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Aug. - Dec. 19

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HQ/AMG EMILIA - EXECUTIVE MEMORANDUM

Aug. - Dec. 1944

HEADQUARTERS EMILIA REGION
ALLIED MILITARY GOVERNMENT
APO 394

Adj. Gen.	
Asst. A.G.	
Asst. A.G.	
Chief Clerk	
8 December 1944	

EXECUTIVE MEMORANDUM
NUMBER 11)

REGIONAL ORDERS

1. Executive Memorandum No. 68, ACC, 4 July 44 provides that:

"Every Regional Order is to be submitted before signature to the Regional Legal Officer, who should sign a certificate that the order conforms with the principles laid down above and is in proper form for signature."

2. Heads of Special Divisions desiring the issuance of a Regional Order will see that it is processed in accordance with the foregoing, before submission to the Regional Commissioner for signature.

By order of Lt Col BOWMAN:

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

OFFICIAL:

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

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HEADQUARTERS EMILIA REGION
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM)

NUMBER

6)

CHANGE OF DESIGNATION OF HEADQUARTERS
Chief Clerk

Asst. Asst.

Asst. Asst.

Chief Clerk

1 October 1944

1. Executive Memoranda Nos. 1, 2, 3, 4 and 5, Headquarters Region IX, A.M.G., are hereby adopted as Executive Memoranda Nos. 1, 2, 3, 4 and 5, Emilia Region.
2. In the future all references to these memoranda will be as of Emilia Region.

By order of Lt. Col. BOWMAN:

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

OFFICIAL:

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



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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM

NUMBER 5)

2 September 1944

REHABILITATION OF AGRICULTURE, FISHERIES AND FORESTS IN REGION IX

1. This memorandum is issued in two parts.
- a. Part One deals with the overall Policy for the Rehabilitation of Agriculture, Fish Rics, and Forests in Region IX.
- b. Part Two deals with the preliminary details for this Rehabilitation. Attached to Part Two are appendices A.B.C.D., which contain their own explanatory instructions.

PART ONE

2. Policy

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

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

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

By order of Lt. Col. BOWMAN

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

OFFICIAL:

Daane
DUANE D. FREEMAN
Capt., GMP
Adjutant

DISTRIBUTION:

Part One - "A"
Part One & Two:

Agriculture Sub-Commission.
Food Sub-Commission (less appendices)

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

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By order of Lt. Col. BOWMAN;

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

OFFICIAL:

D. D. D. D. D.
DUANE D. FRANKS
Capt., CMP
Adjutant

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Part One -- "A"
Part One & Two:

Agriculture Sub-Commission
Food Sub-Commission (less appendices)
Industry Sub-Commission (less appendices)
Provincial Commissioners

File

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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM

SUBJECT: 3)

21 August 1944

REPORTS & SITREPS

REPORTS FROM PROVINCES

1. Monthly Reports While provincial teams are under AMG Armies, all reports will be rendered to AMG Armies in the manner directed by them. Copies will, with approval of AMG Armies, be sent to this headquarters for information. During this period, special divisions will NOT call for reports from specialist officers in provincial teams.

2. When provinces cease to be under command of AMG Armies, Provincial Commissioners will render monthly reports to the Regional Commissioner, to be submitted in duplicate NOT LATER than the 5th day of the month following those covered by the respective reports.

3. Reports will be factual, and will relate only to the situation prevailing during and at the end of the periods under review. They will NOT contain proposals or recommendations, which should form the subject of separate communications.

4. Provincial Commissioners' reports will consist of a summary of the salient activities of the province during the period under review, condensed into not more than 3 pages of single-typed foolscap. The summary should cover the following points, in the order, and under the headings, shown:-

- a. Political reactions and popular opinion.
- b. Local Government - Provincial.
- c. Economic Resources and Supply, with special reference to the food situation.
- d. Agriculture, Forestry and Fisheries.
- e. Labor
- f. Public Works and Utilities.
- g. Public Safety and the functioning of:-
 - (i) Allied Courts
 - (ii) Italian Courts
- h. Public Health to include the welfare and condition of the population and a statement on the Malaria and Rabies situation.
- i. Education.
- j. Refugees.
- k. Communications to include:-
 - (i) Road
 - (ii) Rail
 - (iii) Telecommunications
 - (iv) Posts
- l. Property control.

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- d. Agriculture, Forestry and Fisheries.
- e. Labor
- f. Public Works and Utilities.
- g. Public Safety and the functioning of:-
 - (i) Allied Courts
 - (ii) Italian Courts
- h. Public Health to include the welfare and condition of the population and a statement on the Malaria and Rabies situation.
- i. Education.
- j. Refugees.
- k. Communications to include:-
 - (i) Road
 - (ii) Rail
 - (iii) Telecommunications
 - (iv) Posts
- l. Property control.
- m. Finance, including supply accounting.

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5. In general, copies of reports from specialist officers will NOT accompany provincial commissioners' summaries, unless special reference is made to them, or such reports are of special significance.

REPORTS FROM SPECIAL DIVISIONS

6. Heads of special divisions will render monthly reports to their respective sub-Commissions as directed by Chiefs of such sub-Commissions. Two copies of such reports will be submitted to the Regional Commissioner by the 5th day of the month following that covered.

- 1 -



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Executive Memorandum No. 3, this Hq, dtd 21 Aug 1944, cont'd.

SITREPS

7. In addition to monthly reports, it is proposed to submit short informal D.O. reports or sitreps to HQ A.C.C. at intervals of NOT more than three days. Heads of special divisions are urged to submit brief reports on current matters for inclusion in these sitreps, as often and as freely as possible.

By order of Lt. Col. BOWMAN:

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

OFFICIAL:

P.H.G. HORTON-SMITH HARTLEY

P.R. KNELL
Captain
G-1 British

By order of Lt. Col. BOWMAN:

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

OFFICIAL:

P.R. KNELL
Captain
G-1 British

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HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM)

NUMBER : 2)

19 August 1944

STAFF WORK

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

- "1. The doctrine of 'completed staff work' is a doctrine of this office.
2. 'Completed staff work' is the study of a problem and presentation of a solution, by a staff officer in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action. The words 'completed action' are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the chief in piecemeal fashion. It is your duty as a staff officer to work out the details, no matter how perplexing they may be. You may and should consult other staff officers. The product, whether it involves the pronouncement of a new policy or effects an established one, should, when presented to the chief for approval or disapproval, be worked out in finished form.
3. The impulse which often comes to the inexperienced staff officer to ask the chief what to do, recurs more often when the problem is difficult. It is accompanied by a feeling of mental frustration. It is so easy to ask the chief what to do, and it appears so easy for him to know your job. It is your job to advise your chief what he ought to do, not to ask him what you ought to do. He needs answers, not questions. Your job is to study, write, restate and rewrite until you have evolved a single proposed action--the best one of all you have considered. Your chief merely approves or disapproves.

4. Do not worry your chief with long explanations and memoranda. Writing a memorandum to your chief does not constitute completed staff work, but writing a memorandum for your chief to send someone else does. Your views should be placed before him in finished form so that he can make them his views simply by signing his name. In most instances completed staff work results in a single document prepared for the signature of the chief, without accompanying comment. If the proper result is reached, the chief will usually recognize it at once. If he wants comment or explanation, he will ask for it.
5. The theory of completed staff work does not preclude a 'rough draft' but the rough draft must not be a half-baked idea. It must be complete in every respect except that it lacks the requisite number of copies and need not be neat. But a rough draft must not be used as an excuse for shifting to the chief the burden of formulating action.
6. The 'completed staff work' theory may result in more work for the staff officer, but it results in more freedom for the chief. This is as it should be. Further, it accomplishes two things:

2. The Chief is protected from half-baked ideas, voluminous memoranda, and 344
1. memoranda, oral presentations.

the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action. The words 'completed action' are emphasized because the more difficult the problem is, the more the tendency is to present the problem to the chief in piecemeal fashion. It is your duty as a staff officer to work out the details, no matter how perplexing they may be. You may and should consult other staff officers. The product, whether it involves the pronouncement of a new policy or effects an established one, should, when presented to the chief for approval or disapproval, be worked out in finished form.

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

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- a. The Chief is protected from half-baked ideas, voluminous memoranda, and 344 signatures, oral presentments.
- b. The staff officer who has a real idea to sell is enabled more readily to find a market.

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

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

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

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

By order of Lt. Col. BOWMAN:

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

OFFICIAL:

Duane D. Freese

DUANE D. FREESE
Capt., CMP
Adjutant

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

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

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

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ADJUTANT

HEADQUARTERS REGION IX
ALLIED MILITARY GOVERNMENT
APO 394

EXECUTIVE MEMORANDUM

NUMBER 1)

24 August 1947

REGIONAL ADMINISTRATION

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

- a. EXECUTIVE MEMORANDA which will be numbered serially and will deal with:
 - (1) Instructions to Provincial Commissioners and Chiefs of Special Divisions for the conduct of General Region I Administration;
 - (2) Organization of the Headquarters and Provinces;
 - (3) Matters of General Policy and Regional Policy emanating from Special Divisions;
 - (4) Reports: Preparation, Submission, and Circulation.
- b. ADMINISTRATIVE MEMORANDA which will be numbered serially and will deal with all matters pertaining exclusively to:
 - (1) Personnel of the Region, including reports and G-1 matters not covered in Special Orders, Company I Orders or British Detachment Daily Routine Orders.
 - (2) Transport and equipment.
 - (3) Authorization for travel.
 - (4) Memoranda of general interest.
 - (5) Directives to American Company and British Detachments on matters applicable within the Region.
 - (6) Office Procedure.
 - (7) Any matters not covered in other type orders mentioned in this Memorandum.
- c. MEMORANDA which will deal exclusively with technical matters for Special Division personnel and will be issued and signed by the Chiefs (or Officers designated by them) of the special divisions concerned.
- d. SPECIAL ORDERS which will deal with the assignment, transfer, and movement of personnel within the Region.
- e. DAILY BULLETINS which will deal with:
 - (1) Instructions and directions of a general nature which may later be incorporated or consolidated in Executive Memoranda, Administrative Memoranda, and Memoranda from Special Divisions.
 - (2) Announcements of an official nature.
 - (3) Unofficial announcements of special or general interest.
- f. MOVEMENT ORDERS which will deal exclusively with the movement and establishment.

2. EXECUTIVE MEMORANDA which will be numbered serially and will deal with:
- (1) Instructions to Provincial Commissioners and Chiefs of Special Divisions for the conduct of General Regional Administration;
 - (2) Organization of the Headquarters and Provinces;
 - (3) Matters of General Policy and Regional Policy emanating from Special Divisions;
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- (1) Instructions and directions of a general nature which may later be incorporated or consolidated in Executive Memoranda, Administrative Memoranda, and Memoranda from Special Divisions.
 - (2) Announcements of an official nature.
 - (3) Unofficial announcements of special or general interest.

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

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

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

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

- a. REGIONAL ORDERS in both Italian and English to be numbered serially and signed only by the Regional Commissioner and dealing with decrees and orders pertaining to the social and economic system of the occupied territory of the Region.
- b. ADMINISTRATIVE ORDERS in both Italian and English to be numbered serially and signed only by the Regional Commissioner and dealing with the organization and personnel of Italian governmental and other agencies within the occupied territory of the Region.
- c. PROVINCIAL ORDERS in both Italian and English which will be published by the various Provincial Commissioners in such forms as they desire, dealing exclusively with social, economic and governmental matters within their respective provinces.

By order of Lt. Col. BOWMAN:

OFFICIAL:

Dwaine L. Fries
DUANE D. FRIESE
Capt., GIP
Adjutant

PFC. HORTON-SMITH HANTLY
Lt. Col., Coldstream Guards
Executive Officer

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