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HQ AMG ADJUTANT'S OFFICE

AFHQ STAFF MEMORANDUMS 1943

JAN - DEC 1943

MEMO FOR RECORD

(Do not detach from file)

This file item, or portions thereof as indicated below, has been indexed for inclusion in Departmental Records Branch Describable Item Index:

DATE

8 July 1953

INDEXER

Virginia Chauncey

TAGO FORM 01352 (formerly AGO)
1 FEB 49

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U. S. R E S T R I C T E D
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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

SUBJECT:)

92)

22 December 1943

DESIGNATION OF EXECUTIVE OFFICER, CIVIL AFFAIRS SECTION
AND ACTING CHIEF CIVIL ADMINISTRATOR.

1. Paragraph 2, Section II, Staff Memorandum Number 82, this head-
quarters, ca, is rescinded.

2. Mr. Herve J. L'Heureux is designated Executive Officer, Civil
Affairs Section, and in the absence of the Chief Civil Administrator, as
Acting Chief Civil Administrator.

By command of General EISENHOWER:

[Signature]
T. J. DAVIS,
Brigadier General, United States Army,
Adjutant General.

DISTRIBUTION:
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[Handwritten notes and signatures]
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G-4 (2)
MG 5 Adv (4)
ACC (2)
TN (2)
Li
Spencer (6)

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ALLIED FORCE HEADQUARTERS
APO 912

30 OCT 1943

4MGT

27 October 1943

STAFF MEMORANDUM)

NUMBER 31)

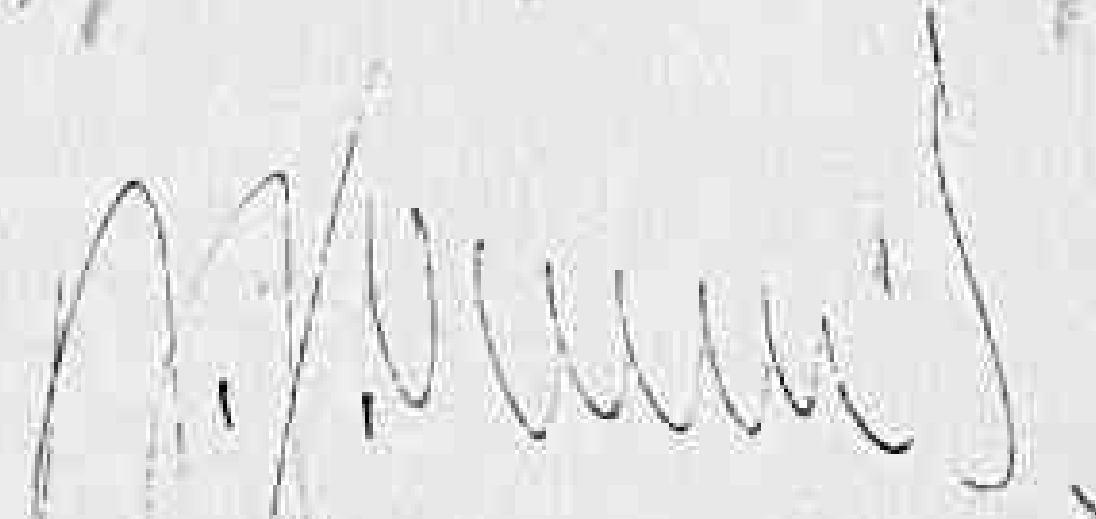
SECURITY INVESTIGATIONS.

1. Investigative agencies of this headquarters have been handicapped in the conduct of investigation of security matters because of destruction of evidence and delay in request for investigation.

2. All personnel handling highly classified material should promptly report to G-2 (CI) any deviation from the established routine for receipt, handling and dispatch of this material. This deviation includes improper wrapping, torn envelopes, incorrect copies and other elements which might indicate possible compromise of the material. Also, personnel reporting an incident to G-2 (CI) should hold intact all evidence including envelopes, letters, and labels, as well as the material itself for examination by the investigating officer. Only by following the above instructions can a complete and decisive investigation be conducted.

3. It is desired that all personnel in each staff section who handle classified material be thoroughly instructed in the meaning of the various security classifications. See *AMG Bull. #4, par. 4-7 (30 Oct. 43) - gmc*

By command of General EISENHOWER:



T. J. DAVIS,
Brigadier General, United States Army,
Adjutant General.

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APO 512

18 June 1943

STAFF MEMORANDUM)

NUMBER 50)

Military Government Section, Establishment of	I
Responsibilities and Functions of the Military Government Section	II
Composition of Section	III
Announcement of Assignment Chief, Military Government Section	IV
Announcement of Assignment Deputy Chief, Military Government Section	V

I - ESTABLISHMENT OF MILITARY GOVERNMENT SECTION

Announcement is made of the establishment of a Military Government Section, this headquarters, responsible directly to the Chief of Staff.

II - RESPONSIBILITIES AND FUNCTIONS OF THE MILITARY GOVERNMENT SECTION

a. This will be the executive section for the Commander-in-Chief and Chief of Staff on matters pertaining to military government of occupied enemy territory, including political questions arising out of military occupation.

b. This section will be the channel of communication in matters of military government for Force 141 and other task forces which may become concerned in military government of enemy territory.

III - COMPOSITION OF SECTION

This section will be composed of a Chief and Deputy Chief and a mixed British and American staff.

IV - ANNOUNCEMENT OF ASSIGNMENT CHIEF, MILITARY GOVERNMENT SECTION

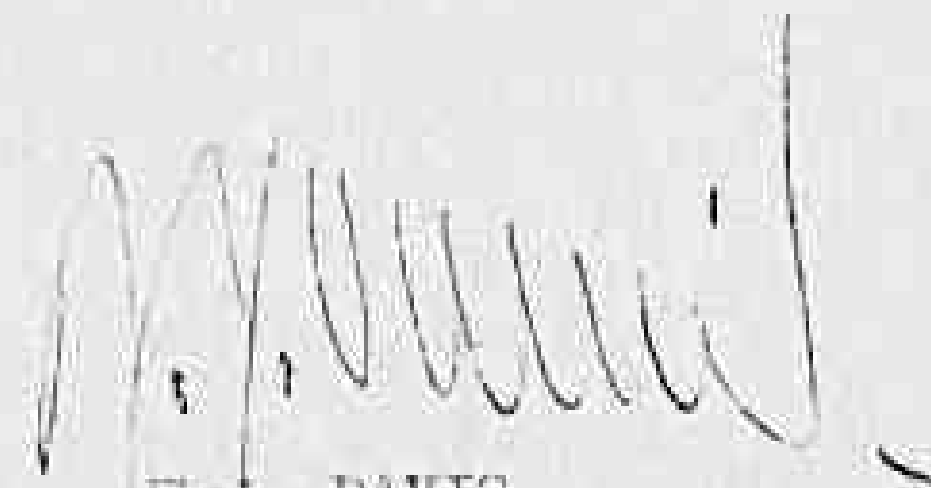
Announcement is made of the assignment of Colonel Julius C. Holmes, GSC, as Chief, Military Government Section.

V -- ANNOUNCEMENT OF ASSIGNMENT DEPUTY CHIEF, MILITARY GOVERNMENT SECTION

Announcement is made of the assignment of Lieutenant Colonel A. Terence Maxwell, Kings Royal Rifle Corps, as Deputy Chief, Military Government Section.

By command of General EISENHOWER:

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T.J. DAVIS
Brigadier General, AGD
Adjutant General
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ALLIED FORCE HEADQUARTERS
AFC 512

STAFF MEMORANDUM)

NUMBER AS)

8 June 1943

HISTORICAL SECTION AFHQ

1. Activation. An Historical Section, AFHQ, is being activated as a sub-section of the Allied Force Headquarters Secretariat - the date of activation will be announced later.

2. Personnel. The Historical Sub-section AFHQ will consist initially of the following:

- a. Two officers - one U.S. and one British.
- b. One stenographer.
- c. One file clerk.

3. Purpose of the Historical Section.

- a. To insure that adequate material is sent back to the War Department and the War Office so that a history of the U.S. land and air forces and of the British land forces can be written after the war.
- b. To prepare reports (dispatches) on operations of sea, land and air forces for submission by Commander-in-Chief, Allied Force to the Combined Chiefs of Staff.

4. Duties. The Historical Section, AFHQ is charged with the following:

- a. Supervision necessary to insure compliance by subordinate U.S. and British Army units with existing War Department and War Office regulations concerning the submission of battle and engagement reports by U.S. units and War Diaries by British units.
- b. Arrangements through the Liaison Section, AFHQ for necessary reports from the French to satisfy the needs of the War Department and War Office.
- c. Drafting, in consultation with Staffs of C-in-C Mediterranean and Air C-in-C Mediterranean, for the Commander-in-Chief, Allied Force reports (dispatches) on operations carried out by naval, land and air forces. These drafts will be passed to C-in-C Med. and Air C-in-C Med. for comment before submission to the Commander-in-Chief Allied Force. Reports (dispatches) will be compiled by phases of operations as instructed by Commander-in-Chief Allied Force.

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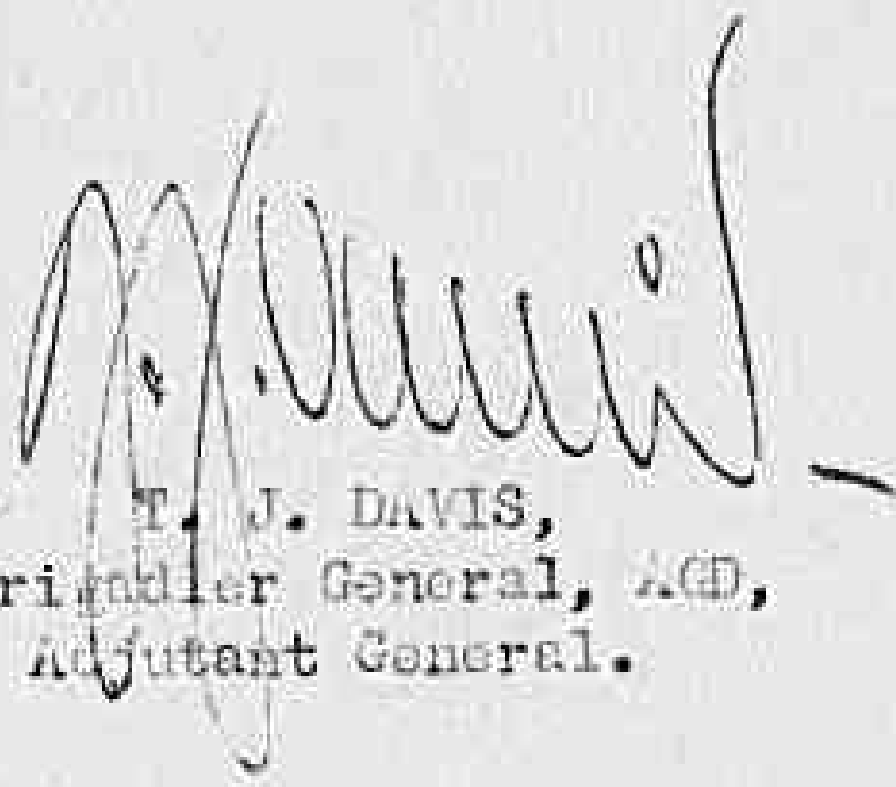
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5. Authority. The Historical Section, AFHQ will have access to such records of general and special staff sections, C-in-C Med. and Air C-in-C Med. as will enable it to compile the reports mentioned in par. 4 c.

(AG 321-10 S/CS-F)

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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APO 512

5 June 1943

STAFF MEMORANDUM)

NUMBER 45)

Transfer of Joint Re-Armament Committee	I
Responsibilities and Functions of the Liaison Section	II
Chairman, Joint Re-Armament Committee	III
Appointment of Assistant Chief, Liaison Section	IV
Effective Date	V

I - TRANSFER OF JOINT RE-ARMAMENT COMMITTEE

The Joint Re-Armament Committee, established by Staff Memorandum No. 52 of 16 December 1942, is hereby transferred to the Liaison Section.

II - RESPONSIBILITIES AND FUNCTIONS OF THE LIAISON SECTION

The responsibilities and functions of the Liaison Section will be those set forth in Staff Memoranda No. 47 of 5 December 1942 and No. 52 of 16 December 1942.

III - CHAIRMAN, JOINT RE-ARMAMENT COMMITTEE

Colonel William T. Gardiner, having been ordered to other duty, is hereby relieved as Chairman of the Joint Re-Armament Committee.

Lieutenant Colonel George I. Artemonoff is appointed Chairman of the Joint Re-Armament Committee.

IV - APPOINTMENT OF ASSISTANT CHIEF, LIAISON SECTION

Colonel Joseph R. Barrill is appointed Assistant Chief of the Liaison Section.

V - EFFECTIVE DATE

The terms of this memorandum will be effective this date.

By command of General EISENHOWER:

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T.M. Davis
T.M. DAVIS,
Brigadier General, AGD,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 612

STAFF MEMORANDUM)

REF ER 44)

3 JUN 1946

General Outline of Staff Procedure..... I
Policy File..... II
Cables..... III

I -- GENERAL OUTLINE OF STAFF PROCEDURE

- 1. Staff Memorandum Number 24, this headquarters, cs, is rescinded.
2. The procedure outlined in this Memorandum will be applicable to AFHQ Staff proper, the Air Staffs, and the Naval Staffs.
3. a Completed staff work consists of the study of a problem and the presentation of a solution in such form that all that remains for the commander or head of the staff section to do is to indicate his approval or disapproval. This study normally results in a single document for the signature of the Section Chief or the Chiefs of Naval or Air Staffs, without accompanying comment.

b A test for completed staff work is this: If you were the chief, would you be willing to sign the paper you have prepared and stake your reputation on it?
4. It is expected that the Chief of Naval Staff, Chief of Air Staff, Chief Administrative Officer, and Assistant Chiefs of Staff, G-1, G-2, G-3, and G-4, AFHQ, will take executive action on all matters covered by established policy. The Chief of Staff will be informed without delay of any executive action taken on unusual or very important matters.
5. Action by General Staff Section AFHQ Proper. All matters pertaining to a General Staff Section will be referred thereto by the Adjutant General.

a The Chief Administrative Officer will control the logistical policy of AFHQ in this Theater.

b Assistant Chief of Staff, G-2, will coordinate the intelligence work of the Naval, Army and Air Staffs.

c Assistant Chief of Staff, G-3, will coordinate the work of the Naval, Army and Air planning staffs and operational staffs on appropriate matters. *

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d The best interests of the headquarters are served by keeping the routine work of General Staff Sections to an absolute minimum and requiring the Adjutant General to handle all routine matters under policies enunciated by the General Staff. In order to accomplish this General Staff Sections will furnish the Adjutant General with policies on matters which may be handled by the Adjutant General without reference to the General Staff Section concerned.

e The Staff Section primarily interested in any correspondence will process the matter with the General and Special Staff, securing concurrences and approvals and returning all papers to the Adjutant General for disposition. Coordinating Route Slips, (AFHQ Form No. 3, Revised), used in correspondence will bear notation by interested Staff Sections. The Adjutant General will take final action, or authenticate a communication or order, only when assured that the action has been noted by officers or Staff Sections having a major interest.

(1) Formal memoranda between Staff Sections are discouraged. The Transmittal Sheet (AFHQ Form No. 10), will be used by the Adjutant General in referring matters to the staff. The Coordinating Route Slip will be used wherever possible for staff correspondence until returned to the Adjutant General for disposition and file. Coordinating Route Slips constitute an integral and highly important part of the records of this headquarters.

(2) Comments, recommendations, supplementary data, etc., required from other Staff Sections will be secured by telephone if practicable. Notes of the telephone conversation should be recorded for future reference and notation made on the Coordinating Route Slip. When written comments are required, the Coordinating Route Slip will be sent by messenger to the sections concerned.

(3) Coordinating Route Slip will be clearly stamped with the highest security classification borne by any of the attached papers.

6. Submission of papers to the Chief of Staff.

a Memoranda for the Chief of Staff will follow the form prescribed in Appendix "A". They must be concise and entail a minimum of explanation.

b Generally a memorandum should not exceed one page. If further development is necessary, the additional matter should be "tabbed" and carried in an appendix. Appropriate references will be made to the tabs in the body of the memorandum.

c The procedure of the General Staff preparatory to the formulating of memoranda for the Chief of Staff will be conducted as informally as is consistent with the keeping of necessary records. Formal communications between divisions of the General Staff should be resorted to

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only under exceptional and demanding circumstances. The use of Coordinating Route Slips in legible handwriting or typed, if to advantage, and personal or telephone consultations should be the rule.

d When expeditious action is necessary, informal procedure should be the rule, the author being charged with following the matter through to include the final approval. In such cases, final action by the Chief of Staff may at times be taken on rough drafts, informally concurred in by those concerned.

7. Synopsis. A memorandum to the Chief of Staff of more than one page will have attached a brief of the essential factors bearing on the subject and of the action recommended.

3. Memorandum for the Adjutant General.

a When final action has been decided, the Secretary of the General Staff will return all papers to Air Staff, Naval Staffs, or Adjutant General for action. When final action has been taken by the Chief of Staff or the Commander-in-Chief, the Secretary General Staff will advise all concerned informally.

b Instructions to the Adjutant General will specify the distribution necessary, including information copies. The Adjutant General will be permitted latitude in editing the final correspondence and correcting minor irregularities. The security classification will be recommended by the originating section, consulting where necessary with the Assistant Chief of Staff, G-2.

9. Maintenance of Records.

a Each staff officer of this headquarters must be continually aware of the necessity for maintaining accurate records. Except as provided in paragraph c, below, staff sections will not retain integral records of this headquarters and will not attempt to duplicate records properly filed in the Adjutant General's files.

b Staff Sections are encouraged to maintain a file of index sheets which give the Adjutant General's file number, security classification, subject, and synopsis. Such records will be valuable in identifying the proper file when the interested individual has scant recollection of the subject matter of the correspondence.

c Provision is made for the retention in the office of origin of an information copy of documents normally recorded and filed by the Adjutant General.

d (1) Retained copies of correspondence pertaining to tactical operations (G-3) or military intelligence (G-2) will, for security

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reasons, be filed and maintained in those offices until such time as the Chiefs of those Sections deem it advisable to transfer the records to the office of the Adjutant General for permanent file.

(2) The Section Chief concerned is charged with the responsibility for safekeeping the record of such correspondence and will furnish the Adjutant General with a file cross-reference sheet until such time as filing with the records of the Adjutant General is appropriate. Chiefs of Sections will review files of this nature at least once monthly and will deliver all such correspondence which no longer requires special security measures to the Adjutant General for filing.

e All correspondence of which the record is normally kept by the Adjutant General's Office, will be dispatched by the Adjutant General.

f Correspondence or other matter which is of such a secret nature as not to warrant open transmission to the Adjutant General's Office, will be placed in a sealed and addressed envelope by the Sections concerned (G-2 and G-5) and delivered to the Mail and Records Branch, Office of the Adjutant General, for dispatch.

10. Preparation of Final Correspondence. The Adjutant General is charged with the final preparation of all correspondence except that relating to operations and military intelligence. Instructions for the substance of indorsements and letters will be delivered to the Adjutant General on Coordinating Route Slips. Drafts of circulars and general orders, etc., will be on letter-size paper accompanied by Coordinating Route Slips bearing necessary approvals. Each such directive will indicate that the action to be taken by the Adjutant General is directed by the Commander-in-Chief.

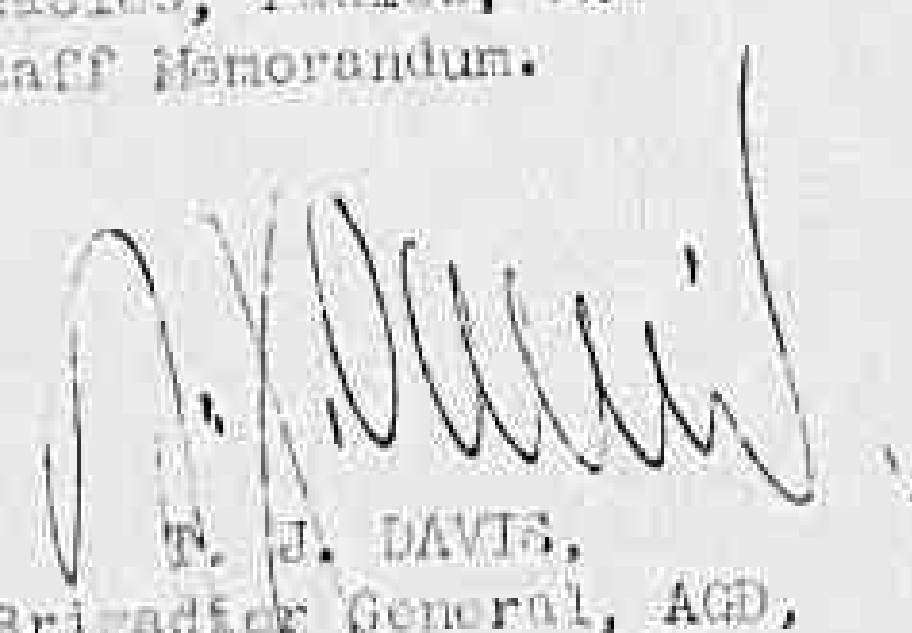
II -- POLICY FILE

Reference paragraph 1d, Section I, above, the Adjutant General is responsible for maintaining a current Policy File for this headquarters. All Section Chiefs will furnish the Adjutant General with a copy of existing policies, changes in policies, and new policies that are adopted. AFHQ Form No. 25 will be used in advising the Adjutant General of policies and changes thereto.

III -- CABLES

The procedure to be followed in handling cables, radios, and similar communications is contained in a separate Staff Memorandum.

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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APPENDIX "A"

ALLIED FORCE HEADQUARTERS
APO 512

SUBJECT: (Short title for reference)

TO : The Chief of Staff.

I. Discussion. (Include essential matter only)

- | | | |
|---|---|------------------------|
| (A statement of the subject at issue |) | Include such of these |
| (Orientation--Background |) | items or others as |
| (Facts, laws, regulations or precedents |) | may be necessary with- |
| involved, or departure therefrom bear- |) | out paragraph headings |
| ing on subject |) | |
| (Factors influencing lines of action |) | |
| (Analysis, view of Chiefs of Sections |) | |
| (Conclusions, i.e., alternative solu- |) | |
| tions; Availability of funds. |) | |

II. Action Recommended. (Complete, concise, clear-cut, permitting simply approval or disapproval. Alternative recommendations will not be made.)

III. Concurrences. (From each Section Chief concerned. If concurrence cannot be given in twenty-four hours the office of origin will be advised.)

SIGNATURE

(Assistant Chief of Staff)

IV. Consideration of Non-concurrences. (When applicable)

- | | |
|--|---|
| (Cite non-concurrences by Tab |) |
| (Brief discussions of non-concurrences |) |
| (Conclusions |) |

V. Final Action Recommended. (When applicable)

- | | |
|--|---|
| (Give complete action recommended un- |) |
| less minor amendments only are involved, |) |
| in which case make changes in ink in |) |
| Section III above and state "see action |) |
| recommended as amended Sec. III" |) |

(If original action recommended is adhered to state "This Section adheres to the action recommended in Sec. III")

VI. Final Concurrences. (When applicable)

- | | |
|--|---|
| (Get new concurrences from Sections con- |) |
| curring in original action recommended |) |
| if material changes have been made |) |

SIGNATURE

(Assistant Chief of Staff)

00081

COORDINATING ROUTE SLIP
(Staff Minute Sheet)
ALLIED NORTH HEADQUARTERS

Date
Originated:

SUBJECT _____

Number each memo or minute consecutively. Fill in each column, initial action, draw 1 line across the sheet. Use entire width of sheet for long memoranda.

No.	Section of Origin	Pass To	Date	Has attached paper been coordinated with all concerned?

No. Incls _____

No. App _____

AFHQ Form No. 3 (Revised)

706

Classification



ALLIED FORCE HEADQUARTERS

TRANSMITTAL SLIP

FROM: _____

1943.

FILE: _____

TO	SYMBOL	REMARKS
Commander-in-Chief	FHCIC	
C-C, Mediterranean	FHMMA	
Air C-C, Mediterranean	FHAIR	Necessary Action
Chief of Staff	FHCOS	
Deputy Chief of Staff	FHDSC	Remark and recommendation
U. S. Naval Staff	FHUSN	
Chief Administrative Officer	FHCAO	Comment or concurrence
G-1	FHGAP	
G-2	FHGBI	Direct reply
G-3	FHGCT	
G-4	FHGDS	Dispatch
Secretary General Staff	FHSGS	
Aides-de-Camp (CinC)		Information
Anti-Aircraft	FHAAO	
Chemical Warfare	FHCWS	Approved
Civil Affairs	FHCIV	
Civil Defense		For approval
Engineer	FHENG	
Headquarters Commandant	FHIDC	Note and return
JICA	FHJIC	
Maison	FHLIA	Note and send on as indicated
Information & Censorship	FHINC	
North African Economic Board	FHAEB	Preparation of draft of reply
Ordnance	FHORD	
Petroleum	FHPET	Publish
Quartermaster	FHQUP	
Signal	FHSIG	File
Surgeon	FHMED	
Adjutant General	FHAG	
AG Executive	FHAGG	
AG Personnel Division	FHAGP	
AG Miscellaneous Division	FHAGM	
AG Mail & Records	FHAGR	

(Initials)

705

ALLIED FORCE HEADQUARTERS
APO 512

POLICY FILE

Subject:

Policy:

00081

Source:

Date Approved C in C or CS:

File No.

Date:

Section Chief

(To be forwarded to the Adjutant General's Section, attention of the Executive Officer)

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AFHQ Form No. 25

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APO 512

30 May 1943

STAFF MEMORANDUM)

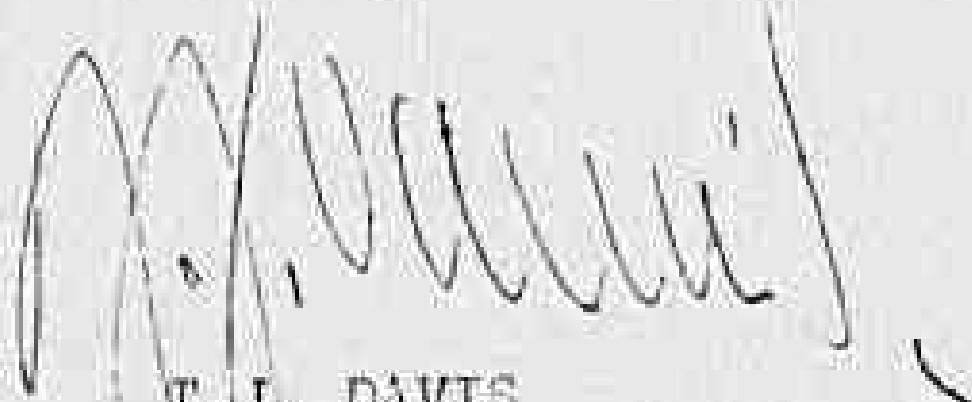
NUMBER 43)

SUMMER UNIFORM

1. Effective 1 June 1943, the summer uniform will be worn by all United States Army personnel on duty at this headquarters.
2. Prescribed Uniform (AR 600-35 dated 10 Nov 1941, as changed)
 - a. Enlisted Men -- as issued.
 - b. Officers
 - (1) Items of the uniform: Coats; breeches; trousers; ties; shirts; caps, service; caps, garrison; (Cap, garrison is generally known as the "overseas cap." The cap, service has a leather visor and was formerly known as the "Garrison Cap".) The summer coat is an optional item and may be worn.
 - (2) The following fabrics are authorized:
 - (a) Cotton 6 or 8.2 (6 oz. for shirts only.)
 - (b) Rayon, plain or twill weave.
 - (c) Cotton warp-mohair filling.
 - (d) Worsted, tropical.
 - (e) Gabardine.
3. The shirt may be worn without necktie and with the collar unbuttoned. Sleeves will not be rolled.

By command of General EISENHOWER:

DISTRIBUTION:
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T.J. DAVIS
Brigadier General, AGD
Adjutant General

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APO 512

27 May 1943

STAFF MEMORANDUM)

NUMBER 42)

ESTABLISHMENT OF AFHQ MESSAGE CENTER

1. Effective on 28 May 1943 the AFHQ Message Center will be established on the first floor of the St. George Hotel, adjacent to and connected to the the AFHQ Signal Center and will function under the direct control of the Chief of Staff.

2. The agencies of AFHQ and NATOUSA receiving messages through the AFHQ Message Center will prescribe the number of copies of each message habitually required. The Message Center will receive incoming messages from the Signal Center and will reproduce the required number of copies of each message and distribute them. The Message Center will identify references made in incoming messages to previous communications originating in AFHQ and NATOUSA (for example, at the end of incoming radios containing "Reurad one five naught--" the Message Center, after reference to records, will add at end of message "Radio 150 was MC-OUT-1976, 1 March, 43 G-2.")

3. Outgoing messages will be sent to the AFHQ Message Center in quadruplicate, plus one additional copy for each additional addressee over one. The original will be given immediately to the Signal Center. The message will be reproduced by AFHQ Message Center and copies distributed as requested by the office of origin. The Signal Center will accept messages only from the AFHQ Message Center.

4. The Message Center will keep a file of both incoming and outgoing messages and will be prepared to answer inquiries regarding all messages.

5. The AFHQ Message Center will publish at 0800 hours each day a "Cable Summary" of important Incoming and Outgoing Cables. The use of this Summary will enable each receiver to follow the work of the headquarters, and will be of assistance in maintaining the proper coordination and distribution of cables. Copies of the summary will be furnished to the Commander-in-Chief, Chief of Staff, Deputy Theater Commander, Secretary General Staff, G-1, G-2, G-3, G-4, CAO, Commander-in-Chief Mediterranean, Air Commander-in-Chief Mediterranean, the Adjutant General, Civil Affairs, and INC.

6. The making of copies of messages in addition to those prepared by the AFHQ Message Center is prohibited. Each message delivery is made on receipt, and therefore the message becomes the sole responsibility of the receiving section.

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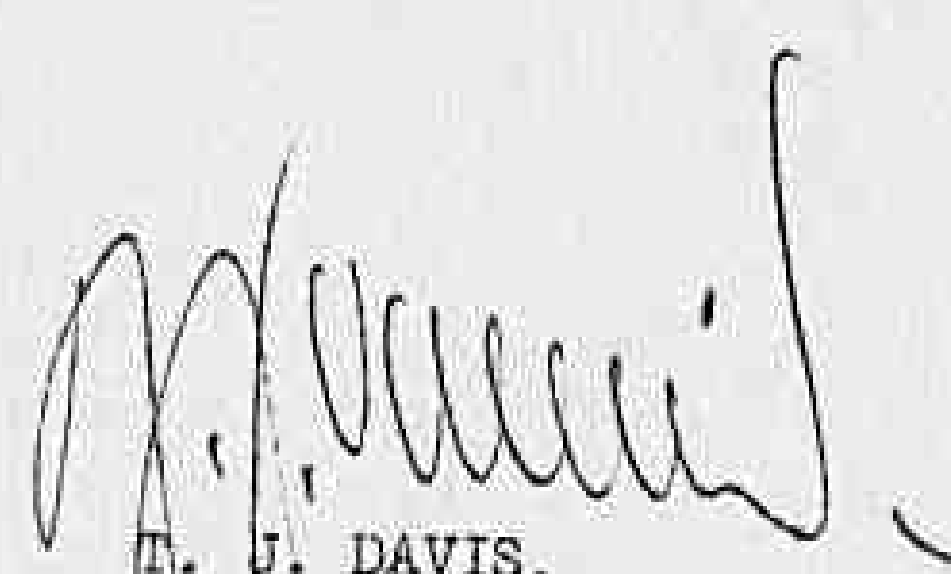
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Equals British SECRET

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(Equals British SECRET)

7. Refer to Staff Memorandum Number 41, this headquarters, dated 27 May 1943, for detailed message handling procedure.

By command of General EISENHOWER:



T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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APO 512

27 May 1943

STAFF MEMORANDUM)

NUMBER 41)

MESSAGE HANDLING PROCEDURE

1. The provisions of Staff Memorandum Number 48, as amended by Section I, Staff Memorandum Number 49, and Staff Memoranda Numbers 51, 55, 1942, and Staff Memorandum Number 5, 1943, this headquarters, are revoked, and the following instructions substituted therefor. All messages, cables, and radiograms will be prepared and processed accordingly, effective at 00013 hours on 1 June 1943.

2. TIME. In messages originating at this headquarters, time will be expressed as authorized by orders of this headquarters, i.e. 1700 "B". The suffix letter "B" will always be included in the time. The Message Center will use "B" time to indicate times of origin and receipt of messages and for other purposes.

3. AUTHENTICATION. A message will be transmitted only if it shows that it has been authenticated by one of the following:

- a Commander-in-Chief, Commander-in-Chief Mediterranean, Air Commander-in-Chief Mediterranean.
- b Chief of Staff, or Deputy Chiefs of Staff.
- c Chief Administrative Officer.
- d Secretaries of the General Staff.
- e Assistant Chiefs of Staff, or their Deputies or Executives.
- f Chief and Acting Chief of a special staff section, and Assistant Adjutants General, and Aides-de-Camp to the Commander-in-Chief.
- g Officers authorized by Chiefs of Staff Sections in the absence of any of the above officers or in an emergency. (This to be not more than three (3) officers in an entire section, including the Chief of Section.)
- h During periods of intense operational activity, it may be necessary to suspend f and g above except for certain special staff sections primarily involved in operations, i.e. Adjutant General, Anti-Aircraft, Engineer, Signal, Civil Affairs, etc.

4. PRECEDENCE.

a Equivalent Classifications. The following is the equivalent United States and British precedence classifications:

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Equals British SECRET

CONFIDENTIAL

Equals British SECRET

CONFIDENTIAL
(Equals British SECRET)

<u>U.S. Precedence</u>	<u>Procedure Sign</u>	<u>British Indication of Priority</u>
URGENT.....	C.....	EMERGENCY
OPERATIONAL PRIORITY.....	O-P.....	IMMEDIATE
PRIORITY.....	P.....	IMPORTANT
ROUTINE.....	R.....	(No indication)
DEFERRED.....	D.....	DEFERRED

The above classifications will normally be used for United States-British communications, but British messages may be encountered bearing classifications MOST IMMEDIATE (O-U) and EMERGENCY AIR ATTACK (O-A). Such messages will be given precedence as URGENT, by this headquarters.

b Classification.

(1) A message may be classified URGENT (EMERGENCY) only by one of the following:

- (a) Commander-in-Chief, Commander-in-Chief Mediterranean, or Air Commander-in-Chief Mediterranean.
- (b) Chief of Staff, or a Deputy Chief of Staff.
- (c) Chief Administrative Officer.
- (d) Assistant Chiefs of Staff, G-2, G-3.
- (e) Secretaries of the General Staff, and Aides-de-Camp to the Commander-in-Chief.

(2) A message may be classified OPERATIONAL PRIORITY (IMMEDIATE) only by one of the following:

- (a) Those listed in (1) above.
- (b) Assistant Chiefs of Staff, G-1 and G-4.
- (c) Chiefs of Signal, Transportation.

(3) Other classifications may be authenticated by the officers listed in paragraph 3, above.

5. OUTGOING MESSAGE.

a Staff Section will:

(1) Prepare as many copies of the message as there are addressees to whom it is to be dispatched, plus three (3) additional copies, on Message Form to be supplied by the Message Center.

(2) Insert all addressees to which the message is to be sent in the "to" space.

(3) Show the distribution to be made of the message in the lower lefthand corner on the last page of each copy of the message.

(4) Authenticate original and first carbon of the message with name and rank of authenticating officer typed on all copies.

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- (5) Fill in the precedence and classification on all copies.
- (6) Deliver copies of the authenticated message to the Message Center.
- b The Message Center will:
 - (1) Receive and check all outgoing messages.
 - (2) Assign an addressee number and a Message Center number.
 - (3) Edit, reproduce, and distribute the necessary copies.
 - (4) Deliver one copy for each addressee to the Signal Section and return one copy to the originating staff section as a receipt.
 - (5) Return to the originating section any message which is improperly prepared.
 - (6) Check messages for proper classification.
 - (7) Hold routine report messages until the end of the operating day and combine all messages directed to a single addressee.

6. INCOMING MESSAGES.a The Signal Section will:

- (1) Receive and decipher all incoming messages.
- (2) Deliver the edited literal clear text to the Message Center on a master ditto sheet.

b The Message Center will:

- (1) Indicate action and information.
- (2) Assign a Message Center number.
- (3) Direct and supervise the production and distributing of messages.
- (4) Maintain message files.
- (5) Prepare and distribute Cable Summary daily at 0800 hours.

c Action Section or Officer will:

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(1) Take the necessary action within twenty-four (24) hours, or request a change of action within the same period. Action section indicated will not request a change of action without first coordinating same with new action section.

(2) Staff sections will be responsible for informing the Message Center promptly of any additional distribution deemed necessary.

7. STAFF SECTIONS. Staff Sections will:

a. Furnish the message Center with names, ranks, and specimen signatures of the officers authorized to authenticate and classify messages set forth in paragraphs 3 and 4b, above.

b. Inform the Message Center as to the number of copies necessary to perform its functions properly.

c. Outgoing messages will be forwarded to the Message Center as prepared. This is to prevent unnecessary delay in sending messages and insure rapid distribution.

8. The Cable Summary is a digest of all incoming and outgoing cables that are of general interest to the Staff Sections. The use of this Summary will insure coordination of the work that is handled by this headquarters.

9. NAF MESSAGES.

a. All messages in the NAF series will contain the following phrase near the beginning of the message: "To ACWAR for Combined Chiefs of Staff and to USFOR for British Chiefs of Staff, signed EISENHOWER."

b. NAF numbers will be secured from the officer-in-charge of the Message Center on FREEDOM 67.

10. SPECIAL IDENTIFICATIONS. Any identifying number or symbol, other than the reference number assigned by the Message Center, will be buried in the text of the message.

11. DISTRIBUTION. The distribution of all messages, both incoming and outgoing, will be reduced to a minimum.

12. DELIVERY OF MESSAGES.

a. The Message Center will be responsible for the distribution of messages to staff sections, offices, and agencies located within the premises of this headquarters, i.e. St. George Hotel, Church Villa, Villa Villa, Hotel Alexandra, 14 Rue Foreau Lumy, and St. Genevieve School.

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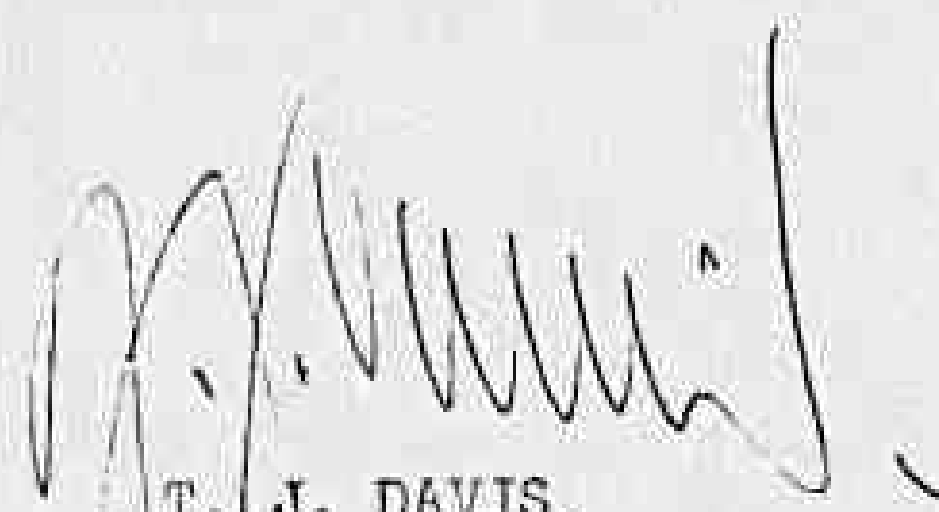
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(Equals British SECRET)

b DRIS will deliver messages to staff sections, offices, and agencies not located in the area described in subparagraph a, above.

13. BIGOT MESSAGES. Messages classified BIGOT will be limited to only those messages conforming to directive prescribed by G-2.

By command of General EISENHOWER:



T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

DISTRIBUTION:

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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

NUMBER

40)

25 May 1943

Section

Channels for Correspondence with 18th Army Group, Rescinded. . . . I
Duties of 18th Army Training Group, Rescinded II
Establishment of Advisors R.A.C., R.A. and Inf. (Br) III

I -- CHANNELS FOR CORRESPONDENCE WITH 18th ARMY GROUP

Staff Memorandum Number 32, this headquarters, cs, is rescinded.

II -- DUTIES OF 18th ARMY TRAINING GROUP

Staff Memorandum Number 35, this headquarters, cs, is rescinded.

III - ESTABLISHMENT OF ADVISORS R.A.C., R.A. AND INF. (BR)

1. In order to take immediate advantage of lessons learned in battle, to facilitate research into the equipment and organization of units of the above arms, to supervise training peculiar to the arm concerned, and to insure considered recommendations as to future developments, it has been decided to appoint at this headquarters the following advisors:

Brigadier	Royal Armored Corps
Brigadier	Royal Artillery
Brigadier	Infantry

2. The advisors mentioned will form part of the G-3 Section and work under the direction of the Assistant Chief of Staff G-3. Their headquarters will not, however, be located in AIGERS but at some convenient area where they can maintain contact with British Formations and this headquarters.

3. In order to limit the number of channels of communication with the A.C. of S G-3, correspondence from advisors will be passed:

a. On matters concerning equipment and unit organization through G-3 Organization Subsection.

b. On matters pertaining to Training through the British Training Group, North Africa, and thence through G-3 Training Subsection.

Advisors may, however, communicate direct with their opposite numbers at the War Office and in other theaters in the exchange of views, on minor technical matters, and in a consultative capacity, but all recommendations affecting policy will be issued by this headquarters in the normal manner.

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4. The Branches controlled by advisors will be known as:

HQ, R.A.C.,
G-3 Section, AFHQ
B.N.A.F.

HQ, R.A., etc.

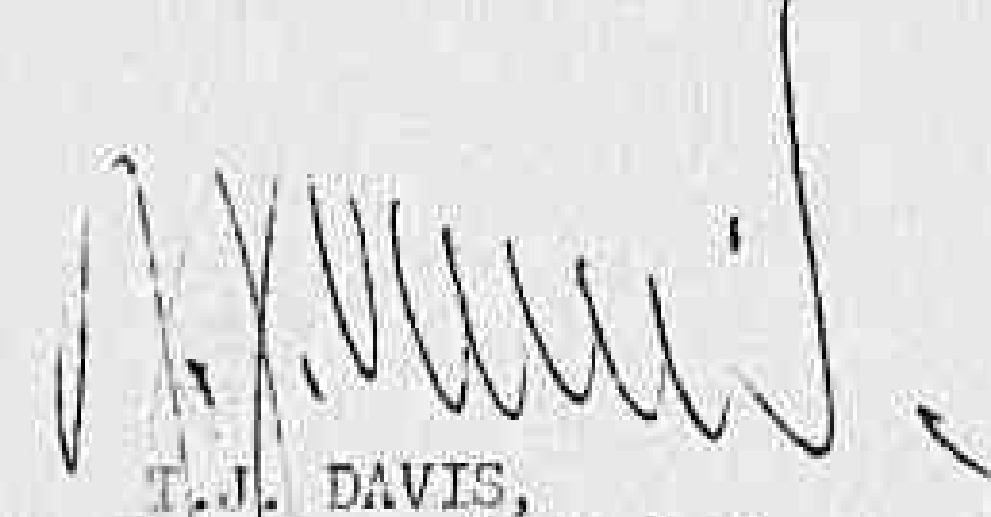
HQ, Infantry, etc.

The above will also be the postal address.

5. The following will be the detail of advisors and their staffs:

HQ, R.A.C.	1 Brigadier, R.A.C. 1 Deputy Director of armored fighting vehicles (Colonel) (Ministry of Supply Officer att) 1 General Staff Officer 2nd grade
HQ, R.A.	1 Brigadier, R.A. 1 General Staff Officer, 1st grade 1 General Staff Officer, 2nd grade 1 General Staff Officer, 3rd grade
HQ, INFANTRY	1 Brigadier, Infantry 1 General Staff Officer, 2nd grade 1 General Staff Officer, 3rd grade

By command of General EISENHOWER:


 T.J. DAVIS,
 Brigadier General, A.G.D.,
 Adjutant General.

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APO 512

18 May 1943

STAFF MEMORANDUM)

NUMBER 39)

Announcement of Appointment, Executive Officer, Civil Affairs Section... I
Allied Force Headquarters Printing Section.III -- ANNOUNCEMENT OF APPOINTMENT, EXECUTIVE OFFICER, CIV. AFFAIRS SECTION.

1. Staff Memorandum Number 61, this headquarters, 1942, is rescinded.
2. Mr. Samuel Reber is announced as Executive Officer, Civil Affairs Office, vice Mr. Paul T. Culbertson, relieved.

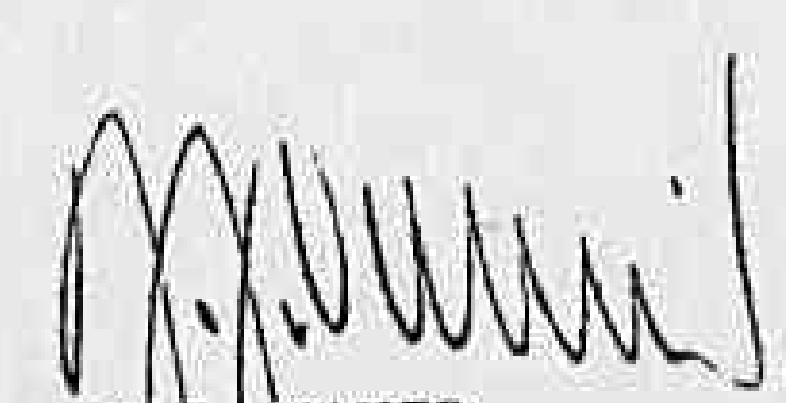
II - ALLIED FORCE HEADQUARTERS PRINTING SECTION.

1. An AFHQ printing press is in operation at No. 5 Rue Clauzel, Algiers.
2. The machinery consists of two flat beds; two platons, two linotypes and usual accessories. All ordinary printing can be carried out up to a maximum size of 27" X 24".
3. The staff consists of some 26 men. All personnel have been carefully "vetted" and have signed the security form under the Official Secrets Act. Security precautions at the plant are effective and only authorized admission is permitted. When work is in progress it cannot be seen by unauthorized persons.
4. At present the plant and staff are fully occupied on printing essential G.R.O's, L of C R.O's and reprints of Army Forms in addition to less important matter.
5. If urgent highly secret work has to be undertaken this can be carried out under proper security conditions but at the expense of normal routine work. It is emphasized, however, that under these conditions the output is limited.
6. All applications for such printing should be made in the first instance to either A.Q.M.G. or D.A.Q.M.G. - Q.2 (Room 12, ST. GENEVIEVE). Both these officers are suitably classified and will be in a position to give rulings as to priorities.

By command of General EISENHOWER:

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 T.J. DAVIS,
 687 Brigadier General, A.G.D.,
 Adjutant General.
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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

6 May 1943

HUNTER 33)

IDENTIFICATION SYMBOLS

Staff Memorandum Number 6, this headquarters, es, as amended by Staff Memoranda Numbers 10, 12 and 36, this headquarters, es, is further amended by the addition of the following symbol:

ALLIED FORCE HEADQUARTERS

Transportation (British) Section

FHTNS

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

1 May 1943

STAFF MEMORANDUM)

NUMBER 37)

Priorities for Air Transportation..... I
Radio Telephoto Service..... II

I -- PRIORITIES FOR AIR TRANSPORTATION

→ Staff Memorandum Number 33, this headquarters, 1943, is rescinded.
(AG 509-1 M)

II -- RADIO TELEPHOTO SERVICE

→ 1. Staff Memorandum Number 30, this headquarters, 1943, is rescinded and the following substituted therefor.

2. Radio Telephoto Service. A radio telephoto system is now available at this headquarters for limited transmission service to and from the War Department, Washington, D.C. Pictures of primary importance for official staff information and public news consumption only will be transmitted.

3. Security. Due to the nature of this system, only unclassified photos and captions will be transmitted.

4. Procedure.

a Outgoing.

(1) Official. Official photographs will be submitted to the Assistant Chief of Staff, G-2, who will indicate his approval on the reverse side and forward the photograph to the Army Pictorial Service for transmission. All official photographs will be transmitted to the United States Army Pictorial Service, Washington, D.C., for distribution.

(2) News. All news photographs will be submitted to the Information and Censorship Section where they will be authenticated on the reverse side and delivered to the Army Pictorial Service. The Officer in charge of the United States Army Pictorial Service will determine the number of news photographs which may be filed by INC for transmission and will inform the latter of that number. All news photographs will be transmitted to the Bureau of Public Relations, Washington, D.C., where distribution to the Office of War Information and to all press agencies will be made simultaneously and without credit.

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(3) Deadline. Photographs will be filed at the Signal Corps Army Pictorial Service Laboratory, No. 8 Rue Enfantin by 0930A on the day transmission is desired.

(4) Transmission Data. A transmission file will be maintained by the United States Army Pictorial Service, and each photograph transmitted will have the picture number, date, time of transmission and other pertinent information written on the back. The originator will be informed upon request that the transmission was completed.

5. The caption on all outgoing material will include the following: "Signal Corps Radio Telephoto No. ____."

6. Incoming Prints.

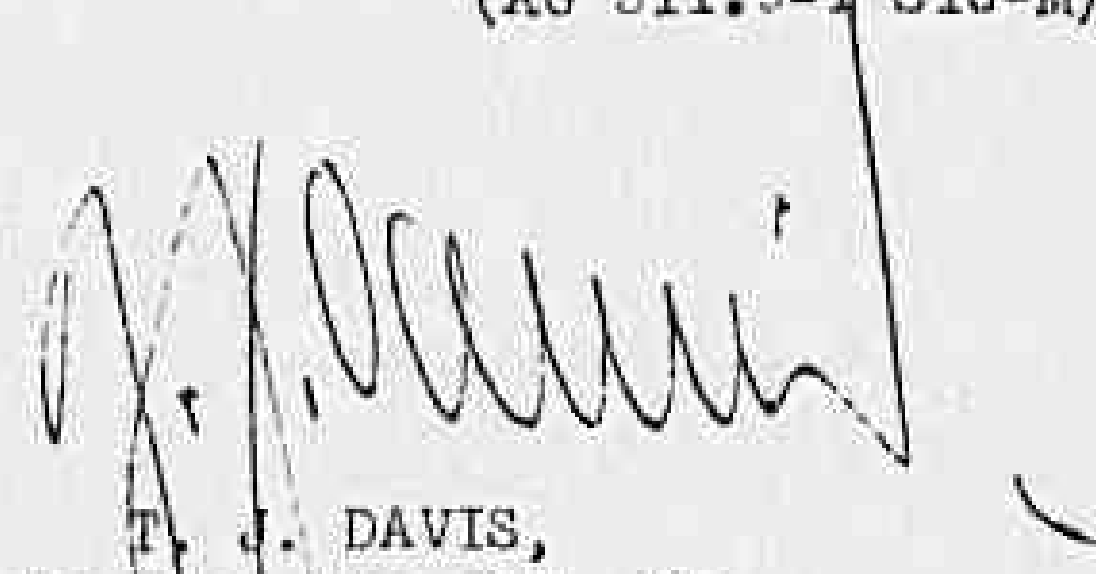
a Official Photos. Official photos will be delivered to the addressee; if no addressee is indicated the photo will be delivered to Assistant Chief of Staff, G-2.

b News Photos. One print of each photo will be delivered to INC for dispatch to the proper agency.

c To the caption received on a and b above will be added: "Received by Signal Corps Radio Telephoto."

(AG 311.9-1 SIG-M)

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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APO 512

STAFF MEMORANDUM)
NUMBER 36)

27 April 1943

IDENTIFICATION SYMBOLS

*See staff
memo# 38*

Staff Memorandum No. 6, this headquarters, cs, as amended by Staff Memorandum No. 10 and 12, this headquarters, cs, is further amended by the addition of the following symbols:

ALLIED FORCE HEADQUARTERS

Ordnance (Br)	PHORB
RZL	PHORR
G-1 (Br)	PHOAB
Postal (Br)	PHOAB
Q (Paint)	PHODQ
S and T	PHODT
Move. and In	PHODI
EPI	PHODI
Works	PHODW

By command of General EISENHOWER:

T. J. Davis
T. J. DAVIS,
Brigadier General, A.G.D.,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 512

17 April 1943

STAFF MEMORANDUM)

NUMBER)

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DUTIES OF 18th ARMY TRAINING GROUP.

1. The 18th Army Training Group (Brigadier Kenchington), supplemented by General Staff Officer, Class 2, this headquarters, in agreement with the Commanding General, 18th Army Group, has been assigned duties as follows:

a. The normal duties of the training staff of Headquarters, 18th Army Group.

b. Under Assistant Chief of Staff, G-3, this headquarters, the normal duties of the training staff at this headquarters with respect to British troops. At least one officer of this group will be permanently located at Allied Force Headquarters.

c. Responsibility for preparation of training memoranda for issue to British formations. If these memoranda are issued by Headquarters, 18th Army Group, copies will be sent to this headquarters. Headquarters, 18th Army Group will forward to this headquarters drafts of memoranda recommended for issue by Allied Force Headquarters.

By command of General EISENHOWER:

[Signature]
T. J. DAVIS
Brigadier General, A.C.D.,
Adjutant General.

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APO 512

STAFF MEMORANDUM)

14 April 1943

NUMBER 34)

GENERAL STAFF STATISTICAL SUB-SECTION

1. The General Staff Statistical Sub-Section will, in addition to its secretarial functions, be responsible for compiling and maintaining statistics both of an operational and logistical nature.

2. The functions of this Sub-Section are as follows:

a To maintain such statistics as may be required by the United States General and Special Staff Sections and British Services at AFHQ.

b To obtain as required from the appropriate source, United States or British, any statistical data required for staff purposes.

c To keep the Commander-in-Chief, the Chief of Staff, the Deputy Chief of Staff, the Chief Administrative Officer and heads of Staff Sections concerned, informed of the general logistical position throughout the Theater.

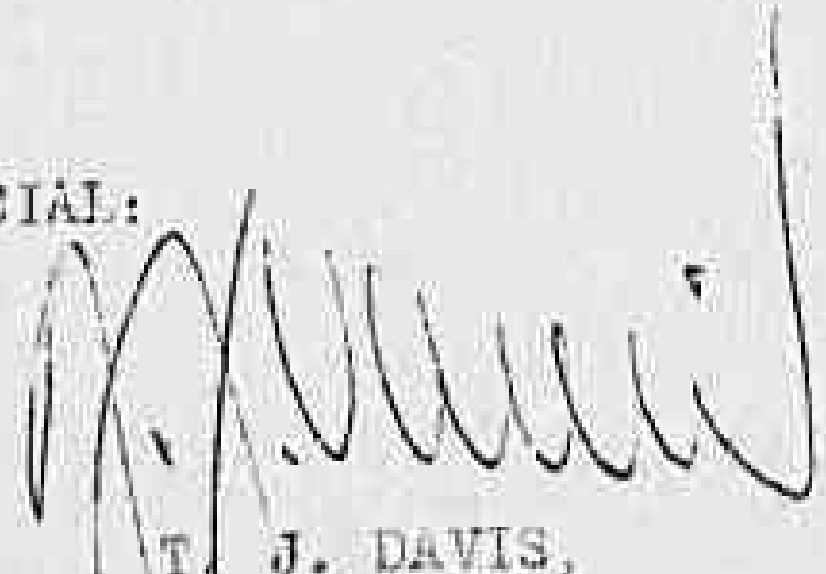
3. This Sub-Section will NOT be responsible for keeping the type of detailed statistics which are necessary in the United States Special Staff Sections and British Services.

4. Appendix "A" shows statistical information which is either already available or being compiled, and which will be kept up-to-date. Additional information which Staff Sections and Services may desire to have maintained will be submitted in memorandum form to the Secretary, General Staff, by Chiefs of Staff Sections or Services.

By command of General EISENHOWER:

W. B. SMITH
Major General, JSC, Chief of Staff

OFFICIAL:


T. J. DAVIS,
Brigadier General, AGO,
Adjutant General.

1 Inclosure
Appendix "A"

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APPENDIX "A"

LIST OF MAJOR STATISTICS MAINTAINED BY GENERAL STAFF SECRETARIAT

Basic Staff Data

1. Standard Staff Data, showing personnel, vehicles and weapons of all types of units in the North African Theater.
2. Armored Fighting Vehicle Data.
3. Functions and capacities of major Administrative Units.
4. Standard ammunition holdings.
5. Rates of ammunition expenditure.

Strength and Equipment

6. Location Map of Administrative Installations.
7. Strengths by Units and Areas.
8. Vehicle and weapon states by Units and Depots.
9. Personnel strength states by Units, Areas and Services.
10. Comparative Artillery and Tank strengths, Allied and enemy forces.
11. Casualty returns (personnel).
12. Operational aircraft available.

Maintenance Position

13. Stock position by Units and Railheads.
14. Scale of reserves in forward areas and bases.
15. Air Corps Gasoline reserves by quantities and airfields.
16. Civil imports - received and due.
17. Current average rates of consumption by Units of major commodities.
18. Maintenance tonnages allotted to Units and L. of C.
19. Coaster tonnage program by Ports and Commodities.
20. Tonnage situation.

Movement Data

21. Road distances; Air distances.
22. Convoy situation.
23. Aircraft Services.
24. Tanks and vehicles, ammunition and weapons, on Convoys.
25. Rolling stock situation by gauges.
26. Rail development.

French Re-Armament

27. Equipment position
 - a Present
 - b Future

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ALLIED FORCE HEADQUARTERS
AFO 512

STAFF MEMORANDUM)

2 April 1943

NUMBER 33)

P R I O R I T I E S F O R A I R T R A N S P O R T A T I O N

*Rescinded
See Staff Memo # 37*

1. It has been decided to standardize the procedure employed in the handling of passengers and freight over the various air transport routes. To achieve this object, the organization described as below will commence to function as from 2 April 1943. It will be controlled by Air Service Command, MAF. All instructions in conflict with this memorandum are rescinded.

2. Formation of Air Priorities Board. An Air Priorities Board is formed, consisting of the Commanding General, Air Service Command, MAF, as Chairman, an officer detailed by the Commander-in-Chief, Mediterranean, and an officer detailed by G-3, AFHQ, to be members of the Board. All decisions made by the Board will be final, and under the authority of the Commander-in-Chief, Allied Forces.

3. Basic Priority Policy. Priority will be granted for air passages of cargo or personnel only when it is necessary for the successful prosecution of the war effort. Priorities will be classified as in paragraph 4.

4. General Description of Priority Classifications.

Class 1 will include only passengers or cargo, the movement of which is required by an emergency so acute that precedence should be given over all other traffic and which should under no circumstances be delayed en route for other passengers or cargo. This classification will only be granted when the urgency is such that a delay will directly impair the war effort.

Class 2 will include only passengers or cargo, the transportation of which by air is vital to the prosecution of the war.

Class 3 will include only passengers or cargo, the transportation of which by air is necessary for the war effort but not of an extremely urgent nature.

Class 4 will include passengers or cargo, the transportation of which is of sufficient importance to the war effort to justify transportation by air but not as urgent as those in the higher classifications.

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NOTE: Priorities in respect of personnel and cargo from U.S.A. will be classified as ordered in AG 590/604 A-H dated 30 March 1943, and not as stated above.

5. Establishment of Air Booking Office. An Air Booking Office will be established and will be staffed by U.S.A.A.F. and R.A.F. personnel. It will be located at No. 30 Rue Michelet, Algiers.

6. Functions of Air Booking Office.

- (a) Control of all available air space for passengers and freight.
- (b) Supply of information regarding air routes available for transport of stores and personnel.
- (c) Receipt of all applications for air transport of personnel and stores from the appropriate Naval, Military, or Air authority. It is here stressed that all requests to U.S.A. or U.K. for provisioning by air transport to this theater must be made through the Air Booking Office.
- (d) Allocation of passengers and cargo to the various air transport services and issue of necessary instructions to approved passengers and consignors of cargo.
- (e) Details of passengers and cargo to be transported by air will be given by Air Booking Office to the concerned Receipt and Dispatch Centers on aerodrome.
- (f) Recording of payloads carried throughout the air routes used, to ensure that economical use is made of air services and information is available for the appropriate staff to add or delete air services where or where not required.

7. Formation of Receipt and Dispatch Centers. At each terminal and exchange point there will be established a center which will have the following responsibilities:

- (a) Assembly and weighing of passengers, kit and cargo, preparation of manifest, and loading of aircraft under supervision of pilot.
- (b) Insuring that passengers comply with security regulations.
- (c) Receipt of passengers and freight arriving by air, recording of disposal, etc. including "transshipments".

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8. Responsibilities of Interested Services.

- (a) Air Service Command, NAF, will be entirely responsible for the efficient functioning of the organization set out in this memorandum, including the establishment of relevant units, systems of recording, documentary procedure, etc.
- (b) The Naval and Military representatives will be responsible for presenting to the Board demands for air movement which are authorized and represent the priority agreed within their respective services and Staff Sections.

By command of General EISENHOWER:

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J. Davis
J. S. DAVIS, R.
Brigadier General, A.G.D.,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
ARO 512

31 March 1943

STAFF MEMORANDUM

NUMBER 32

CHANNELS FOR CORRESPONDENCE WITH 18 ARMY GROUP.

*Rescinded
Staff Memo # 40*

1. Many administrative matters of routine nature have recently been referred to 18 Army Group for action in connection with formations under their command. 18 Army Group is not directly responsible for the administration of formations under its command. Administrative matters of routine nature should therefore be dealt with direct between Allied Force Headquarters and First Army or II Corps.

2. The attention of all branches of this headquarters is directed to this matter. Reference should only be made to 18 Army Group in matters of policy. Should written correspondence contain a policy element, copies should be sent to 18 Army Group.

By command of General EISENHOWER:

E. Davis
Brigadier General, A.G.D.,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
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STAFF MEMORANDUM)

NUMBER

31)

30 March 1943

REQUESTS FOR U. S. NAVAL PERSONNEL AND MATERIAL

All requests for United States Naval Personnel, forces, and material will be coordinated with the Commander, U. S. Naval Forces, Northwest African Waters. This procedure will insure that requests are not duplicated and that proper U. S. Naval terminology is used.

By command of General EISENHOWER:

T. J. Davis
T. J. DAVIS
Brigadier General, A. G. D.
Adjutant General.

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STAFF MEMORANDUM)

NUMBER

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30 March 1943

REQUESTS FOR U. S. NAVAL PERSONNEL AND MATERIAL

All requests for United States Naval Personnel, Forces, and material will be coordinated with the Commander, U. S. Naval Forces, Northwest African Waters. This procedure will insure that requests are not duplicated and that proper U. S. Naval terminology is used.

By command of General EISENHOWER:


T. J. DAVIS
Brigadier General, A. G. D.
Adjutant General.

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ALLIED FORCE HEADQUARTERS
AFG 512

STAFF MEMORANDUM)

NUMBER 30)

27 March 1943

RADIO TELPHOTO SERVICE

*Res and
Staff Sec
Memo #30*

1. Radio Telephoto Service. A radio telephoto system is now available at this headquarters for limited transmission service to the War Department, Washington, D.C. Pictures of primary importance for official staff information and public news consumption only will be transmitted.

2. Security. Due to the nature of this system, only unclassified photos and captions will be transmitted.

3. Procedure.

a. Outgoing.

(1) Official. Official photographs will be submitted to the Assistant Chief of Staff, G-2, who will indicate his approval on the reverse side and forward the photograph to the Army Pictorial Service for transmission. All official photographs will be transmitted to the United States Army Pictorial Service, Washington, D.C., for distribution.

(2) News. All news photographs will be submitted to the Information and Censorship Section where they will be authenticated on the reverse side and delivered to the Army Pictorial Service. The Officer in charge of the United States Army Pictorial Service will determine the number of news photographs which may be filed by INC for transmission and will inform the latter of that number. All news photographs will be transmitted to the Bureau of Public Relations, Washington, D.C., where distribution to the Office of War Information and to all press agencies will be made simultaneously and without credit.

(3) Deadline. Photographs will be filed at the Signal Corps Army Pictorial Service Laboratory, No. 8 Rue Infantin by 0930A on the day transmission is desired.

(4) Transmission Data. A transmission file will be maintained by the United States Army Pictorial Service, and each photograph transmitted will have the picture number, date, time of transmission

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ALLIED FORCE HEADQUARTERS
AFHQ 512

STAFF MEMORANDUM

17 March 1943

NUMBER 28

Reclassification of Staff Memoranda.....	I
Decision on Staff Memoranda.....	II
Office Space, Supplies and Equipment.....	III
Privileges for British Officers.....	IV
Marking of Secret and Confidential Papers.....	V
Change of Address and Telephone Number.....	VI
Symbol.....	VII
Censoring of Personnel Mail.....	VIII
Action on Cables and Other Important Communications and Papers.....	IX

I - RECLASSIFICATION OF STAFF MEMORANDA.

1. The following Secret (British Post Secret) Staff Memoranda are reclassified as Restricted (British Confidential):

- No. 2, 19 August 1942 - Security Measures.
- No. 21, 19 October 1942 - (Corrected Copy, 28 October - Message Handling Procedures in Headquarters and Command Post of Allied Force Headquarters.
- No. 22, 26 October 1942 - Message Handling Procedure at Headquarters and Command Post of Allied Force Headquarters.
- No. 32, 30 October 1942 - Message Routing for transmission by electrical means.
- No. 23, 26 October 1942 - Northern Field Force.
- No. 54, 2 October 1942 - I - Corrected Copy of Staff Memorandum No. 28, 1942; II - Revocation of Section I, Staff Memorandum No. 5.
- No. 33, 30 October 1942 - Policy for procedure for the issue of Reviews Liaison Reports, Situation Reports, Intelligence Reports and Communications in Operation Torch.
- No. 35, 31 October 1942 - Message Handling Procedure in Allied Force Headquarters.
- No. 37, 2 November 1942 - I - Requests for personnel; II - Location of C.A.C.
- No. 38, 6 November 1942 - Amendment No. 1 to Staff Memorandum No. 35.
- No. 40, 14 November 1942 - Grading Instructions.
- No. 42, 19 November 1942 - Security Measures.

2. The following Confidential (British Secret) Staff Memoranda are reclassified Restricted (British Confidential):

- No. 27, 15 October 1942 - Visiting of Offices.
- No. 43, 20 November 1942 - Operation of Rear Echelon.

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II - REGION OF STAFF MEMORANDA.

1. The following Staff Memoranda, this Headquarters, are rescinded:

- No. 1, 16 August 1942 - I - Designations; II - Staff Duty Officers; III - Motor Transportation.
- No. 2, 19 August 1942 - Security Measures.
- No. 3, 20 August 1942 - I - Officers' Register; II - Travel Orders; III - Security of Office Keys.
- No. 4, 21 August 1942 - Car Shuttle Service, Norfolk House - 20 Grosvenor Square.
- No. 5, 27 August 1942 - I Staff Duty Officers; II - Car Shuttle Service, Norfolk House - 20 Grosvenor Square.
- No. 6, 31 August 1942 - Dispersal.
- No. 7, 2 September 1942 - I - Identification Cards, WD AGO Form 65-4; II - Identification Tags; III - Blackout Precautions.
- No. 8, 4 September 1942 - I - Procurement of Office Supplies and Equipment; II - Office Space, assignment of.
- No. 9, 5 September 1942 - Vaccinations and Immunizations.
- No. 10, 7 September 1942 - Administrative Procedure.
- No. 11, 8 September 1942 - I - Blackout Precautions; II - Office Keys; III - Cleaning of Offices.
- No. 12, 10 September 1942 - I - Officer Courier Service-Headquarters, SOS; II - Officers' Billings; III - Office Space, assignment of.
- No. 13, 12 September 1942 - Postal Service.
- No. 14, 13 September 1942 - I - Motor Transportation; II - Official Cable Address.
- No. 15, 24 September 1942 - Destruction of Waste Paper.
- No. 16, 30 September 1942 - Motor Transportation between Norfolk House and 1 Court St. Stephen's Place.
- No. 17, 25 September 1942 - I - Conducting of Personal Mail; II - Privileges for British Officers.
- No. 18, 27 September 1942 - Secret Code Material.
- No. 19, 28 September 1942 - Courier Mail to HQ.
- No. 20, 29 September 1942 - Action on Cables and other important communications papers.
- No. 21, 30 September 1942 - I - Handling of Secret and Confidential papers; II - Use of Elevators.
- No. 22, 3 October 1942 - I - Motor Transportation; II Shuttle Service; III - Privileges for British Officers and Warrent Officers.
- No. 23, 7 October 1942 - Building Plans.
- No. 24, 10 October 1942 - Difficulties in Military Courtesy and Conduct.
- No. 25, 11 October 1942 - Processing outgoing Cables.
- No. 26, 13 October 1942 - I - Symbols; II - Motor Transportation.
- No. 27, 15 October 1942 - Meeting of Officers.
- No. 28, 18 October 1942 - (Corrected 20 October) - Message Handling Procedure - H. Headquarters and Command Posts of Allied Force Headquarters.
- No. 29, 22 October 1942 - I - Officer Courier Service - Headquarters SOS; II - Car Shuttle Service - Grosvenor Square.
- No. 30, 24 October 1942 - Message Handling Procedure at Headquarters and Command Posts of Allied Force Headquarters.
- No. 31, 26 October 1942 - Privileges for British Warrent Officers.

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- No. 32, 24 October 1942 - Message Routing for Transmission by
Electrical Cable.
- No. 33, 26 October 1942 - Northern Task Force.
- No. 34, 28 October 1942 - I - Corrected Copy of Staff Memorandum
No. 28; II - Revision of Section I, Staff Memorandum No. 5, August 1942
(Staff Duty Officer).
- No. 35, 30 October 1942 - Policy and Procedure for the issue of
Reviews, Liaison Reports, Intelligence Reports and Communications in Operation
"Torch".
- No. 36, 31 October 1942 - Message Handling Procedure in Allied
Force Headquarters.
- No. 37, 2 November 1942 - I - Requests for personnel; II - Loca-
tion of Chief Administrative Officer.
- No. 38, 6 November 1942 - Amendment No. 3 to Staff Memorandum
No. 35.
- No. 39, 13 November 1942 - Baggage Allowances and Instructions for
Air Passengers.
- No. 40, 14 November 1942 - Creating Articles.
- No. 41, 19 November 1942 - Security Measures.
- No. 42, 20 November 1942 - Operation of Near Echelon.
- No. 43, 20 November 1942 - Air Messenger Service, (ADLS).
- No. 44, 1 December 1942 - I - Per Diem for Officers; II - Requests
for supplies from U.S.A. or U.S.A.; III - Purchasing.
- No. 45, 2 December 1942 - Security Regulations, Allied Force Head-
quarters.

2. Items of current application are republished below.

III - OFFICE SPACE, SUPPLIES AND EQUIPMENT.

Requests for assignment of office space and issuance of supplies or
equipment will be submitted to the Headquarters Commandant.

IV - PRIVILEGES FOR BRITISH CIVILIANS.

British officers assigned or attached to United States Army Units or
Headquarters will be accorded the same privileges as United States personnel
in the use of such facilities as messes, commissaries, post exchanges, and
medical attention.

V - MARKING OF SECRET AND CONFIDENTIAL PAPERS.

In order to facilitate the identification and recognition of classified
papers prepared in this Headquarters, all such papers and documents will be
indelibly stamped or imprinted in red ink on the top and bottom of each page,
"Secret quota British Most Secret", or "Confidential quota British Secret",
as the case may be. The typewritten classification alone will not suffice.

VI - CHANGE OF ADDRESS AND TELEPHONE NUMBER.

All officers and United States warrant officers, their headquarters **684** will

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report any change in residence and telephone number to the Adjutant General without delay.

VII - SYMBOLS.

Symbols designated in Allied Force Headquarters Form No. 10, Transmittal Slip, will be used by all Staff Sections for identification purposes on correspondence.

VIII - CENSORING OF PERSONAL MAIL.

Mail of United States enlisted personnel will be censored as follows:

a. Chiefs of Staff Sections will designate United States Army Officers to censor outgoing mail of enlisted personnel assigned or attached to their sections. The name, rank, and specimen signature of censoring officers will be furnished to the Commanding Officer, Headquarters Command. Changes in censoring officers will be reported without delay.

b. Mail censored and signed by the designated officers will be posted in accordance with the provisions of Section II, Bulletin 14, this headquarters, as subject: Censorship Violation.

IX - ACTION ON COPIES AND OTHER IMPORTANT COMMUNICATIONS AND PAPERS.

Whenever possible, action must be completed within twenty-four hours, or reason for delay given on Allied Force Headquarters Form Number 8. Chiefs of sections will maintain suitable suspense files.

By command of General HISENBERGER:

0001

[Signature]
T. J. DAVIS
Brigadier General, ...G.D.,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
AFO 512

STAFF MEMORANDUM

MULLEN 28)

14 March 1943

ASSISTANT CHIEF OF STAFF G-3 (ORGANIZATION) DUTIES

1. Paragraph 2b. of Staff Memorandum No. 20, this Headquarters, cc, is hereby rescinded and the following substituted:

a. G-3 (Organization) is also responsible for the preparation for G-3 (Plans) of Troop Lists giving the proposed detailed composition of forces required for future operations.

b. G-3 (Organization) will consult G-4 in respect to United States Units, and the Assistant Deputy Quartermaster General in respect to British Units to insure that all aspects of maintenance are catered for fully and that all necessary units, etc., are included in the Troop List as finally decided.

By command of General HENDERSON:

W. B. SMITH
Major General, G.S.C., Chief of Staff

OFFICIAL:


T. J. DAVIS
Brigadier General, A.D.C.,
Adjutant General.

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ARMED FORCE HEADQUARTERS
APO 312

12 March 1943

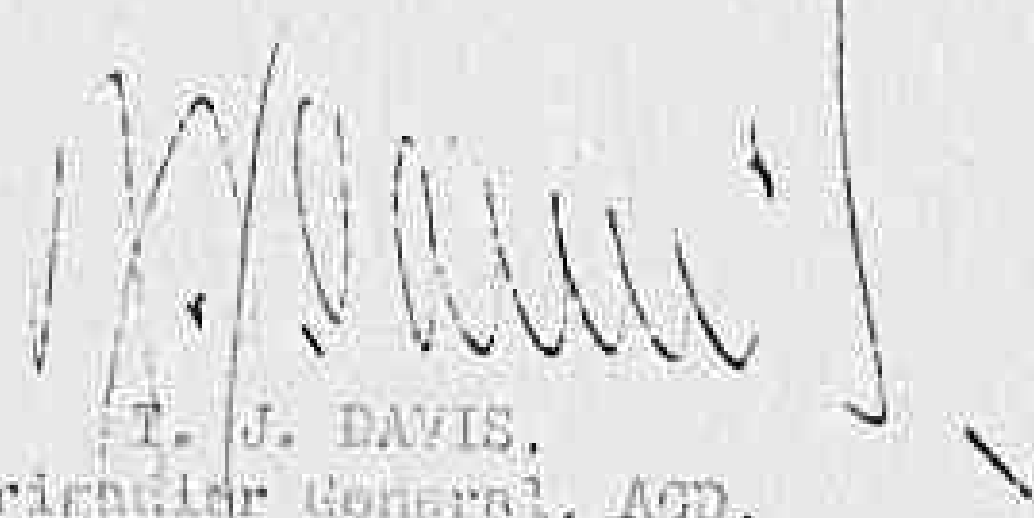
STAFF MEMORANDUM)

NUMBER 27)

DELIVERY OF COMMUNICATIONS INTENDED
FOR THE COMMANDER-IN-CHIEF

1. Hereafter, all communications, including cables and similar messages, intended for the Commander-in-Chief will be delivered to the Secretary General Staff, Room Number 23, AFHQ, for processing and delivery.
2. Between 2300 hours and 0800 hours, delivery will be made to the Secretary General Staff duty officer, Room Number 23.

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGO.
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM

NUMBER 26)

10 March 1943

TRAINING INSPECTIONS.

1. Special Staff officers charged with supervision of training of elements of their respective branches, will make, or cause to be made, frequent inspections of training activities in which they are primarily interested. The inspections will be coordinated with G-3, and reports processed through that section. Purpose of the inspections is to determine:

- a. If the training policies of the Commander-in-Chief are being carried out.
- b. Suitability of methods employed.
- c. Whether administration interferes with training. If in the opinion of the inspector such is the case he will give full details in his report.
- d. Whether unit schools for officers and non-commissioned officers are being held.
- e. If lessons learned in recent fighting are being disseminated, and by what methods.
- f. What assistance in the way of training aids and training should be provided by higher headquarters.

2. It is desired that they particularly observe and report on the following matters:

a. State of discipline as evidenced by observance of military courtesy. Reference: Letter Allied Force Headquarters, 4 February 1943, subject- Saluting; Paragraph 4, Training Memorandum No. 2, Allied Force Headquarters, 7 January 1943.

b. Military bearing and neatness. Reference: Letter Allied Force Headquarters, 1 February 1943, subject- Military Bearing and Neatness.

By command of General EISENHOWER:

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T. J. DAVIS
Brigadier General, A.G.D.,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

SUBJECT: 25)

4 March 1943

PROMOTIONS

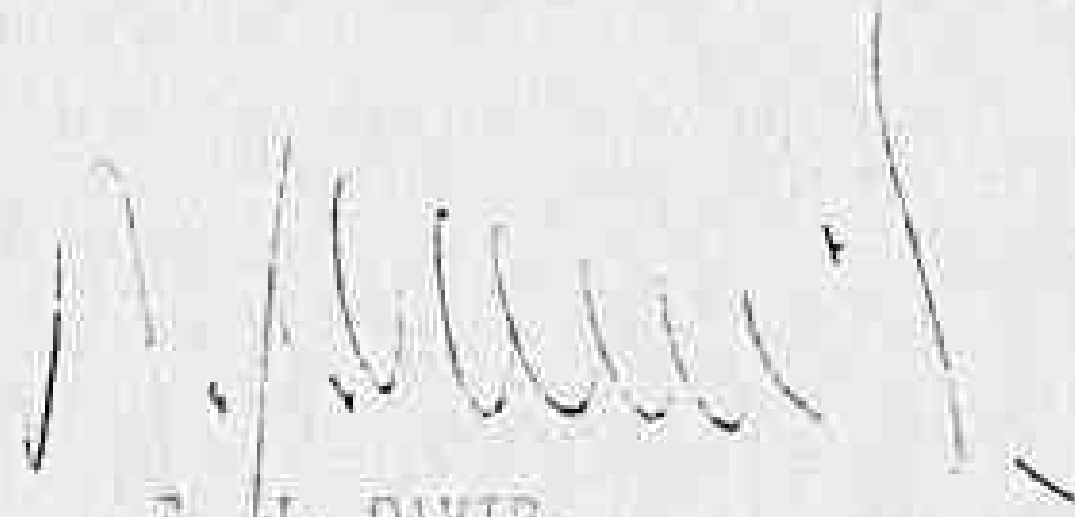
1. There is a tendency in this headquarters to recommend the promotion of American Officers and the upgrading of the appointment of British officers merely on the grounds of correcting their relative seniorities.

2. It must be realized that in the American and British Armies there are bound to be inequalities of promotion. The principle is to maintain the correct balance in the promotion of officers of each nation in Allied Force Headquarters and in other headquarters and units. There must be no grounds for the suggestion that officers at Allied Force Headquarters are being favored in the matter of promotion.

3. Adherence to this principle may lead to the result that an officer of this headquarters of one nation is the superior of an officer of a higher rank of the other nation. The Commander-in-Chief directs that this state of affairs be loyally accepted. Officers must realize that such cases are merely due to inequalities in the promotion rates of the two Armies. The officer less qualified to hold an appointment will be posted to that appointment regardless of rank or nationality.

4. The above principle does not in any way jeopardize the promotion of officers of Allied Force Headquarters to higher rank if they are recommended and a vacancy in a higher grade exists.

By command of General BISHOP:


E. J. DAVIS,
Brigadier General, AGD,
Adjutant General.
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ALLIED FORCE HEADQUARTERS
APO 512

7 March 1943

STAFF MEMORANDUM)

HUSBER)

24)

General and Special Staff..... I
Policy File..... II

GENERAL AND SPECIAL STAFF

1. Staff Memorandum Number 12, this Headquarters, 7 September 1942, and Section I, Staff Memorandum Number 53, this Headquarters, 19 December 1942, are rescinded.

2. The doctrine of "completed staff work" is a doctrine of this Headquarters. "Completed staff work" is the study of a problem, and presentation of a solution, by a staff officer, in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action.

3. In most instances, completed staff work results in a single document prepared for the signature of the chief, without accompanying comment. A "rough draft," if used, must be complete in every respect except that it lacks the requisite number of copies.

4. When "completed staff work" is finished the test is this: If you were the chief, would you be willing to sign the paper you have prepared, and stake your professional reputation on its being right?

5. It is expected that the Chief Administrative Officer and Assistant Chiefs of Staff, G-1, G-2, G-3, G-4, will take executive action on all matters covered by established policy. The Chief of Staff will be promptly informed of executive action taken by General Staff Sections, on unusual or important papers.

6. Action by General Staff Sections. All matters properly pertaining to a section of the General Staff will be referred thereto by the Adjutant General.

a. The best interests of the Headquarters are served by minimizing routine work of General Staff Sections. To that end General Staff Sections will furnish the Adjutant General with policies concerning matters which may be handled by the Adjutant General, without reference to General Staff Sections.

b. The staff section having primary interest in any correspondence will process the matter with the General and Special Staff, securing concurrence and approvals and at the proper time return all papers in the case to the Adjutant General's Section for disposition. Carrier sheet correspondence will show notation by interested staff sections,

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or record copies will be initiated by the Chief or Executive officer of the interested sections. The Adjutant General's Section will not take final action until assured that the action has been noted by officers having a vital interest.

(1) Formal memoranda between staff sections are discouraged. The transmittal sheet (See Appendix blank forms, AFHQ Form Number 10) will be used by the Adjutant General's Section in referring matters to the staff. The carrier sheet (AFHQ Form No. 3) will be used wherever possible for intra-staff written communication. The carrier sheet (AFHQ Form No. 3) will bear the file classification of correspondence and will remain with the correspondence until returned to the Adjutant General's Section for disposition and filing. Carrier sheet correspondence constitutes an integral and highly important part of the headquarters' records.

(2) Comments, recommendations, supplementary data, etc., required from other staff sections will be secured by telephone if practicable. Notes of the telephone conversation will be recorded for future reference on the carrier sheet. When advisable to secure written comments, concurrences, etc., the correspondence will be sent by carrier sheet to the section or sections concerned by messenger.

(3) Carrier sheets will be stamped with the highest security classification borne by attached papers.

7. Submission of Papers to the Chief of Staff, Allied Force Headquarters.

a. A "Memorandum for the Chief of Staff," in the form prescribed herein, is the type of communication used to present subjects to the Chief of Staff for his action. Decisions will be expedited if all such memoranda are presented in a uniform manner. They must be concise and complete and must present, with a minimum of explanation, the salient factors upon which the recommended action is based.

b. Generally a memorandum should not exceed one page in length. If further development is necessary, the additional matter should be "tabbed" and carried in an appendix, making appropriate reference to the "tabs" in the body of the memorandum.

c. The business of the General Staff preparatory to the formulating of memoranda for the Chief of Staff will be conducted as informally as is consistent with the keeping of necessary records. Formal communications between divisions of the General Staff should be resorted to only under exceptional and demanding circumstances. The use of carrier sheets filled in by hand, if to advantage, and personal or telephone consultations should be the rule.

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d When expeditious action is necessary, informal procedure should be the rule, the author being charged with following the matter through to include the final approval. In such cases, final action by the Chief of Staff may at times be taken on rough drafts, informally concurred in by interested General Staff Divisions.

8. Form of Memorandum for the Chief of Staff. A memorandum for the Chief of Staff will be given "Subject" title and treated under three or more sections, arranged in sequence, as follows:

- I Discussion
- II Action recommended
- III Concurrences
- IV Consideration of non-concurrences (when applicable)
- V Final action recommended (when applicable)
- VI Final concurrences (when applicable)

9. Contents of sections of Memorandum for Chief of Staff. (See Appendix blank forms, AFHQ Form Number 3)

a Discussion. Only relevant facts and factors will be included. They will be expressed concisely and arranged in logical sequence. Throughout this section brevity in expression is desired, almost to the extent of telegraphic form. The following items illustrate what may be considered for this section:

- (1) Example: The Subject may be "Local purchases of Supplies" while the specific matter for decision is: "Immediate purchase of ammunition."
- (2) The background--to orient the reader.
- (3) The laws, regulations, or precedents involved.
- (4) The actions and recommendations of appropriate commanders.
- (5) The views of other sections of the staff if obtained prior to the securing of formal concurrences.
- (6) The effect of given or alternative lines of action.
- (7) Conclusions.

(8) Where a departure from an established policy of the War Department or from existing orders or regulations is recommended, the reasons which warrant such departure will be stated clearly.

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b Action recommended.

(1) The action recommended must be justified by the facts and analysis. It will be expressed definitely and succinctly, and when properly worded should permit the responsible official merely to approve, to disapprove, or to sign a letter.

(2) Alternative recommendations will not be made. However, alternative courses of action may be indicated under the "Discussion," and should be stated if the action proposed does not present the view of all officers who collaborated in the proposal.

(3) Recommendations which commit the Commander-in-Chief to subsequent action will not be made without specifically charging some agency with the initiation or performance of such action at the proper time. When the action recommended is the signature of the Commander-in-Chief or the Chief of Staff to a drafted letter, the gist of the letter will be indicated, i.e., favorable, non-committal, unfavorable, etc.

(4) When the Chief of Staff takes action on a Staff Memorandum, that action relates only to the matter under "Action recommended," as set forth in the paper. The decision neither approves nor disapproves statements contained under "Discussion" or any other statements in the paper except those in the "Action recommended."

(5) When the action recommended contains a number of items for action by the Adjutant General, this headquarters, these items will be placed in the order in which it is desired that priority be taken, i.e., radiogram or air mail letter, special instruction, etc., and the method of action, i.e., radiogram or air mail letter, will be underscored in red on the original.

c Concurrences.

(1) Since the Chief of Staff must have the best obtainable information on the subject presented, the concurrences of the Chiefs of all interested Staff Sections will be obtained and indicated on the original copy as shown on the "form." If the office concurs, the head of the section will initial in brackets. If he does not concur, the statement "see attached comments" (in lieu of the initials) will be written in ink, immediately after the brackets. The date of this action will be indicated to the right of the initials or statement. When time is pressing a telephone concurrence may be taken and it will be so indicated on the paper.

(2) The processing of concurrences will be given first priority by concurring offices. When it is necessary to expedite concurrences, the author should, by the use of the rough draft and its carbons, or carbon copies of the memorandum and by consultation,

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obtain informal agreements to the proposal from his corresponding members of the interested General Staff Sections. If formal concurrence by a General Staff Section or other office cannot be given within twenty-four (24) hours from receipt of the memorandum, the office of origin will be notified by telephone of the probable date of action.

(3) Statements of non-concurrence will be in the form of a memorandum to the initiating section, signed by the head of the section.

d Authentication. The signature of an Assistant or Acting Assistant Chief of Staff is required for the authentication of a Staff Memorandum which contains a decision or directs an action. When so signed, the memorandum, regardless of authorship, becomes the authoritative expression of the views and recommendations of the section.

e Consideration of non-concurrences. When one or more General Staff Section fails to concur in the "Action recommended" the consideration given to these non-concurrences will be added to the original memorandum as Section IV, as indicated in the outline (paragraph 8 above). Section IV should be started on the last page of the original memorandum, immediately below the signature, in order to insure that the added matter will not be overlooked. If sufficient space is not available, the following note will be placed prominently at the bottom of the last page of the memorandum as originally written: "See next page for consideration of non-concurrences."

f Final action recommended. The recommendation, if revised, must not be complicated by references to a part or all of the original action recommended in combination with new or revised matter contained in the final action recommended, and it must not be susceptible to misconstruction.

g Final concurrences. If the original action recommended has been changed materially, new concurrences should be obtained from those Divisions that concurred originally.

h Signature. The signature of the head of the section will follow the revision of the "action recommended."

i Approval. If the revised action recommended is approved, the Secretary, General Staff, will strike out the original action recommended at the time the approval stamp is affixed.

(Note: In those cases where several non-concurrences are submitted and as a result the study becomes so involved as to make a rapid summarization impracticable, the section of origin will re-draft the memorandum using the original set of papers as inclosures.)

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10. Synopsis. A General Staff memorandum of more than one page in length will have attached a brief of the essential factors bearing on the subject and of the action recommended.

11. Memorandum for the Adjutant General.

a. Final action having been decided upon, the Secretary of the General Staff will return all papers in the case to the Adjutant General's Section for activating of the decision. Upon final action by the Chief of Staff or the Commander-in-Chief the Secretary of the General Staff will advise interested staff sections by informal memorandum.

b. Instructions to the Adjutant General's Section should include the necessary distribution to accomplish the desired end, including the information copies deemed necessary. In general the Adjutant General's Section will be permitted latitude in editing the final correspondence and correction of minor irregularities. The security classification will be recommended by the section of origin. If doubts arise, the Adjutant General's Section will consult Assistant Chief of Staff, G-2, concerning the security classification to be used.

12. Maintenance of records.

a. Each staff officer on duty at the headquarters must be continually aware of the necessity for maintaining accurate records. Except as in c below, staff sections will not retain integral records of Allied Force Headquarters and will not attempt to duplicate records properly filed in the Adjutant General's Section.

b. Staff Sections are encouraged to maintain a file of index sheets which give the Adjutant General's Section classification, security classification, the subject, and a synopsis of subject matter of the correspondence. Such records will be valuable in identifying the proper file when the interested individual has scant recollection of the subject matter of the correspondence.

c. Provision is made for the retention of documents, normally part of Allied Force Headquarters records, in the office of origin when, in the opinion of the Chief of Section, security measures dictate the necessity of withholding record copies from the Adjutant General's files. Outgoing copies of such correspondence will be delivered to the Mail and Records Division of the Adjutant General's Section in a sealed and addressed envelope. The Chief of the Section concerned is charged with responsibility for safekeeping of the Allied Force Headquarters record of the correspondence and will furnish the Adjutant General with a file cross reference sheet until such time as filing with the Adjutant General's records is appropriate. Chiefs of Sections will review their files of correspondence of this nature at least once monthly.

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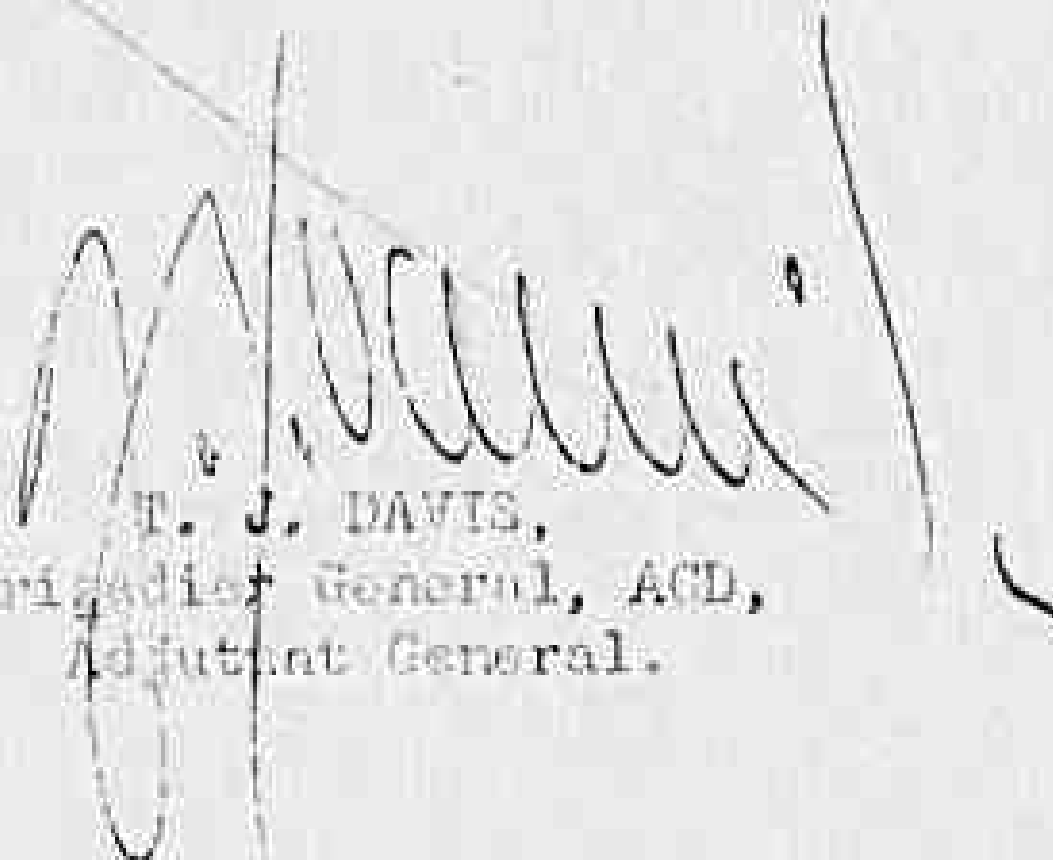
with a view of delivering correspondence which no longer requires special security measures to the Adjutant General for filing.

13. Preparation of Final Correspondence. The Adjutant General's Section is charged with the final preparation of all correspondence, except correspondence relating to operations and military intelligence. Instructions for the substance of indorsements and letters will be delivered to the Adjutant General's Section on carrier sheets. Drafts of circulars and general orders will be on letter size paper accompanied by carrier sheet correspondence which bears necessary approval of the draft.

II -- POLICY FILE

Reference paragraph 6a, section I above, the Adjutant General is responsible for keeping an up-to-date Policy File for this headquarters. All Section Chiefs will furnish the Adjutant General with a copy of existing policies, changes in policies, and new policies that are adopted (see Appendix blank forms, AFHQ Form Number 25).

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGC,
Adjutant General.

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TRANSMITTAL SLIP

ALLIED FORCE HEADQUARTERS
APO 512

1943

From	To	Symbol	From	To	Symbol
	Commander-in-Chief	C-C		Chem. Warfare	CWS
	Dep. Commander-in-Chief	DC-C		Civil Affairs	CTV
	DC-in-C for Air	DC-CA		Psychological	
	Chief of Staff	CS		Warfare Office	PWO
	Dep. Chiefs of Staff (U.S.)	DUS		Civil Defense	CD
	Dep. Chiefs of Staff (Br.)	DCS		Claims	CLM
	Navy Comm.-in-Chief (Br.)	NC-C		Engineer	ENG
	Navy Liaison Officer (U.S.)	NLO		Finance Office	FO
	Mil. Asst. to C-in-C (Br.)	MA		CC, Bq. Command	BC
	Civil Liaison Off. (Br.)	CLO		Inspector	IG
	Chief Adm. Officer	CAC		Judge Advocate	JA
	C-1	A		Liaison Section	LS
	C-2	B		Ordnance Office	OD
	C-3	C		Provost Marshal	PM
	C-4	D		Pub. Relations Office	PRO
	Air Staff	AS		Quartermaster	QM
	Sec. General Staff (U.S.)	SG/S		Signal Office	SIG
	Adjutant General	AG		Special Service	SS
	Anti-Aircraft	AA		Surgeon	SURG
	Chaplain	CH		Transportation	TN
	Aides-de-Camp (CinC)	ADC			

FOR:

	Necessary action		Note and return
	Remarks and recommendation		Note and send on
	Comment or concurrence		Preparation of draft of reply
	Direct reply		Publish
	Dispatch		File
	Information		
	Approved		

REMARKS

626-8

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ALLIED FORCE HEADQUARTERS
APO 512

POLICY FILE

Subject:

Policy:

CCB-7

Source:

Date Approved C in C or C3:

File No.

Date: _____

Section Chief

(To be forwarded to the Adjutant General's Section, attention of the
Executive Officer)

AFHQ Form No. 25

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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

NUMBER

23.)

4 March 1943

SECURITY OF MISSEN HUTS.

1. Owing to the scattered location of the Missen huts occupied by sections of this headquarters, it is not possible to provide adequate guard protection by day and night or to operate a satisfactory pass system.

2. Chiefs of Sections concerned will therefore insure that the following security measures are adopted:

a. Security of Documents and Control of Access.

(1) By day, huts containing classified material will not be left unoccupied. The identity of any visitor wishing to enter the huts will be checked by the occupants.

(2) By night, all classified material will be deposited in security boxes, so far as is practicable, and the huts will be occupied. This latter precaution is necessary owing to the ease with which an entire box of classified material can be removed from an unoccupied hut. In cases where only a small amount of classified material requires protection, arrangements will be made for such material to be placed in a neighboring hut which is constantly occupied.

(3) At no time will hut doors be locked and the huts left unoccupied, if classified material is present.

b. Disposal of Waste.

(1) Huts adjacent to the Army Post Office building will use the facilities for the burning of waste which are available to officers in the St. George Hotel.

(2) Huts near St. Genevieve School will burn their waste with that from St. Genevieve School.

(3) Separate incinerators are provided for the two remaining groups of huts.

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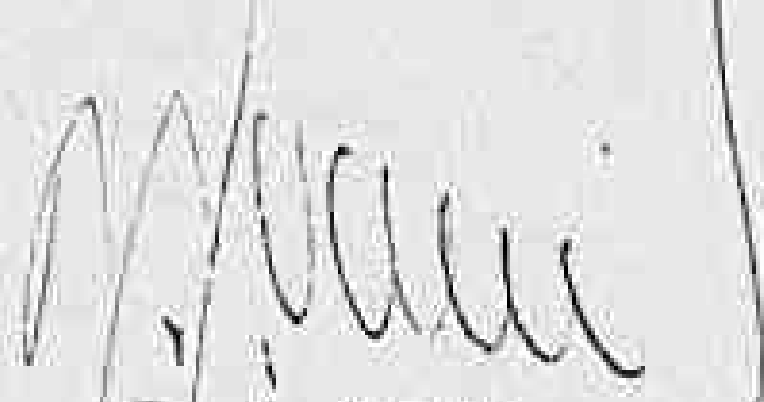
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3. The general provisions of Staff Memorandum Number 58, this Headquarters, 26 December 1942, are in no way superseded by these special measures of protection.

By command of General EISENHOWER:

60063


T. J. DAVIS.
Brigadier General, AGC.
Adjutant General.

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ALLIED FORCE HEADQUARTERS
AFHQ 912

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 : Auth: Cinc
 : Initials: *u/m*
 : 3 March 1943 :
 : : : : :
 3 March 1943

STAFF MEMORANDUM)

NUMBER 22)

Use of Telephone Voice Code (AFJIP).....I
 Clear Text Messages.....II

I -- USE OF TELEPHONE VOICE CODE (AFJIP).

1. Attention is invited to Secret Letter - AG 311.5/324 Sig-1, on this subject, dated 19 February 1943, designating present holders of Telephone and Radio Telephone Codes (AFJIP series).

2. Confusion has arisen in instances wherein staff officers of this headquarters have attempted to communicate with officers at Headquarters I of C and Sub Areas using this code.

3. No distribution is authorized except as specified in the memorandum mentioned in paragraph 1 above. It is requested that no attempts be made to use the code with any headquarters not so designated.

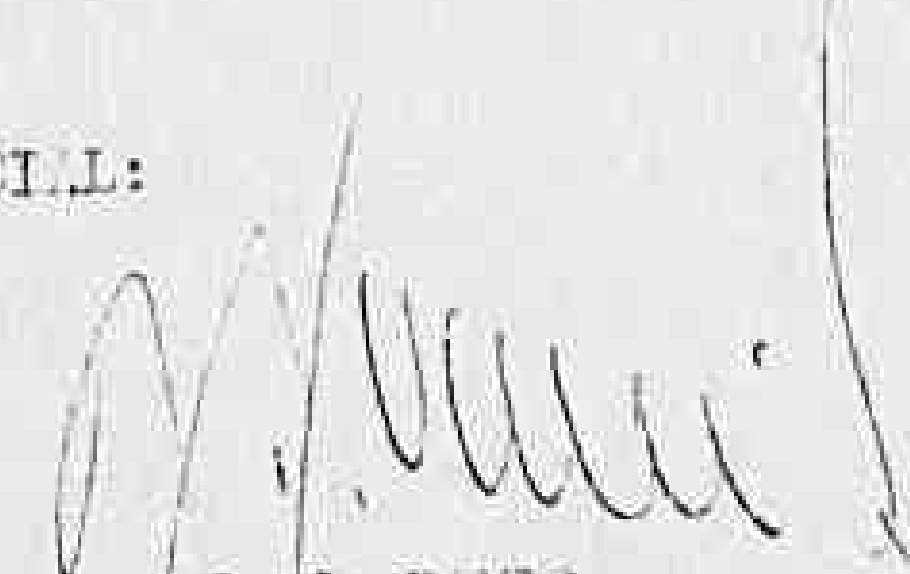
II -- CLEAR TEXT MESSAGES.

For security reasons it is undesirable to bury in the text of messages authorized to be sent in clear, the addressee, serial number and references as is the practice in the case of classified messages. Originators of messages marked "Send in Clear" will prepare such messages with addressee and references at the beginning and signature at the end as in the case of a normal telegraphic message.

By command of General WISNICKI:

W. B. SMITH
 Major General, G.S.C.,
 Chief of Staff

OFFICIAL:


 P. J. DAVIS
 Brigadier General, A.G.D.,
 Adjutant General

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ARMED FORCE HEADQUARTERS
AFQ 512

2 March 1943

STAFF MEMORANDUM)

NUMBER 21)

DISTRIBUTION OF CABLES

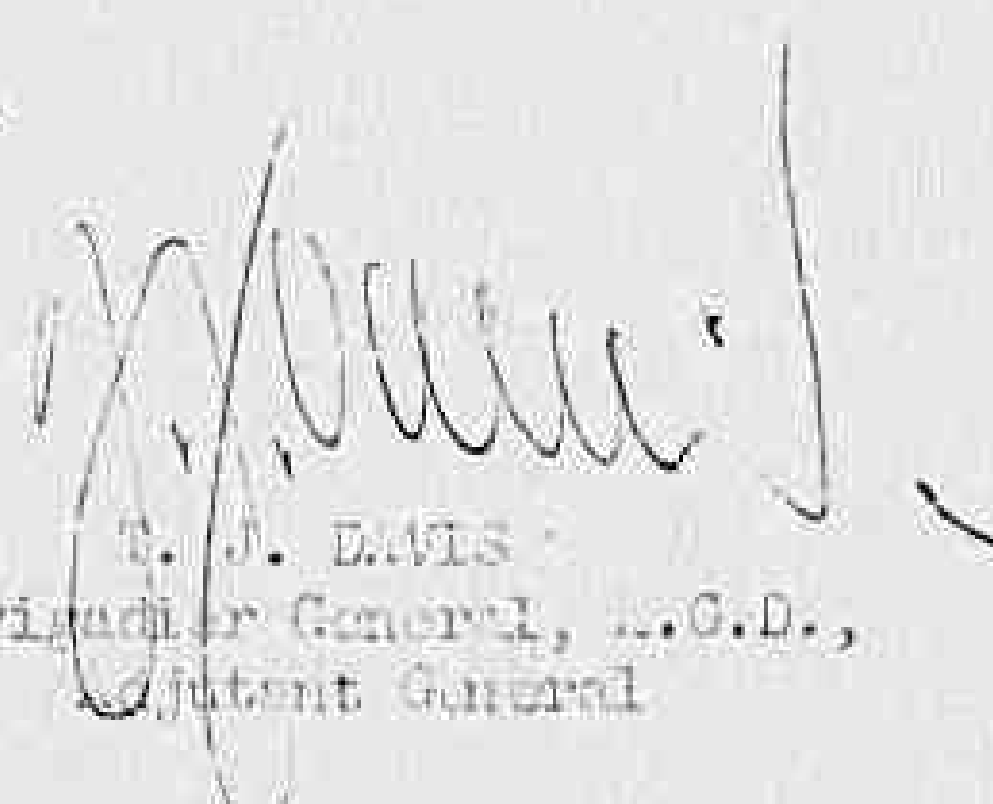
1. Effective immediately, staff sections originating messages will include the Commanding General, North African Theater of Operations, in the distribution of all outgoing cables, radios, and similar messages which concern Theater activities and functions. The Adjutant General will take similar action with respect to incoming messages.

2. The Commanding General, Services of Supply, North African Theater of Operations, will be included by staff sections originating messages in the distribution of all outgoing cables, radios, and similar messages which concern supplies and/or service units under the control of the Commanding General, Services of Supply, North African Theater of Operations. The Adjutant General will take similar action with respect to incoming messages.

By command of General EISENHOWER:

W. B. SMITH
Major General, G.S.C.,
Chief of Staff

OFFICIAL:


T. J. DAVIS
Brigadier General, A.G.D.,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APC 512

26 February 1948

STAFF MEMORANDUM)

NUMBER 20)

ASSISTANT CHIEF OF STAFF G-3 (ORGANIZATION) DUTIES.

1. G-3 Organization is responsible for the general coordination of all questions affecting, and for the general policy with regard to:-

- a. Troop Lists (Order of Battle) U.S., British and French.
- b. Build-up.
- c. Locations.
- d. Weapons and Vehicles.
- e. Convoys - M., W. and eventually B.
- f. War Establishments (British) and Tables of Organization (U.S.).
- g. Scales of Reserves.
- h. Issues to French.

2. a. With regard to 1.g. and h., G-3 Organization is responsible for the record of all details and the issue of relevant information to sections concerned.

b. G-3 Organization is also responsible for the preparation for G-3 (Plans) of the Troop Lists giving the proposed detailed composition of forces required for future operations. G-3 Organization will consult G-4 (Logistical Plans) to ensure that all aspects of maintenance are catered for fully and that all necessary units etc. are included in the Troop List as finally decided on.

3. a. With regard to 1.g., a card index of assignments and locations will be maintained by G-3 Organization and will be available for reference.

b. G-3 Organization will be responsible for issuing a location list of all British formations and units, and of those U.S. formations and units East of Algiers.

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Staff Memo
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4. a. With regard to 1.d., any proposals, from whatever source, affecting re-armament or major changes in equipment, will be referred to G-3 Organization, which will be responsible for obtaining the decision of the Commander-in-Chief or, if the matter is one for decision by London or Washington, for referring the question to the War Office or the War Department respectively.

b. G-3 Organization is responsible for ensuring that the general availability and location of such items of controlled stores, e.g., weapons and vehicles, as are of special interest to the Chief of Staff and Operations, is known at Allied Force Headquarters. For this purpose G-3 will call on G-4 and the Ordnance Service for particulars as required. G-3 Organization will then prepare and issue a collated statement.

c. G-3 Organization is NOT responsible for keeping a record of the day to day state of equipment in individual units.

5. a. IM and US Convoys.

(1) G-3 Organization is responsible for receiving and coordinating bids for personnel and for complete formations and units as submitted by all sections and for arranging priorities and cabling requirements to London. Bidders are responsible for providing full details and reasons to support any new demand as in their absence delays will inevitably occur.

(2) G-3 Organization is also responsible, after consultation with sections concerned, for issuing a Priority List of dispersal from IM and US convoys.

b. UG Convoys.

G-3 Organization is responsible for coordinating all bids for personnel, and for the assignment of units arriving in UG Convoys.

6. a. War Establishments (British).

In addition to general policy regarding establishments, G-3 Organization is responsible for the detailed examination of proposed new British War Establishments. Where a new establishment is outside the war establishment powers as granted to the C.A.C. by the British War Office, G-3 Organization will be responsible for obtaining the approval of the War Officer to the new proposed establishment. In this one instance G-3 Organization is responsible to C.A.C. and not to G-3.

b. Tables of Organization (U. S.).

G-3 Organization will deal with all proposals to alter or amend Tables of Organization and, after consultation with G-1, will submit proposals to the War Department, Washington, for approval.

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7. Scalps of Reserves.

G-3 Organization is responsible for issuing policy decisions only. Branches requiring alterations in present scales of reserves, or in doubt as to approved scales, will submit the request with recommendations to G-3 Organization for coordination and issue of a decision.

8. Issues to the French.

a. British.

G-3 Organization is responsible for dealing with any demand placed by the Re-Armament Committee and, after consultation with sections concerned, for submitting requirements to the War Office.

b. U.S.

The Re-Armament Committee will submit a priority list of requirements to G-3 Organization which, after examination and consultation with G-4, will pass final decision to G-4 for action on the War Department.

By command of General FISHER:

W. E. SMITH
Major General, WOC, Chief of Staff

OFFICIAL:


T. J. DAVIS
Brigadier General, A.S.D.
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 512

24 February 1945

STAFF MEMORANDUM)

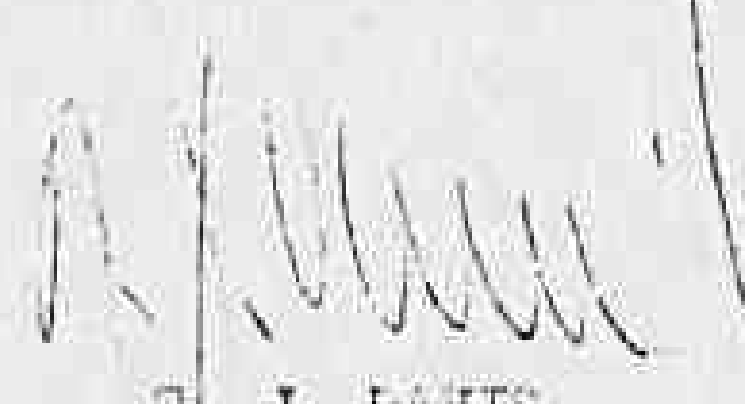
NUMBER 19)

CONDUCT OF POLITICAL AND ECONOMIC RELATIONS

Paragraph 5 d, Staff Memorandum Number 17, this headquarters, 23 February 1945, is amended to read:

"d Organisation of meetings at regular intervals between the two Ministers and representatives of the Information and Censorship Section."

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 812

23 February 1945

STAFF MEMORANDUM)
:
NUMBER 18)

OUTGOING OFFICIAL MAIL

1. Staff Memorandum Number 89, this headquarters, 23 December 1942, is rescinded.

2. a Effective this date, outgoing official mail addressed to the following destinations:

(1) United States, United Kingdom, Gibraltar, and the Middle East.

(2) SOS, MBS, ABS, Fifth Army, and I Amoured Corps (including subordinate units thereof)

may be delivered to the Mail and Distribution Branch, Adjutant General's Section, Room 12, Alexandra Hotel, until 0400 hours, daily, for dispatch via air. Air pouches close promptly at 0530 hours for dispatch to the airport. To facilitate the processing of outgoing official correspondence and mail it should be delivered when possible prior to 2400 hours.

b Mail included in sealed envelopes will be marked "ESSENTIAL WAR DEPARTMENT MAIL" and will bear the identification symbol of the originating section. Official correspondence bearing a classification higher than "RESTRICTED" will be placed in double envelopes, and proper receipts to be accomplished by addressee at final destination should be included therein. In order to properly identify envelopes containing classified material to be registered by the Mail and Distribution Branch, Adjutant General's Section, envelopes will be assigned a number by the originating section. This number should be placed in the lower left hand corner of the envelope, and should correspond to the record entry maintained by the section of origin. Envelopes received for dispatch which are not so marked will be considered not of sufficient importance to register.

c No personal mail will be accepted.

3. Service listed in subparagraph 2 a (1), above, is air mail, United States Postal Registry. Service to other headquarters listed above is via air courier, this headquarters, daily, weather permitting. This service is intended for the dispatch of urgent official correspondence and messages only.

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Correspondence and other material not urgent which can be forwarded through the Army Postal Service will be so forwarded. Material improperly enveloped and addressed will not be accepted for dispatch, but will be returned to the staff section of origin for proper preparation.

4. Official correspondence and messages addressed to staff sections, and other agencies not located in the immediate vicinity of this headquarters, or to units and installations outside this city (adjacent thereto) or to destinations east of this city, should be delivered to the Signal Corps Dispatch Rider Letter Service, direct, for dispatch and delivery to destination. Such direct delivery to the Dispatch Rider Letter Service will obviate the necessity of this material being handled twice before dispatch with a resulting loss of time, and personnel effort. In the future the Mail and Distribution Branch, Adjutant General's Section, will refuse acceptance and will instruct messengers to deliver such correspondence, properly enveloped and addressed, to the Dispatch Rider Letter Service.

By command of General EISENHOWER:

[Signature]
E. J. DAVIS,
Adjutant General, AGO,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

23 February 1943

STAFF MEMORANDUM)

NUMBER 17)

CONDUCT OF POLITICAL AND ECONOMIC RELATIONS

1. Paragraph d (3), Staff Memorandum Number 13, this headquarters, 10 February 1943, is rescinded and the following substituted therefor:

"(3) Liaison with members of the North African Shipping Board."

2. Supplementing Staff Memorandum Number 13, this headquarters, 10 February 1943, relating to the conduct of Political and Economic Relations, the Political and Economic Council set up by General Order Number 4, this headquarters, 7 January 1943, which will meet at intervals of not less than once every two weeks, will invite representatives of the North African Economic Board and North African Shipping Board and Civil Defense Advisor to attend its meetings should matters of direct concern to them be discussed. Copies of the agenda of such meetings will be made available to them by the Joint Secretariat.

3. The American and British Ministers will each appoint a member of his staff to the Joint Secretariat, among the duties of which will be the following:

a Organization of meetings of the Political and Economic Council, including the preparation of the agenda and minutes of the meetings.

b Coordination of political work through daily meetings with the two ministers.

c Maintenance of liaison with the Secretariats of North African Economic Board and North African Shipping Board and with Civil Defense Advisor.

d Organization of meetings at regular intervals between the two Ministers and representatives of the Psychological Warfare Section, including Censorship and Public Relations.

By command of General EISENHOWER:

[Signature]
T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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Amended Staff Memo # 19

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ALLIED FORCE HEADQUARTERS
APO 512

18 February 1943

STAFF MEMORANDUM)

NUMBER 16)

LONG DISTANCE TELEPHONE FACILITIES

1. Long distance telephone facilities in the theater are overloaded. This condition can be improved by the diversion of routine matters from telephone channels to other existing agencies of communication, and by more efficient use of existing telephone facilities.

2. Teletype, radio, and air courier channels have been established to the subordinate headquarters and these channels are not overloaded. Routine administrative matters should be sent in a sealed envelope by air courier. Messages requiring more rapid transmission and secret and confidential messages of an urgent nature should be sent either by teletype or radio. The division of traffic between teletype and radio channels is made in the Traffic Center and is not a concern of the message originator.

3. Only those officers who have official, nonclassified messages which require very rapid transmission will make use of the long distance telephone facilities. The length of each long distance call will be kept to the minimum required to transmit the message. It is impossible to control the long distance calls before they are made, but all long distance trunks will be monitored and violations of the above orders will be reported and corrective action taken.

4. An army long distance switchboard will be put into operation in Algiers on or about 20 February. All of the long distance lines now terminating on army switchboards in the area of Algiers will be transferred to the long distance switchboard at that time. The lines will be provided between the long distance switchboard and the other army switchboards in the area. Long distance calls originating in Algiers will be completed in the following manner:

a The subscriber will obtain the code name of the switchboard desired and, the extension number, before placing his call.

b He will next ask his local operator for long distance (trunks).

c When the long distance operator answers, the subscriber will pass to the operator the details of his call.

d If the subscriber does not furnish the code name and the extension number the operator will record the details of the call, dismiss

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the subscriber, and proceed to obtain the code name and extension number from long distance information. When the code name and the extension number have been obtained, the operator will call the subscriber back and make an attempt to complete the call.

e If the subscriber furnishes the code name and extension number and a long distance line is available the operator will proceed to complete the connection, meanwhile keeping the subscriber on the line.

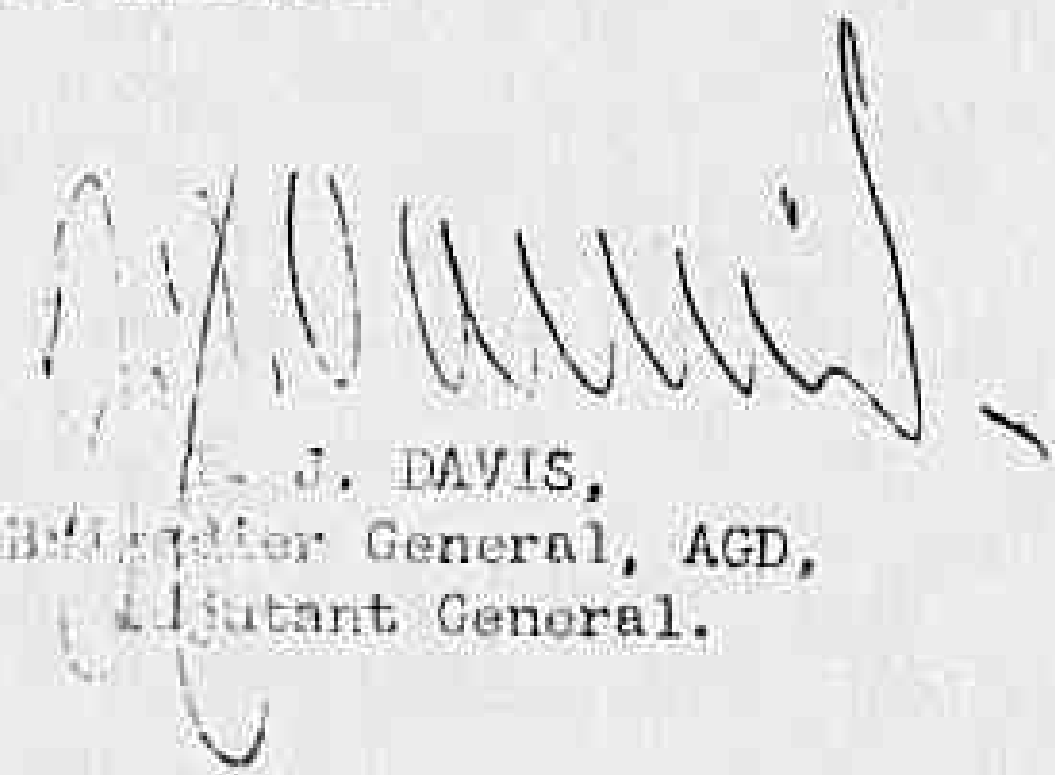
f If no long distance line to the desired point is available, the call will be recorded, the subscriber dismissed and he will be recalled when a line is available.

g The long distance operator will, in this procedure, stay on the connection, pass details to the distant operator, and see that the connection is made to the desired station. This is done in order to get the greatest possible conversation usage from long distance lines.

h When the desired station answers, the originating long distance operator will say, "There's your party, go ahead, please."

i Priority calls will be handled in accordance with the above practice except that, where a delay is encountered on groups of two or more long distance lines, priority calls will take the first available lines in accordance with their priority rating and filing time. In case a priority call is filed to a point having only one long distance line and it is busy, the operator will cut into the connection, inform the parties talking that a priority call is waiting and ask that the conversation be terminated in one minute.

By command of General EISENHOWER:


E. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

12 February 1943

STAFF MEMORANDUM)

NUMBER 15)

FIRE INSTRUCTIONS

1. The following Fire Instructions are issued for the information and guidance of all personnel of this headquarters:

a Fires will be classified in two categories, local and general.

(1) Local Fire - Any small fire breaking out in one portion of this headquarters.

(a) Action by person discovering the fire:

(1) Take immediate steps to put fire out, using fire fighting equipment located throughout buildings.

(2) If fire becomes too large, call for assistance immediately by phoning Federal 77.

(3) Render a report of such fire to the Fire Marshall, Headquarters Command, Allied Force.

(2) General Fire - Small or large fires breaking out in various portions of this headquarters.

(a) Action by person discovering the fire.

(1) Immediately notify Fire Marshall - Day telephone, Federal 13; Night telephone, 279-21.

(2) Take steps to extinguish fires, using assistance of personnel in the immediate vicinity.

(3) Notify Fire Patrol in lobby of St. George Hotel, telephone Federal 76.

b General Instructions:

(1) Every person in the headquarters will be constantly on the alert for fire hazards and will report such hazards to the Fire Marshall by telephone.

(2) Each office, when closed for the day, will be checked for the following points:

(a) Fire hazards.

(b) Windows closed against fire drafts.

(c) Blackout properly adjusted.

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(d) Doors left unlocked if possible. (Locked doors will have to be broken open in the event of fire.)

(e) Papers to be saved, in the event of fire, will be available and personnel designated to remove them.

NOTE: Only the most indispensable papers will be placed in this category, and will be kept in one location, as other sections will also be using hallways, stairs, etc., as well as fire fighters. All evacuation of such papers will in all probability have to be made in one trip.

(3) Evacuation of Personnel:

(a) All traffic outside building will be under control of the Military Police.

(b) All traffic on stairs and in hallways will be to the right and in single file, except that fire patrols will have the right of way.

(c) Evacuation will be done in an orderly manner.

(d) Evacuation of casualties will be given right of way by all personnel.

(e) Personnel forced to use escape ropes will first ascertain that there are:

(1) Not more than four persons on a rope simultaneously.

(2) No fires in rooms served by rope, in which case personnel from those rooms will have preference.

(f) After quitting building, personnel not occupied in fire fighting will clear the building by at least 50 yards.

(4) Evacuation of Records and Equipment:

(a) See b (2), (e) and NOTE above.

(b) Nothing will be thrown out of windows. Windows must be kept closed to prevent drafts, and personnel working on grounds must not be endangered by falling objects.

(c) The Fire Marshall will instruct the guards at doors and stairways with removal of records and equipment must be stopped.

(5) Casualties

(a) Casualties will be evacuated to one of the following First Aid Posts:

(1) Villa Villa - second floor

(2) Alexandra Hotel - ground floor

(3) Church Villa - basement floor

(b) When a general alarm is turned in, the telephone operator will call the 8th General Dispensary. Upon receipt of this call, the Dispensary will:

(1) Send personnel to man the First Aid Stations mentioned.

(2) Provide ambulances for the evacuation of those seriously injured.

c Fire Patrol:

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(1) A Fire Patrol, consisting of a sergeant and ten enlisted men is provided for the protection of the St. George Hotel. They are governed by the following regulations as prescribed by the Fire Marshall:

- (a) The tour of duty of the Fire Patrol will be from 1900 hours to 0700 hours daily.
- (b) At least nine men will be on call during these hours.
- (c) A roster will be maintained in which two men will be awake at all times during this tour of duty.
 - (1) The tour of duty shall be for three hours.
 - (2) One man will be stationed in the attic of the St. George Hotel.
 - (3) One man will patrol the entire premises, inside and out, making at least two round trips during his tour of duty.
 - (4) Upon completing a tour of duty, the retiring guard in the attic will awaken the next detail, and remain on duty until properly relieved.
- (d) During Air Raids - When the Alert siren sounds:
 - (1) The entire Fire Patrol personnel will be awakened by the man on duty in the attic.
 - (2) Each man will dress and provide himself with the following:
 - (a) Gas Mask
 - (b) Flashlight
 - (c) Helmet
 - (d) Whistle
 - (3) At least six men will remain in the attic during a raid, being prepared to man the various fire points located there.
 - (4) One man will take station on the roof and report any incidents to the Sergeant of the Patrol, returning thereafter to his post.
 - (5) The remaining men will go to the floors below and first fill at least one bucket in each wing of each floor, exclusive of the ground floor. This water will be used as a static water supply.
 - (6) These remaining men will distribute themselves on the various floors of the building and patrol that floor. Upon discovering a fire, a man will sound his whistle, designating the floor on which the fire is located.
 - (7) The men on other floors will immediately report to the floor in question, and form a fire fighting team to combat the blaze.
 - (8) When the fire is under control, the men involved will report back to their stations.
 - (9) In the event of an unmanageable fire, members of the Fire Patrol will remain in the building and will direct traffic.
 - (10) They will see that the building is cleared when in receipt of such orders from the Fire Marshall.
- (e) In the event of fires originating in other buildings, the occupants will:
 - (1) Combat the blaze with fire equipment provided.

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- (2) Notify the Fire Marshall if the fire appears to be beyond control.
(3) Notify the Sergeant of the Fire Patrol in the attic of the St. George Hotel, telephone Federal 70.

By command of General EISENHOWER:

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T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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APO 512

12 February 1943

STAFF MEMORANDUM)

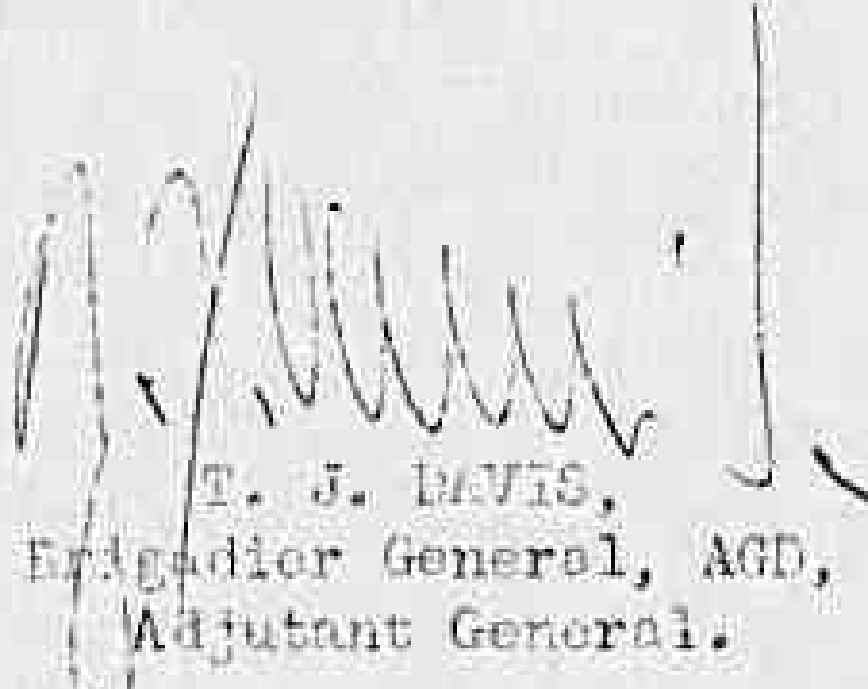
NUMBER

14)

ANNOUNCEMENT OF APPOINTMENT

Announcement is made of the appointment of Lieutenant General Dwight D. Eisenhower to the rank of General. All correspondence and orders will be prepared accordingly.

By command of General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

10 February 1943

STAFF MEMORANDUM)

NUMBER 13)

CONDUCT OF POLITICAL AND ECONOMIC RELATIONS

As soon as the military situation permits, the conduct of political and economic relations with the French Authorities in North Africa will pass into normal civilian channels. In order that this may be accomplished gradually, the following transition arrangements will be put into effect:

a. The American Minister, as Chief Civil Administrator, Allied Force, is charged with the direction of political and economic affairs as a member of the staff of the Commander-in-Chief. In order that there may be complete Anglo-American unity of purpose and policy in regard to these matters, the British Minister has been invited to associate himself closely with Mr. Murray in the exercise of this function. Mr. MacMillan has accepted this invitation.

b. For the purposes of insuring that civil administration is in accord with military requirements, the Political and Economic Council set up by General Order No. 4 of January 7, 1943, will remain in being. (The Council will meet as required).

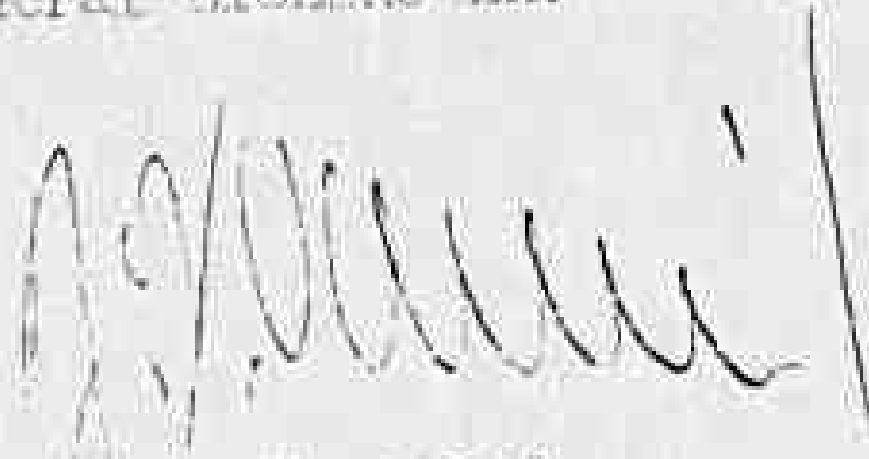
c. The Ministers will be assisted by a Secretariat which shall act as a Joint Secretariat to coordinate the work of the Ministers and the Boards or Sections concerned.

d. The particular functions in question are:

- (1) Conduct of relations with the French authorities on political and economic questions as distinguished from military questions.
- (2) Direction of all activities of A.A.A. subject to dominant military requirements. Any necessary readjustment of the existing machinery will be carried out in consultation with the C.A.C.
- (3) Direction of all activities of North African Shipping Board subject to dominant military requirements. Any necessary readjustment of the existing machinery will be carried out in consultation with Naval and Military authorities concerned.

- (4) Guidance of the Psychological Warfare Branch and consultation with the Censorship and Public Relations Branches of General McClure's Section. Any proposed readjustment of the present machinery will be considered with the representatives of the Commander-in-Chief.

By command of Lieutenant General EISENHOWER:


T. J. DAVIS
Lieutenant General, A.G.D.
Assistant General

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Plus members of Political and Economic Council.

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ALLIED FORCE HEADQUARTERS
APC 513

10 February 1945

STAFF MEMORANDUM)

NUMBER

*See Staff Memo #12 ;
36-38*

IDENTIFICATION SYMBOLS

So much of subparagraph 2, Staff Memorandum Number 10, this head-
quarters, 29 January 1943, as reads, "Intelligence & Censorship (INC)" is
amended to read, "Information and Censorship (INC)".

By command of Lieutenant General EISENHOWER:

[Signature]
T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
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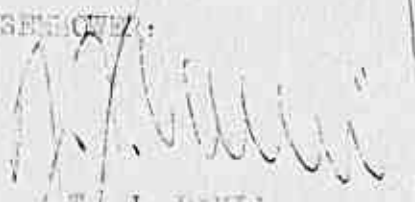
STAFF MEMORANDUM)

NUMBER 11)

TRANSFER OF KEY STAFF PERSONNEL

Hereafter, no officer assigned to a key position in a General or Special Staff Section of this headquarters will be transferred from section to which assigned without the prior approval of the Chief of Staff.

By command of Lieutenant General WISEBROOK:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

29 January 1943

STAFF MEMORANDUM)

NUMBER : 10)

IDENTIFICATION SYMBOLS

The following changes in paragraph 3, Staff Memorandum Number 6, dated 14 January 1943, are effective immediately:

1. Delete Deputy Chief of Staff for Air and substitute Commander-in-Chief Allied Air Force, symbol PMAIR.

2. The following symbols are assigned to Staff Sections indicated:

Adjutant General	PMAG
Adjutant General Statistical Division	PMAGS
Intelligence & Censorship (INC)	PMINC
North African Economic Board	PMABE
Petroleum Office	PMPEP

By command of Lieutenant General EISENHOWER:

[Signature]
T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
AFHQ 512

28 January 1943

STAFF MEMORANDUM)

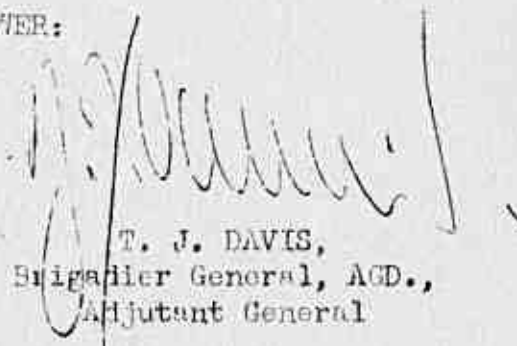
NUMBER

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SUBDIVISIONS OF G-2 SECTION, AFHQ

1. When G-2 Section, AFHQ, was first formed, the main subdivisions were entitled "Combat Intelligence" (C.I.) and "Security Intelligence" (S.I.).
2. It has now been found that these titles are unsuitable owing to the confusion which sometimes arises between C.I. (Combat Intelligence) and Counter Intelligence.
3. From 1 February 1943 the subdivisions of G-2 Section, AFHQ, will be named as follows:
 - a. Secretariat.
 - b. Operational Intelligence. (O.I.)
 - c. Counter Intelligence. (C.I.)
 - d. Signals Intelligence. (Sigs.I.)
 - e. Special Section.
 - f. Training.

By command of Lieutenant General EISENHOWER:


T. J. DAVIS,
Brigadier General, AGD.,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 512

22 January 1943

STAFF MEMORANDUM)

NUMBER

8)

	Section
Reclassification of Staff Memoranda - - - - -	I
Message Handling Procedure - - - - -	II

I -- RECLASSIFICATION OF STAFF MEMORANDA

The following Staff Memoranda, this headquarters, classified as SECRET, equals British MOST SECRET, are hereby reclassified as RESTRICTED, equals British CONFIDENTIAL:

- No. 48, 7 December 1942 - Message Handling Procedure
 No. 49, 8 December 1942 - I Numbering of Official Cables and Messages.
 II Administrative Conference
 III Purchases
 IV Operation of A. P. O.
 V Personal Cablegrams
 No. 51, 15 December 1942- Cable Procedure
 No. 55, 23 December 1942- Message Handling Procedure
 No. 5, 14 January 1943- Message Handling Procedure
 No. 6, 14 January 1943- Identification Symbols

II -- MESSAGE HANDLING PROCEDURE

1. Texts of messages addressed only to TROOPERS, MIDEAST, FIRST ARMY, 1 L OF C AND EASTERN AIR COMMAND may be prepared by using normal punctuation and numerals instead of spelling them out.

2. Messages addressed to any other addressee or repeated to any other addressee for information, cannot be accepted by the message center if written in this style.

3. Message handling procedure will be the same as outlined in Staff Memorandum No. 48, this headquarters, dated 7 December 1942.

By command of Lieutenant General EISENHOWER:

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T. J. DAVIS,
Brigadier General, AGO.,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 512

STAFF MEMORANDUM)

19 January 1943

NUMBER 7)

LESSONS OF OPERATION TORCH

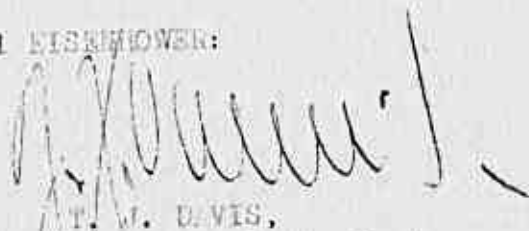
1. A compilation of reports of the commanders of assault and task forces of lessons learned from Operation Torch is being distributed today. The reports of the Eastern Assault Force and Center Task Force are complete. The report of the Western Task Force has not been reproduced in full. The full report is on file in the G-3 Section.

2. General and Special Staff Sections named below will make a study of the reports, and will prepare brief conclusions concerning matters pertaining to their sections. These conclusions will be in the form of a Memorandum for the Chief of Staff, and will be submitted on or before 31 January 1943 to G-3, who will prepare them for the action of the Chief of Staff.

3. Staff officers who will prepare conclusions are:-

G-1	Inspector General
G-2	Judge Advocate
G-3	Liaison Officer
G-4	Ordnance Officer
Adjutant General	Provost Marshall
Air Officer	Psychological Warfare Officer
Antiaircraft Officer	Public Relations Officer
Chaplain	Quartermaster
Chemical Officer	Signal Officer
Chief Administrative Officer	Special Service Officer
Civil Affairs Officer	Surgeon
Engineer	Transportation Officer
Finance Officer	Royal Navy
Headquarters Commandant	U. S. Navy

By command of Lieutenant General EISENHOWER:


T. W. DAVIS,
Brigadier General, A. G. D.
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

14 January 1943

STAFF MEMORANDUM)

NUMBER 6)

IDENTIFICATION SYMBOLS

1. The symbols indicated below have been assigned to the headquarters as listed for the purpose of identifying the staff sections of each headquarters.

2. Symbols assigned to this headquarters will be used to identify the staff section originating messages transmitted by electrical means (See Staff Memorandum Number 3, this headquarters, on).

3. Symbols assigned to other headquarters as indicated below may be used to indicate the staff section for which a message is intended.

ALLIED FORCE HEADQUARTERS

Commander-in-Chief
Deputy Commander-in-Chief
Chief of Staff
Deputy Chief of Staff
Deputy Chief of Staff for Air
Naval Liaison Officer (U.S.)
Chief Administrative Officer
G-1
G-2
G-3
G-4
Secretary General Staff
Adjutant General, Executive
Adjutant General, Officers Division
Adjutant General, Postal Division
Adjutant General, Enlisted Division
Adjutant General, Miscellaneous Division
Adjutant General, Mail and Records Division
Anti-Aircraft
Chaplain
Chemical Warfare Service
Civil Affairs
Claims
Engineer
Finance
Headquarters Commandant

FHCIC
FHDCG
FHCOS
FHDSG
FHAIK
FHMLO
FHCAC
FHGLP
FHGBI
FHGXI
FHGDS
FHGGS
FHAGG
FHAGD
FHAGP
FHAGE
FHAGM
FHAGR
FHAWO
FHCIF
FHCWS
FHCIV
FHCIM
FHENG
FHTIN

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ALLIED FORCE HEADQUARTERS (Continued)

Inspector
Judge Advocate
Ordnance
Liaison
Provost Marshal
Psychological Warfare
Public Relations
Quartermaster
Signal
Special Service
Surgeon
Transportation

THMS
FJAG
PROD
PHIA
PHMG
PHWC
PHRO
PHUP
PHSIG
PHSP
PHED
PHEN

AFCSA

Commanding General
Chief of Staff
Deputy Chief of Staff
A.C. of S., G-1
A.C. of S., G-2
A.C. of S., G-3
A.C. of S., G-4
A.C. of S., War Plans
Adjutant General
Adjutant General, Executive
Adjutant General, Officers Division
Adjutant General, Enlisted Division
Adjutant General, Miscellaneous Division
Adjutant General, Publications Division
Adjutant General, Mail & Records Division
Air Officer
Air Priorities Section
Anti-Aircraft Officer
Chemical Warfare Section
Engineer Section
Inspector General
Quartermaster Section
Signal Section
Special Service Section
Provost Marshal General
Air Technical Officer
Chaplain Section
Depot Service Section
Finance Section
Judge Advocate
Surgeon
Transportation Service
Public Relations Officer

DTCC
DTCS
DTDS
DTLP
DTGB
DTGT
DTGS
DTED
DTGA
DTGB
DTGC
DTGE
DTGH
DTGP
DTGR
DTOP
DTPI
DTAR
DTWE
DTWG
DTGI
DTGJ
DTSG
DTSP
DTTD
DTTC
DTTP
DTDP
DTDD
DTJG
DTCH
DTYT
DTBR

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ETOUSA (Continued)Civil Affairs Section
Ordnance SectionETCAF
ETCESSOS, ETOUSACommanding General
Staff:

SOGCL

Chief of Staff
 Procurement & Distribution Branch
 Administrative Branch
 Public Relations & Information Branch
 Control Branch
 Operations Branch
 Training Branch
 Personnel Branch
 Budget & Financial Admin. Branch
 Requirements Branch
 Resources Branch
 Defense Aid Branch
 Chief of Administrative Services
 Adjutant Office
 Officers' Division
 Miscellaneous Division
 Returns Division
 Enlisted Division
 Publications Division
 Postal Division
 Judge Advocate Office
 Office, Finance
 Office, Chaplain
 Provost Marshal Office
 Special Service Branch
 Army Exchange Service
 Statistical Service
 Operating Branches:
 Quartermaster Office
 Office, Engineers
 Surgeon Office
 Office, Signal Officer
 Office, Chemical Warfare Officer
 Office, Ordnance
 Transportation Branch
 General Depot Branch

SOGME
 SOGDS
 SOGDM
 SOGIN
 SOICP
 SOOFR
 SOTRY
 SOGAM
 SOHTW
 SOGRT
 SOGHR
 SOGIM
 SOGJS
 SOGJG
 SOXOF
 SOXOD
 SOXOR
 SOXEM
 SOGFB
 SOGFI
 SOJIC
 SOJUD
 SOGPN
 SOGPF
 SOGPD
 SOGHA
 SOBSV
 SOGJO
 SOENG
 SOGCH
 SOGIG
 SOGVS
 SOGPD
 SOGRT
 SOGEP

WAR DEPARTMENT, GENERAL STAFF
 War Department General **652**
 Army Ground Forces
 Army Air Forces
646WD
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ARMY AIR FORCES (Continued)

Director of Technical Services	AFDTS
Director of Communications	AFDCC
Director of Weather	AFDWH
Director of Traffic Control and Reg.	AFDST
Director of Photo., Maps and Charts	AFDTP
Director of Technical Inspection	AFDTSI
Public Relations Officer	AFDRO
Director of Personnel	AFDOP
Military Personnel	AFDMP
Civilian Personnel	AFDCP
The Air Surgeon	AFDAS
The Air Judge Advocate	AFDJA
The Budget Officer	AFDBO
The Fiscal Officer	AFDFO
Director of Management Control	AFDMC
Adjutant General, AAF	AFMAG
Director of Crpn. Planning	AFDOP
Director of Statistical Planning	AFDIP
Director of Legislative Planning	AFDLP
Flying Training Command	AFDTC
Material Command	AFDME
Air Service Command	AFDSC
Ferry Command	AFDFC
Technical Training Command	AFDTC

SERVICES OF SUPPLY

Commanding General	SFOG
Chief of Staff	SFCH
Administrative (Staff)	SFAD
Public Relations and Information (Staff)	SFPI
Control	SFIC
Procurement and Distribution Division	SFDD
Operations (Staff)	SFOF
Training (Staff)	SFTR
Personnel (Staff)	SFPA
Budget and Financial Administration (Staff)	SFBF
Requirements (Staff)	SFRM
Defence Air (Staff) (Missions) (International Department)	SFIL
Transportation Division	SFTY
General Depot Division	SFDE
Quartermaster Corps	SFQ
Corps of Engineers	SFE
	SFE - not to be fol- lowed by X, R, C, in 4th position
Medical Department	SFMD

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SERVICES OF SUPPLY (Continued)

Signal Corps

Chemical Warfare Service
Ordnance DepartmentChief of Administrative Service
Post Exchange Services
Chief of Chaplains
Chief of Finance
Judge Advocate General
Statistical
Adjutant General
Provost Marshal General
Chief of Special ServicesSPS - not to be fol-
lowed by S, P in
4th position

SPCW

SPO - not to be fol-
lowed by P, A in
4th position.

SPAS

SPFX

SPCF

SPFD

APJG

SPSS

APA

SPM

SPSP

ADJUTANT GENERAL SYMBOLS

Adjutant General	SPX
Adjutant General, Officers Division	SPAO
Adjutant General, Miscellaneous	SPXM
Adjutant General, Miscellaneous--Confidential	SPXC
Adjutant General, Miscellaneous--Operations	SPXO
Adjutant General, Miscellaneous--Training	SPXT
Adjutant General, Miscellaneous--Returns	SPXR
Adjutant General, Enlisted Division	SPXE
Adjutant General, Reserve Division	SPXR
Adjutant General, Publications Division	SPAP

FIRST LETTER INDICATORS

G-1	A
G-2	B
G-3	C
G-4	D
WD	E

Example: SPXCA refers to a matter
originated by the Officers
Division that would be a
G-1 nature.

By command of Lieutenant General EISENHOWER:

T. J. Davis
T. J. DAVIS, S
Brigadier General, AGC,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

14 January 1943

STAFF MEMORANDUM)

NUMBER

5)

MESSAGE HANDLING PROCEDURE

1. The following paragraphs of Staff Memorandum Number 42, this headquarters, 7 December 1942, are changed to read as follows:

Paragraph 6 a (2) Incorporate in the text of the message a phrase showing all addresses to which it is to be dispatched, indicating "Action" and "Information" addresses where applicable, the word Cite and the symbol which designates their own staff section, e.g.

(a) G-1. When preparing a message will include in the text: "Cite FHQAF."

(b) G-3. When preparing a message addressed to II Corps for action and Fifth Army for information will include in the text: "Action Two Corps Information Fifth Army Cite FHQCT." (See Staff Memorandum Number 6, this headquarters, cc)

Paragraph 6 c Originators of messages will enter the name of the headquarters at which the individual or staff section to whom the message is to be delivered is located. The following abbreviations will be used where practicable:

AGWAR	War Department
USFOR	ETOUSA
FIVE ARMY	Fifth Army
ONE ARMY	British First Army
TWO CORPS	II Corps
ABS	Atlantic Base Section
MBS	Mediterranean Base Section

Symbols may be used to designate staff sections where applicable. (See Staff Memorandum Number 6, this headquarters, cc)

Paragraph 7 c is amended by adding the following sub-paragraph:

(3) Be responsible for informing the Cable Section promptly, by phone (extension 67) of any additional distribution necessary.

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2. The following paragraph is added to Staff Memorandum Number 48, this headquarters, 7 December 1942:

14. The distribution of all messages, incoming and outgoing will be reduced to the absolute minimum. The Adjutant General will examine the distribution of messages, from time to time, with a view to eliminating the unnecessary distribution of classified messages.

By command of Lieutenant General EISENHOWER:

T. J. Davis
T. J. DAVIS,
Brigadier General, AGC,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

11 January 1948

STAFF MEMORANDUM)
NUMBER 4)

SECTION DUTY OFFICERS

- 1. Staff Memorandum No. 34, this Headquarters, 22 December 1947, is hereby revoked and the following substituted therefor.
2. In order to facilitate immediate action on important matters at all times, Chiefs of General and Special Staff Sections of this Headquarters will take such action as will insure that their respective sections are open for official business on a twenty-four (24) hour basis.
3. Chiefs of Staff Sections will inform the Adjutant General, without delay, of the room and telephone number of duty officers of their respective sections. The Adjutant General will furnish the Chief Signal Officer with a list of such room and telephone numbers for use by switchboard operators.

By command of Lieutenant General GIBSON: FR:


T. J. DAVIS,
Brigadier General, AGH,
Adjutant General.

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ALLIED FORCE HEADQUARTERS
APO 512

11 January 1943

STAFF MEMORANDUM)

NUMBER 3)

CHANNELS OF COMMUNICATION

1. Attention of Chiefs of all U. S. special staff sections, this headquarters is invited to that part of paragraph 19, FM 101-6, which reads:

"-----directions or instructions issued subordinate units must be transmitted through the proper channels of command, and not directly from one special staff officer to the corresponding special staff officer in a subordinate unit."

2. Attention is invited to the fact that when instructions are to be issued, they should be transmitted to the Adjutant General through the appropriate general staff section concerned.

By command of Lieutenant General EISENHOWER:


F. J. DAVIS,
Brigadier General, AGC,
Adjutant General

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ALLIED FORCE HEADQUARTERS
APO 512

8 January 1943

STAFF MEMORANDUM)

NUMBER 2)

1. The G-3 Section of this headquarters is responsible for coordinating the action of all other sections and for obtaining decisions on the following subjects:

- a. The composition of Allied Force with the object of insuring that it is a correctly balanced Force.
- b. The composition of troop units in K.M. and U.G. convoys.
- c. Scales of reserves.
- d. Tables of Organisation and Troop Lists.
- e. Tables of basic equipment.
- f. Priority of issue of equipment in short supply.
- g. Policy governing the expenditure of ammunition.
- h. The development of weapons and equipment.

2. General and special staff sections will insure full coordination with the G-3 Section on the above subjects before any decisions are made.

By command of Lieutenant General EISENHOWER:

[Signature]
F. J. DAVIS
Brigadier General, A.G.D.
Adjutant General

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(Staff Memorandum 61 is the last of the series 1942)

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ALLIED FORCE HEADQUARTERS
APO 512

5 January 1943

STAFF MEMORANDUM)

NUMBER 1)

INFORMATION AND CENSORSHIP SECTION

1. A staff section is organized called, "Information and Censorship Section (INC)." The following activities are placed under this section:

All censorship, military and civil
Public Relations
C.W.I.
P.W.E.

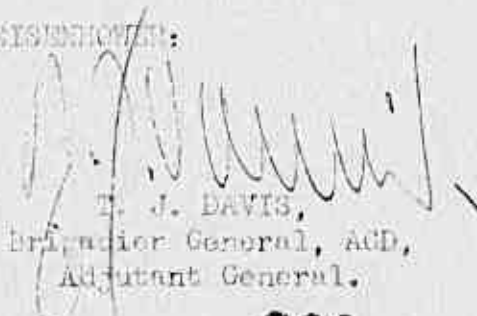
2. All personnel, equipment and funds of the above listed activities now allocated to other sections of this headquarters are transferred to the Information and Censorship Section.

3. The section will operate under the direct supervision of Brigadier General Robert A. McClure, G.S.C.

4. To assist this section an "Information and Censorship Planning Board" will be set up to comprise:

Chief of INC, Chairman
Representative of Mr. Murphy
Representative of Mr. Mack
Representative of G-2
Other members detailed or elected by Chief of INC Section

By command of Lieutenant General HENDERSON:


T. J. DAVIS,
Brigadier General, AGD,
Adjutant General.

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