/OR, or civilian employee, of the Civil Affairs Branch, (except personnel in the immediate office of the Director) by stating the name of the Branch, followed by the rank and name of the persons speaking :

Example: "Civil Affairs Branch, Private _____ speaking."

- (c) If the call is received by a PA, Clerk or member of the immediate staff of the Director the response will be in the form :

"Colonel Fiske's office, _____ speaking."


ALFRED C. BOWMAN,
Lt. Col.,
Asst. Director.

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.C. Section
APO 394

Ref/345/5/CA.

27 April 1944.

OFFICER ORDER)
NUMBER 4)

1. It is the peculiar duty of this Branch to ensure that all drafts which are put up to the Executive Commissioner have been fully cleared with every other Branch or Sub-Commission which could possibly have an interest in it. Officers should scrutinise such drafts most carefully and if necessary consult with each other before submitting them for approval.

2. In particular it is sometimes forgotten that the Establishments Branch is concerned as much as any other Branch. Matters concerned with Transport, Equipment, Personnel etc. should always be referred to the appropriate officer in that Branch for comment.

G.W.I. SHIFF,
Lieut. Col.

Civil Affairs Branch.

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. SECTION
APO 394

Ref/345/4/CA.

5 April 1944

OFFICE ORDER)

NUMBER 3)

INCOMING CORRESPONDENCE

1. All correspondence addressed to Brig. M.S. Lush Executive Commissioner, Col. Norman E. Fiske Deputy Executive Commissioner, or any ~~other~~ officer of Civil Affairs Branch, should be delivered to Civil Affairs Branch registry and unless addressed PERSONAL, will be dealt with in the normal manner, that is, opened by the Chief Clerk, registered, filed and routed through the normal channels.

2. Correspondence concerning personnel will be passed to Establishments Branch (Executive Officers), and will not be filed on Civil Affairs Branch Files.

G.W.I. Shipp Lt. Col.
G.W.I. SHIPP
Lt. Col.
C.A. Branch

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HEADQUARTERS
ALLIED CONTROL COMMISSION
R.C. & M.G. Section
APO 394

Ref/345/3/CA.

25 March 1944.

OFFICE ORDER)

NUMBER 2)

LIAISON OFFICER - H.Q. A.A.I.

1. Confusion has arisen from letters on administrative subjects being sent to Liaison Officer, A.A.I.
2. All administrative subjects are dealt with at A.A.I. Admin. Echelon (FLAMEO), and a Liaison Officer has been attached to them by this H.Q. This officer is Major E. Brown.
3. In future only matters dealing with Operations, Intelligence or Security will be sent to A.A.I. All other subjects will be sent to A.A.I., Admin. Echelon.

G.W.I. SHEPP,
Lieut. Col.

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ARMY SUB-COMMISSION, DESIGNATION and LOCATION: FUNCTIONS OF ADV HQ.

Informed that MMIA to become Army Sub-Commission of the Allied Control Commission.

<u>LOCATION</u>	Main HQ	LEQUILE Q. 9257
	Adv HQ	SALERNO
	Outstations	NAPLES, BARI, CATANZARO, Rear EIGHT ARMY, Col. P.L. SIMMONS HQ in Cagliari, SARDINIA; Also an LO with each of the two CORPS HQ in EIGHT Army and with HQ 3 District.

Responsibilities of Adv HQ.

All questions affecting:

- (a) Liaison with Comando Supremo
- (b) Liaison with all Sections and Sub-Commissions of A.C.C.
Liaison with Navy and Air Force will be run by Main HQ.
- (c) CC, RR, and RGP.
- (d) Displaced persons incl ITALIAN soldiers of YUGOSLAV origin.
- (e) Repatriated ITALIAN P.O.W.
- (f) Propaganda and press censorship in relation to ITALIAN Army.

1. Extract from Rear HQ AOC. Daily Bulletin No. 38:

ARMY SUB-COMMISSION: Attention is directed to the fact that the Army Sub-Commission is divided into and Adv. Section at Rear Hq. AOC, Salerno, and Main Hq at Lequile near Lecce, Apulia. It is essential that this be considered by all concerned in the dispatch and routing of correspondence for the Army Sub-Commission. Normal correspondence should be addressed to Main Hq. (Ex O).

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