

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

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G/TRG/13/2/A

Apr. 1945 - Jan. 1946

Training - Man Management
1st Draft

Subject: Men Management Tour - Report.

17
Land Forces Sub Commission, A.C.
(M. M. I. A.)
HOME.
G/TRG/13/2.
27 Nov 45.

To: 'P' British Liaison and Trg Unit, CESSANO.

Reference your G/A.14 of 13 Nov 45.

It is suggested that a copy of the report be sent through Italian channels to the Ministry of War.

[Signature]
Major General
M. M. I. A.

RPC/rja

2981

Subject: Man Management Tour.

"P" BRITISH LIAISON & TRG UNIT,
R.T.C. I.C.P.

Ref: **G/A.14**

13 Nov 45.

To: G.II Training,
Land Forces Sub Commission A.C.
(M. M. I. A.)
ROLE.

Copy to: G.II Training,
"P" B.L. & T.U.

Reference a request received from Ministry of War through you, some weeks ago, asking that a visit should be made to the Man Management Courses running in the Group; I made arrangements that all these courses should be visited by either Col SIVO, myself or Capt BRACCA.

Enclosed is a report from Capt BRACCA, but as it is rather verbose, and as I accompanied him on most of his tour I will make the following main points and deductions.

SPILLI Division. Are running a most excellent course; the chief reasons for this are :-

1. An excellent instructor.
2. Great interest and every possible assistance is given by both British and Italian H.Q's.
3. The fact that they sent a most excellent man down for training at S.I.V.A. is now paying a great dividend.

As a result of the above the students were enjoying the course, they were in an excellent billet with good classrooms, and as a result were learning the subject as it can only be taught by instruction and example.

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Reference is request received from Ministry of War through Jeyson, weeks ago, asking that a visit should be made to the War Management Courses running in the Grupp. I made arrangements that all these courses should be visited by either Col SIVO, myself or Capt BRACCA.

Enclosed is a report from Capt BRACCA, but as it is rather verbose, and as I accompanied him on most of his tour I will make the following main points and deductions.

PRIMI Division. Are running a most excellent course; the chief reasons for this are :-

1. An excellent instructor.
2. Great interest and every possible assistance is given by both British and Italian H.Q's. 2980
3. The fact that they sent a most excellent man down for training at S.I.V.A. is now paying a great dividend.

As a result of the above the students were enjoying the course, they were in an excellent billet with good classrooms, and as a result were learning the subject as it can only be taught by instruction and example.

The schools of the remaining Gruppi visited were most disappointing. It was quite obvious that the courses were no body's baby, were only put on because they had to be, and as a result the unfortunate instructors were getting no encouragement, support or advice, from above.

The result was not only a waste of time, but worse, a contagious lack of interest caught from above.

There is only one possible solution to this state of affairs, in my opinion we must teach the senior officers, and show them how the subject must be put over.

This could, I think, be done by Capt BRACCA, running a 6 day course for Senior Officers at MILAN in January or early December under the guidance of a Senior L.O. in MILAN who would see that the students attended and benefited by the instruction.

/to sheet 2.....

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The need for the above is borne out by the fact that :-

1. At 1 a.m. in MILAN I saw an Italian driver sitting in a truck. On talking to him I found that he was waiting for an Italian Colonel, had been waiting since 18.00 hours, and had had no food during that period.
2. Near GENOA at about 12.30 I came across a driver in a similar position, this time waiting for a British Officer from his B.L.U.

NFC/jti.


Major, R.Tr.Fus.
G.II (Schools)
"F" BRITISH LIAISON & TNG UNIT, RTC. ICF.

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I.V.A. (Old Army School)

- Administration School.
- Subject: Report on inspection to the Combat Groups
- Courses of "New Movement"

1- Combat Groups "Repurmo" - Preside.

The course is held for officers of the C.G., who are collected in the same location; it is organized by the 68th Inf. Bn.

- Number of student officers: 13 at the beginning. Only 17 remained at the end of the ^{first} week, with the remainder of 1 man at the beginning of the second week.
- Duration of the course: 14 days. From the 8th to the 21st of October. Periods and preparing: as at P.M.V.A. 16 hours a day.

officers instructors: Capt. La Vaghetta, who is doing all lectures.

- Remarks: The course was inaugurated by the Mayor of the 68th Inf. Bn. on the afternoon of Sunday, Oct. 7th. From that day, until the 17th, in which day the officers of P.M.V.A. Capt. Benavente, no other officers attended the lectures, neither showed interest.

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The course is held for officers of the U.S. Army. It is organized by the 68th Inf. Bde.

- Number of student officers: 19 at the beginning. Only 17 remained at the end of the ^{first} week, with the remainder of 1 more at the beginning of the second week. Duration of the course: 14 days. From the 8th to the 21st of October. Periods and program: as at P.M.A. 1966 hours a day.

officer instructors: Capt. La Vaghetta, who is giving all lectures.

- Remarks: The course was inaugurated by the Mayor of Saigon at the 68th Inf. Bde, on the afternoon of Sunday, Oct. 7th. From that day, until the 17th, in which day the officers of S.M.A. Capt. Bergans, no other officers attended the lectures, neither showed ~~any~~ any interest in whatever was being done by the officer instructor.

The organization of the course was carried in all its details by the officer instructor, who had been sent ²⁹⁷⁸ from Bergans at the last moment. Accommodations for student officers, organization of class room with all its furnishings, has been made possible through his personal interest only.

The class room had been poorly selected: there was

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back of light and it was facing facing the main street, therefore, frequent street traffic noises were noticeably disturbing not only the instructor but the students also.

The interest of the students in the subjects was noticeable; mostly due to the ability of the instructor, Capt. A. Vergara.

It is obvious though, that one instructor alone is not only insufficient, but also dangerous for the teaching because he can't help to become dull by covering different subjects for 6 hours a day, notwithstanding his personal ability, eagerness and enthusiasm.

The following films were shown:

- the fly - the course - malaria - camp hygiene - care of the soldier - water chlorination - in two parts, commented by S.I.V.A. officers in a public movie house hired for the purpose.

C.I. Braca made one lecture: method.

C. Casell made one lecture: discipline.

More interest in said courses is recommended on the part of competent authorities for the following reasons: The selection of class rooms, the quarters where the student, ~~live~~, the conditions they have, all have a noticeable influence on the success of these courses.

Observation and incorporation have been noticed on the

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because he can't tell, so become upset by covering different subjects for 6 hours a day, notwithstanding his personal ability, easiness and enthusiasm.

The following films were shown:

- the fly - the course - material - camp. hygiene - care of the soldier - water chlorination - in two parts, commented by

S.V.A. officers in a public movie house hired for the purpose.

Cpt. Braca made one lecture: method.

C. Casell made one lecture: discipline.

More interest in said courses is recommended on the part of consistent authorities for the following reasons: The selection of class rooms, the quarters where the student, ~~live~~, the comforts they have, all have a noticeable influence on the success of these courses.

Absenteeism and incomprehension have been noticed on the above mentioned course, as described on these remarks.

On the contrary, the job done by Cpt. La Vergnette is commendable.

2) Combat Group Montoya, 1956 Art. Reg. 2977

The course is held at the Regiment for officers of the Batteries present in the area.

Due to a deficiency of cadres, the course has the duration

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of two weeks, with two lectures daily, five best during the day; and exactly, from 10.30 hours to 11.15 hours - and from 17.00 hours to 17.45 hours.

Lecturers: Maj. Order Purdie and Capt. de Senneville Marie,
 who have both attended S.I.M.S. courses. The Hygiene and 25th
 administration instructors have never attended any course.
 - Remarks: - Evidently, not much attention can be
 paid to lectures by the student officers, because they must
 at the same time carry on their studies in their units; and
 therefore, they can't be always present to the lectures. Due
 to the experience of duty, in consequence of a deficiency
 of cadres in the units.

The programme is cut down to two thirds, and also to one third, and cut down the lectures; in fact, in the same length of time, (two weeks) two lectures a day are made, instead of six.

! The class room has been badly lighted; it is too spacious, and has a disturbing resonance; those who are listening, can not hear what the instructor is saying. The voice is lost, and besides that, the position is poor. However it is continuously disturbed by passing vehicles, with much annoyance of students and instructor. A more compulsory enforcement of the program and method, and a better selection of the

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at the same time carry on their studying in their living; therefore, they can't be always present to the lectures. Due to the experience of Ruby, in consequence of a deficiency of codes in the living.

The program is cut down to two third, and also to one third, and cut down the lectures; in fact, in the same amount of time, (two weeks) two lectures a day are made, instead of one.

The class room has been badly picked; it is too spacious, and has a disturbing resonance; those who are listening, can not hear what the instructor is saying. The voice is lost, and besides that, the location is poor, because it is continuously disturbed by passing vehicles, with resulting annoyance of students and instructor. A more satisfactory observation of the program and method, and a better selection of class rooms, is recommended.

As a whole, a certain interest and good will has been realized on the part of the instructors and Headquarters, who in the organization of the present course, had to solve no little problems, because the crisis of codes is ²⁹⁷⁶ ~~seriously~~ felt.

3.) Contact Group - Reminding, - School of Codes
Procedures -

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The student officers are collected from the different units of this group, in the same location that is Casale.

The course is held in a training school for officers and NCOs, formerly organized by the C.G. "Crimson".

The "Green Army" course program, has been inserted in an already existing program; therefore it results cut down. Four subjects of "Green Army" were added by officers who have never attended S.P.A. courses; yet they follow the program, which through experience and notes have been given to them by S. Ten. Chisari, identified instructor by S.P.A. for that school.

The consequence is this: though recognizing the extreme ability, order, discipline and success of this school, the "Green Army" course, the way it has been conceived and wanted by the Commanding General of the "Crimson" is altered; not in its essential lines, but in its details, for that irresponsible feeling of autonomy, which is presupposition of all initiatives.

Out of 66 teaching periods (24 weekly), 60 periods are spent for lectures, and 6 for reviewing the army academy. Out of the total periods, 21 lectures are assigned for the various subjects of "Green Army" course.

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They follow the program, which through experience notes have been given to them by P. Ten Chiao, chairman instructor by P. L. H. A. for that school.

The consequence is this: through recognizing the extreme ability, order, discipline and success of this school, the "New Management" course, the way it has been conceived and executed by the Commanding General of the "Greenway" is altered; not in its essential lines, but in its details, for that unavoidable feeling of awe and awe, which is presupposed in all of all initiatives.

Out of 68 teaching periods (24 weekly), 68 periods are spent for lectures, but 8 for reviewing the army university. Out of the total periods, 8 lectures are prepared for the various subjects of "New Management".

Due to the fact that this school has been conceived by the Commanding General of the "Greenway", in its essential functioning of discipline, re-education of cadres, the consequence is that it lacks that reciprocal exchange of ideas, which is essential part of P. L. H. A. teaching. Therefore, it lacks the contribution of a constructive criticism. 2975

In opposition to an elastic, agile, unified method of teaching, training to assure the best possible success from the capacity of assimilation of the students, with the

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aim of the formation of future instructors. ~~we~~ we find a rigidity of method for the exclusive discipline of functions of that school. As an example, the students can not smoke in the class room.

The school is located in a place, which suits perfectly the necessities of a school; qualified class rooms and all kinds of good accommodations: sleeping quarters, messes etc.

The organization side is very commendable.

The fact that all instructors, except one, have never attended any course themselves, brings out that they can not speak the same language; therefore, there is no uniformity of method.

It is not obtained that only clarified instructions be authorized. In the teaching, there will never be uniformity of teaching. This is the most difficult thing to make understood, and to carry into effect.

Even a mere corporal when instructing his men on any small subject, must follow a proper method. With greater reason, that is to be expected from the officer who is his instructor.

In a public movie house the films have been shown with the intervention of all officers, NCO's and Privates of the school.

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least any course themselves, brings out that they can not speak the same language; therefore, there is no uniformity of method.

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Even a mere corporal when instructing his men on any small subject, must follow a proper method. With greater reason, that is to be expected from the officer who is his instructor.

In a public manner however the filing have been shown, with the intervention of all officers, WCO's and Privates of the school.

Cpt. Brown and Cpt. Bartlett, made two lectures: respectively on method and discipline.

4) Combat Groups: Mountford, 76th Inf. Regt. 2974

The course is held for officers of the C. G., collected in the same location, and ~~was~~ it is organized by the 76th Inf. Regt; it was included in the school previously.

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existing.

Instructors: Cpl. Ordo di Toros 1330w Benedetto and S. Ten Catera Emanuel, who have attended the S.H.A. course.

Two successors of the filing brought along by the instructors were shared, with the intervention of the senior and junior WCOs of the school. Two lectures on methods were held, one of which for Officers and WCOs instructors of weapons and tactical schools.

All workings were clear and suitable.

The number of reserve officers in this course is high: out of 24 officers, 16 are reserve officers. This fact noticeably increases the general results of the course to the effect of its object, in so far as the reserve officers do not agree with the necessary interest to the course; the interest remaining on the part of the instructor only.

If we add to this, a teaching without method, without making the student interested in the subject, without leaving him to participate in the discussion, we can easily see what poor results said course can have.

It appears evident that what is being done is ineffective, is for the mere use of showing the visitor that sort which normally can impress him, in order that he get a benevolent

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All quarters were clean and livable. The number of reserve officers in this course is high: out of 24 officers, 16 are reserve officers. This last noticeably diminishes the general results of the course to the effect of its object, in so far as the reserve officers do not apply with extraordinary interest to the course; the interest remaining on the part of the instructor only.

If we add to this, a teaching without method, without making the student interested in the subject, without leaving him to undertake in the discussion, we can easily see what poor results said course can have.

It appears evident that what is being done and effected, is for the mere use of showing the visitor that last which mostly can impress him, in order that he get a favorable opinion.

That is not sufficient. It is the spirit that fails. There is no will to do things for other finalities, there is no attempt to determine oneself of its own!

There is the habit to put one's own person in the way where there should be method only.

This is a detail: while at S.I.P.O., the students are permitted to smoke in the class room, it is forbidden here. The man who has ordered so, is the School Com.

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manuscript, who has attended a course of lectures at I.M.A. (at Col. G.A.E.T.A.) - ~~at I.M.A.~~, if he smokes, undoubtedly has smoked during lectures, and should have learned that to smoke during lectures is part of method.

During the present inspection tour, we had the sensation that what is actually being done in the books, lectures, and reports are working without the aim of high finalities of reconstruction on new basis and on new directions.

The entire appearance (cleanliness of billets, sleeping porch, class room - large room, small room, schedules...) are based in all their details, but all what is going on in the class room, is done without method and without the interest of student officers.

That is partly due to the following:

1) - The officers ordered to attend courses, are leaving their country without the possibility to have regular change and administrative responsibilities to other officers. Therefore, their interest in the course is noticeably lowered, and they even attend with a certain resentment.

2) - Not always the officers are given the pertinent accounts

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The exterior appearances cleanliness of billets, sleeping quarters, class room - large signs, small signs, schedules... are cared in all their details, but all what is going on in the class room, is done without method and without the interest of student officers.

That is partly due to the following:

1) - The officers ordered to attend courses, are leaving their family without the possibility to have regular change and administrative responsibilities to other officers. Therefore, their interest in the course is noticeably hampered, and they even attend with a certain resentment.

2) - Not always the officers are given the highest accounting, which have so much influence on their morale.

It is obvious, that this state of things causes resentment on the part of students, with great desire to escape to their interest on the course.

3) - It is also to be avoided to send a large number of reserve officers, with the only purpose of making numbers. Should at least, to send those who expect to be released day by day, because it is not easy and not everyone can understand that the importance of these courses is great for them too. It is hoped that, if there is a firm

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intention to obtain something really useful from the "Green Movement" course to be held in the future at the Combat Probs. the following shall be put into practice, and rigidly enforced:

a) - Officers instructors: Only those officers, who really know their job, and have obtained recognition by S.I.V.A. shall be allowed to teach. The Senior Officer will put out directives following the program, and will distribute the subjects to his confederates on the basis of their aptitudes and capacities.

b) - Relieve the student officers of their worries in consequence of having left their family in the hands of unreliable people. They shall gain, thus way, a serenity of spirit which is necessary in order to assimilate in the best possible way the teaching given during the course.

c) - Give the student officers a brief acquaintance equally at least to those they have lost at their family.

d) - Have the officers participate to the lectures in a more realistic way. The method must be applied in all its details.

e) - The interest of Commanding Officers must be more tangible with their participation, once in

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their objectives and resources.

b) - Relieve the Student Officers of their worries in consequence of having left their family in the hands of irresponsible people. They should gain, this way, a serenity of spirit which is necessary in order to assimilate in the best possible way the teaching given during the course.

c) - Give the Student Officers a kind of acknowledgment equally at least to those they have lost at their family.

d) - Have the Officers participate to the lectures in a more realistic way. The method must be applied in all its details.

e) - The interest of Commanding Officers must be more tangible, with their participation, once in while at least, to the most important lectures.

The above is very useful, and should be one indication both for the instructor who would put more interest themselves, and for the student, who by the interest of their Superior would better realize the importance and the utility of "non management" courses.

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f) - Give initiative and liberty of action to S.A.A. assigned instructors, so that they can give "non management" courses with the possibilities

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they have learned.

Where this is not possible, it is preferable to send inmates
back from P.M.A., if courses are to be held again in
the future.

Signed: Capt. BRAD BROWN

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SCUOLA ISTRUTTORI VARI ARMATI
SCUOLA DI LOGISTICA

OGGETTO: relazione ispezione corsi "Governo del personale" ai Gruppi di combattimento.

1°) GRUPPO COMBATTIMENTO "LEGNANO" - BRESCIA -

Il corso è svolto agli ufficiali del Gruppo di Combattimento fatti affluire in unica sede ed organizzato a cura del 68° Rgt.Ftr.

- numero degli ufficiali frequentatori inizialmente n° 19 ridotti a 17 alla fine della prima settimana di cui successivamente 1 sostituito all'inizio della seconda settimana.

Durata del corso giorni 14. Dal giorno 8 al 21 ottobre.

Orari e programmi come alla S.I.V.A. -(6 ore al giorno)

Ufficiali istruttori: Capitano La Verghetta che svolge tutte le materie.

Note: Il corso è stato inaugurato dal Maggiore Capo Ufficio del 68° Rgt.Ftr. nel pomeriggio della domenica 7 ottobre. Da allora fino al giorno 19, giorno della partenza da Bergamo degli ufficiali della SIVA, nessun altro ufficiale presenziò alle lezioni nè dimostrò interesse per tutto quello che veniva svolto dall'ufficio istruttore.

L'organizzazione del corso è stata curata nei particolari dall'istruttore, fatto affluire a Bergamo all'ultimo momento, al cui personale interessamento si deve la sistemazione degli ufficiali frequentatori e l'organizzazione del locale di riunione coi relativi supplettili.

Locale male scelto per deficienza di luce e per l'ubicazione essendo troppo prossimo alla strada per cui è soggetto a frequenti disturbi dovuti al traffico stradale. Disturbo notevole sia per l'istruttore, sia per gli ufficiali frequentatori.

Si è notato l'interessamento dei frequentatori agli argomenti trattati e ciò è in gran parte merito dell'istruttore Capitano La Verghetta.

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Si è notato l'interessamento dei frequentatori agli argomenti trattati e ciò è in gran parte merito dell'istruttore Capitano La Verghetta.

E' ovvio, però, che un solo istruttore non è sufficiente, anzi è dannoso all'insegnamento stesso perchè ne provoca la monotonia a svolgere varie materie per sei ore al giorno malgrado l'abilità personale e la capacità e l'entusiasmo dell'istruttore.

E' stata tenuta una proiezione dei seguenti films: 2969 del sole - la mosca - pidocchio - malaria - igiene al campo - in due tempi commentati dagli

ufficiali della SIVA in un locale pubblico appositamente noleggiato.

Il Capitano Braca ha tenuto una lezione: Metodo

Il Capitano Castelli ha tenuto una lezione: Disciplina

Si raccomanda maggiore interessamento per detti corsi da parte degli organi preposti: perchè la scelta dei locali, l'ambiente in cui vivo

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no i frequentatori, le comodità di cui possono fruire, hanno notevole interferenza con il rendimento del corso stesso.

Nella organizzazione del corso in oggetto si è notato assenteismo e incomprensione come risulta dalle note di cui sopra.

Encomeiabile invece l'opera svolta dal Capitano La Verghetta Antonio.

2°) GRUPPO COMBATTIMENTO "MANTOVA" - 1559 Art.

Il corso si svolge nell'interno del reggimento per ufficiali dei gruppi presenti alla sede.

Per deficienza di quadri il corso si svolge in due settimane con due lezioni giornaliere ritagliate nel corso della giornata e precisamente dalle ore 10/30 alle ore 11.15 e dalle ore 17 alle ore 17.45.

Istruttori Maggiore Ozzola Giulio e Capitano De Serventi Mario che hanno frequentato il corso presso la SIVA; gli istruttori di Igiene e di Amministrazione non hanno frequentato alcun corso.

Note: Evidentemente non può essere prestata eccessiva attenzione alle lezioni da parte degli ufficiali frequentatori che debbono contemporaneamente svolgere il servizio ai reparti e non possono essere sempre presenti per esigenze di servizio data la deficienza dei quadri dei reparti.

Il programma è ridotto ad un terzo come a un terzo sono ridotte le lezioni perchè per la stessa durata di tempo (due settimane) sono svolte due lezioni al giorno il luogo di sei.

Aula male scelta: è eccessivamente spaziosa; ha una risonanza che disturba e chi ascolta non riesce a percepire quello che l'insegnante dice; la parola vi si perde oltre al fatto che per la ubicazione infelice si è continuamente molestati dal passaggio di automezzi che disturbano in modo sensibile e istruttore e allievi.

Si raccomanda una più scrupolosa osservanza di programmi e di metodo ed una più consona scelta di ambiente.

In complesso si è notato interesse e buona volontà di istruttori e di Comandi che nell'organizzare il corso hanno dovuto superare non lievi difficoltà per la crisi dei quadri fortemente sentita.

3°) GRUPPO DI COMBATTIMENTO "CREMONA" - Scuola di Casale Monferrato-

ne e di Amministrazione non hanno frequentato alcun corso.

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3°) GRUPPO DI COMBATTIMENTO " CREMONA " - Scuola di Casale Monferrato-

Gli ufficiali frequentatori sono fatti affluire da tutto il gruppo di combattimento ad unica sede che è quella di Casale.

Il corso ha luogo presso una scuola di addestramento per ufficiali e sottufficiali già istituita presso il G.C. "Cremona", ~~già in~~ programma del corso di "Governo del personale" è inserito in un programma precedente e pertanto risulta rimpicciolito. Alcune materie del "Governo del personale" sono svolte da istruttori che non hanno frequentato il corso presso la SIVA pur attenendosi ai programmi che a mezzo sinossi e appunti ~~à~~ loro fornito il S.Ten. Chiari classifica to dalla SIVA istruttore presso le Scuole. ~~Ne~~ Ne consegue; pur riconoscendo l'estrema utilità, l'ordine, la disciplina, il rendimento della scuola stessa, così come è stata voluta e concepita dal Generale comandante la "Cremona", che il "Governo del personale" è alterato se non nelle sue linee fondamentali nei particolari per quell'inimitabile spirito di autonomia che è presupposto dal nascere di ogni iniziativa.

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Di 68 ore di insegnamento (34 settimanali) 60 sono di lezioni e 8 di ripetizioni; di queste 21 lezioni sono riservate alle varie materie del "Governo del personale".

Poichè la scuola è concepita dal Generale comandante la "Crenona" nella essenziale funzione di rieducazione disciplinare dei quadri ne consegue che viene meno quel reciproco scambio di idee che è parte fondamentale nell'insegnamento della SIVA e pertanto manca l'apporto di una critica costruttiva.

Ad un elastico, agile, sciolto metodo di insegnamento tendente a cogliere il maggior rendimento possibile dalle capacità assimilatrici degli allievi tendente inoltre alla formazione di futuri istruttori fa riscontro un irrigidimento del metodo per la funzione essenziale di disciplinare della scuola. I frequentatori tanto per fare un esempio non possono fumare in aula.

La scuola è situata in un ambiente che risponde in modo perfetto alle esigenze di una scuola: aule adatte, comodità di ogni genere che vanno dai dormitori alla mensa. Il lato organizzativo veramente lodevole.

Il fatto che tutti gli istruttori, ad eccezione di uno, non hanno frequentato il corso determina che non può essere parlata la stessa lingua, quindi non vi può essere uniformità di metodo. Se non si ottiene che solo chi è stato classificato istruttore possa insegnare non si potrà ottenere mai uniformità d'insegnamento e questa è la cosa più difficile a far comprendere ed a far attuare. Anche il semplice caporale quando farà istruzione ai propri soldati su qualsiasi minuzia dovrà seguire il metodo appropriato; a maggior ragione ciò si deve pretendere dall'ufficiale che ne è l'istruttore.

Sono stati proiettati i films in un locale pubblico con l'intervento di tutti gli ufficiali, sottufficiali e soldati della scuola.

Dal Capitano Braca e dal Capitano Castelli sono state tenute due lezioni rispettivamente sul metodo e disciplina.

4°) GRUPPO COMBATTIMENTO " Mantova " 76 Rgt. Ftr. " Savona "

Il corso è svolto agli ufficiali del Gruppo di combattimento fatti affluire in unica sede ed organizzato a cura del 76° rg. ftr. ed è stato inserito nella scuola ivi già esistente.

Istruttori Capitano ORTA di Torre Uzzone Benedetto e S. Ten. Catera che hanno già frequentato il corso presso la SIVA.

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Sono state svolte due serie di proiezioni cinematografiche dei films al seguito degli istruttori ed alle quali hanno partecipato anche gli allievi sottufficiali e graduati della Scuola. Sono state svolte due lezioni sul metodo delle quali una è stata tenuta agli istruttori ufficiali, sottufficiali, della scuola armi e tattica.

I locali sono ben puliti e adatti.

In questo corso il numero degli ufficiali di complemento frequentatori è elevato; su 24 ufficiali ben 16 sono di complemento e ciò diminuisce in modo notevole il risultato complessivo del corso ai fini che esso si ripromette in quanto l'ufficiale di complemento non pone un interesse spontaneo al corso e l'interesse è solo indotto da parte dell'istruttore. Si aggiunga un insegnamento senza metodo, senza far partecipare alla lezione l'interesse dell'allievo, senza farlo partecipare alle discussioni si vede subito quale scarso risultato si possa trarre da tale corso.

Appare evidente che ciò che si fa che si fa che si attua serve per

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far vedere la parte che può colpire il visitatore in modo che questi si faccia un concetto benevolo; non è sufficiente, manca lo spirito, manca la volontà di fare per alte finalità, manca il gesto di sapersi spogliare dell'io. Si tende a mettere la propria personalità in tutto anche quello che deve essere metodo; un particolare: mentre alla scuola SILVA l'allievo può fumare nell'aula di questa scuola è proibito. Chi ha parlato così è il comandante della scuola che è stato frequentatore di un corso di tattica alla SILVA (Ten.Col.Gaeta) dove se è fumatore avrà senza dubbio fumato durante le lezioni o avervi apprese che il fumare durante le lezioni stesse rientra nel metodo.

Si è avuta la sensazione durante questo giro ispettivo che tutto quello che si sta svolgendo si reparti sia privo di spirito e che si lavori senza pensare alle alte finalità di ricostruire su basi nuove su nuove direttive; il lavoro appariscente (pulizia dei locali, camerate, aule, tabelle, tabelline, orari ...) è curato nei particolari ma tutto quello che si svolge nelle aule è fatto senza metodo senza l'interesse degli ufficiali frequentatori e questo si deve al fatto :

- 1°) Ufficiali comandati ai corsi che lasciano i reparti senza con segni non lasciando quindi ad altri la responsabilità amministrativa; interessamento di costoro al corso è notevolmente diminuito anzi l'ufficiale vi giunge con certo risentimento.
- 2°) Agli ufficiali non vengono sempre date quelle comodità materiali che influiscono sul suo morale in modo sensibile; è evidente che questo stato di fatto provoca negli ufficiali frequentatori un risentimento che va tutto a svantaggio del loro interesse al corso stesso.
- 3°) Si dovrebbe pure evitare di inviare un numero eccessivo di ufficiali di complemento al solo scopo di far numero; per lo meno evitare d'inviare coloro che attendono il congedo di giorno in giorno perchè non è facile e non è da tutti il comprendere che l'impertanza di questi corsi serve anche a loro.

Ci si augura che se realmente si vuole ottenere qualche cosa di veramente utile dai corsi di "Governo del personale " che si svolgeranno ai gruppi di combattimento sia messo in pratica e rigorosamente

do senza l'interesse degli ufficiali frequentatori e questo al fatto :

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Ci si augura che se realmente si vuole ottenere qualche cosa di veramente utile dai corsi di "Governo del personale" che si svolgeranno ai gruppi di combattimento sia messo in pratica e rigorosamente attuato che:

- a) Ufficiali istruttori; solo chi è idoneo a tale compito e solo chi ha ottenuto l'idoneità presso la SIVA svolga l'opera di insegnamento. Il più elevato in grado darà le direttive attese ai neadesi ai programmi e distribuirà le materie da svelgere ai suoi collaboratori a seconda delle loro attitudini e capacità.
- b) Togliere agli ufficiali frequentatori le preoccupazioni che hanno abbandonando il reparto in mano di altri irresponsabili ottenendo così una serenità di spirito che è quella necessaria per poter assimilare il più possibile quelle che viene svolte durante il corso.
- c) Pare agli ufficiali frequentatori sistemazioni materiali per le loro famiglie e quelle che hanno lasciato ai loro reparti.

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- d) Far partecipare gli ufficiali alle lezioni in modo più aderente. Il metodo deve essere applicato in tutti i suoi particolari.
- e) L'interessamento dei superiori reso tangibile con la loro partecipazione, per le mene saltuarie, alle più importanti lezioni sarebbe utilissime e servirebbe di sprone sia per gli istruttori che perrebbe maggiore interessamento sia per gli allievi che dall'interessamento dei superiori stessi comprenderebbero maggiormente l'importanza e l'utilità dei corsi del "Governo del personale"
- f) Lasciare iniziativa e libertà d'azione agli istruttori classificati tali dalla S.I.V.A. in modo che questi possano svolgere i corsi di "Governo del personale" secondo le modalità apprese. Se ciò non è attuabile è preferibile, qualora si volessero fare ancora dei corsi, inviare degli istruttori della S.I.V.A.

Il Capitano Braca Giovanni

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ciò non è attuabile e per
cena dei corsi, inviare degli istruttori della S.I.V.A.

Il Capitano Braca Giovanni

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MORALE AND THE OFFICER.FOREWORD

An officer has no duty more important than that of sustaining and raising the morale of his men.

He does this partly by example, partly by drill and training but much must be done by talking to the men.

The extent to which such talking is formal or informal will vary with the circumstances. The important point is that it is an essential part of every training programme. Some time should be devoted to it every day during training periods.

This pamphlet has been written by an officer with wide regimental experience and knowledge of men, it should help in this task. Many regimental officers, who find it difficult to choose the best approach to these problems, will find much useful material on which to base talks, and hints to help solve the issues with which they find themselves faced.

INTRODUCTION

This pamphlet does not consist of a series of set lectures. It indicates the lines by which the subject may be approached.

Various causes of poor morale are dealt with. Some are collective, others are individual. Collective causes can be dealt with by talks followed by discussions. Individual cases must be treated individually.

It is the part of the duty of junior officers to gain the confidence of their men and assist them in their worries. Request hours are valuable for this purpose but they have a faint trace of parade. Ordinary conversation in a spare moment is of greater value. Many officers feel that this is difficult, but no genuine desire to help is unappreciated and, once the ice is broken, the matter becomes simple.

The collective talks and discussions should be given during training hours and should last for about half an hour. Sometimes the discussions will benefit by an interval for thought. They can then be continued and made part or the whole of the next days period.

The word "morale" should not be used, as it tends to make the audience non-receptive or even hostile. "Current interest" seems a reasonable alternative title.

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The relative importance of the subjects will vary as the pattern of the conditions change, but the subjects are likely to be constant.

The size of the discussion group should not exceed ²⁹⁶⁴ ~~20~~ level, and the speaker should be the platoon commander whenever possible.

Very little is required in the way of props: outline maps are useful but these need not show much detail. Two essentials must always be observed (a) never lie (b) never promise anything which you may not be able to perform.

CHARACTER OF THE OFFICER

A good officer must have the respect, and should have the liking of his men. The latter is desirable but should not be desired too much. Gain the respect of your men, and liking will probably follow.

The respect can only be obtained by the example you set, by your own competence, and by your fairness.

Take the case of example first:

The occasions when an officer is out of sight of some member of his/unit are comparatively rare. The occasions when he is out of sight of some NCO or man of any unit are very few indeed. He is, therefore, whether he likes it or not, a permanent example whether on duty or on leave; and the more he is liked, the more his example will be followed.

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CHARACTER OF THE OFFICER (Contd)

His behaviour and conversation in the mess will be known throughout the unit. His own performance in the line, from ~~stutter~~ showing guts to shaving, will be watched and reflected in his command. His good example can pull a poor command, but a bad example can wreck a good command, and can wreck it in a very short time.

Now consider competence.

Competence is essentially a matter of knowledge, combined with the ability to use or impart that knowledge. It is of no value to be able to spot mistakes, if those mistakes are allowed to go uncorrected. It is of no value to know how you wish an operation carried out, if you cannot give the necessary orders. No one expects every newly joined 2nd Lieutenant to be a second Napoleon, but by virtue of his position he is expected to be the best man in his platoon.

Now a word about fairness.

This is of the greatest importance, and it means that your behaviour towards the men must be consistent, because no man can feel at ease or be contented, when he is never sure from one day to another how his officer is going to react. But when justice is even men are on firm ground because they know what is expected of them.

Consistency does not mean a fixed set of punishments, meted out to the old offender and the young recruit, without distinction between cases. It does mean, however, that certain acts will ALWAYS produce certain reactions.

Be fair both in praise and blame.

Sometimes a good show is spoilt ~~by~~ by one good act; if so, say what is necessary about the bad act, but remember that the rest of the show was good, and don't forget to say that too.

Now something about being liked.

This cannot be bought by free cigarettes, by closing the eyes to breaches, or any other form of ingratiation.

It bears no relation to severity, or lack of severity.

One thing is quite certain, however, and that is that no officer is liked who does not pull his weight. But an officer who is loyal both to his superiors and to his subordinates will have that loyalty returned. I make a point of this two-way loyalty, because I have seen commanders of various rank, who seem to think, that so long as they do their best for their own platoon, company or battalion, they are fulfilling their whole duty. This attitude is absolutely wrong.

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DISCIPLINE

In every battle of which we have knowledge, where there has been anything like equality in numbers and weapons, and in many cases where the odds on one side appeared to be overwhelming, disciplined troops have defeated the undisciplined.

By "disciplined troops" I mean troops who have been taught their trade, and remembered what they had been taught, and put into practice, through ^{who} ~~whole~~ course of a battle.

Neither individual bravery nor mass bravery make up for lack of discipline.

There are certainly people who seem to think that discipline means only punishment, fatigues, whitewash, eyewash, and so forth. Nothing could be farther from the truth. Discipline implies the teaching of certain rules of behaviour which experience has shown are necessary for the efficiency of the soldier and the efficiency of the army to which he belongs. When these rules have been learnt, they must be observed. There are do and do not rules. The majority are the do variety.

Consider four elementary examples.

1. SALUTING

It is interesting to note that certain armies have tried to do away with saluting, and later found it necessary to reintroduce it. The Russians are an example.

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SALUTING (Contd.)

Their standard of saluting, which is now higher than that of any other army, reflects the over-all good discipline of their armed forces.

Saluting dates from the time of armour, the salute representing the meeting of a knight raising the visor of his helmet with the open hand to the front showing that, though raised, it contained no missile.

The practice of combining "eyes right" or "eyes left" with the salute originated from the olden days, when it was the privilege of men-at-arms to look their superiors in the face, while others must pass with down-cast eyes.

The salute is, therefore, a recognition of comradeship and mutual trust between men-at-arms; it is, at the same time, an acknowledged discipline and visible indication of common allegiance which all ranks owe to the State and its service. The recognition of its meaning must be mutual and not one-sided. It is obligatory for both officers and men and the physical action should be the same for both; it symbolises their common service in the same cause. Its regular practice also makes for alertness.

2. DRILL

The modern war of movement has not done away with the need for elementary training on the parade ground. Drill must still begin in close formation, with the squad constantly under the eye of the instructor, who can thus correct mistakes.

The early stages of battle drill are done in the open under a similar close supervision. The fruit of this early instruction is shown when the individual soldier is able to carry out an order without supervision.

In addition to being the necessary elementary stages of military discipline and instructions, arms drill and close order drill have these advantages.

- (a) They impress upon the soldier the fact that he is part of a battalion, every other part of which receives the same training. He begins to realise that he can rely, with absolute certainty, on others advancing with him when he himself, in battle for the first time, is ordered to advance.
- (b) A well drilled battalion makes a useful impression on the population of any country, whether the population is friendly, neutral, or hostile.

3. HEALTH

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3. HEALTH

Rules of health, though often restrictive, are not designed to annoy the soldier. This is a common idea, but incorrect. The rules of health, which have been devised by experts, have one purpose only, which is to keep men fit.

To prevent disease is a better policy than waiting to cure it. Areas marked "Out of Bounds" are generally areas dangerous, for some reason or another, to the soldier's health.

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4. TRAFFIC

By preventing accidents in rear areas and reducing casualties in forward areas, traffic rules and road discipline save the army from wasting time, men and material. They are essential to economy and efficiency.

Whenever possible the reason for a rule should be made known. A rule without a reason has no right to exist. The only exception to this occurs when to publish the reason would impair security; usually in such cases the reason can be given later.

5. CC.RR.

Many men seem to be unaware of the true function of the CC.RR. Because they see the MPs making arrests and directing traffic they conclude that those are the sole duties of the MP. This view is quite incorrect. It is just as such the duty of the MP to assist the well conducted soldier, as it is their duty to arrest the badly behaved one. Men who have missed their leave truck, either by being late or by being unable to find the rendezvous, will get every assistance from the MPs if they will only ask for that assistance.

To Sheet.....4/

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CC. RR. (Continued)

Unfortunately it is far too common to find men who avoid asking for that assistance because of the wrong idea of the function of the MP. Try to get your men to understand that the MP can help them, and will help them if they will only ask for that help.

And finally remember, that good discipline does not depend upon the fear of breaking rules. It relies upon pride in keeping the rules.

HOW TO FIGHT FEAR

Fear is the principle cause of desertion and absence in the Army. Everyone has been afraid at some time or other. The very great majority, however, are too proud to yield to fear. Fear can be conquered by pride. But no man can fight with a weapon which he has not got, and it is your job, therefore, to arm a man with pride whenever possible.

There are three kinds of pride that can be instilled; pride of country, pride of unit, pride of self. But again no man can be proud of a thing of which he knows nothing; so before a man can be proud he must be taught.

1. PRIDE OF COUNTRY2. PRIDE OF REGIMENT

It is essential that this should not be narrow or exclusive. Owing to problems of man-power a battalion may, and probably does, contain men from many regiments. These men have already been told of the outstanding performances of their first regiments. Therefore it is only fair to let them have a say when talking about regimental history. This will lead to a better feeling and to pride in the whole army. There is no need to go back to actions fought in the distant past. This war and the last are quite sufficient for the purpose and are more of interest to the present-day soldier.

3. PRIDE OF SELF

Almost every man knows when he has a right to be proud of himself and when he has reasons to be ashamed of himself. But, and this is important, there is no yardstick by which all men can be measured. We use the expression "he pulls his weight" as a compliment, but always try to remember that weights vary. A man can only be

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Keeping fit is another example of pride of self, for though some illnesses are certainly avoidable; the first is 100% avoidable, the second nearly so. The antidotes are there, and a man should be able to use his anti-disease weapons as efficiently as his anti-German ones.

Open drunkenness means that a man has no pride in anything. He lets down his country, his regiment and himself. It often contributes to his catching V.D. because a drunk man will often sleep with a woman that a sober man would not even walk with.

THE CAUSES OF POOR MORALE

These can be divided into two classes, collective and individual. All can be tackled the same way. I do not say that there is a magic formula which will put everything right, but there is hardly a case which cannot be put in its proper perspective, instead of being allowed to dominate a man's whole outlook.

1. LEAVE

Reminder that leave is given only under certain conditions.

To Sheet.....5/

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2. CHANGE OF UNIT

The hardest cases are the old regulars and the old Reservists. These require very sympathetic handling. They are few in number, however, and a re-exchange to a battalion of their own regiment can rarely under present conditions be arranged. If possible this will be done, and if the man knows that it is being done, he will serve well during his stay with a strange unit.

Secondly there is the normal exchange. Take an interest in the man's previous unit. Try as far as you are able to keep friends together and don't carve the draft into smaller pieces than the military situation demands. Take the earliest opportunity to discover athletic or concert party talent. There may be mail and kit troubles to start with; help to put that right. In short, make the men feel at home with you.

3. LACK OF INFORMATION

This is far too common in the lower ranks and it is largely the fault of the commanders, down to and including 2nd in charge of sections. A man will take ten times more interest in his work if he knows why he is doing it. He will be ten times as useful if he knows the plan of operation. Not just his section's job, but the platoons, the company's and the battalion's. No one can help his next-door-neighbour unless he knows what that neighbour is trying to do. The occasions when you can go over to him and find out his plan in the middle of a battle are rare. You must know beforehand and so must your men.

Now take general news. Out of the line it should be easy to provide this. Newspapers are available and wireless sets should be. A good map in an accessible place, supplemented by short bulletins, helps to spread news. In the line it is perfectly possible to issue the dictation-speed headlines. In certain Brigades it was the job of the duty officer of the period to collect such news and send it forward to Battalions. These then got the sheets forward to companies as the situation allowed.

4. BOREDOM IN SPARE TIME

Broadly speaking there are three types of men to cater for. The athletic type, the man with his own individual interests, and lastly the man who appears to have no interests of any kind. The first two types are perfectly straightforward. Give them the tools and a bit of organisation, and they will get on with the job. The third type is the trouble. Fortunately, he is rare, but unfortunately he exists. What usually happens to him is that he gets rather more than his fair share of working parties, and this doesn't build up his morale to any noticeable extent. He must be got at in some way; trial and error is the method, until you find something that interests him. Get the man and say to him,

when you can go over to him and find out his plan in the first place. You must know beforehand and so must your men. Now take general news. Out of the line it should be easy to provide this. Newspapers are available and wireless sets should be. A good map in an accessible place, supplemented by short bulletins, helps to spread news. In the line it is perfectly possible to issue the dictation-speed headlines. In certain Brigades it was the job of the duty officer of the period to collect such news and send it forward to Battalions. These then got the sheets forward to companies as the situation allowed.

4. BOREDOM IN SPARE TIME

Broadly speaking there are three types of men to cater for. The athletic type, the man with his own individual interests, and lastly the man who appears to have no interests of any kind. The first two types are perfectly straightforward. Give them the tools and a bit of organisation, and they will get on with the job. The third type is the trouble. Fortunately, he is rare, but unfortunately he exists. What usually happens to him is that he gets rather more than his fair share of working parties, and this doesn't build up his morale to any noticeable extent. He must be got at in some way; trial and error is the method, until you find something that interests him. Get the man and say to him, "I want you to help me! The jobs that you want his help in may be anything, from working out a hidden treasure race to overhauling a company library, but they must be unusual and interesting. Anything, in fact, that will make him feel important. Admittedly, to start with at any rate, he will not be the right man for the job, but your job is to find the right job for the man.

As a general rule, men take much more interest in entertainments for which they are partly responsible, so let them in on the committee stage as much as possible.

5. THE BAD LEADER

Fortunately the signs of him are clear. Slackness, fed-up-ness, and general falling off of the unit ~~under~~ under his command. When this is so, go for the leader. If there is a bad influence in his command it is his job to report that. If he hasn't done so he is not doing his job. This is a case for breaking; nothing else will stop the rot, for it is easy, in war, to follow a bad example, so cut him, and help the new men all you can, but don't lead for him.

So much for collective causes, now for individual ones.

Generally speaking it is easy to see when a man is going off colour, and it is then the job of the Platoon Commander to find out what the trouble is, and try to put it right.

To Sheet.....6/

HAD NEWS FROM HOME

- 6 -

(a) In this case it is probable that a man will be disinclined to discuss the matter with his Platoon Commander unless they know each other well. He may want to speak to an older officer, his Company Commander or his C.O. In that case fix up an interview as soon as you possibly can, and let ~~that~~ the man know that you are ready to help if he wants you to do so. Keep an eye on the man and try to make things easy for him. This does not mean letting him off duty. On the contrary, it might mean finding him extra jobs. There is no set piece that can be fitted to the problem, and you must use your own judgement. If you are not sure what to do, ask advice from someone else. If you do this do it with the man's permission, it ~~is~~ is his private matter and you must not betray his confidence in you. Above all do not promise the moon. It is not yours to give.

(b) The case maybe one which would justify an application for compassionate leave to his home area. If you think the case worth putting forward, arrange for the man to see his Company Commander or C.O., and help him to get his story cleared to bring out all the facts.

If the application is forwarded it does not mean that it will succeed, but only that it will get a fair hearing along with many other cases. This should be impressed on the man as otherwise he may feel he has had a raw deal if his case does fail. See also that he realises that there may be delays, especially when details have to be verified. Remember how anxiously he will be waiting to know the decision, and take a special interest in him until the answer arrives.

If his application does fail, he will want your sympathy and encouragement and it may be possible that you will find you can give him practical ~~aid~~ help in some other way. The feeling that something concrete has been done for him is worth more than hours of talk and promises.

CRACKING UP

This may happen to a man for a number of reasons; ill health not amounting to real sickness, a series of long spells in the line, a shorter period of intense nervous strain or extreme danger.

The symptoms are pretty clear, although they vary in degree with the individual. In brief, he reacts to noise, meals, sleep and comfort in a totally different way from his normal way. He has started to crack up, and the sooner he is given a rest the better. If you take him in time it won't belong before he is back to normal; if you don't, you may loose the man for keeps. Get the Medical Officer to have a look at him as soon as possible and report your action and reasons to your Company Commander. By doing this you will probably achieve two things (a) save the man, who will return fit after a period of rest (b) help the remainder, by removing, in time, a potential ~~major~~ danger to morale.

LEAVE

3.

If his application does fail, he will want your sympathy and encouragement and it may be possible that you will find you can give him practical aid in some other way. The feeling that something concrete has been done for him is worth more than hours of talk and promises.

2.

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3.

LEAVE

Home leave has already been dealt with, but a good deal ²⁴³⁰ ~~more~~ should be done about local leave. Its object is to give the man rest in surroundings which are as free, as pleasant and as nearly his ideal as is possible. There should, therefore, be more than one type of rest centre available and the man should be given a choice wherever possible. For example, the man who hates the sea should not be dumped in a beach camp. The man who hates town life will not enjoy a leave in Rome or Naples and so on. It is worth a good deal of trouble to see that a man gets to the right type of rest centre, and his morale on return will be all the better because you have taken that trouble.

Major M.P. Chance,
The Royal Irish Fusiliers,
WPM E.L. & Tng Unit,

October 6th. (14)

Dear Louie

I am writing this as an unofficial note but at the same time I include the details of all the points we discussed yesterday.

1. Man Management tour

Owing to the fact that the present course running at SIVA ends on the 12th of this month and the next (special) course does not start till the 10th or 15th of October, it will be quite easy for both Capt Bracca and myself to do some touring of the Grupi. Bracca will be free from 13th Nov till 1st Oct on which date he will be required for preparation of the next course. I on the other hand could leave here before the end of this course but must be back by at least the 25th of this month. I would suggest that I cover VERONA and then meet Bracca at BERGAMO do that one together and then send him on to cover the other three. If you agree to this and PELLU agree our program would be as follows.

CHANCE. Own transport, arrive Verona 5th. Arrive Bergamo 13th. Arrive Piacenza 20th. Return to SIVA 24th.

BRACCA, Transport to be provided by you and collected next week. Arrive Bergamo 17th. Arrive Piacenza 20th. Casale 25th. Savona 29th. Return SIVA 2nd Nov.

Where I have said 'arrive' I mean that to be the date of the first days work we will in fact arrive the previous night. Cinema would be required to be at each of those places ready to show on those dates, as arranged we would bring the films, a very careful tie up will be necessary or we will not make contact with it.

I enclose a copy of the suggested times for a visit don't bother to return it as I have taken a copy. Please let me know immediately if this is O.K. as I would very much like to get off by the 9th and as a result get two days in Venice.

2. Accommodation for SIVA

Looking into the future I have talked about suitable accommodation for this school and the only places suggested are RIVOLI and AQUILA the first is said to be excellent and might be worth a visit, it is only 50 miles from Rome the second place has most ideal surroundings and excellent accommodation would be afforded by the British and USA rest camps if and when they are vacated.

3. 22. R. d.

Allen Grant tells me that he made a bit of a cock up about recommending Gullick for the job, he is efficient but a most unbearable suit and appeared to be the only person available, but Allen tells me this morning that there is a most excellent

will be free from 13th Nov till 1st Oct on which date he will be required for preparation of the next course. I on the other hand could leave here before the end of this course but must be back by at least the 25th of this month. I would suggest that I cover VERONA and then meet Bracca at BERGAMO so that one together and then send him on to cover the other three. If you agree to this and TULLO agree our program would be as follows.

CHANCE. Own transport, arrive Verona 15th. Arrive Bergamo 17th. Arrive Piacenza 20th. Return to SIVA 24th.

BRACCA, Transport to be provided by you and collected next week. Arrive Bergamo 17th. Arrive Piacenza 20th. Casale 25th. Savona 29th. Return SIVA 2nd Nov.

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3. G2. R.A.

Allen Grant tells me that he made a bit of a cock up about recommending Gullick for the job, he is efficient but a most unbearable snit and appeared to be the only person available, but Allen tells me this morning that there is a most excellent fellow called Major Bravis who is awaiting a job. He was I believe G2 R.A. with one of the Groupi till that appointment was stopped, he speaks perfect Italian and is said to be a most efficient and easy to work with. I thought you might like to ~~2058~~ as Gullick will be absolutely insupportable to live with if he ever collects a crown.

4. Training program.

I have started on the recruit program and should have it finished by tomorrow.

56 Well I think I have at last come to an end I am sending this in by D.R. so that you will get it before you go away and fix things up, please give me some idea what you

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

785020

think of return , so that I can plan.

Forgive this rather scrappy letter but I am suffering greatly from last nights party.

Yours

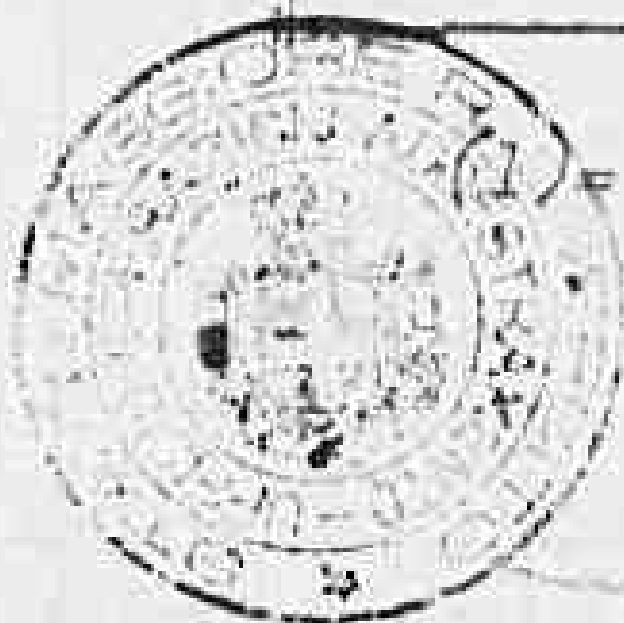
ev

Neville

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14 CORSI CURA DEL SOLDATO A CURA DEI GRUPPI DI COMBAT All. a

COMANDI DI GRANDI UNITA' INCARICATI DELLO SVOLGIMENTO DEI CORSI	SEDI DEI COR- SI E UNITA' PRESSO CUI SI EFFETTUANO	DURATA DEI CORSI															
		OTTOBRE NOVEMBRE															
		9 8	11 10	13 12	15 14	17 16	19 18	21 20	23 22	25 24	27 26	29 28	1 30	2	3	4	
GRUPPO COMBATTI- MENTO "FRIULI"	RIVA VERONA 11/36 113° rgt. ftr. Sant'Ermete																
GRUPPO COMBATTI- MENTO "LEGNANO"	BERGAMO 68° rgt. ftr.																
GRUPPO COMBATTI- MENTO "MANTOVA"	PIACENZA 155° rgt. ftr.																
GRUPPO COMBATTI- MENTO "CREMONA"	CASALE 9 (DUCA a' AOSTA) 21° rgt. ftr.																
GRUPPO COMBATTI- MENTO "MANTOVA"	SAVONA 36° rgt. ftr.																



(1) Tutti gli istruttori hanno recentemente seguito il
"Corso cura del soldato" svolto nel decorso agosto
presso la S.I.V.A. di Manziana.

785020

All. al foglio 2595/L/12 del 7/9/1945 del-
 A DEL SOLDATO A CURA DEI GRUPPI DI COMBATTIMENTO 1^o Uff. Operazioni e Add.

DURATA DEI CORSI														2957 UFFICIALI ISTRUTTORI (1)
OTTOBRE NOVEMBRE														
9	11	13	15	17	19	21	23	25	27	29	1			
8	10	12	14	16	18	20	22	24	26	28	30	2	3	4 5
			C											
			B											

no recentemente seguito il
 svolto nel decorso agosto
 nziario.

LEGENDA

Periodo in cui il corso sa-
 rà visitato dal maggiore in-
 glese della MILA NEWTON

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

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C/Sec 116
To Whom it may concern.

*Free - and
don't ask me
where* (13)

Capt BRICA is authorised to drive British Army Truck - DODGE 15 cwt No. 25338723 on tour in Northern Italy between 13 Oct and 3 Nov 45, on the following Route
ROME to ROME via :- FLORENCE, BOLOGNA, VENICE, VERONA, BERGAMO,
PIACENZA, CASALE, SAVONA, GENOA, LEGHORN to ROME.

He is authorised to carry Capt Castelli and one driver, also a Film Projector and films.

This truck has authority to draw P.O.L. from Allied Sources and to be maintained by British R.E.M.E.



[Signature]
for Maj-Gen,
Comd. M.E.I.A.

2956

785020

Translation

From: Ministry of War Ref. No. 2592/L/12
To: MMIA Date: Oct. 6, 1945
Subject: Change re: course on "Soldier Welfare" at "Friuli"
Combat Group

Program, urgent, by hand.

Pursuant to letter 2595/L/12 of Sept. 7th last.

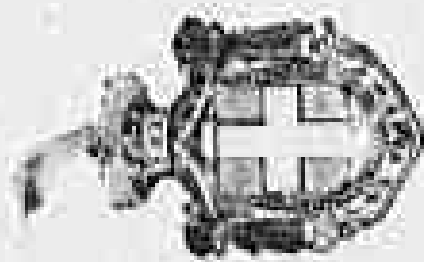
For logistic reasons the course on "Soldier Welfare" organized at the "Friuli" Combat Group will be held at RIVA, at the HQ of the II/35th Artillery, instead of at Verona as previously decided.

There is no change in the start and duration of the course.

Signal S. M. - Operations

2955

Wells



MINISTERO DELLA GUERRA
STATO MAGGIORE REGIO ESERCITO
UFFICIO OPERAZIONI E ADDESTRAMENTO

SEZIONE ADDESTRAMENTO

N. 2992/L/12 di prot. Add. P.M. 3800 ,# 6 ottobre 1945

OGGETTO: Variante al corso "Cura del soldato", presso il Gruppo Combattimento "FRIULI"

FONOGRAMMA URGENTE A MANO

ALLA LAND FORCES SUB COMMISSION - A.C. - (M.M.I.A.)

R O M A

Seguito foglio 2595/L/12 del 7 settembre u.s.-

Per regioni di carattere logistico il corso "Cura del soldato" organizzato presso il Gruppo Combattimento "FRIULI", sarà svolto in RIVA, presso la sede del II/35° Artiglieria, anzichè in Verona, come precedentemente stabilito.-

Nulla di variato circa inizio e durata.

STAMAGGIORE - OPERAZIONI

P. C. C.

785020

FOONOGRAMMA URGENTE A MANO

ALLA LAND FORCES SUB COMMISSION - A.C. - (M.M.I.A.)

R O M A

Seguito foglio 2595/L/12 del 7 settembre u.s.-

Per ragioni di carattere logistico il corso "Cura del soldato" organizzato presso il Gruppo Combattimento "FRIULI", sarà svolto in RIVA, presso la sede del II/350 Artiglieria, anzichè in Verona, come precedentemente stabilito.-

Nulla di variato circa inizio e durata.

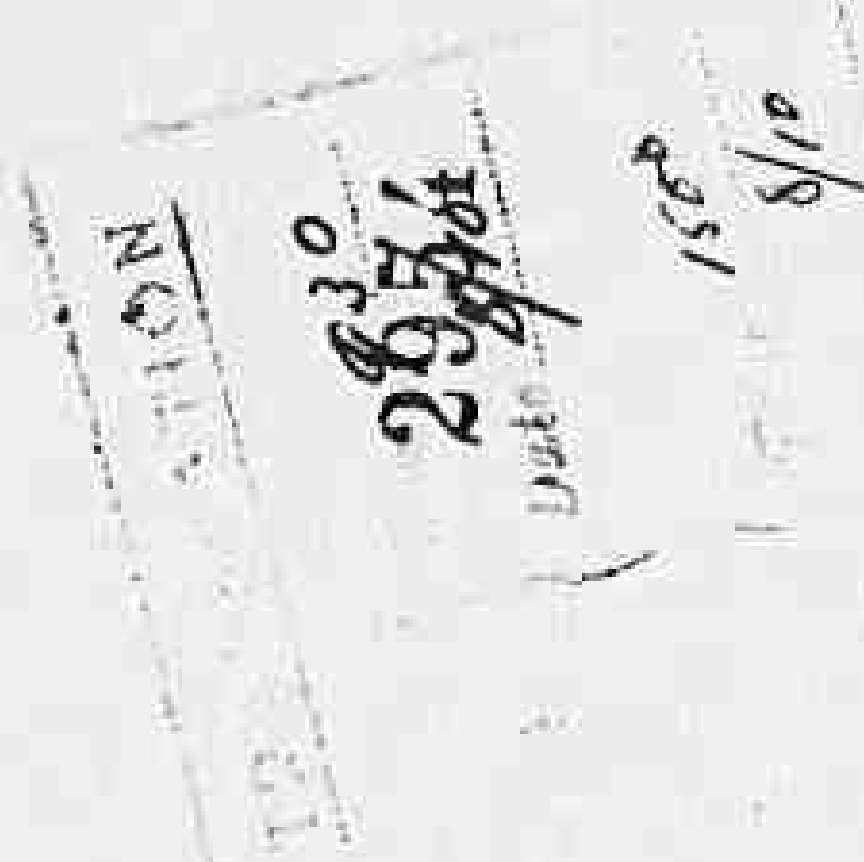
STAMAGGIORE - OPERAZIONI

P. C. C.
IL COLONNELLO CAPO UFFICIO
(A. Quercia)

Quercia

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

785020



785020

SUBJECT: MAN MANAGEMENT TOUR.

To: G II Training,
"F" B.L. & T.U.

Copy to: G II Training, M.H.I.A.
Staff Captain, "F" B.L. & T.U.
Col SIVO, CESSANO.
Major LAZZONI, CESSANO.
Capt BRACA.
H.Q. SIVA.
File.

Herewith details of Man Management Tour of Inspection, for your information.

UNIT.	PLACE.	PERSONNEL.	ARRIVE.	D
S.I.V.A.	BRACCIANO.	Major Chance.	-	
S.I.V.A.	PERUGIA.	Capt BRACA.	-	
"TRIUMI".	VERONA.	Major MEDLEY.	A.M. 15th.	
"LEXIANO".	BERGAMO.	Major Chance & Capt Braca.	P.M. 16th.	
"LINTORI".	PLACENZA.	Major Chance & Capt Braca.	P.M. 17th.	
"CREMONA".	CASALE.	Capt Braca.	P.M. 23rd.	
"MANTOVA".	SAVONA.	Capt Braca.	2 th.	
S.I.V.A.	BOLOGNA.	Major Chance.	25th.	
S.I.V.A.	MODENA.	Capt Braca.	2nd Nov.	

RATIONS: Capt Braca: - arrange for himself, Capt Mastelli, and driver.

Major Chance: - arrange for himself and kitchen.

Major Lazzoni: - arrange for himself.

TRANSPORT: Major Chance will collect Major Diamond at Br Office Mess, CESSANO, 0300

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From: GHI (Schools) S.I.V.A.
"F" BRITISH LIAISON & TRG UNIT,
R.T.C. I.C.F.

3 Oct 45.

at Port of Inspection, for your information.

PERSONNEL.	D A T E.			NOTES.
	ARRIVE.	DEPART.	DEPART.	
Major Chance.	-	-	A.M. 12th	Via FLORENCE & VENICE to BERGAMO.
Capt BRACA.	-	-	A.M. 14th	Via FLORENCE & BOLOGNA to BERGAMO.
Major MEDLEY.	A.M. 15th.	15th.	16th.	
Major Chance & Capt Braca.	P.M. 16th.	17th.	18th.	
Major Chance & Capt Braca.	P.M. 18th.	20th.	21st.	
Capt Braca.	P.M. 23rd.	24th.	25th.	
Capt Braca.	26th.	29th.	30th.	
Major Chance.	25th.	-	-	
Capt Braca.	2nd Nov.	-	-	

self, Capt Castelli, and Driver.

himself and Driver.

himself.

Major Diamond at Br Office Rome, GHI-110, 0600 hours 12 Oct.

/over.....

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①
TRANSPORT (contd) . .

Capt Bruce:- Transport collected from M.F.I.A. and will collect all authorities from Major Chance.

FILMS.

Capt Bruce to bring Projector and all required.

Field.

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

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S.I.V.A. and will collect all authorities for vehicles, petrol etc.,

II required.

Major, R. I. P. S.
G. II (Schools) S. I. V. A.

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10

Subject: Mobile Cinema Projector.

Land Forces Sub Commission, A.C.
(M. M. I. A.)

ROME.
G/Trg/16

6 Oct 45.

To: MINISTRY OF WAR.

With reference to the courses "Cura del Soldato" due to start shortly in Italian Divisions.

1. Major CHANCE and Capt BRAGGA from S.I.V.A. will tour these courses.
2. They would like to take with them certain films which they could show at each course.
3. Can you make available a mobile projector for the periods covered by the courses.
4. Your immediate answer (with a copy to Comd S.I.V.A.) will enable Major Chance to collect the necessary films in time.

for Major General
M. M. I. A. *Chair*

Copy to: 'P' BL & TU, (for Major CHANCE)

WHA/PJA

2952

Subject: Man Management.

Land Forces Sub Commission, A.C.
(M. M. I. A.)

ROME.

G/Trg/16.

5 Oct 45.

To: 'P' BL & TU - (For Major CHANCE)

With reference to the Man Management Courses being run during October in Italian Firms - conversation CHANCE/MEDLAM.

1. Major Medlam will visit the 1st course 10/13 Oct.

Major Chance and Capt Bracca will visit the 2nd and 3rd courses together.

Capt Bracca will visit the 4th and 5th courses.

2. This H.Q. will approach the Ministry of War with a view to obtaining the Mobile Cinema projector for the duration of these courses. Major Chance will provide the necessary films.

3. Major Chance will please forward his detailed itinerary to this H.Q. as soon as possible.

4. Tpt for Capt Bracca will be supplied by this H.Q. Capt Bracca must provide his own driver.

[Signature]
Major General *man*
M. M. I. A.

WLM/rja

Copy to: 'P' BL & TU, CESSANO.

2951

CONFIDENTIAL

SUBJECT :- Improvement of Efficiency - Italian Officers.

Land Forces Sub Comm A.C.

(MIA)

File No S/C/15/1

7 April 45.

TO : AFHQ

1. Ref your AG 091.713/119 GCT - O dated 4 March 45.

2. Appendix "A" attached is a suggested Directive that I recommend be issued to Armies and Districts ordering the holding of courses of Management of two weeks duration in the areas of each Italian Adm Div.

3. Appendix "B" attached are suggested notes for the lectures of the course.

4. D T has selected suitable extracts from "Corrades in Arms" and "Questions for the Junior Officer" and has forwarded them to us. These have already been translated, are now being printed, and will be ready for issue by Ministry of War in about a fortnight.

That is for

2. B...

Major General
M.L.A.

Appendix "A" to
S/G/15/1 dated
April 45.

CONFIDENTIAL

Directive - Improvement of the Efficiency of
----- the Junior Italian Officer.

1. General

One of the important factors in morale is the interest evidenced by officers in their men. At present, the average Italian officer does not feel sufficient concern in the moral, physical and material welfare of his men with the result that the indispensable bonds of loyalty and comradeship are not sufficiently solid and the efficiency of units suffer in consequence.

2. Object

To improve the efficiency of the Junior Italian Officer in respect of :-

- (a) Knowledge of administration, particularly as regards procedures when working with the Allies.
- (b) Man Management and everything that relates thereto.

3. Method

- (a) Courses will be held of two weeks duration in the area of each Italian Adm Div for the Junior officers of that Div up to and including the rank of Lt Col, both Regimental and Staff.
- (b) Armies and Districts will issue the necessary orders to their Italian Adm Div Comds to carry out the courses and will give every assistance to ensure that the maximum value is obtained.
- (c) The Italian Ministry of War has been informed in order

3.

Method

- (a) Knowledge of administration, particularly as regards procedures when working with the Allies.
- (b) Man Management and everything that relates thereto.
- (a) Courses will be held of two weeks duration in the areas of each Italian Adm Div for the Junior officers of that Div up to and including the rank of Lt Col, both Regimental and Staff.
- (b) Armies and Districts will issue the necessary orders to their Italian Adm Div Comds to carry out the courses and will give every assistance to ensure that the maximum value is obtained.
- (c) The Italian Ministry of War has been informed in order that they may make the necessary arrangements through Italian channels.
- (d) The course will be standardised on the lines of the notes for lectures appended.
- (e) Courses will be either all Lt Col's, **2949** Majors and below.
- (f) Instructions will be accepted as required and will be both Allied and Italian.

Publications

- (a) The following notes for lectures are appended: -
 - (i) Man Management and Morale - Introduction
 - (ii) Messing
 - (iii) Clothing and equipment
 - (iv) Medical
 - (v) Discipline
 - (vi) Soldiers Pay.
 - (vii) Soldiers Welfare

4.

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Publications (contd)

- (b) Extracts from Comrades in Arms and Questions for the Junior Officer have been translated and printed and will be issued by the Ministry of War.

2948

Appendix "A" to
S/C/15/1 dated
April 45.

MAN MANAGEMENT AND MORALE

1. Main Headings for Introductory Lecture

1. Object of the Course

To increase the fighting and working efficiency of the soldier and of the unit, so far as it can be influenced by the relationship between officers and men.

2. Attainment of the Object, by

- (a) Impressing on officers a proper sense of their responsibilities
- (b) Engendering in the men feelings of confidence, discipline and pride.
- (c) Using, to the fullest extent, the facilities and services provided.

3. Meaning of Man Management and Morale

- (a) Man Management - the science of leadership involving a study of psychology and the human nature necessitating example, restraint, self-sacrifice resulting in good morale of the leader and the led.
- (b) Morale - a positive impulse to action, towards reality and its expected changes, devolving from feelings of power, competence and worth in the individual and in the group; coupled with a sympathy with the ideals of, and a trust in the power, competence and worth of, the leader.

4. Needs of Modern Warfare

This is not a new problem but more important because

- (a) Conditions of civilian life today render men more sensitive to hardship or anxiety.

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(b) Conditions of modern war are more exacting and intense, producing greater nervous strain.

(c) Workers in modern industry have grown accustomed to "welfare work".

(d) The necessity for and value of "welfare" has been proved in modern Armies.

5. Some Aspects of Man Management

(a) Food - a sufficiency of good, well-cooked and well-served, suitable food at proper times.

(b) Clothing - to be properly fitted, cleaned and repaired to give not only protection from the elements, but also a pride in the uniform.

(c) Health - the provision and use of proper medical, sanitary and hygienic facilities including care of wounded in battle.

(d) Pay - a fair remuneration for services rendered with additional rewards for extra responsibilities and opportunities of maintaining the family and safeguarding savings.

(e) Personal Welfare - interest, advice and assistance by officers in the personal, family or legal anxieties and affairs of their men.

(f) General Welfare - facilities for recreation and education.

The stimulation of mind, body and nervous system.

(g) Spiritual Welfare - proper opportunities for religious observances.

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(h) Discipline - above all an insistence on real discipline, in all ranks, obtained by example, unselfishness, just punishments, willing cooperation and a feeling of comradeship.

The above will be taken in more detail during the course.

6. Conclusion The cost of efficient man-management.

We cannot have something for nothing. The value of willing and efficient cooperation is unlimited, but it necessitates:

The negation of personal gain.

The giving of the maximum amount of effort at all times.

The provision of adequate material and facilities.

2945

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Man Management CoursesSyllabusII Messing

- (a) The standard ration. Of what it consists. Allied provided items. Italian provided items.
- Supplementary items. What they are and how they may be obtained.
- Method of supply from the unit point of view.
- Preparation of Indents:

Note: The exact quantity of each item of the ration should be exhibited as a visual aid to the student.

- (b) Distribution Central food store. Food. Preparation Room. In rear areas centralised cooking. In fwd areas Detachment Cooking. Careful supervision of breakdown of rations for issue to detachments. The field kitchen. The importance of hot food. Where necessary the use of hay boxes.

- (c) Cooking The need for specialists. How units can obtain trained cooks. The preparation of food. Duties of Unit Messing Officer. Menus to be planned and approved in advance. Specimen menus. Avoidance of waste. Need to provide for men whose duties prevent their attendance punctually at meal times. Officers to attend meals, and satisfy themselves, there are no grounds for complaint. Haversack rations, how they can be improved.

Summary. three lectures as above followed by visit to selected Cook house and demonstration field ovens etc.

detachments. The field kitchen. The importance of hot food.

Where necessary the use of hay boxes.

- (c) Cooking The need for specialists. How units can obtain trained cooks. The preparation of food. Duties of Unit Messing Officer. Menus to be planned and approved in advance. Specimen menus. Avoidance of waste. Need to provide for men whose duties prevent their attendance punctually at meal times. Officers to attend meals, and satisfy themselves, there are no grounds for complaint. Haversack rations, how they can be improved.

Summary. three lectures as above followed by visit to selected Cook house and demonstration fieldovens etc.

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III Clothing and Equipment(a) Scales and Entitlement

Personal clothing.
" equipment
Blankets.
Unit equipment.

Method of provision of above from Unit point of view.

System of indents vouchers, stock taking. Importance of

method in unit stores. Responsibility of storemen. Once

issued the responsibility of the soldier but his officer must bring this home to him.

(b) Clothing

Initial issue. Need for fitting especially boots. Size rolls.

Maintenance. Laundry arrangements. Inspection and Unit condemn-

-ation Board. Distinctive signs. Regimental colours and badges.

Equipment

Requires fitting. Care in maintenance. Cleaning materials. Local

repairs. Kit inspections. Importance of salvage. Italian fac-

-torics. Absolute necessity for economy.

Note: this lecture to be illustrated by exhibits of clothing and equipment to show the right and the wrong way to fit, etc.

(c) Responsibility of the officer

Effect on morale of good clothing and equipment. A well turned

-ation Board. Distinctive signs. Regimental colours and badges.

Equipment

Requires fitting. Care in maintenance. Cleaning materials. Local repairs. Kit inspections. Importance of salvage. Italian factories. Absolute necessity for economy.

Note: this lecture to be illustrated by exhibits of clothing and equipment to show the right and the wrong way to fit, etc.

(c) Responsibility of the officer

Effect on morale of good clothing and equipment. A well turned out unit. Avoidable losses by neglect. By deliberate stealing.

Black market offenses. Punishments.

Ceremonial parade. Satisfactory results only possible if every officer made to realise his responsibility. He should know what to look for; on parade and at kit insp²⁹⁴³ and take steps to correct what he finds wrong.

Summary: Three lectures as above followed by visit to approp.

-appropriate stores Depot.

(IV) MEDICAL. The object of this lecture is to provide each officer with a practical non-technical knowledge of the measures he must take to prevent the occurrence or spread of diseases common in Army life.

By his interest and initiative he will gain the respect and confidence of his men, assist the unit medical officer and have under his command a body of men fit for the arduous work of war.

Lecture 1. Military Hygiene and Sanitation. - definition of terms:

Hygiene - Science of maintaining and promoting health and the prevention of disease.

Sanitation - Practical application of the laws and principles of hygiene.

The laws of hygiene are the same everywhere, but the practical application, i.e. sanitation varies according to circumstances.

Hygiene and Sanitation not confined to drains and latrines. Removal of excreta and other waste productions is known as "conservancy".

Special factors relating to disease in the Army.

General causes of diseases and modes of spread.

Excremental diseases - dysentery, typhoid

Droplet infections -

Contact diseases - venereal diseases, scabies

Insect borne diseases - malaria, typhus

Exposure to extremes of heat and cold.

Responsibility of officer to know and carry out orders of medical officer to prevent or stop the spread of disease - maintenance of good sanitation in camp-cleanliness of men, especially cooks - sterilisation of water - avoid overcrowding of billets - personal prophylaxis against venereal disease - anti-malarial discipline - suitable clothing - care of feet.

Lecture 2. Personal hygiene - ablution - field baths - sea bathing - care of feet - ventilation of billets - diet and energy -

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Lecture 2. Personal hygiene - ablution - field baths - sea bathing - care of feet - ventilation of billets - diet and energy - vaccination and dental attention.

Responsibility of officer to provide or improvise facilities for ablution - arrange baths with nearest unit - sleeping head to foot - ensure men receive their ration in proper quantity and quality - parades for baths - feet inspection, medical inspection and vaccination - mobile dental unit.

2942

Lecture 3. Sanitation in the field - special circumstances - normal facilities not available - replaced by special measures - construction of field latrines - urinals, incinerators, fly-proof cookhouses, meat safes - reasons for fly control - illustrated by diagrams or models.

Responsibility of officer to insist on the construction and use at all times of these appliances - obtaining assistance of hygiene platoon or engineer services - if in doubt obtain medical advice - punishment of those who foul camp site.

Lecture 4. Malaria - brief description of modes of spread - mepracrine - anti-mosquito liquid or cream - mosquito nets - clothing at night - veils and gauntlets for guards - breeding sites within

...../2

Sheet 2

3 Km radius of camp - importance of carrying out "piccoli bonifici" by units - spraying of billets - large scale control by medical corps - malarial - paris green.
 Responsibility of officer to ensure all above carried out - mepacrine parades - insistence of clothing regulations.

Lecture 5. Veneral disease - types - appearance of lesions - importance of early treatment - personal treatment centres - battalion or regimental.

Scabies - mode of spread, - clothing, blankets must be disinfested - care of patient - sulphur ointment and benzyl benzoate methods - baths.

Responsibility of officer to remove at once infected cases and prevent spread - punishment for concealment.

Lecture 6. Typhus - pediculosis, dysentery etc. Short description on modes of spread and measures required to prevent these diseases.
 A.L. 63 - D.D.T. - disinfection of clothing and blankets - fly control - fly-proofing of latrines, cockhouses, refuse buckets - flit guns.

Lecture 7. (a) Water supply - requirements of quantity and quality - water borne diseases - purification and sterilisation - Italian and British methods in detail.
 Responsibility of officer to have water duty orderly trained by medical officer.

(b) Care of the wounded and sick - training of stretcher bearers - duty and role in battle - evacuation of wounded - equipment efficient.

Responsibility of officer that his men realise that they will receive proper attention if wounded - all men should know how to apply a leg splint - use of morphine "syrettes". Visiting sick and wounded in hospital - location of nearest medical post when in battle - dental.

Lecture 8. Final lecture - revision of above lectures with special reference to regimental officer. Pamphlets giving scale

flit guns.

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Responsibility of officer that his men realise that they will receive proper attention if wounded - all men should know how to apply a leg splint - use of morphine "syrettes". Visiting sick and wounded in hospital - location of nearest medical post when in battle - dental.

Lecture 8. Final lecture - revision of above lectures with special emphasis on duties of regimental officer. Pamphlets giving scale of supplies of rations, disinfectants, soap, medical diet items in hospital. Booklet for each officer on hygiene and Sanitation.

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MAN MANAGEMENT

V. Discipline

Lecture No. 1 Organization - System of command and responsibility

The soldier - an individual citizen as well as a
part of the military machine.

The officer - his powers and privileges AND his duties
and responsibilities.

Discipline - definition and object

Two methods - fear servility

respect, good will.

Necessity for regulations - use of powers

abuse of powers.

Comradeship in arms - sharing of hardship

qualities of a leader.

Lecture No. 2 Italian Army Regulations

Object of regulations

Crime and indiscipline - prevention

investigation

the mental aspect

Punishment

deterrent

corrective

reinstatement

Lecture No. 3 Italian Military Law procedure

Lecture No. 4 Italian Military Law examples

Lecture No. 5 Italian Military Law Test questions

Lecture No. 6 Road and Traffic Discipline

Traffic regulations

Traffic police - powers, methods

Driving discipline - road sense

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7. Test Questions and Answers - Discussion
8. Recapitulation - General principles.

The soldier and his pay.

The value and use of money.

Savings and allotments.

The abuse of money.

Gambling and loans.

The officer as financial adviser.

MAN MANAGEMENT

VI. Soldiers' Pay

Lecture No.

1. Basic Principles of Pay and Allowances.
 - Tables of various rates of pay.
 - Tables of special allowances.
 - Explanation of reasons for variations.
 - Method of publishing rates.
2. Method of Payment.
 - Responsibilities of officers.
 - Recording and accountancy.
 - Qualifications, investigation and cooperation.
 - Adjustments, over and under payment.
 - Appeals by soldiers.
3. Test Questions and answers
4. Stoppages of Pay.
 - Reasons for financial punishment.
 - Powers of Commanding officers.
 - Reductions and fines, lowering of rates.
5. Family financial matters.
 - Extra pay for family reasons.
 - Compulsory and voluntary allotments.
 - Method of making and checking allotments.
 - Facilities for saving and investing.
 - Other privileges.
6. Unit Funds and Accounting.
 - State, unit and private funds.
 - Officers responsibilities.
 - Accounting methods, ledgers, diaries.
 - Pay rolls, identity books, etc.

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Lecture No. 7 Discussions and Recapitulation

Lecture No. 8 Final lecture on general principles of discipline
and relations between officer and man.

MAN MANAGEMENT

VII. Soldiers' Welfare

Lecture No.

1. (a) Definition and Object of Welfare.
Contented, care free and keen soldiers.
Fighting efficiency - modern methods.
Necessity not a luxury.
- (b) Responsibilities for Welfare.
Junior commanders.
Unit welfare officers.
Higher commanders.
The welfare service officer.
Welfare directorate.
- (c) Auxiliary Organisations.
Regular and voluntary.
Male and Female.
Summary of activities.
2. Special Services. Opportunities and needs.
 - (a) Hostels, clubs, canteens (static and mobile), soldiers' shops.
 - (b) Libraries, books, newspapers, reading and writing rooms;
 - (c) The Army newspapers.
 - (d) Entertainments, radio, cinemas.
 - (e) Physical welfare - sports, games.
 - (f) Personal welfare - family affairs, legal aid, postal.
3. Special Services. Organisation and provision.
(as per Lecture No.2)

Lecture No.

4. Civilian Assistance
Local and Central.
Hospitality, home comforts.
Lectures and entertainments.
Local committees.
Army Services cooperation.
5. Chaplains.
Medical.
Engineers.
Comissariat.
Transport, etc, etc.
6. Discussion on foregoing and lecturettes by students
on selected aspects of welfare.
Recapitulation and criticism of
views expressed in No. 6.
7. Final Lecture on General Principles.
Self help, junior officers.
Local resources and improvisation.
The platoon as a family.
The Division (or Gruppo) as a community.
Resources of the Italian Nation.
Assistance from the Allies.

Lectures and entertainments.

Local committees.

5. Army Services cooperation.

Chaplains.

Medical.

Engineers.

Commissariat.

Transport, etc, etc.

6. Discussion on foregoing and lecturettes by students
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Self help, junior officers.

Local resources and improvisation.

The platoon as a family.

The Division (or Gruppo) as a community.

Resources of the Italian Nation.

Assistance from the Allies.

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

785020

TRANSLATION.

From: Ministry of War.

Ref: 2595/L/12.

7

To: M.M.I.A.

Date: 25/9/45.

Subject: Amendments to course: "Soldiers' Welfare" at the
"Cremona" Combat Group (13-27 October 1945).

Further to: letter 2595/L/12. dated the 7th inst.

Due to a change of locality of the Regt. concerned the
Soldiers' Welfare course, organized at the Cremona Combat
Group, will take place at Casale (Duca d'Aosta Barracks)
in lieu of Voghera.

No amendment to start and duration of course.

Liuzzi.

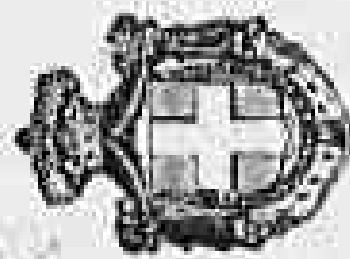
Carter.



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ME/ir.



MINISTERO DELLA GUERRA

STATO MAGGIORE REGIO ESERCITO

UFFICIO OPERAZIONI E ADDESTRAMENTO

SEZIONE ADDESTRAMENTO

N. 2005/L/12 di prot. Add.

P.A. 3800, # 25 settembre 1945.-

OGGETTO: Variante al corso "Cura del soldato" presso il Gruppo di combattimento "CREMONA" (15 - 27 ottobre 1945).-

ALLA LAND FORCES SUB COMMISSION - A.C. (M.M.I.A.)

R. C. M. A.

19

Seguito foglio n. 2595/L/12 del 7 corrente.

per mutata dislocazione del reggimento interessato il corso "cura del soldato", organizzato presso il Gruppo di Combattimento "CREMONA", sarà svolto in CASALE (caserma Duca d'Aosta), anziché in Voghera.

Nulla di variato circa inizio e durata.

19
Seguito foglio n. 2595/L/12 del 7 corrente.

per mutata dislocazione del reggimento interceduto il corso
"Jura del soldato", organizzato presso il Gruppo di Combattimento
"GRECIA", sarà svolto in CASALE (Caserma Duca d'Aosta), anzichè
in Voghera.

Nulla di variato circa inizio e durata.

15	12.00	25/9	6.30	27/9
JUT				

IL GENERALE ADDETTO

il (G. Luzzi) a - p - t

Cd. [Signature]

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785020

COPY OF TRANSLATION.

From: Ministry of War

Ref: 2595/L/12.

To: Combat Groups (Copy to MILIA)

Dated: 7 Sept 45.

Subject: The carrying out of a course in "Man Management" at some of the Combat Groups.

1. Instructions have been given that, at "Triuli", Legnano, "Mantova", and "Cremona" Combat Groups, there will be carried out a course in "Man Management"; this is of a duration of 12 days and is for officers serving with units under command of the Groups.

2. The locations of the course and the units at which they will be carried out, dates of commencement, and the officer instructors, are shown on the attached sheet.

3. The greatest possible number of officers must attend the courses, in any case a number not less than twenty.

4. The courses will deal with the same subjects as those in "Man Management" which are carried out at SIVA at MANZIANA.

5. During the periods indicated on the attached sheet, the courses will be visited by the British Major NEWTON of the RL & TU, GESSANO.

6. Please acknowledge.

(sgd) General Giorgio LIUZZI

785020

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4. The courses will deal with the same subjects as those in "Man Management" which are carried out at SIVA at MANZIANA.
5. During the periods indicated on the attached sheet, the courses will be visited by the British Major MEMION of the BL & TU, CESAHO.
6. Please acknowledge.

(sgd) General Giorgio LUZZI

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FILE G/Ttg/16

MAN MANAGEMENT COURSES.

<u>Division.</u>	<u>Course</u>	<u>Visit</u>	<u>Location</u>
"Triuli"	8 - 20 Oct	10 - 13 Oct	
"Legnano"	8 - 20 Oct	15 - 18 Oct	
"Bentova"	15 - 27 Oct	19 - 23 Oct	
"Cremona"	15 - 27 Oct	23 - 27 Oct	
"Bentova"	21 - 4 Nov	29 Oct - 2 Nov	

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Myan Management Courses

	course	start	home
Smith	8/20 Oct	10/15 Oct	
Legnano	8/20 Oct	15/18 Oct	
Madison	18/27 Oct	19/23 Oct	
Cremona	18/27 Oct	23/27 Oct	
Madison	21 Oct 11 Nov	24 Oct 2 Nov	

Courses Lewis
held at Davis

File

Myan Man

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MINISTERO DELLA GUERRA

STATO MAGGIORE REGIO ESERCITO

UFFICIO OPERAZIONI E ADDESTRAMENTO

SEZIONE ADDESTRAMENTO

61

N. 2595/L/12

di prot. Add.

P. M. 3800, n. 7 settembre 1945

OGGETTO: Svolgimento di un corso "Cura del Soldato" presso taluni Gruppi di Combattimento.

Allegato: uno

AL COMANDO GRUPPO DI COMBATTIMENTO "FRIULI"	= P. M. 79 =
AL COMANDO GRUPPO DI COMBATTIMENTO "LEGNANO"	= P. M. 155 =
AL COMANDO GRUPPO DI COMBATTIMENTO "MANTOVA"	= P. M. 104 =
AL COMANDO GRUPPO DI COMBATTIMENTO "CREMONA"	= P. M. 64 =

e, per conoscenza:

ALLA LAND FORCES SUB COMMISSION - A. C. (N. M. I. A.) = R O M A =

1. = Si dispone che presso i Gruppi di Combattimento "FRIULI" - "LEGNANO" - "MANTOVA" - "CREMONA" venga svolto un corso "Cura del soldato", della durata di giorni 12, per gli ufficiali in servizio presso le dipendenti unità.

2. = Selli dei corsi, unità presso cui dovranno essere svolti, inizio e durata, ufficiali istruttori: risultano dall'allegato n. 1.

3. = Ai corsi dovrà partecipare il maggior numero possibile di ufficiali, in ogni caso in numero non inferiore a venti.

4. = La materia da trattare è la stessa che costituisce oggetto dei corsi "Cura del soldato" che si svolgono presso la S. I. V. A. di Mantova.

5. = I corsi saranno tutti visitati nei periodi indicati in allegato

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1. = Si dispone che presso i Gruppi di Combattimento "FRIULI" - "LEGNA NO" - "MANTOVA" - "CREMONA" venga svolto un corso "Cura del soldato", della durata di giorni 12, per gli ufficiali in servizio presso le dipendenti unità.

2. = Sedi dei corsi, unità presso cui dovranno essere svolti, inizio e durata, ufficiali istruttori : risultano dall'allegato n. 1.-

3. = Ai corsi dovrà partecipare il maggior numero possibile di ufficiali, in ogni caso in numero non inferiore a venti.

4. = La materia da trattare è la stessa che costituisce oggetto dei corsi "Cura del soldato" che si svolgono presso la S.I.V.A. di Mantova.

5. = I corsi saranno tutti visitati nei periodi indicati in allegato dal maggiore inglese NEWTON del B.L.T.U. di Cesano.

6. = Assicurare.

IL GENERALE ADDETTO

(G. Liuzzi) 2929

G. Liuzzi

1200

Data 9/9

1400

10/9

MAN MANAGEMENTPROGRESS REPORT

GT (Trg) MMIA.

(5)

1. No 1 Man Management Course will be run at S.I.V.A. (MANZIANA) concurrently with the next normal Adm Course assembling Aug 2, 1945.

2. The course will be run in two consecutive parts as follows:

- 1. (a) Junior offrs (below rank of Capt) Aug 6 - Aug 17
- 1. (b) Senior offrs (Capts and above) Aug 20 - Aug 31.

3. Nos to Attend:

- 1. (a) - 25
- 1. (b) - 25

(To include M.O. from each Gruppo or Division)

4. Instructors: The provision of instructors will be made as follows:

Approx 5 of the best students on the current Adm Course are being earmarked as instructors.

These together with the present instructors at S.I.V.A. will be pooled, and allocated to either the Adm or the Man Management Course as the respective programmes require.

5. Programmes: The same programme will be effective for both (a) and (b) (subject to any revision deemed necessary after, or during, the first course.

An Italian facsimile of this programme is at present in the hands of Ten Col GAGNET, O.C. Adm School, S.I.V.A. who is coordinating it with his Adm Courses programme. This coordination is aimed at:

- 1. Ensuring that the same instructors presents the same subject in each course from the Man Management angle.
- 2. Obviating duplication of instructors, and overlapping of subject

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An Italian facsimile of this programme is at present in the hands of Ten Col GACCHET, O.C. Adm School, S.I.V.A. who is coordinating it with his Adm Courses programme. This coordination is aimed at:

1. Ensuring that the same instructors presents the same subject in each course from the Man Management angle.

2. Obviating duplication of instructors, and overlapping of subject matter.

6. Briefing of Instructors: I will brief all instructors at S.I.V.A. in the period JULY 24 - AUG 2.

7. Syllabus: Man Management syllabus is being translated and printed in pamphlet form by the Ministry of War and an ample supply should be ready by JULY 15.

Carvick 2928

Ministry of War assures me that there is also a considerable number of copies of "L'Alto Arm" available. I will issue a copy of this, together with the syllabus to each instructor and student.

8. Grading of Students: Students will be graded according to their ability in the lectures, plus general interest and enthusiasm. Reports will be sent out to the formations concerned at the end of each course.

9. MANZIANA by JULY 15. Italian "opp.--no" (Capt V. COCHETTI) will be at

tvS

L. V. S. 4. 10.

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Program Notes :

1. Numbers in parentheses indicate No. of Lecture in Man Management Syllabus.
2. LECTURETTES - Each lecturette should be of 10 - 12 minute duration. Grading will be based on presentation and delivery as well as on knowledge of subject matter.
3. VISIT TO COOKHOUSE - Parade outside Adm. Bldg. at 0800 hrs. Transport required - 1 x 3 tonner to convey students to Genio Barracks (BRACCIANO) and back.
4. VISIT TO STORES - Parade outside Adm. Bldg. at 0800 hrs. Transport required - 1 x 3 tonner to convey students to No. 1 Regt. Stores (CESANO) and back.
5. CINEMA - Films will be shown at the local Cinema (MANZIANA) as per programme.

785020

AGENDA FOR 2ND. EMMA INC CONFERENCE1. POINTS REQUIRING SETTLEMENT AND ARISING FROM LAST MEETING

- (a) Submission by 'F' EL & TU of Orgn and Res for Centre Staffs now possible.
- (b) Col. "Q" to report on training equipment issued to Italian Units.
- (c) Popularisation of CESANO. Steps taken. Results achieved.
- (d) Man Management.
 - Details of courses starting 1 Aug.
 - Pamphlets and printed matter.
 - Future treatment at CESANO.

2. INTAKES - CESANO

Source of supply.
 Numbers to be trained.
 Period of basic trg
 Further trg.

3. ACCOMMODATION

CESANO
 BRACCIANO
 MARIANA
 CIVITAVECCHIA

4. "Q" PROBLEMS OF CLOTHING

Uniforms while at CESANO
 Issue of Green or Khaki

5. SYSTEM OF ALLOCATION OF COURSE VACANCIES

Is present system a success ?
 Steps to improve standard of students.
 Tardy or non arrival.

6. P.T. COURSE

Is this practicable ?
 What will be scope ?

Period of field the
Further try.

3. ACCOMMODATION

CESANO
BRACCIANO
MANZIANA
CIVITAVECCHIA

4. "Q" PROBLEMS OF CLOTHING

Uniforms while at CESANO
Issue of Green or Khaki

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Is present system a success ?
Steps to improve standard of students.
Tardy or non arrival.

6. P.T. COURSE

Is this practicable ?
What will be scope ?

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

785020

DAY	0730 - 0815	0830 - 0915	0930 - 1015	1030 - 1115	1500 - 1545
MON	Opening Address CO - S.I.V.A.	Inst. Disposal	Man Management & Morale	Messing (1)	Messing (2)
TUES	V I S I T T O S E L E C T E D C O O K H O U S E				Lecturettes
WED	Clothing & Equipment (1)	Clothing & Equipment (2)	Clothing & Equipment (3)	Medical (1)	V I S I T
THURS	Lecturettes- Clothing & Equipment	Medical (2)	Medical (3)	Medical (4)	"Sanitation" "You too Ca"
FRID	Lecturettes and Quiz Medical (1 - 4)		Discipline (1)	Discipline (2)	DEMON. Field lines, Urinal
SAT	Lecturettes Discipline (2)	Medical (6)	Medical (7)	Medical (8)	P
MON	Lecturettes Medical (5 - 8)		Discipline (3)	Discipline (4)	"Sex Hygiene"
TUES	Discipline (5)	Discipline (6)	Pay (1)	Pay (2)	LEC Discipline
WED	Welfare (1)	Pay (3) - (4) - (5)		Discipline (Discussion)	LEC Pay (
THUR	Welfare (2)	Welfare (2) Discussion	Pay (6)	Pay (7)	LEC Pay (6) &
FRID	Welfare (3)	Welfare (4)	Inst. Disposal	Welfare (5)	Lecturette Welfare (5)

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

785020

G(1K) MMIA.

1015	1030 - 1115	1500 - 1545	1600 - 1645
Management	Messing (1)	Messing (2)	Messing (3)
HOUSE		Lecturettes on Messing	
ing & ment (3)	Medical (1)	VISIT TO STORES	
el (3)	Medical (4)	CINEMA "Sanitation in the Field" and "You too Can Get Malaria"	
pline (1)	Discipline (2)	DEMON. Field Latrines, Urinals etc	Medical (5)
el (7)	Medical (8)	P R E E	
pline (3)	Discipline (4)	CINEMA "Sex Hygiene" and "Louse"	
1)	Pay (2)	LECTURETTES Discipline (3 - 6)	
	Discipline (Discussion)	LECTURETTES Pay (1 - 5)	
(6)	Pay (7)	LECTURETTES AND QUIZ Pay (6) & (7) and Welfare (1) & (2)	
Disposal	Welfare (5)	Lecturettes Welfare (3-5)	Discussion on Course Closing Address CO S.I.V.A.

(D R A F T)

(4)

1. The object of Major Newton's attachment is to put Man Management instruction at the disposal of Italian Service Tps.
2. It would be a ^{very} short run, shortsighted policy to make Newton responsible for the actual instruction of Italian classes. It would mean that no Italian would ever be fit to take on the job. He should most certainly supervise closely, but his duties should be limited to keeping Italian instructors on the rails.
3. This makes the provision of Italian instructors a necessity. In the early stages at least Newton would have to be accompanied by a permanent (depot) instructor. Later, if results were up to expectations each firm of Service Tps could appoint its own and Newton could supervise their work.

Who will provide an Italian Instructor?

4. The attached notes are full and cover a very comprehensive Syllabus. It would be necessary for Newton to be attached to an Italian Unit in order to expand his notes, particularly on such subjects as pay and law.
I think the best way to do this would be to attach Newton to "F" BLU for duty at Adm School. He would thus hear certain lectures on this subject at the school and would have available knowledgeable and competent Italian Officers to get him the information he needs.

Would "F" BLU object to this?

5. In view of minimum distandment of tng with while Newtons services be available for long enough to warrant training him —
Other wise it is manifestly better to train an Italian specially for the job.

I think the best way to do this would be to attach Newton to "F" BLU for duty at Adm School. He would thus hear certain lectures on this subject at the school and would have available knowledgeable and competent Italian Officers to get him the information he needs.

Would "F" BLU object to this ?.

5. In view of minimum disbandment of troops while Newtons services be available for long enough to command training line — otherwise it is manifestly better to train an Italian specialist for the job.

6. In. ofc. may be consulted on appointment of an officer and also on his projected hours of - a day etc. furus.

7. Transport?

2924

785020

SUBJECT: Man Management Training

Land Forces Sub Com AC (MMA)

G/Ttg/40

22

June 45

TO : 'F' BLU

1. The problem of Man Management Training can best be solved by running a series of Courses at RTC, CERIANO.
2. It is thought that such courses should be included in the General syllabus of the Adm School at MANZIANO, but that they should be kept entirely separate from the Adm Courses at present being run by that school.
3. The object of the Man Management Courses would be to provide qualified instructors for Combat Groups and Adm Divs. These instructors would then run internal courses in their own firms.
4. Major NEWTON has been attached to this HQ with the object of eventually overseeing Man Management in Adm Divs. It is therefore suggested that he should be concerned in running the early courses in order that he may know exactly what to expect when he goes out to inspect Man Management Training in Divs.
5. It is thought that he could be of assistance to your staff in this matter, while at the same time gaining the experience necessary to him in the carrying out of his further role.
6. In order to provide continuity of thought after Major NEWTON's task is deemed to be finished the services of an Italian officer have been obtained from Ministry of War. This officer should if possible work with NEWTON in the early stages. Should he prove unsuitable you are asked to report the matter to this HQ who will take all steps necessary to have him replaced immediately.
7. In view of the foregoing you are asked to prepare a plan on the following lines:

eventually overseeing Man Management in Adm Divs.

It is therefore suggested that he should be concerned in running the early courses in order that he may know exactly what to expect when he goes out to inspect Man Management Training in Divs.

5. It is thought that he could be of assistance to your staff in this matter, while at the same time gaining the experience necessary to him in the carrying out of his further role.

6. In order to provide continuity of thought after Major NEWTON's task is deemed to be finished the services of an Italian officer have been obtained from Ministry of War. This officer should if possible work with NEWTON in the early stages.

Should he prove unsuitable you are asked to report the matter to this HQ who will take all steps necessary to have him replaced immediately.

7. In view of the foregoing you are asked to prepare a plan on the following lines:

- a. M.M. courses to be run for Instructors by Adm School.
- b. Instructors to be best qualified Italians at B.M.C.
- c. Syllabus to be based on notes by this HQ (in possession of Major NEWTON)

8. Your views are requested on the above project. 2923

ME/tvs

Wain
for Major General
MIA

MMIA :G. Trg

FILE: G/Trg/13

DATE: 30th 45

SUBJECT: Improvement of Efficiency - Italian Officers.

CONFIDENTIAL

DIRECTORATE OF MILITARY TRAINING
AFHQ, CDP

Tel: 11667

DMT/87/MT1

29 Apr 45.

Hq M.M.I.A. -

Copy to:
G-3 AFHQ

Reference MMIA S/G/15/1 dated 7 Apr 45 and conversation Col FIDLEY
Lt Col SCOTT - Lt Col WATTS on 26 Apr 45.

1. It is agreed that no further purpose would be served by the issue of a directive to the Districts and Armies concerned.
2. It is confirmed that the object can best be obtained by a small travelling circus visiting each Italian Adm Div and organising courses for selected Italian officers. This Directorate is applying for the posting of Capt R. BROWN, Recce Regt to an existing vacancy in a Training Increment for this purpose.
3. It is confirmed that all other action in connection with this will be taken by you.

check if this
posting is now than
Yes, so Tung Inc.
5000.0
Have applied for
him
DMT

Brig.
D.M.T.

2922

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