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REGION 9, EXECUTIVE MEMOS
AUG., SEPT. 1944

8012 CAB 1

HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM)
NUMBER 5)

6 SEP Recd

2 September 1944

REHABILITATION OF AGRICULTURE, FISHERIES AND FORESTS IN REGION IX

1. This memorandum is issued in two parts.

a. Part One deals with the overall Policy for the Rehabilitation of Agriculture, Fisheries, and Forests in Region IX.

b. Part Two deals with the preliminary details for this Rehabilitation. Attached to Part Two are appendices A.B.C.D., which contain their own explanatory instructions.

PART ONE

2. Policy

It is the intention of Region IX to reconstitute the AGRICULTURAL INSPECTORATE, other Agricultural bodies, Fisheries, and Forests identically with the organisation already set up by the Italian Government, and by so doing to facilitate the eventual "Hand over" to the Government.

3. To attain this end Part Two of this memorandum explains the changes made by the New Government and sets out the new Administration in an abbreviated form.

In order to attain a uniform organisation in all Provinces, Provincial Commissioners are instructed to reorganise the Provincial Agricultural bodies in accordance with the directions given in Part Two of this memorandum.

By order of Lt. Col. BOWMAN:

H. H-S HARTLEY
Lt. Col., Coldstream Gds.
Executive Officer

OFFICIAL:

Duane D. Freel

DUANE D. FREEL
Capt., CMP
Adjutant

DISTRIBUTION:
Part One
Part One & Two:
Agriculture Sub-Commission
Food Sub-Commission (less appendices)
Industry Sub-Commission

HEADQUARTERS

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Part One---"A"
Part One & Two:
Agriculture Sub-Commission
Food Sub-Commission (less appendices)
Industry Sub-Commission (less appendices)
Provincial Commissioners
File

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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM)
NUMBER 4)

31 August 1944

1 SEP Recd

DEFASCISM

1. A.C.C. Directive, No. 313/167/CA dated 4 August 1944, imposes on Regional Headquarters certain responsibilities in regard to the operation of Defascism as ordered in Decree 159. The Region is made responsible for:-

(a) Checking the results achieved in the Region by the Central Commissions, which are being set up by each Ministry in Rome to deal with all officials of that Ministry.

(b) The actual formation and functioning of the Provincial Commissions which will investigate officials and employees of the Communes, Provinces, public welfare institutions, and bodies under control of the local authorities.

3

2. This question is one of prime importance and the Regional Commissioner directs that all Provincial Commissioners and Heads of Special Divisions give it particular attention and ensure that the requirements of paragraphs 6, 9, and 10 of the Directive are strictly followed regardless of considerations of expediency or convenience.

3. In order that HQ A.C.C. may be kept informed of the progress of defascism in the Provinces, a return will be made on the attached pro-forma to reach this HQ on the 15th and 30th of each month. It is emphasised that the return will not be made while the Provinces are under Army control. This return relates only to the activities of the Provincial Commissions. It is also necessary for Provincial Commissioners to keep this HQ informed from time to time of the progress of defascism by Ministerial Commissions.

4. It will, be appreciated that the Decree will not apply to any Province until it comes under Regional control and that, so long as they are operating in Army areas, Provincial Commissioners and their officers will receive their policy instructions on this subject from the appropriate Army A.M.G. It is, however, considered that nothing in the present Directive affects the existing system of screening personnel, which will be continued at least until such time as the Commissions are in operation.

By order of Lt. Col. BOWMAN:

H. E-S HARTLEY
Lt. Col.
Executive Officer

OFFICIAL:

Duane D. Freese
DUANE D. FREESE

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By order of Lt. Col. BOWMAN:

H. H-S HARTLEY
Lt. Col.
Executive Officer

OFFICIAL:

Duane D. Friesse
DUANE D. FRIESSE
Capt., CMP
Adjutant

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P.P.S.O.

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FORTNIGHTLY REPORT ON WORKING OF PROVINCIAL DEFASCISM COMMISSIONS

Region _____

Province _____

1. Persons:

The total number of cases investigated to-date is _____ of whom _____ or _____ % have been dismissed from their posts.

2. Institutions:

Particulars by classes of the concerns to be defascised are:
(i.e. Welfare or Benevolent Institutions, hospitals etc., which "depend from" Provinces or Communes.)

Classes							TOTAL
Number							
Cleared							

Under "Cleared" are included institutions investigated and as to which it is believed no further defascising is required.

3. I consider the progress made to be :

1. Persons:

The total number of cases investigated to-date is_____ of whom _____ or _____ % have been dismissed from their posts.

2. Institutions:

Particulars by classes of the concerns to be defascised are:
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Classes							TOTAL
Number							
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Under "Cleared" are included institutions investigated and as to which it is believed no further defascising is required.

3. I consider the progress made to be :

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

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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM)
NUMBER 2) :

19 August 1944

21 AUG Recd

STAFF WORK

The principles set forth in the following extract from standard instructions at an Army Service school are adopted as working rules of this headquarters:

"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 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 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.

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 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.

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

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Lt Col Shupp
Here is "Completed Staff Work" again! RC 24/8
RL 24/8 PA

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Executive Memorandum No. 2, para 7, this Hq, dtd 19 Aug 44, Cont'd.

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

By order of Lt. Col. BOWMAN:

P.H.G. HORTON-SMITH HARTLY
Lt. Col. Coldstream Guards
Executive Officer

OFFICIAL:

Duane D. Freese

DUANE D. FREESE
Capt., CMP
Adjutant

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

Reproduced by Headquarters Region IX, AMG, August 19, 1944.

IX, 1st
ESTAB. O
C A B
ADJUTANT.

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

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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

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21 AUG Recd

EXECUTIVE MEMORANDUM)
:
NUMBER 1)

14 August 194

REGIONAL ADMINISTRATION

1. To facilitate the orderly operation and internal administration of this Region as diferentiated from the external operation to be covered in paragraph 2 of this Memorandum, instructions and directives to Provincial Headquarters, Special Divisions and Administrative Sections will be issued under the following headings covering matters as indicated under each heading:

a. EXECUTIVE MEMORANDA which will be numbered serially and will deal with:
(1) Instructions to Provincial Commissioners and Chiefs of Special Divisions for the conduct of General Regional Administration;
(2) Organization of the Headquarters and Provinces,
(3) Matters of General Policy and Regional Policy emanating from Special Divisions,
(4) Reports: Preparation, Submission, and Circulation.

b. ADMINISTRATIVE MEMORANDA which will be numbered serially and will deal with all matters pertaining exclusively to:
(1) Personnel of the Region, including reports and G-1 matters not covered in Special Orders, Company I Orders or British Detachment Daily Routine Orders.
(2) Transport and equipment.
(3) Authorization for travel.
(4) Memoranda of general interest.
(5) Directives to American Company and British Detachments on matters applicable within the Region.
(6) Office Procedure.
(7) Any matters not covered in other type orders mentioned in this Memorandum.

c. MEMORANDA which will deal exclusively with technical matters for Special Division personnel and will be issued and signed by the Chiefs (or Officers designated by them) of the special divisions concerned.

d. SPECIAL ORDERS which will deal with the assignment, transfer, and movement of personnel within the Region.

e. DAILY BULLETINS which will deal with:
(1) Instructions and directions of a general nature which may later be incorporated or consolidated in Executive Memoranda, Administrative Memoranda, and Memoranda from Special Divisions.
(2) Announcements of an official nature.
(3) Unofficial announcements of special or general interest.

f. MOVEMENT ORDERS which will deal exclusively with the movement and establishment of Regional Headquarters.

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

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(2) Announcements of an official nature.
(3) Unofficial announcements of special or general interest.

f. MOVEMENT ORDERS which will deal exclusively with the movement and establishment of Regional Headquarters.

g. PROVINCIAL MEMORANDA which will be published by the various Provincial Commissioners dealing exclusively with internal provincial administration and matters within the province concerned and published in such forms as the respective provincial commissioners may determine except that all Special Orders will be issued by Regional Headquarters.

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

Executive Memoranda No. 1, this Hq, dtd 14 Aug 44, cont'd:

2. Directives and Instructions concerned with the external operation of the Region will be issued under the following headings covering subject matters as indicated:

a. REGIONAL ORDERS in both Italian and English to be numbered serially and signed only by the Regional Commissioner and dealing with decrees and orders pertaining to the social and economic system of the occupied territory of the Region.

b. ADMINISTRATIVE ORDERS in both Italian and English to be numbered serially and signed only by the Regional Commissioner and dealing with the organization and personnel of Italian governmental and other agencies within the occupied territory of the Region.

c. PROVINCIAL ORDERS in both Italian and English which will be published by the various Provincial Commissioners in such forms as they desire, dealing exclusively with social, economic and governmental matters within their respective provinces.

By order of Lt. Col. BOWMAN:

P.HG. HORTON-SMITH HARTLY
Lt. Col., Coldstream Guards
Executive Officer

OFFICIAL:

Duane D. Freese
DUANE D. FREESE
Capt., CMP
Adjutant

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