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# **COMMAND AND STAFF TRAINING INSTITUTE BANGLADESH AIR FORCE**



## **Individual Staff Studies Programme (ISSP)**

### **ORGANIZATION AND ADMINISTRATION-1 PHASE -6 : PART-I**

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**ORGANIZATION AND ADMINISTRATION-1**  
**PHASE -6 : PART-I**

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**CONTENTS**

<b>Ser No</b>	<b>Topic</b>	<b>Page</b>
1.	Conduct of the Phase	iii
2.	Principles of Organization	1
3.	Organization of Air HQ and Typical Base	5
4.	Supply Procedures	15
5.	Works Services	23
6.	BAF Messes	35
7.	Account Procedures and Fin Canon	53
8.	Career of BAF Personnel	59
9.	Security & Intelligence	85

**CONDUCT OF THE PHASE**

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**Weeks: 05**

**Period: 50**

Task	Topic		Pd Distr	Total Pd
1.	<b>Principles of Organization</b>		2	2
2.	<b>Organization of Air HQ and Typical Base</b>			5
	Sub Topic	Air HQ	2	
		Base	3	
3.	<b>Supply Procedures</b>		3	3
4.	<b>Works Services</b>		4	4
5.	<b>BAF Messes</b>			6
	Sub Topic	Officers' Mess	3	
		Sgts' Mess	2	
		Airmen's Mess	1	
6.	<b>Account Procedures and Fin Canon</b>		3	3
7.	<b>Career of BAF Personnel</b>			11
	Sub Topic	BAF Officers	6	
		Airmen	3	
		MODC	2	
8.	<b>Security &amp; Intelligence</b>			5
	Sub Topic	Introduction to Intelligence	2	
		Threat to Security	1	
		Unit Security	2	
9.	<b>Revision and writing TAE Paper</b>			11

**Total Period: 50**

**INTRODUCTION TO THE PHASE**

iii

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**Scope of the Phase**

1. The purpose of the phase is to provide you with a sound knowledge of the Organisation and Administration of Bangladesh Air Force

**Guidance on Methods of Study.**

2. In addition to this phase note you should study different manuals and Publications pertaining to this subject to improve your knowledge.

3. Self assessed exercises of different tasks are given in the phase note. Your study during the period is vital and your exercise results will reflect how much benefit you have derived from it. You should try to solve some problems those come up during your study.

**TASK-1**

**PRINCIPLES OF ORGANISATION**

**Principles of Organisation**

1. Under the modern conditions in which fighting forces are called upon to operate, victory inclines to the force, which is most thoroughly and efficiently organised. The Air Force is a highly specialized fighting service with elaborate and costly equipment. Even in peacetime it has to be maintained in such a fit state that the switch over to a war footing in case of an emergency will be smooth and effective. This is possible only if the organisation of the Air Force is thorough and perfect. The aim is to apply the material resources available with courage, foresight and common to defeat the enemy.
2. An organisation is a composite body, the constituent parts of which are required to work together for a common purpose. The organisation of the Air Force is to be constantly adapted and perfected so that it may conform to the demands of new situations and the needs of technical progress. An organisation may be compared with machine. Both possess components, which have to be designed in relation to other components to perform a specific function that the machine as a whole may work efficiently. The organisation has to be managed competently to obtain perfect results. In the Air Force the management of the organisation is called administration.

**Important Features or Characteristics of an Organisation**

3. The successful functioning of an organisation depends upon its important features or characteristics.
4. **Unity of Direction.** An organisation is created to fulfill a specific purpose. Unity of direction is essential to issue precise and co-ordinated instruction to all concerned at once when a new situation arises. There should be the unity of command, which means that one person should be responsible for his work to one boss, alone. However, if he receives directions from several superiors those should be coordinated at a higher level so that one direction should not clash with another direction ie there should be a unity of directions.
5. **Decentralisation of Responsibility and Authority.** Subordinate controlling elements at various levels throughout the structure of an organisation are necessary to turn the decisions of the supreme authority into appropriate action. Decentralisation of responsibility and authority is essential to distribute evenly the stress throughout an organisation. Each controlling element should bear its proper share of the work in controlling and supervising the activities of the organisation. Decentralisation of responsibility is to be followed by proportionate decentralisation of authority as well. A clear definition of

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responsibility at every level within a military organisation is necessary to enable subordinate headquarters or controlling element to know what matters are appropriate to their level and to know what matters they should pass on by higher authority.

6. **Co-operation.** Co-operation is essential to ensure speed, economy and efficiency of work. Co-operation can result only from sound leadership together with careful instructions from superior authorities and from the intelligent application of those instructions by subordinate authorities. It requires a desire on the part of all members of a service to know their jobs well and to know sufficiently how to accomplish it harmoniously. Co-operation is something that comes from within a service and to which every member of a service contributes.

7. **Co-ordination.** Co-ordination is essential in a fighting service to enable it to develop the maximum potential efforts of which it is capable at the right time in the right direction. It comes from the directing authorities, which arrange the type and timing of individual efforts so as to best meet situations as they arise.

8. **Flexibility.** The organisation must be flexible to meet situations that may arise unexpectedly. This is a quality, which imparts the ability to make quick and smooth adjustments thrown upon it by varying and unforeseen circumstances. It is clear that the ability of those who administer the organisation is put to its test. They must be capable of recognising new situations where they arise and they must be capable of adapting with the organisation to meet the demands of the new situation.

9. **Initiative and Responsibility.** Initiative is the quality of doing the correct thing in a particular situation without being told to do so by any external authority. The encouragement of initiative and the desire for responsibility is the most necessary feature in an organisation. Here a careful balance has to be struck. In decentralising responsibility and providing scope for initiative great care has to be taken not to endanger unity of command, the purpose of common aim of the organisation is not to be lost.

10. Extract from an article “A Quest from Efficiency and Work Simplification with special reference to Bangladesh” by Mr Muhammad Saifur Rahman – Administrative Science Review:

- a. The organizational objective should be clearly stated and communicated to the employees of all levels as well as to the outsiders concerned.



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- b. Levels of an organization should be kept as minimum possible.
- c. Span of control should be of the optimum size based on the nature of the work, distance, time etc. Span of control should be distinguished from span of attention.
- d. The size of the organization should be kept to a minimum possible.
- e. There should be the unity of command, which means that one person should be responsible for his work to one boss, alone. However, if he receives directions from several superiors those should be coordinated at a higher level so that one direction should not clash with another direction ie there should be a unity of directions.
- f. There should be a clear distinction between the line and the staff within an organization. Line people are these who command, guide, or are directly responsible for carrying out the objectives of an organization, while staff people are those who advise, plan or carry out special responsibility or give some common services.
- g. There should be adequate delegation of authority. Authority should commensurate with responsibility.
- h. There should be proper departmentalization based on major function or purpose, process, clientele, geography time etc.
- j. The organization should be manned by recruitment of personnel on the basis of tests based on objectivity, validity and reliability.
- k. There should be proper co-ordination amongst the various levels. Co-ordination, which means the orderly synchronization of the activities of different units, should be ensured through formal mechanism as well as channels.
- l. There should be proper flow of communication - upward downward as well as horizontally.
- m. Staff assistance may be taken only to facilitate the work of the executive, if necessary.
- n. There should be proper supervision and control mechanism to ensure that the work of the organization proceeds in accordance with the objective.

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- p. There should be standard policies and procedures and preferably written organizational manuals, polity manuals and procedure manuals (or combined in one).
- q. There should be job descriptions for all the positions of the organization.
- r. It should be taken care of that informal organization does not get upper hand over the formal organization, although executive should recognize and honour the informal organizations within the framework of formal organization.

**TASK-2**

**ORGANISATION OF AIR HEADQUARTERS AND TYPICAL BASE**

**Organisation of Air Headquarters**

1. **Responsibility.** The Air Headquarters is responsible for the Command, Operation, Training, Organisation and Administration of BAF in accordance with the policy laid down by the Ministry of Defence (MOD).

**Branches**

2. Air Headquarters is organised into the following three branches :

a. **Operation and Training Branch.** Deals with Air Operation, Movements, Control and Reporting, Flying Training, Technical Training etc.

b. **Maintenance Branch.** Deals with Signals, Serviceability, Procurement, Storage and Supply of equipments etc.

c. **Administrative Branch.** Deals with all matters pertaining to organisation, Personnel, Administration, Co-ordination, Accounting, Education Services and Work Services.

**Air Board in Air Headquarters**

3. The constitution of the Air Board is as follows :

a.	COAS	:	Chairman
b.	ACAS (O&T)	:	Member
c.	ACAS(M)	:	-“-
d.	ACAS(A)	:	-“-
e.	Base Cdr/AOC (Not in all air board.)	:	-“-
f.	Air Secy	:	Member Secy

4. The following Staff Officers at Air Headquarters are directly responsible to the COAS.

a. **Judge Advocate General.** Adviser to COAS on all legal matters relating to BAF, review the Court Martial proceedings, Interpretation of Air Force law, Rules and Regulations.

b. **Air Secretary.** Deals with all cases of officers.

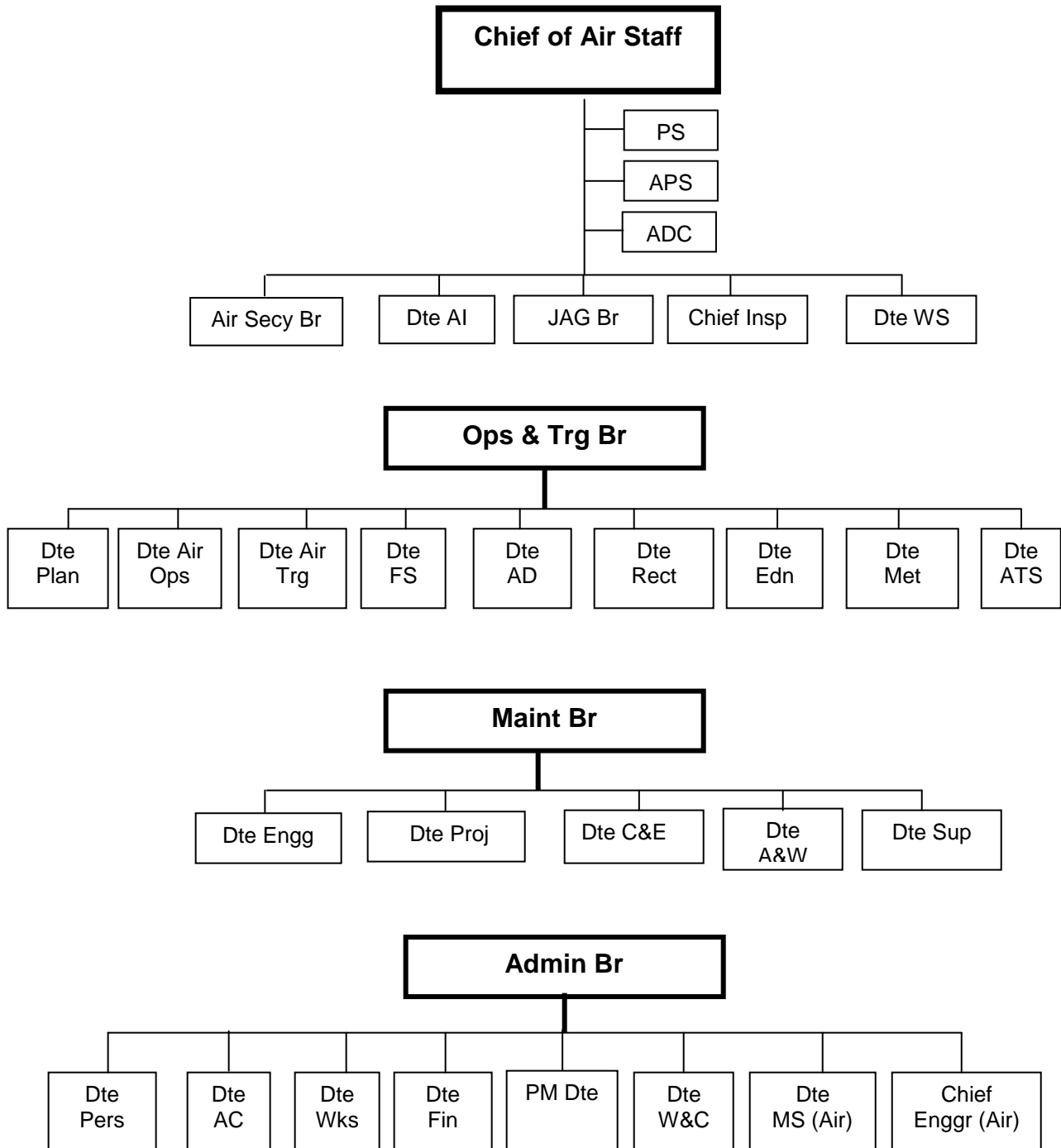
c. **Chief Inspector.** Deals with annual inspection of base and units.

d. DAI

e. D Work Study

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**ORGANISATION OF AIR HEADQUARTERS**  
**(Upto Directorate Level)**



**BASE APPOINTMENTS**

**Commanding Officer/Air Officer Commanding/Base Commander**

1. The Commanding Officer is directly responsible to the chief of Air Staff for the efficient fulfillment of the prescribed operational, maintenance and administrative role and task of the Bases and Units under his command and for the direction and control of all connected activities. He is to take over the command of a Base as per AFL 113-4.

2. The Commanding Officer is ultimately to remain responsible for the whole organization and administration of his Base, but the detailed distribution of work between himself and his subordinate staff is left substantially to his discretion. Broadly speaking, he is to allocate to responsible officers who are his immediate subordinates all matters of routine and minor administration, relating for himself questions of general organization, important matters requiring his personal attention and decision, and the general control and supervision of the various duties, which he has allocated to others. He may not, however, regard himself bound to carry out a duty personally unless the regulations expressly require his personal attention, or it is of such importance as not to be capable of delegation.

3. Commanding Officer is to discharge the following functions personally :

a. **P-1**

- (1) Form 412 (Flying accidents).
- (2) Disposal of charges - Airmen, remanded to him.
- (3) Review of minor punishments awarded by officers commanding Wings/Units and specified officers functioning within his administrative control.
- (4) Convening District Courts Martial.
- (5) Confirming proceedings of District Courts Martial convened by him.
- (6) Summary disposal of charges against Warrant Officer and Officers upto the rank of Flight Lieutenant.
- (7) Reproof to officers and Warrant Officers.
- (8) Exercise of magisterial powers.
- (9) Endorsement of remarks on proceedings of Board of Inquiry/Formal Investigations.

**Note :** These powers can be exercised only if the commander is of the rank of Gp Capt and above.

b. **P-2.**

- (1) Recommendations for promotions - Officers.
- (2) Annual Confidential Reports - Officers (Form P-57).

c. **P-3**

- (1) Annual Confidential Reports - Warrant Officers.
- (2) Recommendations of discharge from service.

**Duties and Responsibilities of OC Operations Wing**

1. OC Ops Wg is responsible to AOC/Base Cdr for the fol act:
  - a. Planning, co-coordinating and assisting AOC/Base Cdr for upgrading the Base Defence Plan.
  - b. To implement the instructions of Air force exercise.
  - c. Planning, upgrading and implementing the Base Ground Defence Plan.
  - d. Formulating and implementing the Base Rescue plan.
  - e. Supervise and ensure the effective activities of the sqn/section under him.
  - f. Liaise with the military and civil organizations for Air force exercise, Base Ground Defence Plan, search & rescue etc.
  - g. To ensure the effectiveness of Navigational aid and airfield equipments.
  - h. To supervise the Firing Range activities.
  - j. Conduct of VIP visits in the Base.
  - k. To take nec act to avoid the incidents/accidents.
  - l. To conduct the test for the physical fitness of all aircrews.
  - m. To implement the ATC procedure and ensure the high standard of airfield operation.
  - n. To ensure on time submission of RCN-603A and RCN-523.
  - p. To order BOI, FI and put recommendation in F-2 as OC Wing.
  - q. To investigate the charges brought against Officers, WOs and airmen under him.
  - r. To apply for the trial of Courts-Martial against the accused of the Sqn/Section under him.
  - s. To maintain civil-military relation.

**Officer Commanding Flying Wing**

4. The Officer Commanding Flying Wing is responsible to the Commanding Officer for maintaining a high state of operational effectiveness and combat readiness of the flying wing.

5. **Duties and Responsibilities**

- a. Liaise with the maintenance Wing and issue of monthly flying programme as directed by the officer commanding.
- b. Organise regular lectures and exercises in survival, escape and evasion.
- c. Conduct a vigorous flight safety programme.
- d. Organise ground training to improve pilots' professional knowledge eg air tactics procedures etc.
- e. Constantly review the aircrew continuation-training programme, standard operating procedures and operational techniques and recommend changes (if necessary) to enhance the operational effectiveness of the wing.
- f. Evaluate flying techniques and practice of the wing and ensure adequate supervision of actual flying in order to maintain a high standard of flight safety.
- g. Maintain flying discipline.
- h. Issue with flying orders as necessary.
- j. Encourage and develop individual initiative and leadership of squadron commanders.
- k. Order for boards of inquiry, formal investigations and endorse remarks of Form 2 as unit commander.
- l. Investigation of charges and summary of evidence: officers, warrant officers and airmen of the wing.
- m. Disposal of charges against airmen of the wing.
- n. Maintenance of Court Martial book of the wing.
- p. Application for trial by Court Martial.
- q. Summons for attendance of witnesses.
- r. Committal warrants for civil prison.

**Officer Commanding Maintenance Wing**

6. The Officer Commanding Maintenance Wing is responsible to the Commanding Officer for the control and direction of all maintenance activities of the Base.

7. **Duties and Responsibilities.**

- a. Lay down local standard maintenance practices and procedures for the effective administration, supervision and operation of maintenance activities.
- b. Liaise with officer commanding flying wing and operation wing to ensure implementation of the monthly flying task.
- c. Review and take necessary corrective action on all parts of the quality control inspection reports.
- d. Ensure that work standards are maintained and recommend improvements or methods for charges if necessary.
- e. Ensure the correct use of particulars on supply requisition.
- f. Carry out periodic checks of all valuable and attractive items.
- g. Offer full support to the Base OJT program.
- h. Ensure the highest standard of operational readiness of all aircraft.
- j. Develop and utilize to the fullest extent the Base repair capability.
- k. Create an atmosphere of flight and ground safety consciousness amongst his subordinates and ensure that the highest standards are maintained so as to minimize flying and ground accident attributable to maintenance factors.
- l. Order Board of Inquiry, Formal Investigation and endorse remarks on Form-2 as unit commander.
- m. Investigation of charges and summary of evidence: officers, warrant officers and airmen of the wing.
- n. Disposal of charges against airmen.
- p. Maintenance of Court Martial book of the wing.
- q. Application for trial by Court Martial.
- r. Summons for attendance of witness.
- s. Committal Warrants for civil prison.
- t. Prompt clearing of airfield of all debris/disabled aircraft after an air accident/crash in liaison with OC Flying.



**Officer Commanding Administrative Wing**

8. The Officer Commanding Admin Wing is responsible to the Commanding Officer for the organisation, control, directing and efficient functioning of all administrative services of the Base. He is to relieve the Commanding Officer of the restrictive details of administration in order to allow him sufficient time to exercise effective supervision of Base.

9. **Duties and Responsibilities**

- a. Implementation of all administrative directives and orders.
- b. Preparation and arrangement of all administrative plans for war and other emergency operations.
- c. Formulation of administrative orders, directives, and procedures.
- d. Supervise public and non-public funds and administer the contingencies grant. He is also responsible for audit boards for non-public accounts.
- e. Maintenance of high standard of Base parades, guards of honours etc and general discipline of the Base.
- f. Speedily settle all audit objections and hold monthly conferences with local audit officer.
- g. Ensure the adequacy of security arrangements on the Base.
- h. Maintenance of high standard of sanitation and general cleanliness.
- j. Responsible for maintaining morale and general welfare of all base personnel.
- k. Ensure the most economical utilisation of funds allotted for work services.
- l. Ensure that all works services, maintenance and abnormal repairs are carried out in the most efficient and economical manner.
- m. Allotment of accommodation to officers.
- n. Periodical inspection of Sergeants' and Airmen's Messes.
- p. Order and dispose of Boards of Inquiry/Investigations as required.
- q. To review Form-281 (punishments awarded by other subordinate commanders of the Base) and to advise the Commanding Officer of any action required to ensure proper application of Air Force Act and Rules throughout the Base.
- r. Responsible for the general discipline and smartness of the Base, and for the composition, conduct and correctness of all Boards of Inquiry and investigations, summary of evidence and court Martial.
- s. Order for Board of Inquiry, Formal Investigation and endorse remarks on Form 2 as Unit Commander.
- t. Investigation of charges and order summary of evidence of Officers and airmen of the Wing.

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- u. Disposal of charges against airmen of the Wing.
- v. Maintenance of Court Martial Book of the Wing.
- w. Application for trial by Court Martial.
- x. Committal warrants for civil prison.
- y. Summons for attendance of witnesses.

**Note:** He may delegate some of the duties, for which sufficient personal attention is not required, to OIC 'P' Squadron or any other subordinate officer.

### **Officer In-charge Personnel Squadron**

12. The officer in-charge personnel squadron is responsible to the Officer Commanding Admin Wing for the personnel management of the Base and for ensuring adequate provision of manpower. He is also responsible to OC Admin Wing for supervision, control and efficient functioning of all the flights under him.

### 13. **Duties and Responsibilities**

- a. Dealing with all administrative activities of the Base.
- b. Civilian administration - control and supervision of civilian employees.
- c. President of service institutes.
- d. As President of the service institute, to co-ordinate all Base welfare activities including educational facilities for children of the service personnel.
- e. Supervise and administer the Sergeants' and Airmen's Messes and service institutes.
- f. Organise and arrange all sports activities on the Base.

### **Officer In-charge Supply Squadron**

14. The officer in-charge supply squadron is responsible to the officer commanding maintenance wing for implementing equipment policy and for the efficient organization and functioning of the supply squadron. He is also responsible for maintaining a close personal liaison with the users of equipment to assist him in anticipating requirements and ensuring that economy compatible with efficiency is practiced and maintained by all concerned in the supply and use of equipment.

### 15. **Duties and Responsibilities** . He is to ensure that :

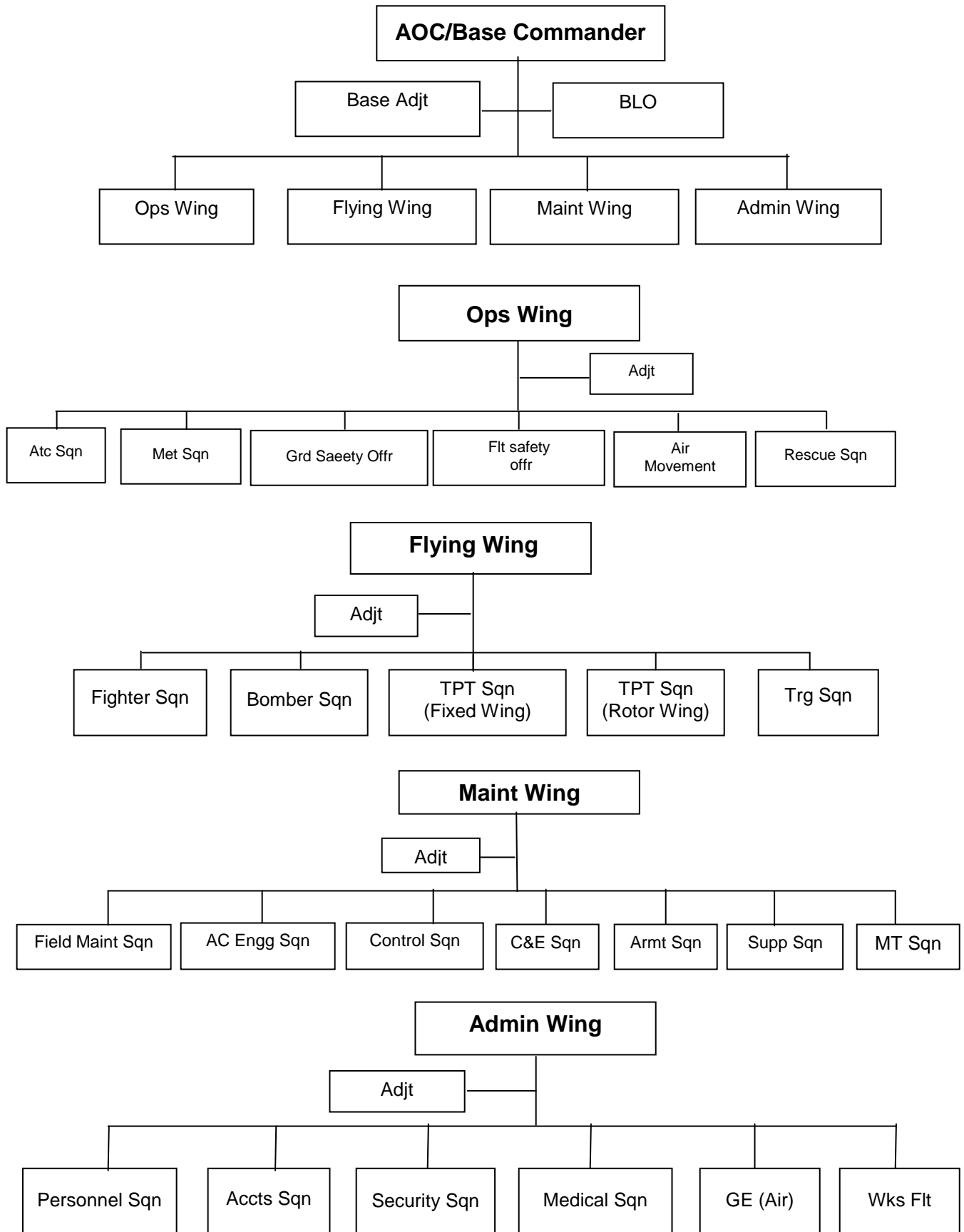
- a. A regular review of the establishment of stocks is carried out in accordance with current instructions and that upto date stock levels are maintained.
- b. Stock record cards are reviewed at regular interval as laid down in current instructions and to take prompt replenishing actions, and ensure that all surplus stocks are dealt with in accordance with the instructions issued from time to time.
- c. All internal demands are vetted in order to ensure that requirements are genuine.

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- d. That valuable and attractive items are properly stored and safeguarded.
- e. Prompt action is taken for the clearance of all priority demands.
- f. The supply squadron possesses all the necessary publications and that these are kept upto date.
- g. The provisions of AP 830 (Volume 1 and 11) and manuals/publications and other instructions pertaining to the equipment matters are correctly interpreted and carried out.
- h. Any deterioration of the supply provision which is likely to affect the function of the base is reported to officer commanding maintenance Wing without delay.
- j. Periodic stock checking of all the equipment held in stores is made as laid down in regulations.
- k. His personnel are aware of instructions pertaining to equipment matters and that they thoroughly understand those instructions which govern their particular duties.
- l. The knowledge of his personnel is broadened by lectures and practical instructions and by giving them experience as much as possible of different types of works.
- m. His personnel are encouraged, by example, to obtain practical technical knowledge of the types of equipment in use on the base.
- n. That equipment is not boarded and held surplus to requirement and that all repairable items are returned to the supply squadron in good time. For this purpose he is to inspect flight and safety lock-ups.
- p. All documents for equipment held on charge of the Supply squadron are properly maintained and that all audit requirements are fulfilled.
- q. Periodic checks and inspections are carried out in accordance with the AP-830 (Leaflet A 5/1).
- r. Maintain close liaison with No 201 Maintenance Unit, BAF.

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**ORGANISATION OF A BASE**  
**(Upto Squadron Level)**



**TASK-3**

**SUPPLY PROCEDURES**

**Articles in use Ledgers (Form 670)**

1. All class 'A' items issued for use within the unit are to be accounted for in the Articles-in-Use ledgers except for the following items :
  - a. Equipment authorised for on F-667 and F-667B.
  - b. Items of transferable equipment when in use with MT vehicles are to be accounted for by means of F-464 (For details see leaflet B 11/1).

**A-in-U Ledger for Base Equipment & Unit Equipment**

2. A single A-in-U ledger may be used in respect of Base Equipment on charge of all units in the base, but a separate A-in-U ledger is to be maintained for each unit at the base in respect of mobile equipment.

**Maintenance of A-in-U Ledgers**

3. The officer incharge Equipment Account Section (EAS) is responsible that A-in-U ledgers are maintained up-to-date and held in safe custody. Each form 670 is to be signed and dated by the individual preparing the form, stamped with the unit stamp and counter signed by the officer or WO-in-charge EAS. Forms 670 are to be filed in Binders in vocabulary section and reference numbers' order by inventories under the title and serial number of the relevant inventory. All vouchers for A-in-U action are to be posted to F-670 normally within 24 hours on receipt in EAS. Entries are to be made in ink under the date of transaction. No accounting is to be made without supporting voucher. Incorrect entries are not to be erased but are to be ruled through and initialled by the OIC EAS in such a manner as to leave the original entries legible. Entries are not to be ticked in coloured ink or coloured pencil.

**Inventories**

4. **Preparation.** An inventory of all class 'A' items issued to each flight or section except for the items given in para-1 above is to be prepared in EAS on forms 37 sheet 2 in single copy. Two copies of F 37 sheet 1 are also to be prepared for each inventory (one for inventory holder and the other for EAS). The OIC EAS is to initial and date the first "Qty on Charge" column of each sheet 2 and rule through unused blocks in that column. The number of sheets contained in an inventory is to be endorsed in words on both copies of sheet 1 duly signed and dated OIC EAS.

### **Appointment of Inventory Holders**

5. Inventory Holders are to be appointed by the OC through BROs. When a new inventory holder is appointed, both F-37 and F-670 are brought up-to-date in EAS and the folder is forwarded to the appointed inventory holder who is to ensure that the certified number of sheet is included in the inventory and he is to verify the holdings. He is to complete the inventory Discrepancy Certificate and return the EAS copy together with the inventory discrepancy certificate.

6. Any discrepancies declared are to be investigated by OIC EAS in conjunction with the equipment officer and adjusted without delay. The discrepancy certificate is to be annotated with the numbers of adjusting voucher for which there may be BOI.

7. **Maintenance of inventories by Inventory Holders.** The inventory holders is responsible that the inventory is held in safe custody and is corrected. He is to ensure that all class 'A' items discovered surplus are brought on charge on the inventory and reported to OIC EAS for necessary counting action. Similarly deficient or damaged items on his charge are to be reported and necessary adjusting voucher raised. Any item round surplus is to be returned on F 675.

### **Inventory Checks**

8. Inventory is checked on the following :

a. On change of the inventory holder.

b. **Annual.** This is to be carried out by an independent checker appointed by the OC. An officer or warrant officer of the Base Equipment section or equipment accounts section is not to be detailed for this duty. A check on the change of inventory holder within three months prior to the due date for the annual check may be treated as the annual check of that inventory at the discretion of the OC.

c. **Periodical.** This check is carried out by the holder himself at intervals not exceeding six months from the date of the last independent check or any handing over check subsequent to that date.

### **Flying Clothing Card**

9. Items of personal and public clothing's and accoutrements issued to officers are to be accounted some where. The following procedure is adopted for keeping the record of such items.

### **Preparation of F667B**

10. These cards are prepared for every individual officer during their cadet ship from duplicate copies of issue voucher (F 674) on which clothing and necessities are issued during training at BAF by the accountant officer in 2 copies.

### **Use of the Card**

11. Though the title of the F 667 – B is known as “ELYING CLOTHING CARD”, it is required to be used for flying as well as for other clothing’s and necessities issued to officers and flying clothing issued to other authorised persons (aircrew). It is also used on the following occasions :

- a. Clothing and necessities issued to officers.
- b. Flying clothing issued to aircrews.
- c. When arms are issued to officers.
- d. Any item previously issued and subsequently required to be returned to store as :
  - (1) No longer required.
  - (2) U/S and cannot be used.

### **Custody of Card**

12. The duplicate card is kept by the individual while original is always kept by the accountant officer in EAS for safe custody and is forwarded to the new Unit/Base by accountant officer by registered post when an individual is posted out from his old unit/ base.

### **Issue of Clothing to Officers and Officers Seconded to BAF**

13. **Issue of Public Clothing to Officer.** The following types of clothing and necessities form a part of public clothing for officers

- a. Flying Clothing’s.
- b. Accoutrements (Dress/Military equipment’s).

### **Issues**

14. All issues are to be effected on F 674 duly endorsed as for F 667B action and full particulars of the officer concerned. Authority of scale is also to be shown on F 674. BSO is to make issues in normal manner. F667B is actioned by means of duplicate copy of F674.

### **Return**

15. Items are to be returned back on F 675 whenever the occasion for their return arises. F 675 is to be endorsed for F 667B action and the reason for return is also to be shown.

### **Exchange**

16. Exchanges are to be effected on F-673 on which no accounting action is required to be shown, except in case of items bearing serial number. F 675 and F 674 are to be used for their returns and fresh issues respectively.

### **Replacement/Issue of Personal Clothing to Officers**

17. Officers are to replace their worn out garments as per the scale laid down in AFI 9/70, subject to periods (life) specified in AFO 67. These types of issues are effected by means of F 603 on "PRE-PAYMENT" basis.

### **Issue of Clothing to Officers Seconded to BAF**

18. Officers seconded to BAF will be provided items of uniforms in kind on the following basis :

- a. Officers seconded to BAF before drawing out fit allowances from their parent service will be issued with items shown at appendix 'B' to AFI-2/82 subject to the monetary limit of Tk. 6000.00.
- b. Officers seconded to BAF after drawing outfit allowance in their parent service will be issued items of uniform as per appendix 'B' less duplicate items
- c. Lady doctors of AMC seconded to BAF will be issued items of uniform as per procedure laid down in AFI 94/52 less duplicate items, if any.

### **Stock Taking**

19. Commanding Officers of all units other than No 201 MU are responsible for ensuring that the stock taking of all items held on charge in their units is taken during each financial year and at No 201 MU once in two years. It is imperative that cent percent stock taking in each vocabulary section is completed during the period laid down.

20. In addition to the stock taking as required in para 1 above COs are to arrange special checks of valuable and attractive items at more frequent intervals as such articles are particularly liable to miss-appropriation. The term V&A item implies equipment as watches, binoculars, small arms, magnets, sparking plugs, photographic materials etc. It will be at the discretion of CO when such check is to be made, but it is essential that in any case the intervals do not exceed 3 months.



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21. The result of stocktaking are to be recorded on F 33 (Certificate of Stocktaking), which are to be retained in EAS after complying with all necessary action on called for in accordance with following paragraphs.

22. Stocktaking may be continuous or fixed. In continuous stocktaking the check is carried out section by section of the vocabulary and is programmed to cover the complete financial period. Each vocabulary section is to be checked according to the programme. In fixed stocktaking the check of the entire stock of a unit is carried out at any time convenient to the unit, provided that at least 9 months have elapsed since the date of the last stocktaking.

23. Since the financial year ends on 30<sup>th</sup> June, stocktaking in all sections is to be completed by 30<sup>th</sup> of April, each year in order that necessary adjustment be made in regard to allocation of budget expenditure, before the commencement of new financial year.

### **System Of Priority and Priority Demand**

24. Requisitions as used in BAF can generally be divided into two groups-priority and normal or routine demands. Priority demands are raised for immediate requirements which are explained hereunder. These are to be properly justified by giving AC, Engine, MT Engine, MT Vehicle, Radar and Radar Vehicle, number, type and series etc and the date required. These demands will be raised for the bare minimum quantities needed for the specific purpose.

### **Types of Priority**

25. The following types of priorities now-a-days are used in BAF :

a. **AOG.** (AC on Ground) A priority demand raised for parts required to return an AC to flyable status. Unless otherwise authorised by Air Headquarters, AOG demands are raised only by :

- (1) Operational Units.
- (2) Operational Training Unit.
- (3) Aircraft pools & ASU (Aircraft Storage Unit).
- (4) ROCP (Radar Out of Commission for Parts).

b. **IOR.** (Immediate Operational Requirements). This priority is used for demanding an items of equipment, the absence of which is likely to impair the functional efficiency of the unit. Unless otherwise authorised by Air HQ, IOR demands are raised only for :

## RESTRICTED

- (1) Winter clothing require for a unit under urgent order to move to a cold area.
  - (2) Spares required for MT vehicles in an emergency.
  - (3) Wireless equipment required for ground defence etc.
- c. **URR.** (Urgent Repair Requirements). This priority is used for demanding an item of equipment without which the repair of an equipment is delayed and can not be completed. URR demands are generally raised by :
- (1) Service repair Units.
  - (2) Aircraft assembly units.
  - (3) Repair contractors.
  - (4) Flying units not being operational or operation training unit.
  - (5) ASU in respect AC not required for issue within seven days.

### **Glossary of Equipment Terms**

26. A uniform language of Supply is one of the principal elements necessary for simplicity and effectiveness of operations in large supply management systems. To understand this system, there are certain supply terms with which the supply personnel must be familiar to make the supply operations easier.

### **Terms Used**

27. The following terms are commonly used in connection with equipment administration and accounting.

- a. **Active Items.** Active item is one in respect of which there has been an issue during past twelve months or on which there are outstanding "Dues-In" or "Dues-Out".
- b. **Components.** Separate parts of equipment comprised in or making up a complete article or assembly. For supply and accounting purposes, items of transferable equipments of air frames, aero-engine, MT vehicle etc are to be regarded as components.
- c. **Carton Unit Quantity (CUQ).** The quantity of an item placed in primary package as a unit of issue to consumers.
- d. **Container.** A packing case, crate, carton, bag, keg, barrel, reel, drum, box, cylinder, carboy, bale, bottle or other form of package is called container.
- e. **Contract Loan.** The issue of equipment to a contractor for repair, conversion or modification in accordance with the conditions of a contract.

## RESTRICTED

- f. **Controlled Items.** Those items of equipment which for provisioning and issue purpose, are subject to direct control by Air Headquarters. Such items are determined by their nature only and not by the supply position. For example, small Arms may be controlled although there are not shortage.
- g. **Dead Item.** Dead item is one in respect of which there has been no stock receipts, issues, dues-in or dues-out during the past one year.
- h. **Deposit Loan.** The issue of equipment to a contractor for the use in connection with services performed by him under contract, under which the contractor accepts full responsibility for the loan while in his care.
- j. **Dues-In.** The quantity of an item previously demanded but not yet received.
- k. **Dues-Out.** The quantity of an item demanded on a stock holding unit which cannot be met until the receipt of supplies.
- l. **Departmental Expenses.** Expenses incidental to the receipts, storage, packing, issue and transportation of equipment which are not included in the prices shown in the priced vocabulary of BAF equipment, AP 1086. The preface to AP 1086 book No 1 be consulted for the rates of DE to be charged.
- m. **Embodiment Loan.** The issue of equipment to a contractor for embodiment in an article under manufacture, modification, conversion, or repair in accordance with the terms of a contract which provides for the issue without charge, of such equipment for embodiment.
- n. **Equipment.** Equipment is machines, stores and supplies (Other than meteorological, works, MES, medical and dental stores, office machinery and stationery) used by BAF. The class of equipment are defined as follows :
- (1) **Class 'A'.** Class 'A' items are those items of equipment which remain on charge and cannot be replaced except on return to store. Repairable items which are beyond the capacity or authority of the unit to repair are to be returned to the appropriate MU as category RD.
- (2) **Class 'C'.** Class 'C' items are those items of equipment which are consumable in use or are incapable of being economically repaired.
- p. **Forecast Factor.** The ratio between the strength of aircraft, MT or personnel etc, or effort during the past and the expected strength or effort during the future.
- q. **Issue Order.** An instruction to issue equipment other than against a demand.
- r. **Low Stock.** A term in use at stock holding depots to denote the level below which depot stocks should not be allowed to fall without specific authority.
- s. **Machines.** A comprehensive terms used for supply and accounting purposes only, to include airframes, aero-engines, MT vehicles and marine-craft.
- t. **Minimum Establishment.** A level below which serviceable stock, plus dues-in, minus dues-out, of equipment should not be allowed to fall.

## RESTRICTED

- u. **Maximum Establishment.** A level at which a unit is allowed to hold stocks of equipment for its operational efficiency.
- v. **Non-Recurring Issues.** A provisioning term denoting issues to meet a requirement not expected to recur.
- w. **Ordinary Loan.** The temporary issue of equipment for a specific purpose and period and which is to be returned in the same condition (Except-Fear, Wear & Tear) and description as lent.
- x. **Packing.** The treatment of equipment by preservation, identification and packing in predetermined quantities to ensure its safe arrival in the hand of the eventual user in a fully serviceable condition.
- y. **Provisioning.** To calculate the probable or actual extent of a requirement and to make available the equipment to meet the requirement.
- z. **Recurring Issues.** Issues which it is anticipated will be repeated.
- aa. **Repayment Loan.** The issue of equipment to a contractor, or other individual, for which a hire or rental charge is raised during the period of the loan.
- ab. **Review.** A statement of issues, stocks, dues-in, dues-out and establishment, used for provisioning purposes to determine whether stocks should be obtained, disposals made or quantities already due-in reduced or cancelled.
- ac. **Running (Or Standing) Contract.** A contract specifying equipment to be supplied or services rendered, at any time during an agreed period, as and when demanded in accordance with terms and conditions of the contract.
- ad. **Shipment.** A detailed list of all equipment loaded into a particular ship.
- ae. **Stores.** All articles other than machines shown in the BAF vocabulary schedules or otherwise authorised to be held.
- af. **Stores in Ward Book (SIB).** A record of all external receipt at a unit.
- ag. **Stores Out Ward Book (SOB).** A record of all external issues from a unit.
- ah. **Transcription.** The inability part of an external demand which is passed by an ED to appropriate provisioning facility for supply action.
- aj. **Write Down.** The accounting procedure for reducing the condition (ie lessening the value) of an item damaged not due to negligence of an individual. Such adjustment of a cost of damage is turned as write down.
- ak. **Write off Charge.** The posting of an issue in an accounting document in respect of a loss (not due to negligence of individual) which is not inherently connected with the condition of Air Force operation.

RESTRICTED

**TASK-4**

**WORKS SERVICES**

**Organisation and Function of MES (Air)**

1. The Director of Works and Chief Engineer (DW&CE) of MES under ACAS (Admin) will act as adviser to the COAS on all works relating to engineering matters.
2. The DW&CE (Air) will carry out all duties and responsibilities appropriate to his appointment as laid down in various rules and regulations within the charter of duties given to him and will be responsible for the efficient functioning of the organization and for all administrative functional purpose. The charter of duties and the scope of responsibilities of the DW&CE (Air) are given below :
  - a. Planning, designing, contracting and execution of all works.
  - b. Maintenance of all installations and services like electricity, water, supply, sewerage and air conditioning.
  - c. Technical sanction of projects upto Tk. 1,00,00,000.00 (one crore).
  - d. Ensuring proper expenditure, control and prompt payment of all dues.
  - e. Maintenance of up-to-date records of Government buildings, roads and other installations.
  - f. Technical training to the extent of decentralization.
  - g. Posting and transfers of personnel within the services.
  - h. Discipline of personnel within the service according to the rules.
  - j. Review of establishment of MES (Air) to correspond with work load obtaining of service Headquarters.
  - k. Recruitment of MES (Air) personnel upto grade 11 staff and clerical establishments.
  - l. Local administration and welfare of personnel.
  - m. Technical control over lower MES (Air) executive of formations.
  - n. Preparation of budget demands.
  - p. Allocation and distribution of available funds.
  - q. Submission of various Budget/Financial Returns.
  - r. Detailing with audit observations.
  - s. Settlement of contractor's claims.
  - t. Dealing with points raised by Public Accounts Committee.
  - u. Preparation of Stores/Forecasts.
  - v. Procurement of stores directly or through DGDP.
  - w. Ensuring 100% annual check of stores.

**Office of GEs and AGEs**

3. Various GEs and independent AGEs will be responsible for the execution of all works services for the BAF buildings, installations and airfields in their respective Bases, and for Base external services embracing other services as may be specified by the Chief Engineer from time to time. They will act as adviser to their respective Base Commanders on all works and engineering matters.

4. All GEs and independent AGEs will be administratively controlled by OC Admin Wings or where this appointment does not exist directly by the Base Commander except GE (Air) Air Headquarters will be controlled by OC Air Headquarters (Unit). The direction and control over these officers will be exercised by OC Admin Wing/Base Commander/OC Air Headquarters (Unit) as appropriate is indicated below:

- a. All matters relating to Maintenance of buildings, installations and airfields.
- b. All matters relating to administration and general discipline.
- c. Administrative control of minor works costing up to Tk 60,000.00 for the Base and Tk 30,000.00 for Air Headquarters (Unit).
- d. For the remaining administrative aspects and for all functional activities and financial transactions GEs/AGEs will be controlled by the CMES.

**Channels of Functional Control**

5. The channels of functional control of GEs/independent AGEs will rest with CMES. The functional control will embrace the following subjects :

- a. Designing, contracting and execution of all works.
- b. Technical sanction of projects as laid down under various rules and regulations.
- c. Settlement of contractor's claims and disposal of audit objections.
- d. Preparation of stores forecasts.
- e. Procurement of technical stores.

6. Whenever a loss in respect of a MES building and/or furniture and equipment occurs at a BAF Unit or Base, the Officer Commanding Unit or Base Commander will institute necessary investigation and take such action against persons found directly responsible for the loss. If the inquiry reveals that the cause of loss cannot be directly attributed to any person and that the amount of loss will have to be written off against the state, the Officer Commanding Unit or Base Commander will request the local engineer authority to raise forms BAF A 498 in triplicate and also a survey report in respect of the loss. Separate forms BAF A 498 should be raised when buildings, furniture etc are involved in the same loss. The inquiry proceedings are not to be shown to the local engineer authorities unless any of their employees are involved and action is required to be taken against them. The losses shown on the loss statement should represent the book value of buildings and furniture and not the assessed value at the time of loss or damage. The figures will be provided by the local engineer authority.

## RESTRICTED

7. Forms BAF A 498 in triplicate, duly signed by Officer Commanding Unit together with the engineer survey and the copies of the proceedings of the inquiry or investigations are to be forwarded to Air Headquarters if the amount to be written off is more than the powers of the officer commanding concerned. The financial write off powers as vested in commanders as laid down in AFI (P) No 16/58 are as follows :

Competent Financial Authorities	Limit of Powers	
	Stores losses not due to theft, fraud or negligence	Stores losses due to fraud, theft or negligence.
COAS	Full Powers	Full Powers
AOC/Base Cdre	Tk. 37,500.00	Tk.12,500.00
OC Maint Unit	Tk. 12,500.00	Tk. 5,000.00
OC Unit	Tk. 10,000.00	Tk. Nil

### **Marching in and Marching out Inspection**

8. Before the Unit or rear/advance party vacates an air field the Base Headquarters is to ensure that an inventory is prepared in triplicate in conjunction with the local engineer authority. This inventory is to state all constructional assess and the extent serviceability and/or deterioration at the time of arrival or final departure of the advance/rear party.

9. The inventory is to be as detailed as possible and is to include all time of engineer construction or supply in particular of runways, taxi tracks, petrol installations, items of barrack equipment and MES furniture. However, small eg broken window panes are also to be listed. Any 'write off' recovery action is to be initiated according to current instructions. The inventory is to be agreed to between advance and rear party and the engineer authority.

### **Administrative Control**

10. For administrative purposes original works are divided into the following categories:

- a. Major original works, ie those costing over Tk.6,00,000.00.
- b. Minor original works, ie those costing upto Tk 6,00,000.00.

11. New original works are further sub-divided as follow :

- a. Authorised items of work, services authorised by separate orders of a general or specific nature and services, which is customary to provide for troops etc, are laid down in Barrack synopsis.
- b. Special items of works services not falling within above are referred to as "Special" works. These may only be approved when exceptional local technical or other conditions justify the necessity, or as an important experimental measure. Special works should not be approved if the effect would be to introduce a new practice or change of scale.

## RESTRICTED

12. Powers to accept necessity and accord administrative sanction to repair/minor work:

- |    |                                  |                |
|----|----------------------------------|----------------|
| a. | Government of Bangladesh of..... | Full powers.   |
| b. | Chief of Air Staff .....         | Tk 6,00,000.00 |
| c. | ACAS (A).....                    | Tk 2,00,000.00 |
| d. | AOC/Base Commander .....         | Tk 1,50,000.00 |
| e. | OC Air Headquarters (Unit) ..... | Tk 75,000.00   |
| f. | OC (Others Unit) .....           | Tk 50,000.00   |

13. No project will be split up merely to bring it within the financial powers of the sanctioning authority.

### **Procedure for Capital/Major Works**

14. **Initiation of Demand.** Normally based upon policy demand may be initiated by the user, or at any Intermediate Headquarters.

15. **User's Recce.** To enable the user to present his case to higher authority for the consideration of his demand the following procedure will be observed:

- a. Ascertain whether the location and accommodation are suitable for the unit in question.
- b. Produce a suggested outline project with rough cost on "not exceeding" basis; the "not exceeding" cost will be given by the engineer representative. The object of this is two fold :
  - (1) To determine whom the CFA is.
  - (2) To enable Air Headquarters to ascertain whether the project is economical.

16. **Capital Works.** Capital works requirements for a specific financial year are considered at Air headquarters in consultation with PSOs concerned and Specialist Directorates and a final programme is approved by the Chief of Air Staff or ACAS (Admin) on his behalf. The works programme should be finalised at Air Headquarters at least one year in advance.

17. After the finalisation of the works programme at Air Headquarters the Recce Board for each work will be held to:

- a. Confirm that a suitable site for the project exists.
- b. Determine the general layout and how it can be fitted into the existing layout if any, and to draw a key plan illustrating this.
- c. Examine the scope of the project in sufficient detail to enable the engineer to give an "indication of cost" and prepare the "engineer appreciation" on the required proforma.

**Note:** Inclusion in the works programme of any new project does not connote acceptance in principle, since the full implications are not studied by Ministry of Defence at that stage.



## RESTRICTED

18. **Acceptance of Necessity.** On receipt of the Key Plan Recce Boards individual works cases with full justification and supporting data, for their incorporation in the next years' budget, would be submitted to the Government for approval, so that the time of budget discussions abinitio examination is approved.

19. After the acceptance of necessity is accorded the user will hold a Siting Board and detailed approximate estimates will be prepared and forwarded to Air headquarters through the Intermediate Headquarters where applicable.

20. **Administrative Sanction and Allotment of Funds.** On receipt of acceptance in principle from the Government and approximate estimates from the engineers cases for administrative sanctions will be referred to the FA(AF) for financial scrutiny. After financial scrutiny by the FA(AF) Admin sanction will be issued under the authority of the Chief of Air Staff in accordance with the "Revised System of Financial Management for defence Services". After the issue of the admin sanction funds will be allotted by DW&CE Directorate in full or in part, depending upon the availability of funds and capacity of the engineers to complete in full or in part the works project during the course of the financial year. If an approved work is not commenced within five years of the date of administrative sanction fresh sanction must be obtained before the work is taken in hand.

21. **Execution of the Project**

a. The Sitting Board will remain responsible for the project upto the time of its physical completion. As members change they will be replaced by their successors ex-officio. The details of works will not (repeat) be altered.

b. No modification can be made to the scope of the project without obtaining revised administrative sanction.

22. **New Minor Works.** Works costing upto Tk 6,00,000.00 are defined as "Minor Works". COAS gives Admin sanction for Minor Works exceeding Tk 90,000.00.

23. The Chief of Air Staff, BAF has been delegated powers by Government of Bangladesh to accept necessity and accord administrative sanction to authorised works costing upto Tk. 6,00,000.00.

### **Siting Board Procedure**

24. When the necessity of a work has been accepted, a Siting board will be convened by the BAF Base Commander. The duties of the Siting Board will be :

- a. To determine the skeleton layout of the whole project on the ground.
- b. To determine the detailed Siting of each building or other works.
- c. To draw up the detailed layout plans illustrating 'a' and 'b'.
- d. To draw up project estimate of cost.

## RESTRICTED

25. The board should consist of :
- BAF Officers.
  - Administrative Staff.
  - Engineer MES (Air)
  - Medical Officers.
  - The user.
26. Time and labour will often be served by dividing the examination of the board into two parts :
- Part-I : Determine the skeleton layout.
  - Part-II : The detailed Siting Board.

And by approval of the skeleton layout being obtained before work on detailed Siting begins.

27. Before confirming, two copies of the proceedings together with the layout plans will be forwarded to Air Headquarters for their comments. If not otherwise suggested by Air Headquarters, the proceedings on return from Air Headquarters are to be confirmed and signed by the president.

28. The proceedings of the key plan Recce Board must include the following details :
- A detailed statement of the case substantiating the necessity of the work.
  - Comprehensive details of the work required.
  - A tentative site plan showing requirement of external services.

29. Siting Board Proceedings must always include the following :
- Site plan indicating scale of the map. True North and direction of the prevailing wind. The site plan must indicate the exact location of the proposed work and the location of the surroundings, buildings and installations.
  - Line or Type plan design of the building or installation.
  - Land requirements showing clearly Government or privately owned land with correct dimensions.
  - Electrical and power requirements indicating existing power main and distribution system.
  - Water supply requirements indicating existing distribution system.
  - Sewerage disposal.
  - Internal roads and paths.
  - Questionnaire of user's requirement.
  - Extra furniture requirements and in the case of technical furniture, sketches of designs.
  - Fittings and Fixtures.
  - Any special service such as air-conditioning fire, hydrants, fencing and perimeter lighting etc.

## RESTRICTED

30. In case where the two stages of key plan Recce Board and Siting Board are telescoped, the proceedings must contain the details.

### **Planning and Siting Board**

31. A permanent planning and Siting board is going to be established at Air Headquarters to carry out the following duties. This is considered necessary to eliminate the flaws and delays usually involved in the Siting board previously being held at Base level.

- a. Preparation of all master plans BAF Base showing tentative sites of all proposals works.
- b. Preparation of plans of flying gaps.
- c. Preparation of line plans of technical buildings showing details and requirements including fittings, fixtures and furniture with their position marked on the plans.
- d. Convening of Recce/Siting Boards for all capital outlay work and important major works.
- e. Preparation of questionnaire of user's requirements.
- f. Examination of detailed drawing prepared by the DE BAF in order to ensure that they meet the BAF requirements and approved them in appropriate cases.

### **Planning of Original Works**

32. The correct phases for the initiation of original works are as follow :

- a. Air Headquarters/Bases think of a project.
- b. User's Recce ordered by initiator of the project.
- c. Initiator submits proposal to higher authority for acceptance in principle.
- d. Appropriate BAF staff call on Engineers to produce a 'Guess Estimate'.
- e. Chief of Air Staff, BAF or appropriate BAF commander accords his approval to the project.
- f. BAF staff order key plan Recce.
- g. Engineers produce Indication of Cost and Engineer Appreciation bases on User's requirements as brought out at the key plan Recce.
- h. BAF Staff obtain formal Acceptance of Necessity from CFA.
- j. BAF Staff order detailed Siting Board.
- k. Based on proceedings of detailed Siting Board, the Engineers produce project estimates for obtaining administrative sanction.
- l. BAF Staff obtain administrative sanction and allot funds.
- m. Engineers prepare detailed drawings, contract documents and go to tender.

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33. At stages a, b and c above the MES is not normally concerned although the user may ask the CMES/GE for advice at this stage. At stage d above the guess estimate is nothing more than a rough indication of cost to show the magnitude of the proposal and to determine the competent financial authority, which will sanction the work. It must be understood by all that acceptance of necessity must not be obtained on this guess estimate.

34. Having in this way ascertained the competent financial authority approval of the appropriate BAF authority will be obtained. This approval implies that the proposal is sound and will be sanctioned for execution when funds can be made available. As soon as approval has been issued, the appropriate BAF staff will order a key plan Recce vide staged above. At the Key plan Recce apart from selecting the area in which the building/buildings will be located, the BAF Staff must produce detailed requirements and it is on these that the Engineering Officer will produce his indication of Cost on which formal acceptance of necessity will be obtained. It is the responsibility of works staff to ensure that adequate information of requirement is available to enable the Engineers to produce this indication of cost must be within 10% of the amount for which administrative sanction will be applied for a later stage.

35. It must be remembered that the Engineering Officer is within his rights to refuse to attempt the preparation of any estimate unless he has been given full and accurate details of requirements. Such details must always be given in writing. Suitable instructions have been issued to the Engineering officers to assist them in obtaining the information that they may require. This will follow the lines of a questionnaire. It is of great importance special requirements, if any, are adequately described. Full consideration must also be given to requirements, such as furniture particularly for technical buildings for which there are no scales laid down as yet.

36. Having obtained formal Acceptance of Necessity from the competent financial authority, vide stage h, the staff then order the detailed Siting Board. At this Board all buildings etc including roads will be sited and clearly shown on the plan to be attached to the Board proceedings.

37. As soon as the detailed Siting Board proceedings have been approved, the Engineering Officer will proceed to prepare a project estimate which normally will be based on plinth area rates. In such estimates lump sum will be only for petty details, the cost of which is impossible to estimate by any other means. Instructions for the manners in which these estimates are to be prepared are given in the MES regulations. It is important that these estimates are prepared in sufficient detail strictly in accordance with the instructions contained in the MES regulations. Preparation of estimates is purely an engineers' responsibility.

38. When the project estimate has been completed and it is found that the estimate cost of the service exceeds by more than 10% the amount at which the Acceptance of Necessity has been accorded, the Engineering Officers, when forwarding the project estimates the staff for further disposal must give detailed reasons for this excess and point out that revised acceptance of necessity is required. It must be remembered that if demands are subsequently made which will cause an excess above 10% of that for which Acceptance of necessity will have to be gone through again with its consequential delays. It is essential, therefore, that detailed requirements are carefully prepared in the first instance and are not permitted to be changed unless there are very good and inescapable reasons for such a change. It might often be better to defer the additional requirements, which could be processed at a later stage as supplementary to the original project rather than delay the work as originally contemplated and planned.

## RESTRICTED

39. When approval has been accorded and funds allotted or intimation received that funds will be made available in a specific financial year, the responsibility for further detailed planning will be as follows:

- a. For services estimated to cost more than Tk 4 Lac, detailed drawings and contract action will normally be taken by CE (BAF). In certain cases, however, CMES may be ordered to carry out further detailed preparation of working drawings and contract action for services estimated to cost below Tk 4 Lac. For contract valued more than Tk 20 Lac, concurrence from the Ministry of Defence will be required before issue of Acceptance letter by CE (BAF).
- b. For services estimated to cost less than Tk 4 Lac further detailed planning and contract action will be taken by CMES.

40. In all cases where type plans exist these will be strictly followed. Where special accommodation is required for which type plans do not exist, detailed plans will be prepared on the basis of the requirements indicated by the User in the questionnaire. It will be necessary at this stage, when special designs are involved, for the BAF staff get into close consultation with the local Engineer authorities to ensure that their detailed requirements are fully and correctly understood.

41. On the completion of the detailed plans for any project the Engineering Officer responsible for their preparation will obtain signature of the User on every plan in token that he accepts the accommodation as shown in the plan and that it meets his full requirements. It is extremely important that these plans produced by the engineers are carefully scrutinized to ensure that they include all requirements not only with regard to the actual structures but that correct provisioning is being made to fitting fixtures and furniture. A building is of little use unless it is properly equipped. It must not, therefore, be left to chance that these facilities will be provided. Experience has proved that details omitted in the first instance are not provided at a later stage.

42. As soon as the Engineering Officer has obtained the signatures of the user, the engineers will then proceed with contract documents and notice of tenders will be issued and contracts entered into in accordance with the regulation in force.

43. When planning for small works at Base level is being done it is possible that certain of the above phases, eg-phases at para 33 b, d and g may be telescoped and need not, be brought up in writing but these steps must be followed even in a verbal form rather than be ignored completely, eg Key plan Recce need not be ordered for minor work, but the equivalent to a Key Plan Recce has to be carried out by the subordinate staff of the Military Engineer Services, and the Unit asking for the work. At this Key Plan Recce the MES and the Unit investigate how the demand can best be met from existing facilities. They should carefully examine any accommodation, which has been provided for the service for which the demand is made, and ensure that any existing facilities for that service are fully used and taken into account. For example when dealing with a demand for additional garages, they must first determine the number required on the basis of the authorised establishment of vehicles. Possible future requirements must not be taken into consideration except for planning purposes. From the numbers so calculated, all existing garages must be deducted to find out the net requirements.

44. **Repairs and Maintenance of BAF Buildings, Road and Installations.** Repairs embrace all expenditure on renewals, replacements, abnormal repairs, normal repairs and maintenance as well as alternations necessitated by technical or engineering reasons as distinct from administrative reasons.

## RESTRICTED

45. Repair work in the MES is broadly classified in two categories :
- a. All ordinary repairs (and replacements and renewals) costing (upto) Tk 90,000.00.
  - b. Abnormal repairs, replacements and renewals costing more than Tk 90,000.00.
46. No administrative approval/sanction is necessary for execution of repair works falling under category a above. These will be carried out in accordance with MES standing orders. Lump sum money for this purpose will be placed at the disposal of SO 1 (works) by Works Directorate.
47. In the case of abnormal repairs costing over Tk 90,000.00 project estimates will be prepared for each project and forwarded to Ministry of Defence for obtaining the necessary administrative sanction.
48. No repair work will be carried out without the technical sanction of the competent authority and no expenditure will be incurred in excess of the budget allotment under the relevant head except in so far as any such excess can be met by re-appropriation from another head with the concurrence of the authority concerned. In this case the competent authority is Air Headquarters who would issue necessary re-appropriation after getting financial concurrence.

### **MES Regulations**

49. In the case of imminent danger to buildings etc, or of a break down of a supply from an installation, when delay would be seriously detrimental to the Public service, the local MES officer will take steps to protect Government property or the inhabitants etc, but he must at once report the facts of the case and the reasons for his action to superior engineering authority, the BAF Commander and the CAAF stating the liability he is incurring. In all cases earliest possible steps must be taken to regularize matter by normal action contemplated by these orders.

### **Allotments and Budgetary Control - Explanation**

50. Budgetary control, so far as it applies to works expenditure during a financial year is generally restricted to the amount provided in the budget estimates for the purpose. Money is made available for expenditure by appropriation or re-appropriation, which represents the allotment of a particular sum of money to meet expenditure on a specified object; it is operative only for which it is made. However, any saving at the close of the financial year will be transferred to the "Expenditure Equalization Fund" (which has been established under the Revised System of Financial Management for Defence Services) for use by Air Headquarters during subsequent years for expenditure on non-recurring items including stores and capital works. These savings will not be taken into account while allocation of funds for the next year is made to Air Headquarters the Ministry of Defence.

## RESTRICTED

51. **Budgetary System.** Works expenditure in budget and accounted for as follows :
- a. Capital works and land acquisition costing taka one lac and above under Main Head 58A-Defence Account met from Main Head 1, Sub-Head 'A' "Works" (including acquisition of land) Main Head C - "Air Force Works" of the Defence Service Estimates.
  - b. Works other than those mentioned in 'a' above, under main Head 10 Air Forces. Sub-Head "H" - Works expenditure.
52. **Expenditure on Original Works.** Expenditure on original works is classified as follows:
- a. Capital works in progress at the beginning of the financial year (commonly known as carry over works).
  - b. New Capital Works.
  - c. Land Acquisition.
  - d. Major works in progress at the beginning of the financial year (commonly known as carry over works).
  - e. New Major works.
  - f. Minor works (must be completed in the same financial year; cannot be carried over for the next year).
  - g. Abnormal repairs, in progress at the beginning of financial year (commonly known as carry over works).
  - h. New abnormal repairs.
  - j. Furniture works in progress.
  - k. New Furniture works.

### **Minor Works**

53. In this category fall all works costing upto Tk 90,000.00 less, both new or in progress on 30 Jun each year. Normally minor works are not carried forward to the next financial year and so no funds are required for such works.

54. An omnibus grant for the execution of petty/minor works within the powers of Bases is placed at the disposal of Bases in the beginning of each year commencing from 1 Jul, Bases are to restrict expenditure on petty minor works approved by them to the extent of money placed at their disposal for this purpose. Bases are not allowed to re-appropriate minor works fund to other Head of account or to Major works.

### **New Major Works**

55. Within this category fall all "original" works costing more than Tk 90,000.00 but less than Tk 1,00,000.00 which are sanctioned for execution during the course of the year. Lump sump procession on for such works made in the budget grant is retained and controlled by Air headquarters. Funds for Minor Works for which administrative sanction accorded by the Chief of Air Staff are placed at the disposal of the CE (BAF) by Air Headquarters according to the requirements of the CE (BAF) who further allows funds to the CMES and GEs concerned as necessary. Air Headquarters is competent to re-appropriate funds from one major work to another.

## RESTRICTED

56. Although administrative sanction to new works may be accorded after 15 Apr, on allotment of funds will normally be made for expenditure during that financial year except only in cases or an urgent operational, medical or other extreme necessity or where CE (BAF) is in a position to incur some expenditure for collection of stores, etc.

57. Works projects both major and minor arising out of the restoration of requisitioned or hired property to its original condition will be sanctioned by the Government.

58. It is of paramount importance that requirements for works and allotment of funds should be spread out evenly throughout the year and every effort should be made to avoid a rush of expenditure at the end of the financial year.

### **Excess over Administrative Sanction**

59. Any excess or decrease in expenditure over or below the administrative sanction is permitted to the extent of 10%. Expenditure incurred over, below this limit will require regularization by issue of revised administrative sanction. No increase/decrease in expenditure is permissible on the revised admin sanction.

60. No work will be sanctioned unless it is essential to the efficient functioning of the BAF. The policy of the Government of Bangladesh regarding the general specifications, scales and types of construction to be adopted will be followed as and when such system of work is introduced. It is essential that the broad spirit of the system of control of expenditure should be thoroughly appreciated and strictly conformed to by all officers when entrusted with the administration of funds and execute its works services.

61. No works services will be executed without administrative sanction and technical sanction having first been obtained from the authority appropriate in each case and without fund being available to meet expenditure on it.

62. No officer will in the course of the financial year, exceed the aggregate budget allotment made to him on any work or under any sub-head of maintenance.

63. No officer will exceed any specific budget allotments made to him under minor or detailed head except in so far as he may, within his power of transfer of funds, be able to meet excess expenditure one item by equivalent savings on another.

64. In respect of any work, which has been administratively sanction, an officer will take no action to incur expenditure in excess of the sanctioned amount whether such excess is owing to error in the approved design or other cause without obtaining prior sanction from the CFA.

65. A property is deemed to be abandoned when taken off a care and maintenance at bases (and No officer will incur any expenditure on its maintenance.)



RESTRICTED

**TASK-5**

**BAF MESSES : OFFICERS' MESS**

1. **Organisation** Officers' messes are normally organized and conducted as base messes, ie, there is to be only one mess at every permanent air force base. Exception to these rules can only be made with approval of Air Headquarters.

2. **Membership** Every BAF officer serving, or on temporary duty or during LPR or any other leave is to be a member of the mess. Officers of the Army Medical Corps seconded to the BAF when serving, or on temporary duty at a base are to be members of the base mess officers of the Bangladesh Armed Forces Nursing Service serving or on temporary duty, at a base where a Nursing Officers' Mess is not established, are to be members of the base mess. Members of a base mess are to be either full, affiliated or honorary members, as given below :

a. **Full Members**

- (1) All officers of BAF.
- (2) All army and naval officers serving or on temporary duty at a BAF base:

b. **Affiliate Members**

- (1) All officers of BAF Reserves serving or on temporary duty at the base.
- (2) All overseas officers attached to bases under Air Headquarters' arrangements.
- (3) Class-I civilian officers serving or on temporary duty at a base may, with the approval of the Base Commander, be invited by the mess committee to become affiliated members of the mess.

c. **Honorary Members**

- (1) All officers of BAF Reserves visiting a base mess when off duty.
- (2) Retired BAF officers may be requested to give their willingness/unwillingness for honorary membership. The willing officers will continue to retain mess membership (honorary) unless otherwise instructed by Air HQ.
- (3) The mess committee, with the approval of the Base Commander may invite the following to become honorary members of the mess :
  - (a) Officers of the Bangladesh Army and Navy serving in the vicinity of the base not having a mess of their own.
  - (b) Civil Class I gazetted officers living in the vicinity of the base.
- (4) The names of honorary members and the period for which the privileges have been granted are to be recorded in a book kept in the mess office. The list will be reviewed annually by the mess committee and submitted to the Base Commander for approval.

### **Living in and Living out Members**

3. All single officers serving at a BAF base are normally to be living-in members of the mess. Married officers, or widowers living with their children, may be permitted by the Base Commander to live out. Living-out members may become dining-in members of the mess.

### **Privileges**

4. Affiliated or honorary membership carries with it the privileges of membership subject to these Mess Rules and any rules issued locally by the Base Commander. Such members are not eligible for election to or appointment in the mess committee or sub-committees, for attending mess committee meetings, voting on mess matters or for serving in the mess in any capacity. Only full members are eligible for serving as office bearers of the mess, for attending mess meetings and voting on mess matters.

### **Administration and Management**

5. **Responsibilities of the Base Commander.** Although the Base Commander may delegate such responsibilities and duties in connection with discipline and management of the mess as he wishes, he remains ultimately responsible for its general discipline, tone and management and for ensuring that all the regulations relating to officers' messes are observed. He is personally to ensure :

- a. That mess is conducted without unnecessary expense or extravagance and that by his personal example and advice, economical habits and careful management are encouraged.
- b. That a committee of management of at least six members is formed in January and July every year to hold office for periods coinciding with the six monthly audit period commencing from 1<sup>st</sup> January and 1<sup>st</sup> July each year. In the case of a small mess, a committee of three members may be appointed. The senior member in each is to be the PMC.
- c. That the committee of management is composed of and appointed as detailed in para 9, and that its members receive orders in writing defining their general responsibilities and duties.
- d. That the records are kept of any special instructions given by him for the management of mess.
- e. That the mess is administered in accordance with these rules and that the mess accounts are kept in accordance with BAP-62 and AP-3223 (Sec 2).
- f. That the mess fund are properly applied with special reference to the object of each departmental account.
- g. That the cash transactions on behalf of the mess are reduced to minimum.

## RESTRICTED

- h. That the handling of mess money is entrusted only to persons authorised by him and that the amount held in the mess for daily use is not in excess of normal daily requirements and limits set by Air HQ.
- j. That proper facilities are available for the safe custody for the mess money, books, property etc, and that the keys of the sales where mess money are kept are only issued to those authorised by him.
- k. That the daily charges books are examined and initialed by him every week.
- l. That general mess meetings are held at six-monthly intervals, where all available officers are ordered to attend and at which they are given proper opportunity to discuss matters relating to the management of the mess.
- m. That the tendency of the dining-in-members to dine out of mess too frequently is checked.
- n. That a copy of these rules is available in the mess.
- p. That local rules applying to the mess are available to the members and that they are drawn up in accordance with these rules. BAP-62 and AP-3223 (Sec 2).
- q. That any special responsibilities and duties required of the PMC over and above those detailed in para 9 are to be given to him in writing.

6. **Mess Committee – Appointments and Duties.** The committee appointed for the management of the mess is normally to consist of not less than six members and is to be constituted as follows :

- a. **President of the Mess Committee.** The senior most BAF officer of the committee is to be appointed president of the committee by the Base Commander. Whenever possible, the senior unmarried member of the mess is to be appointed provided he is not below the rank of Squadron Leader. Where no such officer is available, the senior unmarried Flight Lieutenant is to be appointed deputy president. The PMC is responsible to the Base Commander :
  - (1) For proper management of the mess, its general discipline, business and accounts, and for the work of the committee and the staff.
  - (2) For ensuring that in ordinary circumstances, no one except himself or a person deputed by him issues orders regarding the management of the mess.
  - (3) For exercising close supervision over all departments of the mess.
  - (4) For carrying out surprise percentage checks at intervals to ensure that accounts, stocks and other records are correctly kept.
  - (5) For ensuring personally that all purchases and presents of the mess property are entered in the property book.
  - (6) For issuing instructions in writing to each member of the committee and other staff detailing specific duties and responsibilities, and for

## RESTRICTED

ensuring that instructions issued are understood and complied with. This includes instructions in connection with any special responsibilities and duties required of the Secretary and Treasurer over and above those detailed in sub-para b and c.

(7) For ensuring that a full record is kept in the mess of all proposals and transactions affecting the mess, for the information of future committees.

(8) For presenting the balance -sheet for every audit period.

b. **The Secretary.** The Mess Secretary should normally be an unmarried officer not below the rank of flight Lieutenant. He may be from any branch except from the accounts branch who is already holding public funds. He is to be elected by a majority of those present at a general mess meeting. If, however, an officer with necessary qualifications is not chosen at the meeting, the Base Commander may nominate an officer for the duty. The mess secretary is responsible to the PMC :

(1) For correctness of the accounts of the mess and for safe receipt, custody and proper disbursement of any money entrusted to and administered by him on behalf of the mess.

(2) For conducting all correspondence on behalf of the mess.

(3) For ensuring that the mess accounts do not fall into arrears.

(4) For preparing the agenda for the mess meeting and keeping the minute book and recording accurately the full minutes of the discussions at general mess meetings, with the votes for and against by members.

(5) For arranging mess functions, seating plan and issuing invitations to official guests in consultation with PMC.

(6) For ensuring that all proposals/resolutions adopted at the general/special mess meeting/mess committee meetings are executed.

(7) For ensuring by frequent inspections that the mess property and premises are clean and in good condition.

(8) For maintaining suggestions book and presenting the same to the PMC periodically.

RESTRICTED

- (9) For ensuring general discipline of the mess staff and their administration as well as the efficient functioning of the mess office.
- (10) For making necessary arrangements of Dining – in/out/Guest Nights.
- (11) For automatically assuming the duties of an absent member of the mess committee until such time a relief or a successor is appointed by the PMC.
- (12) For displaying on the mess notice board, seven days before a general mess meeting, an invitation to officers to include items for the agenda.
- (13) For handing over his duties to the next senior member while going out of the base

c. **The Treasurer.** The holder of this office is to be a member of the mess and is to be elected by a majority of those present at a general mess meeting. He may belong to any branch of the BAF, except an officer of the Accounts Branch already holding public funds. If, however, an officer with the necessary qualifications is not chosen at the meeting, the Base Commander may, if he wishes, nominate an officer for that duty. The Treasurer is responsible to the PMC:

- (1) For all mess accounts and correct maintenance of all books/ledgers relating thereto and for signing all cheques.
- (2) For making all entries in the Accounts Ledger in his own handwriting.
- (3) For preparing the mess bills correctly by the 4<sup>th</sup> of every month.
- (4) For ensuring that the bills have been certified correct by the respective members and obtaining necessary receipts from the creditors before paying bills to sundry creditors.
- (5) For preparing list of outstanding mess bills on 11<sup>th</sup> of every month and handing it over to the mess secretary.
- (6) For informing the state of funds to PMC and Mess Secretary and bringing to their immediate notice any expenditure incurred against a fund, which is not covered by the existing policy.

## RESTRICTED

- (7) For receiving all payment made to the mess and ensuring that the cash is deposited in the bank with least delay. If cash is held for any reason he will ensure its safe custody.
- (8) For paying monthly salary to all mess servants on the 1<sup>st</sup> of each month.
- (9) For producing the main account ledger for inspection and signatures by the PMC on 10<sup>th</sup> of each month.
- (10) For holding the key of the safe or other, places in which mess money and valuables are kept, and for ensuring that in no circumstances is the key placed in hands of any person other than a commissioned officer of BAF.
- (11) For rendering a monthly balance sheet to the PMC for discussion at mess committee meetings and preparing the six-monthly balance sheet in accordance with AP 3223 (sec 2).
- (12) For bringing to the notice of the committee member responsible for a departmental account ie Bar Member, Officer-in-Charge of Messing, etc, any over expenditure in that department.

### **Mess Meetings**

7. Mess meetings, which every available officer is to attend, are to be called at specific intervals, or at any time, to discuss important matters, which require early discussion. Categories of mess meetings are :

- a. **The General Mess Meeting.** A general mess meeting is to be held once every six months. Notification of such a meeting indicating the date, time and place of assembly is to be pasted on the mess notice board together with a copy of the balance sheet bearing the certificate of the audit board. Any member who wishes to bring a proposition before the meeting is to submit it, in writing, to the PMC at least four days before the notified date of the meeting, and the committee is then responsible for placing it on the agenda. These propositions, and those issued by the mess committee are to be put up for approval of the base commander and to be pasted in the mess notice board at least 48 hours before commencement of the meeting and after the approval of the Base Commander has been given.

## RESTRICTED

- b. **The Extra Ordinary General Mess Meeting.** An extraordinary general mess meeting to discuss important matters may be called either by the Base Commander or by the wish of on-third of the members duly notified to the PMC. The rules governing propositions etc, described in sub – para (a) apply equally to meetings of this nature.

### **Conduct of Mess Meeting**

8. The accounts of the mess and any report made by the six-monthly audit board are to be brought before the general mess meetings, in addition to other items which may be on the agenda. At all meetings, officers are allowed to propose and discuss matters in relation to the finances, management and welfare of the mess. A vote is to be taken on any proposition on which a difference of opinion exists and the point is to be decided by a majority of votes, subject to the veto of the Base Commander. Accurate and full minutes of the discussions, to include the names of proposers and officers seconding proposals, together with the votes for and against by members, are to be entered in a minute book.

### **Control of Expenditure**

9. At the discretion of the Base Commander, the Mess Committee is to control all ordinary expenditure on behalf of the mess, but is not to incur or commit itself on behalf of the mess, to any extraordinary expenditure Tk 4,000.00 per six-monthly period. Expenditure exceeding that amount must be approved by a majority at a general mess meeting and agreed to by the Base Commander.

10. Ordinary expenditure is that incurred in the routine conduct of the mess activities, for example, all purchases made in connection with the trading activities of the mess, bar items and sundries, catering purchases and maintenance expenditure. Extra-ordinary expenditure includes any expenditure resulting in the acquisition of capital assets or property.

11. The mess committee as a whole is to so regulate the income and expenditure of the various departments that each department shows a small profit. Other than in exceptional circumstances, each departmental account should be self-supporting. No excess credit on one account should be transferred to absorb a deficiency on another, but the circumstances attending the deficiency should be investigated to avoid a repetition.

### **Control of Stocks**

12. The Mess Committee is responsible for ensuring that the supply of stock of food (and other items) held in the mess does not, save with the permission of the Base Commander, exceed the amount required for normal average consumption. If permission is given to meet special requirement, it is to be withdrawn and the stocks reduced to normal by the most economical method as soon as the need to hold them has ceased to exist.

## RESTRICTED

13. In addition to controlling the total value of stocks, the Mess Committee is to ensure that mess funds are not tied up (and subjected to the possibility of loss) by the accumulation of items for which there is normally little demand by mess members.

### **Members' Accounts**

14. An account for every member of the mess is to be kept in the Daily Charges Book, showing the daily charges incurred in the mess with accumulative total for each day of the month. It is to be available at certain hours daily in the mess rooms, for scrutiny by officers, and is to be examined and initialled weekly by the base commander. Quarries, if any, in respect of entries in the Daily Charges Book may be made with the mess committee. Members' accounts are to be presented monthly, if possible, on the first day of the month succeeding that to which the account relates.

15. Officer's private account (eg with tradesmen) are not to be paid through mess accounts and charged on mess bills. Exceptions should only be limited to telephone charges and mess bills incurred at other messes or other charges as decided by the Base Commander.

### **Payment of Mess Bills**

16. Following procedure are to be followed for payment of monthly mess bills :

a. Every officer is to pay his previous month's mess bill on or before the 10<sup>th</sup> of each month. Payment of mess bills is normally to be made by cheque for the exact amount of the account rendered. If an officer raises a query in connection with his mess bill, he is nevertheless to pay the bill in full and any adjustment is to be made in the subsequent mess bills.

b. On 11<sup>th</sup> of each month PMC is to submit to the Officer Commanding base a list containing names of officers who fail to pay their mess bills on the due date. It is then the responsibility of the officer Commanding base to ensure that outstanding bills are cleared by 20<sup>th</sup> of the month. Commanding Officers are to render to Air Headquarters a monthly return (RCN/638) giving particulars of officers who have not cleared their mess bills for more than 03 months and more than six months.

### **Discipline – General**

17. The senior officer present in the mess is responsible for maintaining good order and discipline and observance of the rules and regulations by the members of the Mess.

**Note:** "Entertainments" may be included after "Control of Expenditure" para-8 page No: 38.



**SERGEANTS' MESS**

**Organisation**

18. Sergeants' Mess is normally to be organized and conducted as Base Mess i.e. there shall be only one Mess at every permanent Air Force Base. Exception to this can only be made with the approval of Air headquarters.

**Membership**

19. Every MWO, SWO, WO and Sgt of BAF serving, or on temporary duty or occupying service accommodation at a base is to be a member of the base mess.

20. Members of a base mess are to be either full, affiliated or honorary members, as given below :

a. **Full Members.**

(1) Every MWO, SWO, WO and Sgt of BAF serving or on temporary duty at the base.

(2) All army soldiers and naval ratings of equivalent rank serving or on temporary duty at the base.

b. **Affiliated Members.**

(1) All MWO, SWO, WO and Sgt of Bangladesh Air Force Reserve Serving or on temporary duty at the Base.

(2) Soldiers or ratings of the forces of the foreign powers attached to bases under Air HQ arrangement.

c. **Honorary Members.**

(1) All MWO, SWO, WO and Sgt of BAF Reserves visiting a base mess off duty.

**Living-in and Living-out Members**

21. All single MWO, SWO, WO or Sgts serving at a BAF Base are normally to be living in members of the mess. Married MWO, SWO, WO and Sgt or widowers living with their children, may be permitted by the AOC/Base Cdr to live out. Living out members may become dining in members of the mess with prior permission of CMC.

22. Affiliated or honorary membership carries with it the privileges of membership subject to the mess rules and any rules issued locally by the AOC/Base Cdr. Such members are not eligible for election or appointment in the mess committee or sub-committees, attending mess committee meetings, or voting on mess matters, or serving the mess in any capacity. Affiliated and honorary members are to pay monthly subscriptions through mess bill if they avail sports and recreational facilities. Only full members are eligible for serving as office bearers of the mess, attending mess meetings and voting on mess matters.

### **Mess Management**

23. The following are responsible for the immediate supervision and management of the Mess:

- a. An Officer-in-Charge appointed by the Base Commander.
- b. A WO, SWO or MWO appointed for the six-monthly accounting period by Base Commander as Chairman of the Mess Committee (CMC).
- c. A Mess Committee of six additional to the Chairman be elected for the six-monthly accounting period by the members and approved by the Base Commander.
- d. A caterer of the rank of Sergeant (living in preferable), not being a member of the mess committee, appointed monthly by the Base Commander by roster. Where a mess steward has been provided in the establishment a caterer will not be appointed.
- e. A treasurer of the rank of SWO or WO not being a member of the mess committee be appointed for the six-monthly accounting period by the Base Commander by roster.

24. Neither the caterer nor the treasurer is to be permitted to hold his office for two succeeding periods.

### **Responsibility of the Base Commander**

25. The Base Commander is to be generally responsible for the observance of the followings:

- a. He is responsible for the proper application of the mess funds, and is to ensure that the provision of the regulations relating to the checking of public accounts are applied, where possible to the accounts of the Sergeants Mess and that they are audited by the six-monthly audit board as laid down in AFO-176 series.
- b. He is to make or to detail a senior officer to make a surprise check of the cash book and cash belonging to the mess, at uncertain intervals at least once in every four-monthly period.
- c. He is responsible that on the first day succeeding each six-monthly period, a senior officer other than the officer-in-charge of the mess counts the cash in hand, and agrees bank balances, before any transaction for the ensuing period have taken place. The balances are to be ruled off in the cash book and the amount of cash and the balance at bank are to be entered in words and signed by the officer making the check.
- d. He is responsible that a minimum number of firms, approved by him, are dealt with by the mess. Where he considers it advisable he would take advantage of dealing with the base canteen.

## RESTRICTED

- e. He is responsible that an advertisement is inserted once yearly in the principal local papers circulating in the district to the effect that the mess does not accept any responsibilities for the accounts of any firm whose trading with the mess has not been approved by him in writing, charges on this accounts are to be borne by the mess funds.
- f. He is responsible that all firms with which the mess deals are informed before any trading takes place that their accounts must be submitted to the Officer-in-Charge of the mess by the 7<sup>th</sup> day of each month.
- g. He is responsible that the banking account of the mess is operated only by the officer who is appointed to be the Officer-in-Charge of the Sergeants Mess.

### **Officer-in-Charge**

26. OIC Sgts Mess shall be responsible to Base Commander for supervision, conduct and management of the mess, and its accounts and funds.

27. Duties and Responsibilities.

- a. Unless he is absent from the base he is to receive from the treasurer each weekday, all cash collected by the treasurer on behalf of the mess. Cash so received is not to be paid in discharge of bills or petty cash transactions, but is to be deposited in the bank by him personally.
- b. He is not to keep cash exceeding Tk 5,000.00 unless a proper safe has been installed in the mess. Cash exceeding that amount, accumulated during the week, may be dealt with as prescribed in para 10-C.
- c. All amounts in excess of normal requirements must be deposited in the bank. When in exceptional cases the money cannot be deposited in the bank, such sums are to be deposited with the Accountant Officer/Imprest Holder for safe custody.
- d. Subject to the approval of the Base Commander he may issue to the treasurer a sum not exceeding Tk 1,500.00 for use in connection with petty cash transactions. He is to satisfy himself by frequent checks that the cash so used by the treasurer is properly and economically applied and accounted for. A record of these checks is to be kept by him showing the date and the balance of cash.
- e. With the exception of petty cash transactions conducted by the treasurer under para 12 (d) below, all bills are to be paid by the officer-in-charge of the mess through cheques.
- f. He is responsible for examining all bills and supporting invoices paid or incurred on behalf of the mess and to satisfy himself that they are correct and in order.

## RESTRICTED

- g. He is to keep a cash book under his own handwriting which is to be balanced each month and submitted to Base Commander. It is also to be presented to the six-monthly audit board for audit.
- h. Subject to the approval of Base Commander he may spend, on behalf of the mess sums not exceeding Tk 1,500.00 on any one transaction.
- j. At intervals to be laid down by the Base Commander, the Officer-in-charge. Sergeants' Mess, is to carry out the check of all commodities held and accounted for in the Bar Stock Book. He will reconcile the cash receipts for sales in the bar with the amount of stock sold as shown in the Bar Stock Book. Every fort-night he is to examine the stock book and check the stock book and purchase book with the invoices.
- k. He to ensure that the mess is so managed that it is in a position to meet its creditors and shows a reasonable monthly profit, which should not normally exceed 10 to 15 percent on sales.
- l. He is to bring to the notice of the Base Commander all outstanding accounts by the 16<sup>th</sup> of each month and report to him the names of members whose mess bills have not been paid by the 10<sup>th</sup> of each month.
- m. He is to ensure that excessive stock is not being obtained or accumulated.
- n. He is responsible for the correctness of statement of accounts and balance sheet to be laid before the monthly mess meeting and the six-monthly audit board.

### **Chairman of the Mess Committee**

28. Chairman of the Mess Committee is responsible for the following activities :

- a. To call mess meetings and to record and sign the minutes of the meetings in a minute book, which he is to submit to the Base Commander through OIC Sgts' Mess.
- b. To approve all orders for stock given on behalf of the mess.
- c. To keep the property book up-to-date and is to ensure that all property belonging to the mess are accounted for.
- d. To ensure general discipline, cleanliness, allotment of accn and any other responsibilities given by OIC Sgts' Mess.

### **Mess Treasurer**

29. He is responsible:

- a. For preparation of mess bills of members and collecting money due from them to the mess.
- b. To report to OIC mess, the names of members whose bills have not been paid by the 10<sup>th</sup> of each month.

## RESTRICTED

- c. To receive, record and hand over each week day to the OIC mess all money received by him from the caterer or from any other sources.
- d. He is authorized to hold on behalf of the mess, cash not exceeding Tk 1,500.00 to be used in connection with petty cash transactions. He is responsible that this money is economically and properly applied on behalf of the mess and that it is accounted for in the treasurer's petty cash account book immediately it is disbursed. The petty cash book, together with supporting vouchers is to be placed before OIC for examination each time an advance of cash is made.
- e. He is responsible for the fol account books :
- (1) The Purchase Book.
  - (2) The Ledger Book.
  - (3) The Daily Cash Book.
  - (4) The Petty Cash Book.
  - (5) The Daily Cash Taking Book.
  - (6) The Subscription and Charges book.

### **Balance-Sheet**

30. In addition to monthly balance sheet, which the mess treasurer is required to produce before the mess committee, he is to prepare a six-monthly balance sheet for production before the Audit Board.

31. When preparing the six-monthly balance-sheet, he is to ensure that the fol depreciation is allowed on the mess property for the six-monthly period :

- |    |                                                              |              |
|----|--------------------------------------------------------------|--------------|
| a. | Furniture and fittings                                       | - 05 percent |
| b. | Silver and plate                                             | - 03 “       |
| c. | Sports gear (with an estimated life of three years and over) | -15 “        |
| d. | Electronic/Electrical items                                  | - 05 “       |
| e. | Crockery and glass                                           | - 25 “       |

RESTRICTED

32. The outstanding mess bills are to be shown in the balance-sheet as under:
- a. Outstanding for the current month.
  - b. Outstanding for the previous month.
  - c. Remaining items (with a brief statement of action taken to clear the dues is to be attached to the balance-sheet.

33. All known liabilities are to be included in the balance-sheet including such contingent liabilities as subscriptions due to the Central Non-Public Fund.

34. Assets are not to be overvalued and each balance-sheet should bear the fol certificate signed by him and countersigned by OIC of the mess :

“I hereby certify that the accounts are correctly maintained and that the accounts and the balance-sheet as on days–month–yr discloses the all transactions that have taken place from to in connection with the mess funds, and that all assets and liabilities (including outstanding liabilities) are properly accounted for.

Signature of OIC Mess

Signature of Mess Treasurer

Date :

Date :

**Books to be maintained in the Sergeants' Mess**

35. The following books are to be maintained in Sergeants' Mess. Custodian of the respective books are shown below :

Ser No	Custodian	Books
1.	Officer-in-Charge, Sgts Mess.	a. The Cash Book. b. Books for bank transactions.
2.	Chairman of the Mess Committee.	a. The Property Book. b. The Minute Book.
3.	Mess Treasurer.	a. The Purchase Book. b. The Ledger Book. c. The Daily Cash Taking Book. d. The Petty Cash Book. e. The Subscription and Charges Book. f. Bar Stock Book.
4.	Mess Caterer	a. The Order Book.

## RESTRICTED

36. Books mentioned in para 18 are to be maintained as per existing financial canons and instructions issued by the Base Commander.

### **Mess Committee Meetings**

37. Mess Committee Meeting will be held as often as necessary but not less than once in a month and once before the general meeting. A statement of the accounts of the mess, signed by the officer-in-charge and the treasurer is to be submitted at the meeting.

### **Mess Meeting**

38. Mess meetings in which all members are to attend shall be held quarterly. The senior MWO/WO or SNCO shall preside. Minutes of the meeting to be recorded in the minute book, signed by person presided over, is to be submitted by CMC through the Officer-in-Charge to the Base Commander.

39. The statement of accounts, referred to in para 19 above is to be posted in the notice board for information of the general members.

### **Subscriptions and Charges**

40. A monthly mess subscription is to be charged not exceeding one third of a days ordinary pay of living-in members and one-sixth of a day's ordinary pay of the living out members. This subscription is not chargeable from a member who remains absent on leave or remains in hospital for more than 10 consecutive days in a month.

41. In the event of a member being absent on attachment or temporary duty from his parent base for more than 10 consecutive days the mess to which he is attached is normally to receive that part of his subscription which is proportionate to the number of days attached, the remainder is to be paid to the parent mess.

42. The daily rate of messing is to be decided upon by the general mess meeting and submitted to the Base Commander for approval.

**AIRMENS' MESS**

**Organisation**

43. Airmen's Messes are normally to be organized and conducted as base messes. Units may also organize and conduct airmen's mess with the prior approval of Air HQ.

**Membership**

44. a. All airmen of or below the rank of Corporal.
- b. All dining in soldiers and ratings of Bangladesh Army or Navy of equivalent status serving in or on temporary duty at the base.

**Mess Committee**

45. Airmen's Mess is to be run by a mess committee consisting of elected and selected members. The members of the mess committee shall be elected for a term of 06 months by dining in members, present at the time of election. Committee so elected is to be approved by OC Admin Wg. On expiry of the term persons elected will continue as members until newly elected members enter upon office.

- a. **Elected Members**
- (1) NCOIC Mess.
  - (2) NCOIC Store.
  - (3) NCOIC Recreation.
  - (4) NCOIC Discipline.
- b. **Selected Members**
- (1) WOIC Mess.
  - (2) Duty Members.

46. Airmen will be selected by OC Admin Wg in consultation with different OC/OIC of Wgs/Sqns/Units of the base.

**Eligibility for Election**

47. To be elected as a member an airman must :
- a. Be a dining in member.
  - b. Not been a member of the previous mess committee.
  - c. Not be a member of the Inter Services Guard of Honour or players of any BAF team.

**Senior Officer-in-Charge Mess**

48. OIC Personnel Squadron of the base will act as senior OIC Mess and shall be responsible to OC Admin Wg for over all supervision and management of the mess.



## RESTRICTED

### **Officer-in-Charge Mess**

49. A commissioned officer will be detailed as OIC airmen's mess by OC Admin Wg.

### **Officer-in-Charge Airmen's Mess**

50. OIC Airmen's Mess is responsible to the Senior OIC Mess for efficient conduct and management of the mess and its accts and funds.

### **51. Duties and Responsibilities**

- a. To scrutinize all bills and vouchers in respect of the mess to satisfy himself that they are correct and in order.
- b. To maintain a cash book under his own hand writing which is to be balanced each month and submitted to OC Admin Wg through Senior OIC Mess.
- c. To maintain a TR register in appropriate manner and produce the same to OC Admin Wg, for counter signature in each month through Senior OIC Mess.
- d. To check all purchases and put his signature against all entry in the purchase register.

### **WOIC Mess**

52. WOIC mess shall be responsible to OIC mess :

- a. For general discipline and management of the mess.
- b. To assist OIC mess in performing his duties in connection with the mess.
- c. To supervise duties of the mess committee.
- d. To perform any other duty assigned to him by OIC mess.

### **NCOIC Mess**

53. He is responsible to OIC Mess through WOIC mess :

- a. For over all maintenance, administration and management of the mess.
- b. To maintain the cash book, TR register and purchase register in an appropriate manner.
- c. To maintain a menu register and get it signed by OIC Mess weekly.
- d. To check the correctness of daily consumption register.
- e. To perform any other duties given by OIC Mess.

**Books and Registers**

54. Airmen's mess are to maintain the following books/Registers :
- a. The cash book.
  - b. The purchase book.
  - c. The property register.
  - d. The menu register.
  - e. The daily consumption register.
  - f. The handing and taking over register.
  - g. The dry/fresh ration receipt register.
  - j. The suggestion book.

**TASK- 6**

**ACCOUNTS PROCEDURES AND FINANCIAL CANON**

**Supply of Fund**

1. The FC (Air) (controller of Air Force Accounts), Dhaka will be responsible for the supply of funds to BAF units and he will take particular care to ensure that Bank Drafts/Cheques are despatched in good time before the money is required.
2. Base/Unit Accountant Officers/Imprest Holders will submit fortnightly requisitions to the FC(Air), Dhaka for their requirements from the first to the 15<sup>th</sup> and from the 16<sup>th</sup> to the end of each month.
3. Demanding Accountant Officer/Imparts Holder must ensure that requisitions are despatched to SFC(Air), Dhaka on 1<sup>st</sup> and 15<sup>th</sup> of each month.
4. Cash requisitions are to be submitted on F 10005. A register is to be maintained incorporating the essential particulars contained in the requisition, viz, serial number of each requisition, date of submission, the period covered, amount required and the total cash and bank balances in hand on the date of submission. The Commanding Officer is to initial the register when he approves and signs the cash requisition. Requisitions are to be numbered serially, commencing a new series on 1<sup>st</sup> July of each year.
5. When compiling the requisition the Accountant Officer/Impress Holder will rule off and total but not balance the cash amount. The amount and serial number of the requisition will be entered in the "Receipts on what account" column and NOT in the Cash/Bank column of the cash book.
6. The accumulation of large balances in the bank or as cash in hand is to be discouraged. Accountant officers/imprest holders are to ensure that the balance on the last day of a fortnight does not exceed the estimated requirement for the following fortnight plus a small reserve, as specified from time to time by Air Headquarters according to the size and requirements of a unit, to meet any unforeseen expenditure. While submitting cash requisition, estimates for each fortnight are to be worked on the basis of expenditure in corresponding fortnightly periods of the past 3 to 4 months. If, at any time, cash is required in excess of the normal requirement, particulars of the additional requirement are to be given in detail on the cash requisition. In cases of emergency, additional demands may be made on supplementary cash requisition with an explanation justifying such demand.

### **Banking Arrangement**

7. Base/Unit Accountant Officers/Imprest Holders will open and maintain Public Fund Accounts with a branch of nationalized bank. Where a branch of nationalized bank does not exist, public funds may be deposited with a branch of any other bank, or where such banking facilities do not exist in any civil treasury.

8. Accountant Officer/Imprest Holders should refer to Chapter XI of financial Regulations, Part I and Chapter I, Section 2 of Financial Regulations, Part II which contains the general rules regarding public cheques and Government drafts.

### **Identification of Public Fund Account**

9. All public fund accounts of formations and units are to be identified by letter symbols which are to be inserted on all accounting documents and correspondence in connection with the accounts.

10. The SFC (Air) (Controller of Air Force Accounts), will maintain a master register of all public fund accounts and will allot letters for the identification of Accounts. It should be noted that the letter 'I' is never to be used as an identification symbol, viz, the symbol following "AH" is "AJ" and that following "MH" is "MJ".

11. Air Headquarters are authorised to open and close public fund accounts as circumstances dictate. They are to maintain registers of public fund accounts showing letter symbols and the names of officers authorised to operate the accounts.

12. Air Headquarters are to notify the SFC (Air) (Controller of Air Force Accounts), immediately a new account is opened or an existing account is closed, the effective date and the name of the officer authorised to operate it. It is to be noted that a symbol once allotted is to be retained by the unit concerned during its existence within Bangladesh irrespective of the Group or area in which it may served from time to time.

### **Compilation and Maintenance of Cash Account**

13. The cash account maintained by a unit to record disbursement of public funds and the receipt of monies due to Government is to be known as the "Public Fund Account" and this description is to be used in all correspondence and communications. In all ordinary circumstances a bank account or treasury account will be opened. The title to be given to this bank account will be "Bangladesh Air Force Public Fund Account" with the addition of the name of the locality, district or place where the unit is located. Cash and bank balances must be restricted to the minimum required to meet current payments. Where it is considered essential to hold unusually large supplies of cash, adequate precautions such as armed guards, must be taken to safeguard the funds.

## RESTRICTED

14. The term "Public Fund Account" will be used irrespective of whether the account is maintained by an officer of the accounts branch or by an officer of another branch and the designation "Imprest Holder" is only to be used to indicate that the officer keeping the public account is not an accountant officer. The term "Imprest Account" is only to be applied to special individual Imprests of fixed amounts which may be authorised for some specific purpose, and which are closed, submitted for audit and the balance returned to the public fund account as soon as the purpose for which the imprest was advanced has been completed.

15. Only one public fund account will be maintained by a unit. All transactions affecting the receipt and disbursement of public money must pass through this one account. Subsidiary public fund accounts will also be maintained where authorised, such as for "Welfare grants" etc. Subsidiary accounts are in every sense of the term, "Public" accounts that is to say, they are subject to audit by the SFC (Controller of Air Force Accounts).

16. All public funds (accounts) transactions are to be recorded daily as they occur in a cash book (BAF 125) ruled with both bank and cash columns. Each item whether receipted payment, will be entered daily in the cash book by the Accountant Officer/Imprest Holder himself in its actual order of occurrence so that by striking a balance at any time the amount in hand may be ascertained. The accountant officer/imprest holder will check the cash in hand against the balance shown in the cash book at the close of each day's transactions, and will keep a record of daily balancing. The closing bank and cash balance at the end of a month will automatically become the opening balances for the following months account. Totals in the cash book must be carried forward from folio to folio, and balance struck on the last folio of the account. Bank and cash balances must be shown separately.

17. The senior accountant officer will operate the public fund account. If subsidiary cash book is in use by a junior accountant officer, the entries are to be copied daily in to the main cash book.

18. The cash book will show all daily receipts and payments receipts being on the left-hand side, and payments on the right hand side. A withdrawal of cash from the bank/treasury or a payment of cash into the bank/treasury necessities entries on both sides of the cash book, viz, a withdrawal of cash from the bank/treasury must be shown as a payment in the bank column and as a receipt in the Cash column. These "Contra" entries must be marked "C" in red ink.

19. Each entry in the cash account except for "Contra" entries, whether payment or receipt, must be supported by a voucher which will be numbered or lettered according to whether it is a payment or receipt, and the same letter or number must appear against the item in the cash book. All vouchers whether for payments or receipts must contain full information relating to the transaction and authority whether general or special be invariably quoted. All payment vouchers must be stamped or endorsed in writing "paid", together with the date of payment.

## RESTRICTED

20. The cash book will be maintained in ink personally by the accountant officer/imprest holder. No erasures are permitted. Alterations are to be made by the Accountant officer/imprest holder striking through the complete original entry with one horizontal line, leaving the entry legible and initialing the alteration. Except for making a copy of the cash book, airmen will not be permitted to have access to it, nor will any officer not specially authorised. The cash book will always remain in the accountant officer's/imprest holder's custody except when it is being copied. The cash book will be produced to the commanding officer whenever he requires it.

21. The copy of the month's transactions in the cash book will be an exact copy in every particular, of all entries in the cash book, including the cash balance statements and records of checks.

### **Preparation and Submission of the Monthly Cash Account F-883**

22. a. The cash accounting month will run from the 15<sup>th</sup> of one calendar month to the 14<sup>th</sup> of the following.

b. Not later than the 18<sup>th</sup> of each calendar month, an exact copy (on F-883) of the proceeding cash accounting month's transactions in the cash book including cash balance statements and other records of check, will be forwarded by registered post to the FC (Air), Dhaka.

23. The Form 883 is to be fully supported by original vouchers summarised on Form 900 under their correct letter on number heading (see para 28). A separate Form 900 will be used for each different type of receipt and payment. A list of unrepresented cheques at the close of business on the last day of the month is also to be included showing the date each check was drawn and the serial number of the check. To ensure that the Form 883 can be forwarded without delay at the end of the month, each day's transactions will be copied from the cash book to the Form 883 and the voucher numbered and summarised on the relevant Forms 900 immediately the days transactions are completed. Voucher numbers or letter will be entered against each item in the cash book. Form 883 and Form 900 will be clearly marked on the voucher itself. A folder will be maintained for each class of voucher and its appropriate Form 900.

24. Normally vouchers will be raised in duplicate, the original copy supporting Form 883 and the duplicate being retained for record purposes at the unit. The duplicate vouchers are to be kept in a folder marked "Duplicate vouchers". Cash Account for.....

25. For transactions for which registers are maintained, eg Travelling Claims, Local Bills etc, only single copies of vouchers are necessary.

26. Acquittance Rolls for disbursement of pay will be raised in triplicate, separate rolls being prepared for each category of individuals. The original Acquittance Rolls will be forwarded to Dy FC (Air) within 24 hours of payment. The duplicate copy will be attached to Form 900 in support of Form 883. The triplicate copy will be retained in the folder as a permanent record.

## RESTRICTED

27. The summary of the cash account on the back of the Form 883 will be completed by :
- Debiting the cash and bank balance at the commandment of the period.
  - Entering the totals of the Form 900 in the debit and credit column under their respective voucher headings.
  - Crediting the cash and the bank balances at the close of the period.
  - Contra entries, ie, drawing from or the payment into bank will not be shown in the summary.

### **Submission of Cash Accounts to FC (Air)**

28. When rendering the copy of cash account to FC(Air), the Accountant Officer/Imprest Holder must ensure that the bank reconciliation statement on F-883 is invariably supported by a certificate of balance from the bank or alternatively by bank statement. Standing instructions should be issued to the bank that on the 15<sup>th</sup> day of each month a certificate of balance as at the end of the previous working day is to be kept ready for collection personally by the Accountant Officer/Imprest Holder. Where, however, the bank certificate/statement is not received by the 18<sup>th</sup> of the month, by which date the cash account is required to be despatched to FC(Air), this must be forwarded separately as soon as available.

29. The cash account must be despatched on the due date. Supporting vouchers should either be stitched or tagged with the respecting schedule of sub-vouchers (F 900). Forwarding letter, F 883 and F 900 with the supporting vouchers stitched and tagged together are to be tied up and placed in a cover. On the left hand upper corner of the cover in which the cash account is despatched the words "CASH ACCOUNT" in block letters may invariably be written.

### **Daily Voucher Transfer Lists**

30. All accounting documents such as original acquaintance rolls and allotment forms which require to be forwarded to the FC(Air), will be despatched under cover of a Daily Voucher Transfer List, F 10041.

31. Daily Voucher Transfer Lists are to be prepared in duplicate and allotted a unit serial number. A new series of numbers will be commenced on the first of January each year, last serial number used in the previous year being shown on the first Daily voucher Transfer Lists in the new year. When a public fund account is closed the final Daily Voucher Transfer Lists will be annotated "FINAL LIST".

32. The original copy of the Daily Voucher Transfer list with enclosures as detailed is to be forwarded to FC(Air) and the duplicate retained at the unit. The Daily Voucher Transfer List are to be filled in their correct sequence at the FC(Air) and at the unit. These files will constitute complete registers for both the originating unit and for FC(Air) and no other form of registration is necessary. The acknowledgement slip when

## RESTRICTED

received by the originating unit from FC (Air) will be attached to the relative duplicate Daily Voucher Transfer Lists. It is the responsibility of the Unit Accountant Officer/Imprest Holder to ensure that the acknowledgement slips are returned by the FC (Air). If these acknowledgement slips are not received by the unit within fourteen days of the despatch of the original Daily Voucher Transfer Lists, the Accountant Officer/Imprest Holder will hasten their return.

### **Financial Canons**

33. In incurring or sanctioning expenditure the following canons shall be observed by officers exercising financial powers.

34. Audit Officers shall also be responsible for watching that the canon are observed:-

a. Every public officer should exercise the same vigilance in respect of expenditure incurred from government revenues as a person of ordinary prudence would exercise in respect of the expenditure of his own money. No authority should exercise its power of sanctioning expenditure to pass an order which will be indirectly or directly to its own advantage.

b. The amount of allowances, such as traveling allowances, granted to meet expenditure of a particular type, should be so regulated that an allowance is not on the whole a source of profit of the recipient.

c. Government revenues should not be utilized for the benefit of a particular person or section of the community unless :-

- (1) The amount of expenditure involved is insignificant, or
- (2) A claim for the amount could be enforced in a court of law, or
- (3) The expenditure is in pursuance of a recognized policy or custom.



RESTRICTED

**TASK-7**

**CAREER OF BAF PERSONNEL**

**BAF OFFICERS**

1. **Commission.** The President of the Peoples Republic of Bangladesh may grant to such persons as he thinks fit a commission to serve as an officer in the Bangladesh Air Force.

2. **Branches.** The following will be the branches of the Bangladesh Air Force in which commissions may be granted :

- a. General Duties Branch.
  - (1) Pilots
  - (2) Navigators
- b. Engineering Branch.
- c. Logistic Branch.
- d. Administrative Branch
- e. Air Traffic Control Branch
- f. Air Defence Weapon Control Branch
- g. Education Branch.
- h. Legal Branch.
- j. Finance Branch.
- k. Meteorological Branch.
- l. Medical/Dental Branch.

3. **Duties and Details.** The duties and other relevant details about these branches are given in the succeeding paragraphs.

4. **General Duties Branch.** The general duties branch will include all officers qualified to be members of the crew of an aircraft and will consist of the following sub-branches :

- a. Pilots.
- b. Navigators.

## RESTRICTED

5. **Engineering Branch.** The offrs of this branch will conduct operations and maintenance eqpts of radio, engg and electronics and ground installation eqpts and relevant eqpts.
6. **Logistic Branch.** The functions of this br will be collection of ration and eqpts of BAF, fuel, stationary items are stored and supply.
7. The offrs will be enrolled in Administrative Br, Air Traffic Br and Control & Reporting Br from the fol sources as mentioned bellows:
  - a. Flying suspended cadets of ' GD br are illegible to be commissioned in any of the above mentioned br.
  - b. In the special circumstances due to shortage of manpower of BAF. Problems may be solved enrolling the offr directly . The candidate of above mentioned branches may be enrolled as per the newly revised AFO (P) 43/49.
  - c. As per the condition of AFO (P) 13/56 Br commission may be given to WOs.
  - d. The activities of link trainer Instr and glider instr are to be conducted by any trained offrs in any br.
8. **Administrative Branch.** Duties and responsibilities of this br is to perform correctly the administrative jobs of Bases/Units of BAF. The offrs of this br to be responsible for the fol duties:
  - a. To introduce the policy regarding administrative activities.
  - b. To perform activities regarding management of BAF personnel.
  - c. To modify BAF organisation and estb.
  - d. To introduce BAF AFI, AFO,AFL and AFM etc.
  - e. To accomplish BAF works with the help of MES(Air).
9. **ATC Branch.** The offrs of this Br will perform the duties of conducting, organising and introducing all polices regarding Air Traffic Control.
10. **ADWC Branch.** The offrs of this Branch will perform the duties of conducting, organising, estb, introducing and implementing of all policies regarding control reporting.
11. **Education Branch.** The duties of this branch will be as follows :
  - a. Instructional duties in educational and general subjects concerned with whole time training courses of officers and airmen.
  - b. To provide educational and training facilities to officers and airmen which may result in enhancing their professional and technical proficiency.
  - c. Encouragement amongst officers and airmen of cultural activities and development of interest in national and current affairs.

RESTRICTED

12. **Legal Branch.** The functions of the legal branch are enumerate below :

- a. To give legal advice on questions of Air force Law and discipline.
- b. To draft statutory rules under Air force Act 1953 and any fresh legislation that may be required for the government and discipline of the Bangladesh Air force.
- c. To advise and assist convening officers on legal matters in connection with proposed proceedings of courts-martial, particularly in regard to framing of charges and the collection of evidence.
- d. To provide, if necessary, a prosecutor at trials in intricate cases or where an accused is represented by a civilian counsel. Where an accused is not so represented to advise on the necessary steps to safeguard his interests.
- e. To provide a judge advocate at a court-martial trial whenever an officer is required for such duty.
- f. To advise the Chief of Air Staff and other convening officers on all post-trial matters.
- g. to advise and assist in legal questions arising in connection with the investigation of public and service accounts.

13. **Finance Branch.** The functions of this branch will be to perform the following duties :

- a. All works connected with pay, pension and regulations.
- b. Contracts, budget, recoveries and adjustments.
- c. Custody and disbursement of public funds.
- d. Equipment accounting.
- e. To act as advisers of the commanders on all internal financial and accounting matters relating to public and non-public funds.

14. **Medical and Dental Branch.** Provide medical services and look after health, hygienic and sanitation.

15. **Meteorological Branch.** The functions of this branch are provision of meteorological information for the BAF. This includes :

- a. The preparation, collection and distribution of weather reports, forecasts and warnings.
- b. The supply of information and advice personally by meteorological officers.
- c. the provision of technical advice on preparation of meteorological publications and training syllabi, when required.

## RESTRICTED

16. **Types of Commission.** An officer in the Bangladesh Air Force holds one of the following types of commissions. Irrespective of nature or type of commission, the President of Bangladesh may retain or dispense with services of an officer at any time and without assigning any reason :

a. **Permanent Commission**

(1) Permanent commission to serving officers.

b. **Short Service commission**

(1) Short service commission to direct entrants.

(2) Short service commission to serving personnel of the Armed Forces.

(3) Special purposes short service commission in special duties (Edn br).

c. **Extended Service commission.** Officers holding SSC or SPSSC will be retired on completion of 10 years of service (initial term of engagement). Initial term of engagement may be extended either by 5 years or 10 years at a time upto 20 years. If not considered for permanent commission will be retired on completion of 20 years of commissioned service.

d. **Branch List Permanent Commission.** Suitable MWOs / WOs may be granted Branch List Permanent Commission as per AFI 13/56.

## **Promotions**

17. **Temporary Promotion.** Officers will be promoted to temporary rank after completion of minimum service calculated from the date of commission including ante-date/post date seniority if any. However, temporary promotion may be delayed by the promotion board as deem necessary.

- |    |                                      |   |          |
|----|--------------------------------------|---|----------|
| a. | Pilot Officer to Flying Officer      | : | 6 months |
| b. | Flying Officer to Flight Lieutenant  | : | 2 years  |
| c. | Flight Lieutenant to Squadron Leader | : | 8 years  |
| d. | Squadron Leader to Wing commander    | : | 16 years |
| e. | Wing Commander to Group Captain      | : | 20 years |
| f. | Group Captain to Air Commodore       | : | 21 years |

## RESTRICTED

18. For the purpose of promotion total of three years relaxation may be allowed to the General duties Branch Officers till the time service length and retirement age of General Duties Branch officers are made equal to the other branch officers of the BAF as shown below :

- a. From Flying Officer to flight Lieutenant : 01 year
- b. From Flight Lieutenant to Squadron Leader : 01 year
- c. From Squadron Leader to Wing Commander : 01 year

19. **General Requirements**

- a. Professionally efficient & competent.
- b. Medically fit, however, low medical category attributable to military service is eligible.
- c. Physically fit (not obese or physically weak)/PFT/PER Test qualified.
- d. Recommended in the last available Officers' Performance Report (OPR) for temporary promotion
- e. Satisfactory disciplinary record.

20. **Special Requirements**

- a. Flying Officer to Flight Lieutenant- An officer must have passed ISS part-I/equivalent examination.
- b. Flight Lieutenant to Squadron Leader :
  - (1) Must have passed ISS Part-II/equivalent examination.
  - (2) Must be recommended by the Promotion Board.
  - (3) Preferably obtain a service-driving license for light vehicle.
- c. Squadron Leader to Wing Commander :
  - (1) Must have passed Junior Command & Staff Course or equivalent examination/course.
  - (2) Must be recommended by the Promotion Board.
- d. Wing Commander to Group Captain :
  - (1) Must be recommended by the Selection Board.
  - (2) Must have completed minimum 1 year service in the present rank and also have received minimum one OPR.
  - (3) Good circulation value.

21. **Consideration Criteria for the Selection/Promotion Board:**

- a. Points highlighted in para 3 above
- b. Firsthand knowledge of the board members about the officer on the following aspect :
  - (1) Performance and professional efficiency in the respective fields.
  - (2) Loyalty to the organization.
  - (3) Attitude towards moral values.
  - (4) Respect towards all the religions keeping in harmony with military duties, traditions and social etiquette.
  - (5) Attitude towards superior, contemporaries and subordinates.

22. Officers undergoing course for duration of more than 01 year in any trg institutions/estbs/universities will not be eligible for temp promotion.

23. **Approving Authority.** Promotion up to the rank of Wing Commander will be approved by the Chief of the Air Staff (COAS) and promotion to the rank of Group Captain and above will be approved by the Government on recommendation of the Selection/Promotion Board.

24. **Paid Rank.** No officer will be granted the paid temporary rank until he completes two moths service in that rank. The Temporary paid rank will be granted with retrospective effect if considered suitable by Air Headquarters.

25. **Misc**

- a. All officers whose names are included in the promotion Brief will be discussed for promotion in the Selection Board. Any officer who is abroad but is likely to return before the next promotion Board will also be discussed.
- b. An officer who is not recommended by the Selection/Promotion Board for promotion will be termed as "Differed" in the first year. The board will review the officers case in the following year, and if the board does not recommend him, the officer will be considered as Temporarily Superseded (TS). The officer will again be considered for the third time in the next year and if the board still does not recommend him for promotion, he will be permanently Superseded (PS). No officer will be considered for promotion on being superseded permanently.
- c. Officers will be informed about their promotion status on being superseded temporarily or permanently and option will be given to these officers to retire with full benefit (Subject to exigency of service).
- d. If an officer is not promoted to the selective rank and is permanently superseded, he will be reported upon every year by his Initiating Officer (IO)/Senior Reporting Officer (SRO) regarding his suitability for retention in the service. If a permanently superseded officer is found unsuitable for further retention in the service due to reasons of professional inefficiency, disinterest in

## RESTRICTED

service and other aspects mentioned in sub para 5b of this policy. It should be mentioned in his officers 'Performance Report (OPR) substantiating the reasons and further corroborated by the SRO and next Senior Reporting Officer (NSRO), as applicable. If SRO and NSRO (as applicable) both agree with the recommendation of the IO to retire the officer, then Air Secretary will take necessary measures for retiring him under the provisions laid down in BAF Act Rule-1957. If either SRO or NSRO ((as applicable) disagrees with the recommendation of IO, then the officer reported upon will be posted out to another unit/establishment and his suitability for retention will be reviewed in the following year by a new IO/SRO/NSRO.

e. For promotion up to rank of Sqn Ldr the promotion board may sit twice a year namely in May and November to effect promotion from 01 June and 01 December and for promotion to the rank of Wg Cdr and above the promotion board may sit in the 1<sup>st</sup> week of July each year. However, special sitting may be held as and when desired by the Chief of the Air Staff.

f. Grant of temporary rank earlier than the specified time limit can only be made by the Government of Bangladesh on the recommendation of the Chief of the Air Staff.

26. **Promotion Board for the Rank of Sqn Ldr and Below :** For promotion up to the rank of Sqn Ldr the Board is constituted as under :

- |    |                                 |   |                 |
|----|---------------------------------|---|-----------------|
| a. | ACAS (O&T)                      | - | Member          |
| b. | ACAS (M)                        | - | -“-             |
| c. | ACAS (A)                        | - | -“-             |
| d. | Air Secy                        | - | Member Secy.    |
| e. | Spltd Dirctor                   | - | Co-opted Member |
| f. | Senior most PSO will act as the |   | <b>Chairman</b> |

27. **Promotion Board for the rank of Wg Cdr and Gp Capt.** For promotion to the rank of Wg Cdr and Gp Capt, the Board is constituted as under :

- |    |                |   |             |
|----|----------------|---|-------------|
| a. | COAS           | - | Chairman    |
| b. | ACAS (O&T)     | - | Member      |
| c. | ACAS (M)       | - | Member      |
| d. | ACAS (A)       | - | Member      |
| e. | AOCs/Base Cdrs | - | Members     |
| f. | Air Secy       | - | Member Secy |

**Criteria for Promotion**

28. **Service Limit** To be eligible for temporary promotion an officer must have completed the following years of service.

a. **Flg Offr to Flt Lt**

(1) **GD Branch** Minimum of 2 years of commissioned svc including antedated of seniority, if any.

(2) **Ground Branch** Minimum of 3 years of commissioned svc including antedated seniority, if any. For BLPC officers, half of WO's service upto a maximum of 2 years will reckon as qualifying service.

b. **Flt Lt to Sqn Ldr**

(1) **GD Branch** Minimum of 4 years of commissioned svc including antedated of seniority, if any.

(2) **Ground Branch** Minimum of 5 years of commissioned svc including antedated of seniority if any. For BLPC officers, half of WO's service upto a maximum of 2 years will reckon as qualifying service.

29. **Promotion Examination.** An officer (other than BLPC officer) must clear Part-I of ISS examination for promotion to the Ty rank of Sqn Ldr.

30. **For Promotion from Sqn Ldr to Wg Cdr.** Promotion to the rank of Wg Cdr would depend on the availability of establishment vacancy of respective branch. Common vacancies will be filled up on the basis of merit and the requirement of service.

31. **For Promotion from Wg Cdr to Gp Capt.** Promotion to the rank of Gp Capt would depend on the availability of establishment vacancy of respective branch. Common vacancies will be filled up on the basis of merit and the requirement of service.

32. **Officers' Performance Report (OPR).** Following will apply.

a. For promotion to the rank of **Sqn Ldr** average assessment of last 3 years OPR of the individual officer will be put up for consideration of the Board.

b. For promotion to the rank of **Wg Cdr** average assessment of all the OPRs in the rank of Sqn Ldr of an individual officer will be put up for consideration of the Board.

c. For promotion to the rank of **Gp Capt** average assessment of all the OPRs of the individual officer will be put up for consideration of the Board.

33. **Additional Qualification** For promotion, especially to higher rank, results in the various courses, Staff College Course and Command experience will be considered as additional qualification.



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34. **Past Records of conduct and Discipline.** Records of proven misconduct, cases of indiscipline, letters of reproof/displeasure/warning will also be put up for consideration of the Promotion Board.

35. **Medical Fitness.** An officer must be medically fit for the particular rank as laid down in AFI 132/52 and AFO 160-122.

36. **Substantive Promotion.** Cases of substantive promotion will be dealt in accordance with the existing ASFI and other administrative procedure as laid down in AFO 20-36.

37. **Assembly of the Board.** The Promotion Board mentioned at para-2 will sit in the 1<sup>st</sup> week of May and 1<sup>st</sup> week of November each year and promotion Board mentioned at para-4 will sit in the 1<sup>st</sup> week of July each year. However, special sitting may be held as and when desired by the COAS.

### **Substantive Promotion**

38. Substantive promotions will be made after completion of requisite period of service calculated from the date of commission including ante-date/post date seniority if any.

### 39. **Substantive Promotion Period**

- |    |                                      |   |           |
|----|--------------------------------------|---|-----------|
| a. | Pilot Officer to Flying Officer      | - | 2 years.  |
| b. | Flying Officer to Flight Lieutenant  | - | 6 years.  |
| c. | Flight Lieutenant to Squadron Leader | - | 13 years. |
| d. | Squadron Leader to Wing Commander    | - | 17 years. |
| e. | Wing Commander to Group Captain      | - | 21 years. |
| f. | Group Captain to Air Commodore       | - | 23 years. |

**Note :** Officers undergoing course for duration of more than 01 year will have to be recommended for substantive promotion by the concerned institution/unit/formation, a standard proforma has been made in this regard.

40. **Suitability for All.** In all cases officer must be recommended and considered suitable for promotion.

41. **Conditions for GD Officers.** GD Officers must be medically fit for full flying duties (up to the of Gp Capt).

**Note:** The Government may waive this condition on the recommendation of the COAS in exceptional cases. In other cases officers should be medically fit for their respective appointments.

**Officers' Performance Report**

42. **Objectives of OPR.** Objectives of OPR is as followings:

- a. To ensure proper career management such as employment, promotion, selection for courses/training, grant of extension, retention and termination of services etc.
- b. To provide an opportunity to officers for self-improvement and development through continuous performance appraisal in the form of performance counseling and feedback.
- c. To provide scope of generating motivation of an officer by giving him opportunity to know about his strength, weakness, achievement and failure.
- d. To provide opportunity to improve on officers' personal attributes, which affect the organization's mission.
- e. To ensure rewards to the deserving officers and screen out the undeserving ones.

43. **Parts of OPR For.** The OPR form consists of two parts as follows:

- a. **Part - I.** Part I describe information on the officer including the medical category and results of PER test. A certificate on the officer is given by the Initiating Officer at the end of this part.
- b. **Part - II.** Part II includes assessment on the officer by the Initiating Officer and other superior officers.

44. **Writing Guide for Part – I.** This part is to be filled up by the officer reported upon except for para 3, 4 and 9. Para 3 and 4 will be filled up by the Medical Officer and the Base/Unit Sports Officer respectively. The data/information given in this part is to be accurate and up-to-date. All information asked for are to be provided. If any data is not applicable, then "NA" is to be entered in blank space provided to fill in the data. Academic qualification in para 6a means civil education like HSC, BA, B Sc, MA, MBBS, M Phil, Phd etc. Para 6c includes courses, which entitles for qualification pay. It also includes courses on completion of which symbols can be used at the end of the names.

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45. **Writing Guide for Part – II.** Para I to 8 of this part is to be completed by the Initiating Officer (IO). This part forms the basis of the OPR where the IO is required to carry out detail assessment of an officer's personal traits and demonstrated traits over a given period. While assessing the IO is to compare the officer only with the officers of same rank and experience. He is to mark the appropriate squares with a cross. All traits may not be required to be marked. "Not Marked" is to be written by IO beside those traits.

a. **Explanation of the Traits.**

- (1) **Moral Standard and Integrity.** Honesty, sense of right and wrong, standard of values and strong moral principles.
- (2) **Sense of duty and responsibility.** The extent service is placed before self.
- (3) **Turn out and Bearing.** Reflection of personality, dress, manners, etiquette, talks and behaviors etc.
- (4) **Intelligence.** Quick uptake and ability to perceive the situation and event quickly
- (5) **Emotional Stability.** Tolerance, composure, behavior under stressful situation, maturity and calmness.
- (6) **Alertness.** Mental activeness, whether alive to the situation and presence of mind.
- (7) **Determination.** Pursuing 'task and assignments with perseverance and tenacity.
- (8) **Courage.** Both physical and moral.
- (9) **Power of Judgment.** Ability to judge the situation 'and event and' draw sound inferences leading to sound decision.
- (10) **Self-confidence.** Reliance of self with required degree of confidence.
- (11) **Discipline.** Insistence, compliance and also enforcement. of orders, instructions, rules and regulations.
- (12) **Loyalty.** Willing allegiance to organization, superior, and also subordinates.
- (13) **Diligence.** Endurance, capacity to work, hard and steady effort.
- (14) **Command and Control Ability.** Extent of control exercised, willing obedience and respect gained from other.
- (15) **Professional knowledge and its application.** Seek and remain up-to date on professional knowledge and ability to apply the same for producing desired result.
- (16) **Administrative and organizing ability.** Ability to manage routine administrative responsibility efficiently and organize event/affairs in efficient manner.

## RESTRICTED

- (17) Ability to impart training. Ability to organize training. Not applicable to all officers. Mandatory for those officers who are responsible to conduct training and for others as per the discretion of IO.
- (18) Planning ability. Ability to plan taking tangible and intangible factors into account.
- (19) Coordinating ability. Ability to coordinate orders and instructions down and up the channel. Mandatory for staff officer and for others as per the discretion of IO.
- (20) Instructional Ability. Mandatory for instructional appointments and for others as per the discretion of IO.
- (21) Originality and creativity. Ability to produce something novel and innovative.
- (22) Resourcefulness. Ability to manage and make effective use of resources.
- (23) Intellect and conceptual ability. Knowledge and analytical ability beyond professional domain.
- (24) Vision. Ability to foresee what is likely and what ought to be for the greater interest of the organization. Mandatory for Lt Col and above, and for others as per the discretion of IO.
- (25) Dedication and Commitment. Self identification with the organization, mission and task/assignments.
- (26) Flexibility, Tact and Co-operation. Ability to adjust with changing situation and circumstances without compromising with the mission and goal.
- (27) Social conduct. Social relation maintained with superiors, colleagues and subordinates.
- (28) Adaptability. Ability to adjust in whatever situation and environment one is exposed.
- (29) Decisiveness. Ability to make quality and timely decision to produce effective result.
- (30) Initiative. Zeal, enthusiasm and spontaneous initiative.
- (31) Reliability and confidence enjoyed from superiors. Self explanatory.
- (32) Reliability and confidence enjoyed from colleagues and subordinates. Self explanatory.
- (33) Power of oral expression. Self explanatory.
- (34) Power of Written expression. Self explanatory.
- (35) Ability to inspire. Ability to inspire and motivate the subordinates to give their best.

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b. **General and Special Remarks.** The 'General Remarks' in para 5a is to cover job performance in the appointment held, secondary duty, if any, professional achievements, special contribution, such as publications, games, sports and cultural activities, commendable public service, R&D and other activities. It may also cover human and public relations aspects.

c. **Counseling Session.** Each officer is to be briefed by the respective IO at least every six months and 2 times in a calendar year on his performance. The IO is to record specific events alongwith the performance of the officer and also write the advice provided to him. The format is given in anx 'A' The officer reported upon, the IO and the SRO is to sign the form after each counselling session, the dates on which the counselling session is conducted is to be recorded in para 6. The actual forms are to be attached with the OPR while forwarding to Air Secy's Branch through proper channel.

46. **Performance Record and Counseling Format.** Instruction regarding the Performance Record and Counseling Format is given below:

a. All IOs are to maintain the Performance Record and Counseling (PRC) format (anx 'A') against each officer serving under them.

b. The IO is to enter events/tasks as deemed necessary alongwith the performance of the individual officer.

c. The IO is to counsel/advise the officer at least every 6 months. After the counselling session the form is to be signed by the officer reported upon and the IO.

d. Then the IO is to send the forms to the Reviewing Officer (RO) for his signature.

e. The RO will put his signature and may call the IO or any of the officers reported upon for further counselling.

f. The RO will return the PRC forms to the IO within 15 days.

g. The IO is to preserve all PRC forms and enclose those alongwith the P-57s of the respective officers.

**TERMS AND CONDITIONS OF SERVICE : BAF AIRMEN**

**Introduction**

47. The skills of airmen require to increase significantly to keep pace with the technological advancement in all fields including aviation, which necessitated reorganization of trades and training curricula of airmen. Airmen enrolled in BAF now require to undergo specialized long time training to be able to perform their trade job efficiently. Therefore, considering the present requirement and greater interest of BAF, it is expedient to introduce a new service structure for airmen. The list of reorganized trades of airmen is shown at annex 'A' to this instruction. The conditions of recruitment and terms of service of airmen are mentioned below in this instruction.

**Recruitment and Allocation of Trade**

48. Bangladeshi nationals will be recruited to fill in the vacancies of BAF airmen. They will be allotted with trades according to requirement of service, their aptitude, intelligence, ability and results of Initial Training and Pre Trade Allocation Training (PTAT).

**Age of Recruitment**

49. Candidates, on the date of enrolment, must be between the ages as mentioned below:

- a. Trade serial number 1 to 20 - Between 16 and 28 years.
- b. Trade serial number 21 and 22 - Between 23 and 35 years.
- c. The Chief of Air Staff, at his discretion, may relax the upper or lower age limit of a candidate up to six months.
- d. The correct age of a candidate will be determined from the date of birth as per Secondary School Certificate/equivalent. Affidavit shall not be accepted.

**Rank on Entry**

50. The rank on entry will be as follows:

- a. A selected candidate will be enrolled in BAF in the rank of Recruit (AC-2), except trade serial number 21 and 22.
- b. A candidate selected as Cypher Assistant (trade serial number 21) and Education Instructor including Religious Teacher (trade serial number 22) will be given the initial rank of acting paid Warrant Officer on enrolment.

**Rank Pattern**

51. The rank pattern of airmen are set out below:

- |    |                         |   |      |
|----|-------------------------|---|------|
| a. | Recruit (Aircraftman-2) | - | AC-2 |
| b. | Aircraftman-1           | - | AC-1 |
| c. | Leading Aircraftman     | - | LAC  |
| d. | Corporal                | - | Cpl  |
| e. | Sergeant                | - | Sgt  |
| f. | Warrant Officer         | - | WO   |
| g. | Senior Warrant Officer  | - | SWO  |
| h. | Master Warrant Officer  | - | MWO  |

**Length of Service**

52. The maximum length of service at various rank will be as under:

Rank	Length of Service	Remarks
LAC	21 Years	-
Cpl	21 Years	-
Sgt	25 Years	-
WO	27 Years	-
SWO	29 Years	-
MWO	32 Years	32 years of service or 04 years tenure of appointment as MWO whichever is earlier except Cypher Assistant and Education Instructor trade (trade serial number 21 & 22). For Cypher Assistant & Education Instructor trade the length of svc will be 32 years of service or 55 years of age whichever is earlier.

**Extension of Service** The Chief of Air Staff, at his discretion in exceptional circumstances, may extend the service of an airman up to maximum of 35 years of service or 55 years of age whichever is earlier. Extension for trade serial No 21 22 (Cypher Assistant and Education Instructor), may be up to maximum 35 years of service or 57 years of age whichever is earlier.

### **Retirement Options**

53. Retirement options are as follows:

- a. Subject to the requirement of the service, Air Headquarters shall exercise option to give retirement to an airman on completion of 21 years of service.
- b. Irrespective of rank, an airman will have the option to retire on or after completion of 25 years of service.

### **Training and Promotion**

54. The training and promotion criteria are given below:

- a. **Initial Training** After enrolment, Recruit (AC-2) will be required to undergo Initial Training. The syllabi and duration of Initial Training will be as prescribed by the Air Headquarters.
- b. **Pre Trade Allocation Training (PTAT)** On successful completion of Initial Training, AC-2 will undergo PTAT. After completion of PTAT, AC-2 will be allotted service number & trade. The syllabi and duration of PTAT will be prescribed by the Air Headquarters.
- c. **Trade Training (Basic)** After PTAT airmen will be sent for basic Trade Training in the rank of AC-2. The syllabi and duration of basic Trade Training will be as prescribed by the Air Headquarters. AC-2 will be promoted to the rank of Aircraftman-1 (AC-1) after passing appropriate Trade Test.
- d. **Trade Training (Advanced)** On completion of basic Trade Training airmen will undergo advance Trade Training. The syllabi and duration of advanced Trade Training will be as prescribed by the Air Headquarters.
- e. **Initial Training for Cypher Assistant and Education Instructor** After enrolment, acting paid Warrant Officer (Cypher Assistant and Education Instructor including Religious Teacher) will be required to undergo Initial Training. The syllabi and duration of required training will be as prescribed by the Air Headquarters.
- f. **Other Courses** Any other courses related to the career/profession of airmen may be introduced by the Air Headquarters as and when necessary.
- g. **Acting Paid Rank for Physical Fitness & Drill Instructor and Provost Trades** Candidate selected as Physical Fitness & Drill Instructor and Provost on successful completion of requisite Trade Training, will pass out together with other trade airmen. They will be promoted to the rank of LAC on completion of 03 years service. They will be granted acting paid rank of Cpl on completion of one year of on the Job Training period and satisfactory performance of duties in the trade at BAF Bases/Units as LAC. Their next promotion shall be governed by para 17.



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h. **Promotion Criteria** Promotion up to the rank of Sgt will be made without any restriction of establishment vacancy. Substantive promotion of all airmen (except Cypher Assistant, Education Instructor and Aircrew Trade) will be granted subject to the approval of Officer Commanding and in accordance with the rules set out below:

Rank	Minimum Length of service	Minimum service on the Rank	Training/Courses/ Suitability	Remarks
LAC	03 Years	-	Passing of appropriate Trade Test as prescribed by the Air Headquarters.	-
Cpl	07 Years	03 years as LAC	Suitability and passing of appropriate Trade Test as prescribed by the Air Headquarters.	-
Sgt	12 Years	03 years as substantive Cpl	Successful completion of Proficiency Test as prescribed by the Air Headquarters.	Airmen will be eligible for Proficiency Test on completion of 10 years of service.
WO	18 Years	03 years as substantive Sgt	Successful completion of Management Course and suitability.	Subject to establishment vacancy.
SWO	22 Years	02 years as substantive WO. However, it may be relaxed at the discretion of COAS	Suitability.	Subject to establishment vacancy.
MWO	25 Years	02 years as substantive SWO. However, it may be relaxed at the discretion of COAS	Suitability.	Subject to establishment vacancy.

(1) **Cypher Assistants and Education Instructors** On successful completion of Initial Training, and acting paid Warrant Officer (Cypher Assistants and Education Instructors) will be promoted to the substantive rank of Warrant Officer with effect from the last date of final examination. Further promotion would be subject to establishment vacancy, suitability and following minimum length of service.

WO to SWO	-	7 years as substantive WO
SWO to MWO	-	8 years as substantive SWO

(2) **Religious Teachers** Promotion of the Religious Teachers will be as per the regulation of Education Instructor Trade but they will get emoluments as per JSI or as determined by the government from time to time.

(3) **Aircrew** Terms and conditions of svc of airmen Aircrew Trade (trade serial number 23) will be as per Air Force Instruction No. 49/66 or as determined by the government from time to time.

**Branch List Permanent Commission**

55. Suitable Warrant Officers, Senior Warrant Officers and Master Warrant Officers will be eligible for grant of Branch List Permanent Commission.

**Acting Paid Rank**

56. Airmen may be appointed to acting paid ranks by the Air Headquarters against authorized establishment vacancies when airmen of appropriate substantive ranks cannot be made available.

**Remustering, Reduction and Reversion**

57. The Remustering, Reduction and Reversion procedures are appended below:

a. **Remustering**

(1) **AC-2/AC-1/LAC (Under Training)** Airmen undergoing training in the allocated trade if found unsuitable may be transferred or remustered to another suitable trade. In this case the airman will be relegated to next course and seniority will be adjusted accordingly.

(2) **LAC and above** Resmustering from one trade to another would not normally be necessary and an airman, therefore, would not normally be encouraged to remuster. When it is considered necessary for service reasons, remustering will be effected on passing appropriate Trade Tests on completion of a prescribed course of instruction. Rules regarding ranks, seniority, pay etc on remustering of airmen will be as prescribed from time to time by the Air Headquarters.

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ANNEX 'A' TO  
AFI NO: 1/2011

**TRADE**

Trade Ser No	Name of Trade	Remarks
1.	Airframe Fitter (Afr Fitt)	-
2.	Engine Fitter (Eng Fitt)	-
3.	Electrical & Instrument Fitter (E&I Fitt)	Electrical Fitter (Elect Fitt) and Instrument Fitter (Inst Fitt) are merged.
4.	Radio Fitter (Radio Fitt)	Wireless Fitter (WrIs Fitt) and Radar Fitter (Rad Fitt) are merged.
5.	Armament Fitter (Armt Fitt)	Armament Fitter (Armt Fitt), Photographer-I (Photo-I) and Live Saving Equipment Workers (LSEW) are merged.
6.	General Engineering (Gen Engg)	Consists of General Mechanic-I (Gen Mech-I), Metal Worker (MW) and Carpenter-I (Carp-I)
7.	Ground Signaling (GS)	-
8.	Radar Operator (Rad Op)	-
9.	Air Traffic Control Assistant (ATCA)	-
10.	Meteorological Assistant (Met Asst)	-
11.	Mechanical Transport Operator and Fitter (MTOF)	Mechanical Transport Fitter (MTF) and Mechanical Transport Operator (MTO) are merged.
12.	Physical Fitness and Drill Instructor (PF&DI)	Ground Combat Instructors (GCI) and Physical Training Instructors (PTI) are merged.
13.	Ground Combateers (GC)	-
14.	Provost (Pro)	-
15.	Logistic Assistant (Log Asst)	Earlier Supply Assistant (Sup Asst), is renamed as Logistic Assistant (Log Asst).
16.	Secretarial Assistant (General Duties) Sec Asst (GD)	Clerk General (Clk Gen) and Clerk Typist (Clk Typ) are merged.
17.	Secretarial Assistant (Accounts) Sec Asst (A)	Clerk Pay Account (Clk PA) and Clerk Equipment Account (Clk EA) are merged.
18.	Medical Assistant (Med Asst)	Consists of Medical Assistant, Laboratory Technician, Operation Theatre Assistant, Intensive Care Assistant, Dental Technician, Radiographer, Pharmacist, Hygienist, Physiotherapist, Mental Medical Assistant, Physiological Training Assistant and Nursing Assistant.
19.	Administrative Assistant (Admin Asst)	Administrative Assistant (Admin Asst) and Catering Assistant (Cat Asst) are merged.
20.	Musician	-
21.	Chyper Assistant (Cy Asst)	-
22.	Education Instructor (Edn Instr)	Consists of Education Instructor (Edn Instr) and Religious Teacher (RT).
23.	Aircrew	Consists of Flight Engineer (Flt Engr), Load Master (LM), Air Gunner (AG) and Air Steward (Air Std).

### **Confidential Report**

58. Airmen's annual assessment of character and trade proficiency and their recommendations for promotion are rendered on Form P-58 which is a confidential report. (For LAC and below consolidated assessment returns are raised).

59. Confidential reports on form P-58 are to be raised in duplicate for all airmen of the ranks of corporal and above including airmen of aircrew trades. One copy of the report is to be forwarded to BAF Record Office and the other is to be retained with the airmen's unit copy of service documents. Confidential reports are not to be raised for airmen of the rank of LAC and below. Their assessments of character and trade proficiency and recommendations for promotion are to be submitted in the form of a consolidated return.

### **Occasions for Reporting**

60. Confidential reports on form P-58 are to be raised on the following occasions :

a. **Annually.** Forms P-58 are to be raised in duplicate for all airmen from Cpl and above on or by 30 Jun each year. If any airman is posted out in the months of Apr, May or Jun, his confidential reports is to be raised by the despatching unit. Otherwise reports is to be raised by the new unit as soon as he completes three months service under the reporting officer.

b. **Special.** Forms P-58 are also to be raised when specially called for by BAF R/O. Such reports are to be despatched to Record Office within 10 days of receipt of instructions.

c. **Sports-Men** : Ref :- Air HQ/31057/Air Trg(S) dt 30 Aug 94 of para 3 sub para j. ACR of BAF team player will be raised by coach and Manager of the team, but each player will be sent to his posted unit at least for two months in a year. Coach & Manager will select suitable time for the att.

61. Consolidated returns in respect of airmen for whom forms P-58 are not to be raised are also to be prepared on the occasions mentioned above.

62. Annual confidential reports and consolidated assessment returns are to reach BAF Record Office by 15 Jul each year.

**Reporting Officers**

63. Confidential reports of airmen are to be initiated and countersigned as follows :
- a. Reports of Sergeants and below are to be initiated by Warrant Officer i/c & the Officer i/c section and countersigned by the next two superior officers in the chain of command.
  - b. Reports of Warrant Officers, Senior Warrant Officer & Master Warrant Officers, and Aircrews (WOs, SWOs & MWOs) are to be initiated by OIC section and countersigned by two next Superior Officers in the chain of command (Including Base Commander).

**Assessment of Character and General Behaviour**

64. Character and general behaviour of every airmen is to be assessed in the following :
- ‘GOOD’
- ‘Satisfactory’ (To be written as ‘Sat’)
- ‘Unsatisfactory’ (To be written as ‘Unsat’)
65. The assessments will be governed by the following rules :
- a. Character assessment higher than ‘Sat’ is not to be given to an airman if during the period for which he is being assessed, he has been awarded any of the following punishments:
    - (1) Reverted, reduced in rank or deprived of seniority for misconduct.
    - (2) Sentenced to field punishment by court martial, imprisonment or detention for a total period upto but not exceeding 60 days in aggregate.
    - (3) Forfeiture of Good Conduct Badges Pay.
  - b. Higher assessment than ‘Unsat’ is not to be given to an airman if during the period of the report he has been sentenced to field punishment by court martial, imprisonment or detention for 61 days or more in aggregate.

### **Recommendations for Promotion**

66. An airman's recommendation for promotion will invariably depend on his overall grading in trade proficiency. Therefore, a correlation between this factor and his recommendations for promotion is necessary. An airman is recommended for promotion under the following gradings :

- a. Recommendation for Promotion.
- b. Not yet fit for Promotion.

### **Procedure for Assessment and Recommendation of Aircraftmen**

67. Confidential reports (Form P-58) are not to be raised in respect of LAC and below. Their assessments and recommendations are to be submitted as consolidated returns with their names and service particulars. Two separate returns are to be prepared as follows :

- a. Leading aircraftman who have passed Advance Course are to be grouped together in one consolidated return. Apart from their names and service particulars, specific duties on which they have been employed during the last one year are also to be mentioned. They are to be assessed for character and general behaviour in accordance with the rules as stated above, like other airmen. Similarly, they are to be assessed for all the 6 qualities under trade proficiency and general ability. Their recommendation for promotion are also to be submitted in accordance with the procedure laid down above.
- b. A separate consolidated return containing names and service particulars with their assessments of character and trade proficiency is to be prepared for all airmen of the rank of AC1, and LAC who have not yet passed Advance Training Course. For character and general behaviour, they are also to be assessed according to the rules applicable to other airmen. In trade proficiency they are only to be assessed in the 3 qualities ie professional knowledge, practical ability and sense of duty.

### **Adverse Reports**

68. If an individual is assessed as mentioned in sub-paras below, he is to be informed of such assessment and his signature in column 13 of form P-58 is to be obtained invariably. In such cases column 15 is also required to be signed by the Commanding Officer :

- a. When assessed 'UNSATISFACTORY' for character and general behaviour.
- b. When the total score is less than 21 points.
- c. When assessed '3' or below for any of the qualities.
- d. When adversely commented upon.

**MODC (AIR)****Background History**

69. Government accorded sanction for raising of ministry of defence constabularies (MODC) in three separate MODC Units viz MODC (army), MODC (navy) and MODC (air) vide ministry of defence letter no. 18/4/d-1/is/73 dated 23 January 1974. The MODC (air) has been raised for specific function of guarding Air Force installations. The recruitment, training, rank structure, administration, leave, pay and allowances, scale of clothing, accommodation and rationing are guided by Govt order.

70. **Recruitment.** Candidates will be selected by open recruitment through advertisement in the daily news papers. Examination & interviews will be held to select suitable candidates for enrolment as MODC (air) in Bangladesh Air Force on BAF form P-2.

71. **Period of Engagement.** Candidates are to be initially enrolled for a period of 21 years (exclusive of basic training period). On promotion, the period of engagement is automatically changed as under :

<b><u>Rank</u></b>	<b><u>Period of Service</u></b>
Lance Coporal (MODC)	- 22 years
Corporal (MODC)	- 24 years
Sergeant (MODC)	- 25 years
Warrant Officer (MODC)	- 28 years
Senior Warrant Officer	- 30 years
Master Warrant Officer	- 33 years or 5 years tenure of appointment whichever is earlier.

All JCOs and ORs serving on active list are to be treated as on regular engagement. All personnel of MODC (Air) shall retire on completion of service in their respective ranks.

72. **Training.** MODC recruits will undergo a disciplinary training for a period of 24 weeks at No 41 Sqn, BAF. On successful completion of the training, they will be given initial rank of Sainik after due attestation. There will be 4 (four) main tests during the whole training period. Description of the test is as under :

- a. **Intake Test.** On arrival at the training unit, MODC (Air) recruits are to be given an intake test for mental alertness and physical endurance.
- b. **Weeks – 1<sup>st</sup> Phase Test.** On completion of 8 weeks at the training unit, MODC (Air) recruits are to be given the 1<sup>st</sup> phase test to determine progress made in both education and GST subjects.
- c. **16 Weeks – 2<sup>nd</sup> Phase Test.** On completion of 16 weeks at the training unit, recruits will undergo the 2<sup>nd</sup> phase test for Education, Weapons Training and Foot Drill.
- d. **Final Test-23 Weeks.** On completion of 23 weeks at the training unit, recruits are to be given the final test leading to their successful completion of the course. In the final test, question paper should cover the whole syllabus in Education, Weapons Training (Practical and Theoretical) and GST Educational standard will be tested in the ability to read and write in Bengali (upto class IX standard).

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73. Rank structure of MODC (Air) with equivalent ranks in Bangladesh Air Force is given below :

BAF Personnel	MODC (Air) Personnel	Remarks
Master Warrant Officer	Master Warrant Officer (MODC)	In Seniority MODC Pers are less than BAF Pers in all discipline.
Senior Warrant Officer	Senior Warrant Officer (MODC)	--"-
Warrant Officer	Warrant Officer (MODC)	--"-
Sgt	Sergeant (MODC)	--"-
Cpl	Corporal (MODC)	--"-
LAC	Lance Corporal (MODC)	--"-
AC	Sainik	--"-
Recruit (BAF)	Recruit (MODC)	--"-

74. **Promotion Policy.** All promotions, except to the rank of MWO (MODC) where promotion exam is not required, will be subject to establishment vacancy, suitability, passing promotion cadre courses examinations and recommendations. ACRs will be raised on BAF form P-58. Promotion cadre courses which are pre-requisite for promotion to various ranks, will be of 12 weeks duration. These courses have been prescribed for promotion to the following four ranks of MODC(Air) :

Rank	Min Time in Service	Min Time of Yrs on the rank
Lance Corporal (MODC)	07 Yrs	-
Corporal (MODC)	09 Yrs	01 Yr as Lance Corporal
Sergeant (MODC)	15 Yrs	02 Yrs as Corporal
Warrant Officer (MODC)	18 Yrs	02 Yrs as Sergeant
Senior Warrant Officer (MODC)	20 Yrs	02 Yrs as Warrant Officer
Master Warrant Officer (MODC)	25 Yrs	02 Yrs as Senior Warrant Officer

75. **Promotion to the Rank of Senior Warrant Officer (MODC).** No promotion cadre course has been laid down for promotion to the rank of Senior Warrant Officer (MODC) who have been recommended in their annual confidential reports (ACRs), have qualified promotion examination and stand senior in the seniority list will be promoted to the rank of Senior Warrant Officer (MODC) subject to establishment vacancy.

76. **Promotion to the Rank of Master Warrant Officer (MODC).** No promotion cadre course has been laid down for promotion to the rank of Master Warrant Officer (MODC). Promotion to this rank will be based on the seniority, establishment vacancy, recommendations, leadership qualities and suitability.



77. **Tests.** There will be following 3 main tests during the whole training period :
- Intake Test.** On arrival at no 41 Sqn, BAF.
  - Phase Test.** At the end of 4 weeks training.
  - Final Test.** On completion of 11 weeks training.
78. **Promotion Cadres/Examinations.** Promotion cadre courses examinations will be held under the arrangement of 41 Sqn BAF.
79. **Discipline.** MODC (Air Force) personnel will remain under the administrative and operational control of Assistant Chief of Air Staff (admin), Air Headquarters, exercised through PM Dte. Notwithstanding any thing contained in any other law for the time being in force, the MODC (Air), for the purpose of discipline, trial and punishment shall be subject to Air Force Act, 1953 and Air Force Act Rules, 1957, until they retire from service.
80. **Pay and Allowances.** Pay and allowances will be admissible as per joint service instructions promulgated by the government from time to time.
81. **Leave**
- Privilege Leave.** 2 months privilege leave is admissible to MODC (Air) personnel in a calendar year if an individual has actually performed duty in that year.
  - Casual Leave.** Casual leave is normally limited to 10 days at a time. It may be extended upto 20 days in exceptional circumstances by the next higher authority. Any overstay of casual leave beyond the above mentioned limit is to be converted into privilege leave.
  - Accumulation of Privilege Leave.** Privilege leave may be accumulated by JCOs/ORs at the rate of one month for each calendar year upto a maximum of six months.
  - Advance of Privilege Leave.** Base Commanders/OC Air HQ (Unit) may grant extra privilege leave up to 2 months either separately or in combination with privilege leave due for the current calendar year subject to the conditions that the extra two months leave will be counted against the individual's next years privilege leave.
  - Leave Pending Retirement.** An individual may be granted leave pending retirement upto a maximum of 6 months.

f. **Sick Leave.** Sick leave will be admissible as under :

- (1) **Attributable Cases.** 3 months on full pay in any calendar year.
- (2) **Non Attributable Cases.** 1 month on full pay and thereafter upto 2 months without pay in any one calendar year.
- (3) Sick Leave will be granted on the recommendation of appropriate medical authority.

82. **Medical Treatment.** The rules contained in paragraphs 546 to 568 of the regulations for the medical service of the army will apply to MODC (Air).

83. **Accommodation and Conservancy.** MODC (Air) personnel will be entitled to free accommodation and conservancy services in accordance with the prescribed scales decided by Bangladesh Air Force.

84. **Ration.** MODC (Air) personnel will be entitled to free ration. If services in kind are not provided, MODC (Air) personnel will be entitled to allowances in lieu thereof as laid down from time to time. Other entitlements during the service will be as laid down from time to time.

85. **Pension and Gratuities, Disability and Family Pension.** Pension/gratuity and disability/family pension will be admissible in accordance with the rules laid down from time to time by the government.

86. **Clothing and Equipment.** MODC (Air) personnel will be entitled to free/loan issue of clothing and equipment as per existing policy,

**TASK-8**

**SECURITY AND INTELLIGENCE**

**INTRODUCTION TO INTELLIGENCE**

**Introduction**

1. The word “Intelligence” has a long and interesting history. In addition to its use as a synonym for the power, capacity and product of the intellect, in the sixteenth century the word took on the meaning for “information, news or advice”. This meaning contained the implication that the information was secret, that it was obtained through the clandestine efforts of spies employed by rulers or government.

**Information and Intelligence**

2. Two of the most important terms ‘information’ and ‘intelligence’ are defined as :
- a. **Information.** Unevaluated material of every description including that derived from observations, reports, imagery and other sources which, when processed, may produce intelligence.
  - b. **Intelligence.** The product resulting from the collection, evaluation, analysis, integration and interpretation of all available information which concerns one or more aspects of foreign nations or of areas of operations and which is immediately or potentially significant to military planning and operations.
3. Thus, for example, a report of enemy tanks seen moving in a certain direction at a particular time is only ‘information’ but the significance of the presence and activity of these tanks is ‘intelligence’.
4. In common usage the term intelligence can have three applications:
- a. The product as defined in paragraph 2b.
  - b. All activities, which are designed to produce intelligence.
  - c. The organizations, units or staffs whose function is primarily the collection of information, its conversion into intelligence and the dissemination of this product to those who need it.

**Purpose of Intelligence**

5. The principles of war cannot be applied without a sound knowledge of the enemy, gained from a wide variety of sources.
6. Intelligence will never be complete since there will always be unanswered questions in the mind of everyone trying to build up a ‘picture’ of the enemy. Even the use of the word picture is misleading because a picture can be finished, whereas the work of the intelligence staff is continuous.

## **Types of Intelligence**

7. Intelligence is not synonymous with intelligence information, which refers to the various materials used in the production of intelligence. These materials include documents, reports, observations, maps, and many other kinds of data.

8. While “intelligence” is the term generally used in referring to the product as a whole, specific terms are convenient in identifying large blocks of the product. The primary type of intelligence usually made up of complex materials derived from many sources includes air intelligence, combat intelligence, technical intelligence, strategic intelligence, and command intelligence.

a. **Combat Intelligence**. It is that knowledge of the enemy weather and geographical features required by a commander in the planning and conduct of tactical operation. It may be obtained from within his own command or from higher adjacent headquarters. Combat intelligence is derived from the evaluation of information on the enemy (both his capabilities and his vulnerabilities), the weather and the terrain. The objective of combat intelligence is to minimize uncertainty concerning the effects of these factors on the accomplishment of the mission. The commander employs combat intelligence to determine how best to use available resources in accomplishing the mission and maintaining the security of his command. In non-combat commands, combat intelligence provides a basis for security measures for decisions as to the best use of the area of operations in accomplishing the mission and for determining or anticipating future support requirement. Combat intelligence may be in two forms:

(1) **Basic Intelligence**. This is the general reference material for use in planning, concerning other countries, which pertains of capabilities, resources or potential theatres of operations.

(2) **Current Intelligence**. Current intelligence is defined as intelligence of all types and forms of immediate interest, which is usually disseminated without the delays necessary to complete evaluation and interpretation.

b. **Technical Intelligence**. This is knowledge concerning foreign scientific and technological capabilities and developments having an application for war purposes. It includes all developmental steps in the application of a technical principle or theory for the purpose of waging war.

c. **Command Intelligence**. This is knowledge, which has been produced or adapted primarily to fulfill the particular intelligence needs of a specific military field organization.

d. **Strategic Intelligence**. This is knowledge pertaining to the capabilities and vulnerabilities of foreign nations. It is required by national planners in the formation of an adequate national defense in peacetime, and it is the basis for projected military operations in wartime.

e. **Air Intelligence**. This is knowledge resulting from the collection, evaluation analysis, integration, and interpretation of all available information which concerns one or more aspects of foreign nations or areas of operations and which is immediately or potentially significant to the Air Force.

### **Essential of Intelligence**

9. The history of intelligence has pointed up certain essentials in the effective operation of an intelligence organization and in the development of a readily usable product, which meets the consumer's need. The following essentials are listed with no priority in sequence.

a. **Continuous Operations.** A successful organization cannot be put together hastily; instead, years of advance planning are required. The collection of material and the production of intelligence are effective only on a long-term basis. Intelligence activities must therefore be a continuous process through peacetime and wartime. It has often been demonstrated that wise preparations in peacetime represent a significant offensive advantage at the outbreak of hostilities. During peacetime the intelligence basic intelligence data and encyclopedic information but also information on enemy forces.

b. **Trained Personnel.** Although trained personnel are needed in all staff agencies, they are essential to an intelligence organization because of the great variety of skills required to support the intelligence mission and because of the inherent complexity of intelligence.

c. **Adequate Funds.** A frantic and extravagant effort to procure intelligence when crisis threatens is never satisfactory. Only long-term support can insure continued success in intelligence organizations.

d. **Timely Dissemination.** Users must have intelligence at the proper time. Intelligence transmitted too soon may be underestimated. Intelligence transmitted late is history.

e. **Complete and Accurate Production.** Intelligence is subject to constant change. Producing units must therefore be organized to operate quickly and to anticipate and eliminate any ambiguity.

f. **Flexible Organization.** Standard military procedures and techniques of organization and control may have to be altered or augmented in order to best perform a given job.

g. **Use of All Agencies and Sources.** An efficient and reliable intelligence organization maintains a critical surveillance over all known sources of information and is constantly alert for new sources. Thus when a task is to be done, there is a good possibility of getting complete and well-supported information.

h. **Use of Available Intelligence.** Potential consumers should understand the function and appreciate the value of intelligence. Time and again in military history the seeming inadequacies of intelligence have actually been failures to use available intelligence. Knowing that intelligence must be use, the producers should assign a classification as low as security permits, so that customers may have access to the intelligence the main reasons for classifying intelligence are deny the enemy the information that we possess and to protect the identity of our sources. An unduly high classification results in withholding needed intelligence from bonafied users.

10. The primary mission of air intelligence is to identify enemy, allied, and neutral strengths and weakness as related to the threat, which the Air Force may face. In the event that peace cannot be maintained, intelligence must have provided a basis upon which to prosecute war against any adversary in a way to achieve victory with minimum loss of men and material and in the shortest time possible.

## **THREAT TO SECURITY**

### **Introduction**

11. Security is a principle of war, which allows a commander freedom to plan and execute his operations without interference from the enemy. By maintaining security he is better able to surprise his opponent.

### **The Direct Threat**

12. Aggression by a hostile power possesses the most obvious direct threat. In war an enemy will employ his intelligence services for:

- a. **Obtaining Information**. By normal means of battlefield surveillance and physical contact, (e.g. with captured troops and equipment) with the aim of discovering our development, strengths and intentions.
- b. **Destruction**. Of vital material by coup-de-main or stay behind parties.
- c. **Psychological Operations**. Designed to destroy the effectiveness of our forces.

### **The Indirect Threat**

13. In the present 'cold war' situation it must be expected that foreign nations will attempt to improve their own preparedness for war and their economic capability by:

- a. **Obtaining Information**
  - (1) **Overt Collection**. From readily available sources, eg. Press, radio, scientific journals, attaches, army lists etc; which though individually of little value, can together be collated to provide a wide and generally accurate coverage of low level information.
  - (2) **Covert Collection**. Sensitive information will be carefully protected and cannot be obtained overtly. An enemy must therefore mount deliberate attacks in order to obtain this information, which will provide him with reliable intelligence of direct and possible long term value.
- b. **Causing or Exploiting Disloyalty**
  - (1) By openly issuing slanted information or openly discrediting a government.
  - (2) By secretly manipulating existing organizations which are potentially disloyal.
  - (3) By infiltrating loyal organizations.
  - (4) By recruiting disloyal persons as agents or supporters.
- c. Destroying or denying vital material.

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14. There are, therefore, two methods open to a hostile nation in its indirect attack upon another:

- a. **Overt.** Which has the advantage of cheapness, possesses less risk to the attacker but may be limited value.
- b. **Covert.** Which implies risk, expense, requires patient preparation, may not always be successful but then it does succeed, brings greater long-term value. Covert methods will probably not be used if overt means will achieve the aim.

15. The direct and indirect threats are therefore similar but the indirect threat poses the greater danger because its covert activity is more difficult to detect and often, because it is so intangible, difficult to neutralize. The covert threat is usually described as:

- a. Espionage - The attack upon information.
- b. Subversion - The attack upon loyalty.
- c. Sabotage - The attack upon material.

### **Sources of the Threat**

16. The main threat to national security, and to the armed forces, stems from :

- a. **Intelligence Services of Foreign Powers.** The following points, which are particularly applicable to the activities of hostile intelligence services, should be constantly considered:

- (1) Intelligence Service activity of one form or another must be expected wherever the armed forces are serving or are expected to intervene.
- (2) Constant, unremitting attempts will be made to recruit potential agents either for short-term gains or for long-term exploitation.
- (3) Intelligence services are not solely concerned with spying. They will take advantage of any situation, which allows them to further the interests of their own government.

- b. **Domestic Subversive Organizations.**

- (1) Working for their own political aims, possible under the cover of a legally accepted organization.
- (2) Supporting other, unconnected, subversive aims.
- (3) Consciously or unconsciously working under the direction of hostile intelligence services.

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### UNIT SECURITY

#### Introduction

1. Unit security forms the basis of security measures taken at higher level and unless the base is made effective against offensive intelligence, the intelligence of the superstructure becomes futile. It is, therefore, imperative for all ranks to understand the rules of unit security and make an effective contribution to it.

#### Responsibility of USO

2. The responsibility for security in a unit is three fold:
- a. The overall responsibility for security training in a unit rests with the Commanding Officer himself.
  - b. Every sub-unit commander in his own turn is responsible for the security and security training of his sub-unit.
  - c. Finally every man as an individual is responsible not only for his personal actions and omissions, but equally shares the responsibility for defeating enemy intelligence and his subversive actions.

#### Unit Security Measures

3. Generally, security measures in a unit fall under the broad headings of preventive and detective measures.

4. **Preventive Measures.** These include:

a. **Unit Security Standing Orders (USSO).** They should be drawn up comprehensive and kept up to date. Points to be incl in USSO should be modified to meet the local requirement.

b. **Control of Access.** The first essential requirement of all security measures is that no unauthorized person, whether military or civilian, is allowed access to unit. The unit security officer is responsible for seeing that this principle is strictly enforced within his unit:

- (1) **What to Admit.** Many civilians will like to enter unit lines for routine work etc. Only those who can prove their bonafides and are essential for the efficiency of routine work may be admitted after proper check. To facilitate checking a pass system should be introduced. To ensure that the pass system is not abused, all pass holders should be properly vetted. Uniform and badges of rank by themselves have no identity value. It is the identity documents alone which can establish bonafid es.



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(2) **Perimeter Around Unit Area.** If the unit is fortunate enough to have a perimeter then the traffic should be canalized through the minimum number of gates; one entrance and one exit are enough. Two sentries should be posted at each gate to check the visitors. One sentry should stop the visitor and the other to check the identity documents and get the visitor book completed. Identity documents and passes should be thoroughly scrutinized and the purpose of the visit and person to be visited ascertained. All the details in the visitors book to be completed and signatures of the identity documents/pass carefully checked with that on the visitor book. If the visitor does not possess any document, then his bonafides should be ascertained from the person to be visited. After the check the visitor should be escorted out on the termination of the visit. On no account the stranger should be allowed to move freely within the unit lines.

(3) **No Perimeter Around Unit Area.** Normally, you will find that units have no perimeter around their areas. In this case, the task becomes much more difficult. One way of overcoming this difficulty is to increase the number of sentries. Individual alertness should be emphasized and all ranks shall be encouraged to check any stranger found in unit area. Measures for security of officers should be intensified.

(4) **Guards.** All guards/sentries should be thoroughly trained in checking the identity documents and passes. As a further measure they should be encouraged to ascertain the bonafides of the visitors from the person visited. The mounting of guards, is, in it self, no guarantee of the security of the establishment guarded, nor is a security check sufficient to ensure the physical safety of the establishment. Guards must be given simple and clear instructions so that they know exactly what purpose they are serving, they must understand that a uniform, whatever the badges of rank is in itself no guarantee of the bonafides of the indl, and consequently must challenge and examine the credentials of every unrecognized person who seeks admittance. They must be familiarized with such identity cards, passes, that are in current use.

### **Detective Measures**

5. The security in a unit is mainly preventive. This does not absolve individuals of their duty of reporting or detecting and helping in rounding up of suspects. In this field the scope of a unit is very limited but the following measures can be of great help:

- a. Inculcating suspicious alertness in all ranks. They should be encouraged to report suspicious incidents immediately.
- b. Prompt inquiry of all cases of breaches of security and helping the field intelligence unit personnel in their investigations.
- c. Counter rumours, subversive propaganda and defeatist talks etc.
- d. Making officers and men aware of their legal powers and their use when the occasion arises.

### **Security Training**

6. Good security in any unit can only be achieved as a result of thorough and regular training of all ranks in security. It is a direct reflection on the discipline of the unit. The main factor to bear in mind is that security training should be intensive, realistic and continuous. As far as possible, it should be incorporated with other training and exercise.

### **Security of Information in Unit**

7. To ensure security of information, the points given below must be borne in mind by all ranks at all times for strict compliance.

#### **8. Office.**

- a. Personnel will not visit the offices except on duty.
- b. No civilian will be allowed to the offices except on official business or unless permitted by the officer whom they want to see.
- c. Identity documents of all the military visitors will be checked before entering unit lines.
- d. Offices will be securely locked after working hours.
- e. Offices will be guarded by the office orderlies by day and guards will be provided by night.
- f. The sweeper will not be allowed to go round the office alone but will be escorted by the duty clerk.

#### **9. Visitors.**

- a. Visitors intending to see any one in the unit will be identified by the individual whom they want to see before they are permitted in the unit lines. Armed forces personnel can be admitted after being identified from their identity documents.
- b. It is the duty of all ranks and responsibility of security police to check and report all unauthorized entries in the unit lines to the unit security officer.

#### **10. Photography.**

- a. All ranks in possession of cameras will register their cameras with the unit security officer.
- b. Taking photographs of arms, eqpt, installations, ports, air field, bridges, tunnels, passes and factories and other installations are prohibited.
- c. All ranks will deal with approved local photographers only whose names are published in unit orders from time to time.

11. **Signal and Telephone.**

- a. Transmission and receiving of messages on signal apparatus will be strictly according to the signal procedure.
- b. No local codes will be used by the troops. The codes and cypher to be used, will be those issued by the higher authorities.
- c. Troops will not use signal apparatus for private conversations.
- d. Matters of confidential nature and above will not be discussed on the telephone because no telephone is safe. It must be borne in mind by all concerned at all times that **"TELEPHONE IS FOR PUBLIC SERVICE"**.

**Security of Material in Unit**

12. Formations/Units/Establishments will prepare separate orders for safe custody of arms, ammunition and equipments which will be based on rules and regulations issued on the subject by Headquarters from time to time.

**Security of Personnel in Unit**

13. **Publications.**

- a. Any leaflets, posters or circulars finding their way into unit lines will, at once, be reported to the security officer. Advertisement from firms received by individuals will be dealt with in the same way.
- b. Airmen will NOT communicate with any newspaper or press. The articles for publications will be sent through proper channels.
- c. Airmen will NOT indulge in politics. A soldier is always loyal to the government in power.

14. **Broadcasting and Lectures.**

- a. All ranks are forbidden to broadcast anything from any radio station unless permitted by the higher authorities.
- b. While on leave or out of the unit lines, all ranks are forbidden to address the public on any subjects.

15. **Propaganda and Rumours.**

- a. On hearing any kind of subversive propaganda against the fighting forces or the nation, an airman will not pass on and be an unwitting agent of the enemy but will report the matter at once to the nearest military or police officer.
- b. Rumour are always baseless and are spread to cause panic. **DO NOT be a rumourmonger yourself.** Whenever you hear a rumour report immediately to the unit security officer, giving the date, time, place and source.