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



## **Junior Command and Staff Course**

### **ADMINISTRATIVE MODULE** **ORGANISATION AND ADMINISTRATION**

**August – 2016**

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**ADMINISTRATIVE MODULE**  
**(ORGANISATION AND ADMINISTRATION)**

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**SYLLABUS**  
**ORG & ADMIN MODULE**

Marks: 100

<b>Organization and Administration</b>	Principles of Organization	Lecture	1	
	Ministry of Defence & AFD Organization	Lecture	1	
	Air HQs Organization	Lecture	1	
	Base Organization	Lecture		
	<b>Test-1</b>	<b>Exam</b>	<b>1</b>	25 Marks
	Functions of Admin Coord Dte	Guest Lecture	2	
	Establishment and Strength	Lecture	1	
	Tactical Evaluation	Lecture	1	
	<b>Test-2</b>	<b>Assignment</b>	<b>1</b>	25 Marks
	Logistic System in BAF	Lecture	1	
	Log Procedure in BAF	Guest Lecture	2	
	Works Service in BAF	Guest Lecture	2	
	Medical Services	Lecture	1	
	Security & Intelligence	Lecture	2	
	<b>Test-3</b>	<b>Exam</b>	<b>2</b>	50 Marks
	Role & Organization of BD Army	Guest Lecture	2	
	Role & Organisation of BD Navy	Guest Lecture	2	
	Role & Organisation of BD Police	Guest Lecture	2	
	Role & Organisation of BGB	Guest Lecture	2	
	Role & Organisation of RAB	Guest Lecture	2	
	Role & Organisation of BD Coast Guard	Guest Lecture	2	
	Role & Function of Anti Corruption Commission	Guest Lecture	2	

**ORGANISATION AND ADMINISTRATION**

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## **CHAPTER – 1**

### **PRINCIPLES OF ORGANIZATION**

#### **Introduction**

1. Under the modern conditions in which fighting forces are called upon to operate, victory inclines to the forces, which is thoroughly and efficiently organised. The Air Force is a highly specialised fighting service with elaborate and costly equipment. Even in peace time it has to be maintained in such a fit state that the switch over to a war footing in case of an emergency may be smooth and effective. This is possible only if the organisation of Air Force is thorough and perfect. The aim is to apply the material resources with courage, foresight and, common sense 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 a machine. Both possess components, which have to be designed in relation to other components to perform a specific function in order that the machine as a whole may do its work efficiently. The organisation has to be managed competently to obtain perfect results. In the Air Force the management of organisation is called administration and is the system whereby, in principle and in executive details, the service carries out its functions efficiently.

#### **Important Features or Characteristics of an Organisation**

3. The successful functioning of an organisation depends to a considerable extent upon its possessing certain important features or characteristics.

4. **Unity of Direction.** An organisation is created to fulfil a specific purpose. Unity of direction is essential for ensuring concentration of effort upon that purpose. Concentration of effort in turn depends upon each component of the organisation receiving precise instruction to enable it to know what is required of it to assist the whole body to achieve the selected aim. Unity of direction is essential to issue precise and co-ordinated instruction to all concerned at once when a new situation arises.

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 clean definition of responsibility at every level within a military organisation is necessary to

enable subordinate headquarters or controlling elements to know what matters are appropriate to their level and to know what matters they should pass on to be dealt with by higher authority.

6. **Co-operation.** Co-operation is essential to ensure speed, economy and efficiency of working. Co-operation can result only from sound leadership together with carefully thought out instructions from superior authorities and from the intelligent application of those instructions by subordinate authorities who have a knowledge of the functional capabilities and limitations of the other components with which they are required to work in the course of discharging their duties. 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 emanates not from within the body as does co-operation but from the directing authorities, which arrange the type and time 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 to stresses upon it by varying and unforeseen circumstances. Flexibility is 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 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 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 and the purpose or common aim of the organisation is not to be lost sight of.

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

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

b. Levels of an organisation should be kept as minimum as 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 organisation should be kept to a minimum.
- 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 co-ordinated at a higher level so that one direction should not clash with another direction i.e. there should be an unity of directions.
- f. There should be a clear distinction between the lines and the staff within an organisation. Line people are those who command, guide, or are directly responsible for carrying out the objective of an organisation, 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. Location of decision-making authority should be as near as possible to the place of action. Hence there should be deconcentration, decentralisation, devolution and delegation of authorities as far as possible.
- j. There should be proper departmentalisation based on major function or purpose, process, clientele, geography, time etc.
- k. The organisation should be manned by recruitment of personnel on the basis of tests based on objectivity, validity and reliability.
- l. There should be proper co-ordination amongst the various levels. Co-ordination which means the orderly synchronisation of the activities of different units should be ensured through formal mechanism as well as channels.
- m. There should be proper flow of communication upward, downward as well as horizontal.
- n. Staff assistance may be taken only to facilitate the work of the executive if necessary.

p. There should be standard policies and procedure and preferably written organisational manuals, policy manuals and procedure manuals (or combined in one)

q. There should be job descriptions for all the positions of the organisation.

Ref :

A. JCSC Précis on Org & Admin (reproduced copy of 88).



**CHAPTER- 2**

**MINISTRY OF DEFENCE (MOD)**  
**AND**  
**ARMED FORCES DIVISION (AFD) ORGANISATION**

**Ministry of Defence**

**1. Functions.**

- a. Defence of Bangladesh.
- b. Defence Services of Bangladesh and armed forces attached to or operating with any of the Armed Forces of Bangladesh excluding planning, co-ordination and arrangement of mobilisation of the Defence Services on declaration of national emergency/war and co-ordination and control of the activities of the Defence Services when deployed in aid of civil administration.
- c. Army, Naval and Air Force Works.
- d. Production of cipher documents.
- e. International Red Cross and Geneva Conventions in so far as these affect belligerents.
- f. Gallantry awards and decorations in respect of forces under its control.
- g. Military Lands and Cantonments.
- h. Meteorological observations.
- j. Pardons, reprieves and respites, etc, of all personnel belonging to armed forces.
- k. National Service and Bangladesh National Cadet Corps (BNCC).
- l. Matters relating to Cadet College.
- m. Matters relating to Space Research and Remote Sensing Organisation (SPARSO).
- n. Civil Services paid from Defence Estimates.
- p. Hydrographic surveys and preparation of Navigational charts (excluding Hydrographic surveys in the inland waters of Bangladesh and preparation of charts for inland navigation).
- q. Survey of Bangladesh.
- r. Matters relating to Muktijoddha Cell and Muktijoddha Kalyan Trust.
- s. Budget, Legal and Statutory matters of Armed Forces.

2. **Organisation.** The Organisation chart of MOD is given as Annex 'A'. The detail organisation is given below :

a. **Joint Secretary (General).**

(1) **DS – 1.**

(a) **AS-D1.** Army Adjutant General's Branch, General Staff Branch, Inter Services Co-ordination, ISSB, MODC.

(b) **AD-D2.** Army JAG Branch, SPARSO.

(c) **AS-D19.** Pay, allowances and pension of defence service personnel.

(2) **DS-2.**

(a) **AS-D6.** Matters related to BD/ Navy.

(b) **AS-D7.** Matters related to BAF.

(c) **AS-D9.** Matters relating to Dte of Military Lands and cantonments.

(3) **DS-3.**

(a) **AS-D5.** DGMS, ISPR, Red Cross/Red crescent.

(b) **AS-D10.** Budget, Accts, Presidents Special Fund etc.

(c) **AS-D 11.** Admin, and Security of MOD.

(d) **AS-D15.** Protocol, Co-ordination, Employment/Trg of Defence service personnel abroad.

(4) **DS (Law Cell).**

(a) **AS-D21.** Adaptation & Modification of Rules & Regulations Army, Navy and Air Force.

b. **Joint Secy (Works and Development).**

(1) **DS-4.**

(a) **AS-D13.** CGDF & Dept of Cipher.

(b) **AS-D14.** Matters relating to DGDP & BNCC.

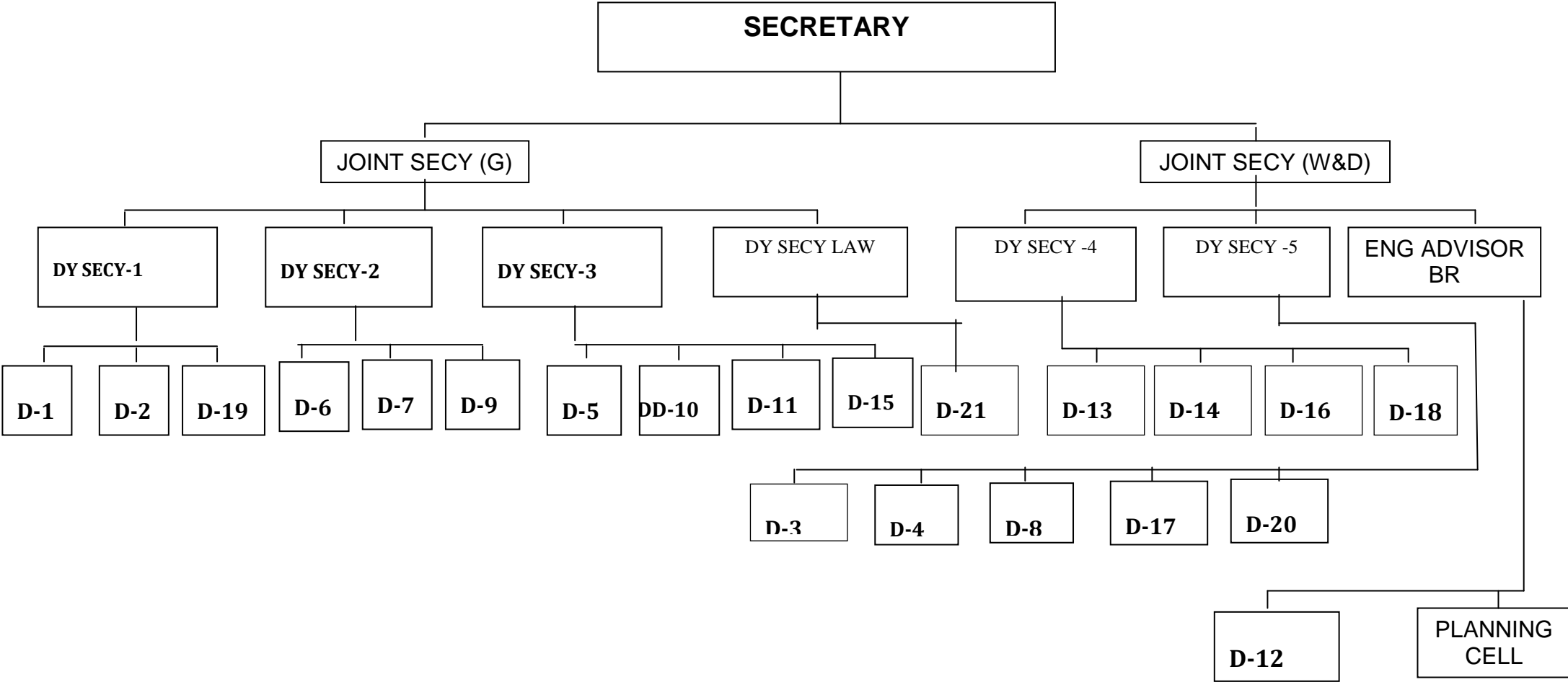
(c) **AS-D16.** Survey of BD & Foreign Contracts.

(d) **AS-D18.** DGFI, CAO & Army MS Branch.

(2) **DS-5**

- (a) **AS-D3.** Army QMG Branch & MGO Branch matters.
  - (b) **AS-D4.** Depth of Met & Cadet Colleges.
  - (c) **AS-D8.** Freedom Fighters Welfare Trust Allowances to Freedom Fighters.
  - (d) **AS-D17.** All matters relating to records of Freedom Fighters.
  - (e) **AS-D20.** Rehabilitation of Freedom Fighters.
- c. **Engg Advisory Branch.**
  - (1) **AS-D12.** All matters relating to MES.
  - (2) **Planning.** All projects/plans.
- 3. **Services Headquarters.** There are three services headquarters under the ministry:
  - a. Army HQ.
  - b. Naval HQ.
  - c. Air HQ.
- 4. **Inter Services Organisation and Attached Dept.** There are sixteen such organisations and attached dept under the ministry.
  - a. DGFI.
  - b. DGDP.
  - c. DGMS.
  - d. Bangladesh Ordnance Factories.
  - e. Dte of Military Lands & Cantt.
  - f. ISPR Dte.
  - g. Office of the Chief Administrative Officer.
  - h. ISSB.
  - j. Defence Services Command and Staff College.
  - k. Bangladesh Armed Services Board.
  - l. NDC.
  - m. Met Department.
  - n. Department of Ciphers.
  - p. BNCC.
  - q. Military Institute of Science and Technology (MIST).
  - r. Armed Forces Medical College.
- 5. **Autonomous Bodies.** There are two autonomous bodies under the ministry :
  - a. Sena Kalyan Shangstha.
  - b. Cadet Colleges.

**ORGNISATION CHART**  
**DEFENCE MINISTRY**



## **ARMED FORCES DIVISION (AFD)**

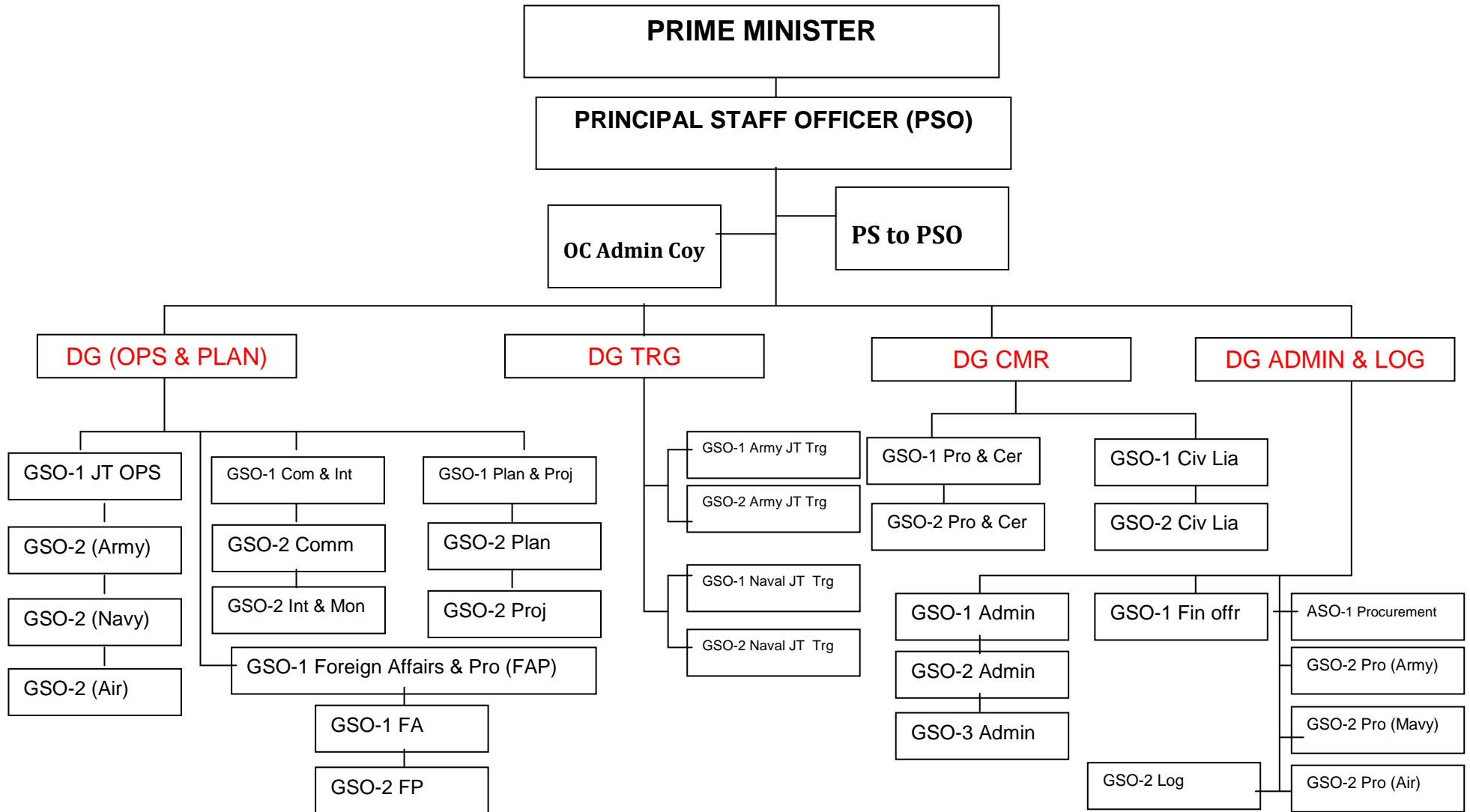
### **6. Functions.**

- a. To prepare defence policy, plan and monitor treaty commitments.
- b. To plan, co-ordinate and arrange mobilization of the defence services, para-military and auxiliary forces on declaration of national emergency/war.
- c. To co-ordinate and control the activities of defence services when deployed in aid of civil power.
- d. To prepare procurement policy for the defence services.
- e. To plan and co-ordinate all joint services training, operation, administration and logistics.
- f. To co-ordinate and control the activities, except budget legal and statutory matters, of inter services organisations.
- g. To co-ordinate all inter services sports/games, protocol and ceremonial functions.
- h. All types of official visits and courses abroad by the defence services persons.
- j. Foreign military delegation.
- k. Industries concerned with war-like stores, ordinance factories, manufacture of arms, fire-arms, ammunitions and explosives.
- l. Welfare of ex-service men.
- m. Defence academies, staff colleges and higher military training within and outside Bangladesh.
- n. To maintain close liaison between the civil administration and the defence services in performing the above mentioned responsibilities.
- p. All appointments to the posts of colonel or equivalent and above in the army, navy and air force.

### **Relations Between MOD and AFD**

7. The responsibilities and functions of both MOD and AFD are mainly relating to armed forces affairs as it reveals from above enumerations. But there are differences in terms of their organizational structure, areas of responsibilities and jurisdiction. AFD is mainly manned by officers and men from three services and is headed by a PSO of the rank of **Lieutenant General** who is responsible to the Hon'ble Prime Minister. MOD is normally manned by ministerial staff and civilian bureaucrat which is headed by a Secretary to the govt. The Secretary of MOD is responsible to the Minister for Defence.

## ORGANISATION OF ARMED FORCES DIVISION (AFD)



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## **CHAPTER-3**

### **AIR HEADQUARTERS ORGANISATION**

#### **Responsibility**

1. Air Headquarters is responsible for over all Command, Operation, Training, Organisation, Administration and efficiency of the BAF in accordance with the policy laid down by Ministry of Defence.

#### **Branch Composition and their Responsibilities**

2. The Organisation framework of Air Headquarters is composed of three main branches. Each of these branches is composed of a number of staff officers and is headed by an Assistant Chief of Air Staff who is responsible to the Chief of Air Staff for work in his respective branch. The branches together with their various responsibilities are as follows :

a. **Operation and Training Branch.** Operation and training branch is responsible for operational planning, flight safety, meteorology, air transport, air intelligence and counter intelligence, air/op defence, flying and technical training, education and recruitment etc.

b. **Maintenance Branch.** This branch is responsible for Technical and supply planning, provisioning, supply, servicing, repair and inspection of all air force equipments, armament and photography, communications and electronics, mechanical transport, procurement, storage and inspection of POL and Explosive etc.

c. **Administrative Branch.** This branch is responsible for Administrative planning, Organisation and Establishment, Budget, Pay and Pension, compilation of regulations, work services, medical, manning, legal and discipline etc.

3. Organisation Chart of Air HQ is given as ANNEX 'A'.

4. The following Staff Officers are directly responsible to the COAS :

a. **Air Secretary.** Deals with all matters concerning officers.

b. **Chief Inspector.** Deals with Inspections, Ombudsman, Accident, Investigation Board etc.

c. **Judge Advocate General.** Legal adviser to COAS and deals with all legal matters of BAF.

d. **Private Secretary.** He is responsible for all personal matters of COAS concerning appointment, interviews and visits etc.

e. Wks Study.

f. DAI.

#### **Air Board in Air Headquarters**

5. The composition of the Air Board is as follows :

a. COAS - Chairman



- |    |                             |   |                  |
|----|-----------------------------|---|------------------|
| b. | ACAS (O&T)                  | - | Member           |
| c. | ACAS (A)                    | - | Member           |
| d. | ACAS (M)                    | - | Member           |
| e. | Air Secretary               | - | Member Secretary |
| f. | Specialist Director/Officer | - | Co-opted Member  |

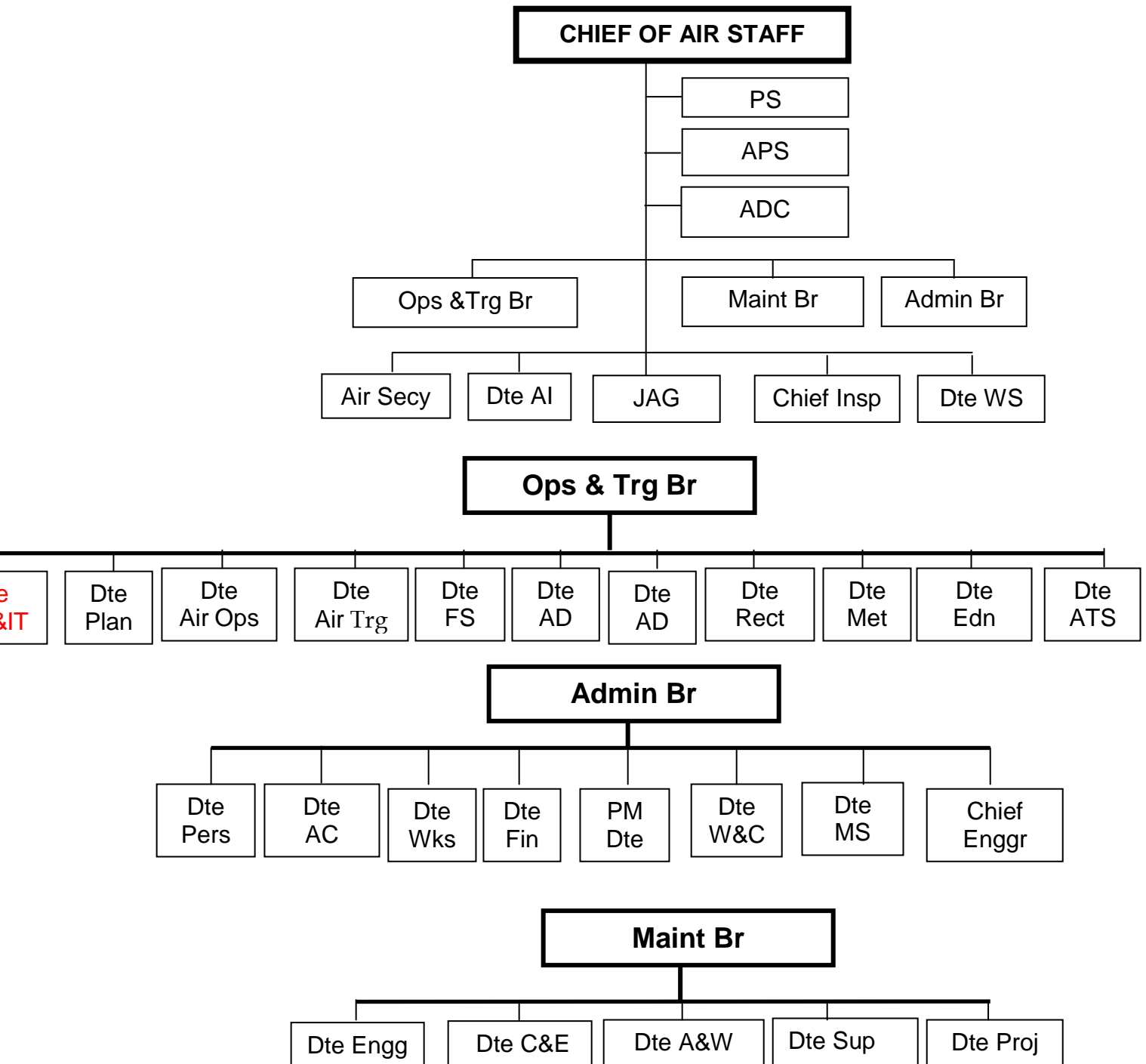
6. **Functions.** The Board will formulate the policy matters within the framework of the Air Force Act & Rules/Policy (JSI), AFI) as given by the Government. In addition to the above the Air Board will deal with the subjects mentioned below in accordance with Government policy given vide JSI/AFI/Letter etc :

- a. Career Planning, Substantive Promotion and Seniority of officer.
- b. Selection of officers for visits, courses and deputation.
- c. Any other matters referred to it by the COAS.

7. The Air Board may sit as and when required.

8. **Proceedings.** Proceedings are to be compiled and preserved by the Secretary's Branch.

9. **Agenda.** Agenda Items are to be forwarded to member Secretary by the concerned Branch/ Directorates on matters, which need to be discussed at the Air Board meeting.

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

Ref :

- A. JCSC Précis on Org & Admin (Previous one).
- B. AFM 20-1 dated 19 Dec 89.

## **CHAPTER-4**

### **BASE APPOINTMENTS & ORGANISATIONS**

#### **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. AOC/Base Cdr 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.

### **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 Roles 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.
- 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 personnel attention are not required, to OIC 'P' Squadron or any other subordinate officer.

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

10. 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.

#### **11. 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**

12. 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.

13. **Duties and Responsibilities** . He is to ensure that :

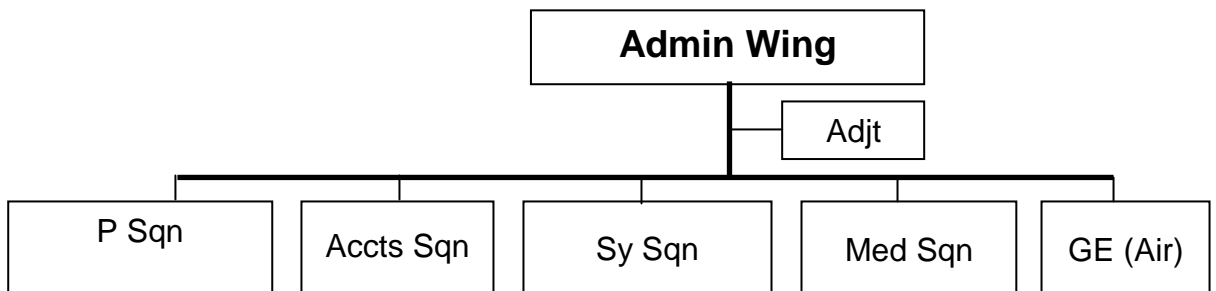
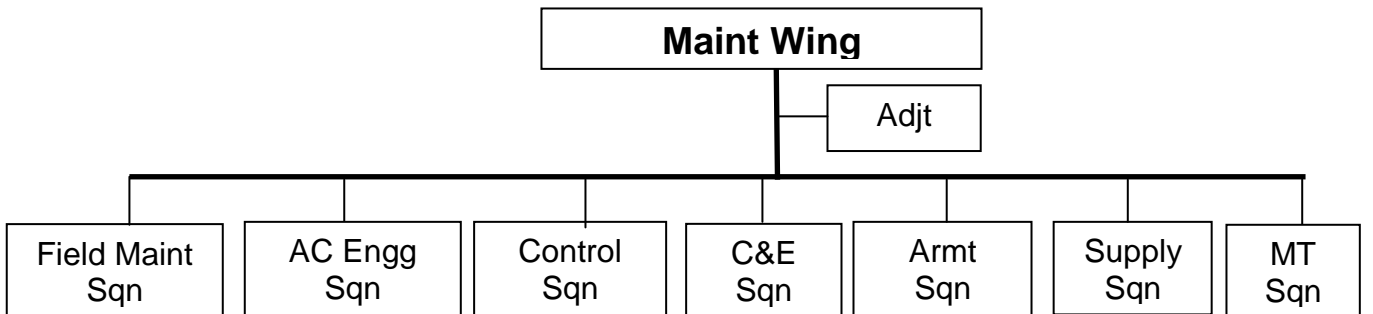
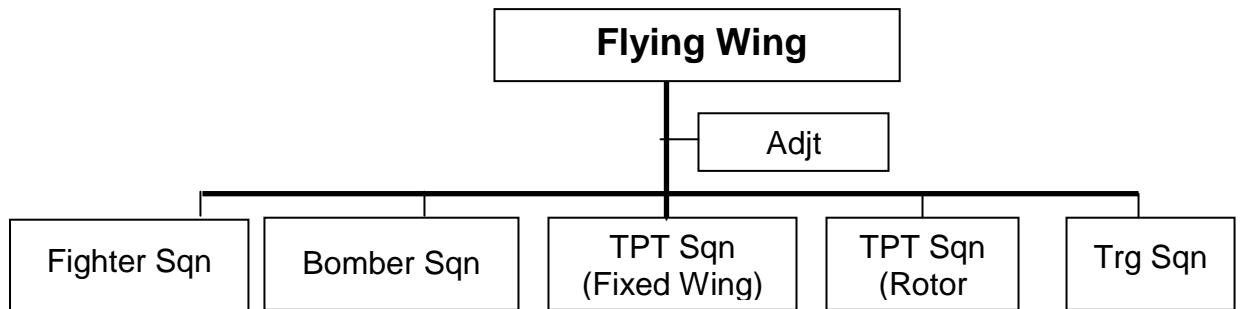
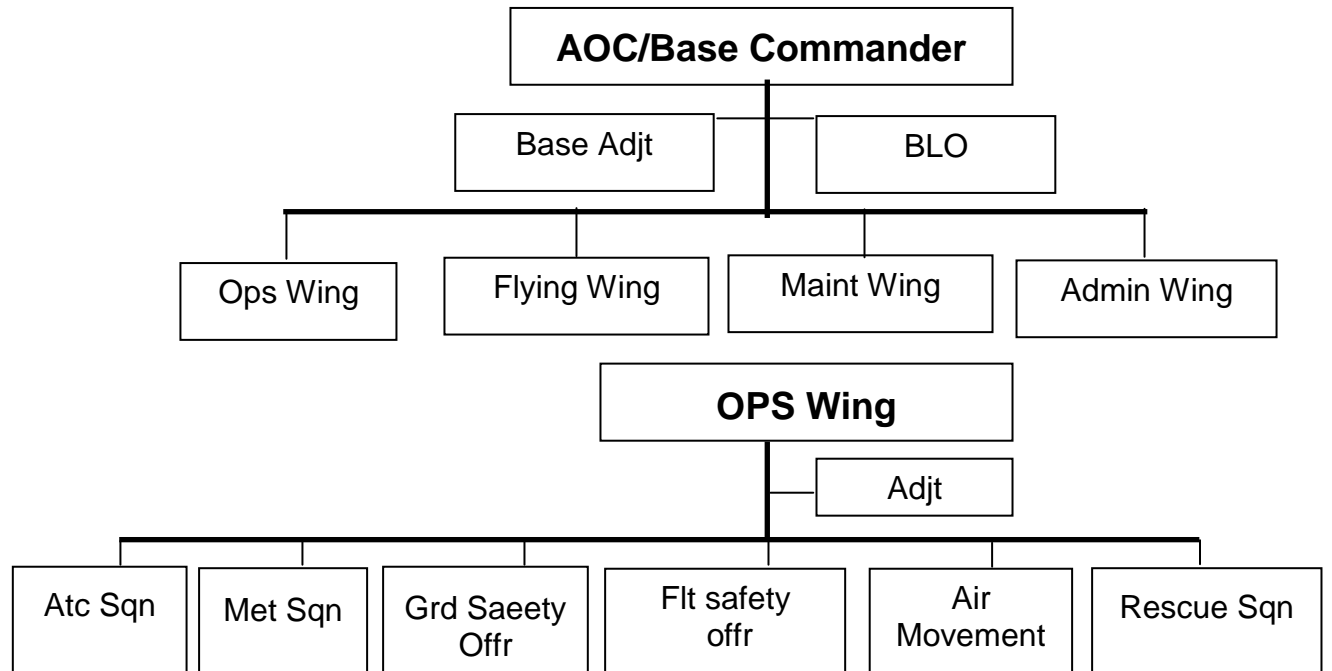
- a. A regular review of the establishment of stocks is carried out in accordance with current instructions and that upto date stock levels are maintained.
- b. Stock record cards are reviewed at regular interval as laid down in current instructions and to take prompt replenishing actions, and ensure 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.
- 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.

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- 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.



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



## **CHAPTER – 5**

### **ESTABLISHMENT AND STRENGTH**

#### **Definition**

1. Establishment may be defined as the authorised holding of a unit or a Formation in terms of personnel (Officers, Airmen, MODC and Civilians), aircraft and basic equipments and MT vehicles and other equipments. This should not be confused with strength, which means the actual holding of a unit at a particular time. The term-authorised strength is, however, synonymous with establishment.

#### **Scope of Establishment**

2. Establishment document includes personnel, aircraft and basic equipment and MT vehicles and other equipment authorised. It does not include the scaled items such as tools, testers, office equipment, contingency items etc for which specific scales are promulgated by the govt in different AFI/JSI/APs. It also does not include civilian personnel authorised on temporary basis e.g. on F-497.

#### **Purpose of Establishment**

3. There are following main purposes of establishment :

- a. It assists the unit commander with the information of the manpower and equipment he is authorised to hold to complete his task.
- b. It informs Air Secy Br, Dte of Personnel and BAF Record Office of the entitlement of each unit in respect of personnel by ranks, branches, trades and categories to enable them to effect postings and promotions accordingly. It also informs to make up deficient manpower.
- c. It informs Dte of Rect to plan for recruitment of deficient manpower.
- d. It informs dte of Air Trg to plan for training of personnel as recruited by Dte of Rect.
- e. It informs dte of Air Def, Dte of Engg, Dte of C&E and dte of Armt & Wps as the number and types of radar, aircraft, basic equipment, MT vehicles and other equipments authorised to be held by their respective units.
- f. It informs dte of Sup to Plan for procurement and provisioning of equipments and other items to make up the existing deficiencies.
- g. It gives Dte of Fin necessary data for budget and to calculate fund for BAF expenditure.
- h. It enables Dte of Plans to ascertain requirement of future manpower and equipment, requirement of new base/unit and also to cater for the projected requirement in future.

4. For all these purposes a reasonably correct assessment of manpower, aircraft and basic equipments and MT Vehicles and other equipments are essential. If an

establishment is under assessed, it will lead to inefficiency on the part of the unit and its inability to fulfil the task it has been assigned. It will also result in recruitment and training of less personnel than actually needed. On the other hand if an establishment is over assessed, this would lead to a continuous waste of public money. It is, therefore, of paramount importance that the requirements for establishment are examined exhaustively and objectively at all levels.

### **Establishment Scales**

5. For accurate assessment of establishment, establishment scales of BAF are to be applied. Scales are to be developed after taking recommendations of the specialist directorates at Air HQ; screened through work-study and Annual Inspection Reports; and approved by Planning Council. The scale is to be developed and issued to all concerned by the Dte of Plans.

### **Salient Features to be taken into consideration for assessing of Establishment Scale**

6.
  - a. Define commonly used terms in respect of establishments.
  - b. Prescribe productive and non-productive man-hours in respect of different categories of workers.
  - c. Lay down classroom workload of ground instructors and instructor-student ratio for flying instructors.
  - d. Specify aircraft utilization rates and crew ratios for different aircraft.
  - e. Spell out maintenance and other personnel requirements on the basis of work centre manpower standards developed by work-study or in their absence in the light of the recommendations of the specialist staff, specialist dtes and annual inspection reports.

### **Establishment Documents**

7. Establishment or the limit of authorization of a unit/formation is authenticated by means of a document, which is also called establishment. It spells out the role and task of the unit/formation and provides complete details of the number of personnel by rank/grade, branch/trade/category, aircraft and basic equipments and MT vehicles and other equipments by types that it is authorised to hold.

### **Text of the Establishment Documents**

8. The text is divided into 3 parts for different purposes as explained below. A specimen of a typical establishment document is given in Annex 'A'.

- |    |        |                      |   |
|----|--------|----------------------|---|
| a. | Part-I | : Role & Task        | Gives broad details of role and task of the unit/formation and gives explanatory notes regarding different aspects of the estb. |
|    |        | : Organization Chart | Gives diagrammatical view of the organisational set up of the unit/formation.   |

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- |             |  |  |
|-------------|--|--|
|             | : Personnel  | Gives details of personnel establishment. These are laid out systematically; entire organizational structure of the unit such as branches, dtes, sections in respect of Air HQ and wings sqns, flights, sections in respect of a base/unit.  |
|             | : Aircraft, Radar, Basic other Equipments & total No of vehicle.         | Gives details of the establishment of aircraft and aircraft engines; basic equipments pertaining to the role and task of a unit such as radar for air defence units; all equipments and test equipments for MU's and such units (excluding scaled equipments, such as, tools, testers, officer equipments, contingency items also total No of MT vehicles etc which are authorised through AFI/JSI). |
| b. Part-I   | : Consolidated Summary of personnel, aircraft, radar & basic equipments. | <p>a. Giving rankwise total of the personnel of each branch, trade and category included in the establishment.</p> <p>b. Giving types and category-wise Aircraft and basic equipments and;</p> <p>c. Giving types and category of vehicles and basic equipments.</p>   |
| c. Part-III | Consolidated summary of other equipments                                 |  |

### **Initiating an Establishment Proposal**

9. The need for initiating an establishment proposal arises :
- a. When the necessity of raising a new base/Unit is felt to undertake a specified air force mission.
  - b. For disbanding an existing unit on cessation of its functions.
  - c. When the role or task of a unit/formation undergoes a significant change.
  - d. When an unit/formation experiences over a reasonable period of time that its existing establishment is inadequate for its normal functioning.
  - e. Establishment proposals should, however, not be initiated as an expedient to overcome day to day problems of low manning level or short supply of equipments.

**Submission of Establishment Proposals (New/Review)**

10. Whenever it is contemplated to raise a new unit or to review existing establishment, the OPI dte/base/unit is to take acceptance of necessity from Dte of Plans through a letter giving full justification and indicating the followings at least 6 months in advance :

- |    |                                  |                         |
|----|----------------------------------|-------------------------|
| a. | Role and Task.                   |                         |
| b. | Personnel.                       |                         |
| c. | Aircraft and basic equipment's.  | Consolidated<br>Summary |
| d. | MT Vehicles and other equipment. |                         |
| e. | Financial involvement along with |                         |
|    | accommodation requirement.       |                         |

Once acceptance of necessity is obtained the detail proposal comprising all the parts as described in para 8 is to be submitted to Dte of Admin Co-ord along with approved letter of the acceptance of necessity. While submitting the establishment proposal yearly financial implication of recurring and non-recurring expenditure of personnel (Pay and allowances, clothing, ration and medical), aircraft and basic equipment (including fuel and maintenance), MT vehicles and other equipments (including fuel and maintenance) and works services (office, accommodation and messes) is to be given. The proposal is to be submitted in 8 copies (6 copies in Bangla and 2 copies in English).

11. Dte of admin co-ord is to scrutinize the proposal; get it approved by the Establishment committee and send it to dte of plans for planning council approval.

12. After approval by the planning council the proposed establishment is to be sent to dte of admin co-ord by the dte of plans for further processing.

13. Dte of admin co-ord will process the proposed establishment for the approval of the govt.

**Establishment Committee**

14. Composition of the Establishment Committee is as follows :

- |    |                              |   |                    |
|----|------------------------------|---|--------------------|
| a. | ACAS(A)                      | - | Chairman           |
| b. | DAC                          | - | Permanent Members. |
| c. | CI                           | - | -“-                |
| d. | D Wks Study                  | - | -“-                |
| e. | Air Secy                     | - | -“-                |
| f. | D Pers                       | - | -“-                |
| g. | D Fin                        | - | -“-                |
| h. | D Plans                      | - | Co-opted Member    |
| j. | OPI Dte/Rep of OPI Base/Unit | - | -“-                |
| k. | DD/AD Admin Co-ord           | - | Secretary          |

**Procedure after Formal Sanction**

15. On receipt of formal sanction of the establishment from the Govt, Dte of Admin Co-ord will send the sanctioned establishment copy to the concerned Dte/Base./ Unit with a covering letter for its implementation.

16. Formal letters sanctioning estbs are the vital document as they contain authentic data pertaining to authorisation of role & task, personnel, aircraft and basic equipment, MT Vehicles and other equipments. As such, they are required to be maintained appropriately and updated constantly by Dte of Admin Co-ord and all concerned.

Ref :

A. AFO 20-19 dated 17 Jul 94.

**ANNEX 'A' TO  
TASK- 4**

**SPECIMEN**

**ESTABLISHMENT OF A TYPICAL BAF FLYING BASE**

Estb of BAF Base Rupnagar  
Estb No BAF/300  
Supersedes Estb: New Proposal

**PART – I**

**ROLE & TASK**

1. To implement and persue the policies and directives of Air HQ in its operational maint, admin and trg functions. To maintain flying sqns and other Operational Units under its control in a high state of operational readiness and effectiveness.
2. To exercise functional and administrative control over all lodger units placed under the base.
3. To provide logistic and admin services to all personnel of the base.
4. To provide wks services of the base and lodger units.

	<u>Appointment</u>	<u>Rank</u>	<u>Branch/Trade</u>	<u>No of Pers</u>	<u>Remarks/Justification</u>
4.	<b><u>Maint Wg</u></b>				
	<b><u>HQ Staff</u></b>				
a.	<b><u>Control Sqn</u></b>		(including Flights/Sections)		
b.	<b><u>AC Eng Sqn</u></b>			-“-	
c.	<b><u>Field Maint Sqn</u></b>			-“-	
d.	<b><u>Armt Sqn</u></b>			-“-	
e.	<b><u>C&amp;E Sqn</u></b>			-“-	
f.	<b><u>Supp Sqn</u></b>			-“-	

g. MT Sqn -“-

5. Admin Wg

HQ Staff

a. 'P' Sqn (including Flights/Sections)

b. Accts Sqn -“-

c. Sy Sqn -“-

d. Med Sqn -“-

e. GE ( Air ) -“-

Estb NO BAF/300

**PART – II : CONSOLIDATED SUMMARY OF PERSONNEL, AIRCRAFT, RADAR & BASIC EQUIPT**

a. Personnel

OFFICERS

<u>Branch</u>	<u>Rank</u>	<u>Total</u>
---------------	-------------	--------------

AIRMEN

<u>Trade</u>	<u>Rank</u>	<u>Total</u>
--------------	-------------	--------------

MODC

<u>Trade</u>	<u>Rank</u>	<u>Total</u>
--------------	-------------	--------------

CIVILIANS

<u>Category</u>	<u>Class</u>	<u>Total</u>
-----------------	--------------	--------------

b. Aircraft and basic equipment

c. Radar



**PART – III : CONSOLIDATED SUMMARY OF OTHER EQUIPMENT**

<b><u>Sl No</u></b>	<b><u>Types of other Equipment</u></b>	<b><u>No</u></b>	<b><u>Remarks/Justifications</u></b>
1.	Computer		
2.	Digital multimeter		
3.	Crystal detector		
4.	Overhead projector		
5.	R/T hand set		
6.	Weighing machine		
7.	Bomb lifting trolley		
8.	Thermometer		
9.	Wrist compass		
10.	VCR		
11.	Air conditioner		
12.	PPC machine		
13.	Water cooler		
14.	Extension ladder		

Estb No BAF/300

**FINANCIAL IMPLICATION**

<b><u>Sl No</u></b>	<b><u>Expenditure</u></b>	<b><u>Recurring</u></b>	<b><u>Non-recurring</u></b>	<b><u>Remarks</u></b>
		(Yearly)		
1.	<b><u>Manpower</u></b>			
	(Pay & Allowances, Clothing, Ration & Medical)			
2.	<b><u>Aircraft &amp; Basic Equipment</u></b>			
	a. Aircraft (incl Fuel & Maint)			
	b. Basic Equipment (incl Fuel & Maint)			
3.	<b><u>MT Vehicles &amp; Other Equipment</u></b>			
	a. MT vehicles (incl Fuel & Maint)			
	b. Other equipment (incl Fuel & Maint)			
4.	<b><u>Wks Services</u></b>			
	a. Office			
	b. Accommodation.			
	c. Mess.			

**CHAPTER-6****TACTICAL EVALUATION**

1. **Overall Rating:** Squadron/Unit shall be rated considering its overall performance as follows:

Rating	Meaning
4 (A)	Performance of the unit in a particular area is <b>Faultless</b> .
3 (B)	Less than rating 4, but <b>Adequate</b> for planned tasks.
2 (C)	<b>Inadequate</b> for planned tasks.
1 (D)	Unit would have been <b>Ineffective</b> to accomplish the tasks.

2. **Grading:** For each event, grading shall be made as follows:

Grading		Meaning
4	<b>Excellent (A)</b>	Performance satisfactory and faultless.
3	Satisfactory (B)	Performance satisfactory.
2	Marginal (C)	Performance unsatisfactorily in a number of fields.
1	Unsatisfactory (D)	Performance unsatisfactory with shortfalls in many fields.
Average = (n1+n2+n3+n4.....)/No of fields evaluated		

3. **Fields of TACEVAL:** Circle appropriate block as per assessed value and strike off the rest. Calculate the average grading and tick the numeric value.

4. **Security Classification:** TACEVAL assessment sheet shall be classified as “**SECRET**” when filled.

**Section-1: Alert Posture and Reaction****5. Base Ops Room (BOR)**

<b>Alert Plans</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
1)	Availability of checklist outlining actions for transition from peace to war	4	3	2	1
2)	Is it readily available? Check effectiveness.	4	3	2	1
3)	Are the alert plans current? (ground def, natural disaster etc)	4	3	2	1
4)	Are the plans in accordance with the directives of Dte Air Ops?	4	3	2	1
5)	Availability, access to & understanding of alert plans by the commanders	4	3	2	1
<b>Alert Actions</b>					
6)	Time and methods of receiving alert/warning orders	4	3	2	1
7)	What time ops room assumed full control? Is it appropriate?	4	3	2	1
8)	Response to alert states, tasking orders and directives	4	3	2	1
9)	Is alert state dissemination procedure practicable?	4	3	2	1
10)	Adequacy of manning during alert period	4	3	2	1
11)	Assess SAR preparedness	4	3	2	1
<b>Code Words and Authentication Procedure</b>					
12)	Are code words readily available?	4	3	2	1
13)	Accessibility of code words (are those seen by authorized eyes only?)	4	3	2	1
14)	Check speedy & accurate disposal of all messages	4	3	2	1
<b>Recall and Reception Plans</b>					
15)	Note time of alert declaration & arrival of key persons (commanders, aircrew, ground crew)	4	3	2	1
16)	Availability of plans for reception and employment of external reinforcement (depl of forces from other bases/ other svcs)	4	3	2	1
17)	Is the plan comprehensive ( initial arrival, op sustenance, log sp, survival)	4	3	2	1
18)	Availability of equipment and facilities for external force (if applicable)	4	3	2	1
<b>Availability of Plans</b>					
19)	Denial Plans (plans to deny en access to own mat, facilities and space)	4	3	2	1
20)	Availability of base evacuation plan/ procedure	4	3	2	1
21)	Practicing Base Evacuation Plan in peace time (are personnel conversant with the plan?)	4	3	2	1
22)	Recuperation Plans (measures by BOR to recover from the effects of enemy attack):				
	a) Availability of Explosive Ordnance Disposal (EOD) procedure	4	3	2	1
	b) Availability of Airfield Damage Repair (ADR) procedure	4	3	2	1
	c) Availability of Aircraft Operating Surface Repair (AOSR) procedure	4	3	2	1
	d) Availability of Rapid Runway Repair (RRR) procedure	4	3	2	1

Note: Availability of trained personnel, material, equipment and procedures to be checked.

6. **Squadron Operations (Fighter / Attack Squadron whichever is applicable)**

<b>Alert Plans</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
23)	Availability of checklist outlining action for transition from peace to war/emergency	4	3	2	1
24)	Value of transition checklist (are the checks clear and logical for transition from peace to war? is it readily available?)	4	3	2	1
25)	Are alert plans available and current? Are those en specific?	4	3	2	1
26)	Are the plans approved by ACOC/ Dte Air Ops?	4	3	2	1
27)	Availability, access to & understanding of alert plans by the commanders	4	3	2	1
<b>Initial Alert Actions</b>					
28)	Consider response to alert state, tasking orders and directives	4	3	2	1
29)	How are alert state disseminated?	4	3	2	1
30)	Were all air and ground crew included in dissemination procedure?	4	3	2	1
31)	Was manning adequate at the time of alert?	4	3	2	1
32)	What time did Squadron Commander assume full control?	4	3	2	1
33)	Record time of availability of aircrew and ground crew	4	3	2	1
34)	Briefing to all squadron personnel (aircrew & ground crew)	4	3	2	1
<b>Peace Time Air Defence Alert (ADA) by Squadron (times to be collected from BOR)</b>					
35)	Requirement : Aircraft checked in ORP in: mins Aircraft airborne on Scramble in : mins	4	3	2	1
36)	Evaluation result: Aircraft checked in ORP on: mins	4	3	2	1
37)	Evaluation result: Aircraft airborne on Scramble in : mins	4	3	2	1
<b>Alert Crews</b>					
38)	Qualifications: Operational/ in full flying practice/ irregular (70~80% of all crew to be operational / in full flying practice in an operational squadron)	4	3	2	1
39)	Availability of complete aircrew outfits (clothing, anti-flash goggles, surv kit, pistol, cash etc carried; and documents & personal belongings not carried during missions)	4	3	2	1
40)	Escape and evasion briefing	4	3	2	1

<b>ADA/ORP Area and Facilities</b>					
41)	Proximity to runway to allow take-off in required time	4	3	2	1
42)	Communications	4	3	2	1
43)	Adequacy of Met forecast (every 02 hrs)	4	3	2	1
44)	Area guarded against intruders	4	3	2	1
45)	Aircraft protected from conventional attack (HAS/Pen)	4	3	2	1
46)	Air Raid Shelters for aircrew, ground crew and guards	4	3	2	1
47)	Availability of NBC protective gears for personnel	4	3	2	1
48)	Display of alert and passive/ground defence status	4	3	2	1
<b>Squadron Ops Room Procedures</b>					
49)	Organization for receipt, verification and dissemination of alert states and warnings.	4	3	2	1
50)	Organization for receipt of air tasks and the allocation to aircrew	4	3	2	1
51)	Allocation of aircraft to missions and ordering of aircraft configuration	4	3	2	1
52)	Management of aircrew and ops room staff (appropriate meals,	4	3	2	1

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	rest and shifts)				
53)	Reporting to Squadron Commander (are under commands regular in reporting?)	4	3	2	1
54)	Co-ordination with other sections (e.g Flt Line/ BOR/ Mission Planning Intelligence)	4	3	2	1
55)	Organization for Met Support	4	3	2	1
56)	Security of classified information/ control access to classified info	4	3	2	1
57)	Note origin(s) of alert messages and action upon receipt. Authentication/ Verifications	4	3	2	1
58)	Dissemination of messages to aircrew and other personnel in Squadron Ops	4	3	2	1
59)	Action taken on 'Air Tasking Order' (allocation of aircrew to aircraft, loading of aircraft etc)	4	3	2	1
<b>Mission Monitoring</b>					
60)	Monitoring of mission through each phase actively and positively from receipt of the task by a squadron to dispatching the last mission report	4	3	2	1
61)	Squadron co-ordination with BOR, 1 <sup>st</sup> line maintenance, Intelligence, Met and Armt/Weapons Officer	4	3	2	1
62)	Assess action taken to investigate and correct delays	4	3	2	1
63)	Cross-servicing (1 <sup>st</sup> & 2 <sup>nd</sup> line maintenance) and re-tasking: assess monitoring of MISREPS and progress of re-tasked missions	4	3	2	1
<b>Ops Room Layout and Displays</b>					
64)	Aircrew and Aircraft status	4	3	2	1
65)	Mission numbers & readiness state of missions	4	3	2	1
66)	Weapons load	4	3	2	1
67)	ETD and ATD & ETOT and ATOT of missions	4	3	2	1
68)	ETA and ATA on return to base	4	3	2	1
69)	Mission reporting state	4	3	2	1
70)	Pre-planned programme/profile	4	3	2	1
71)	Alert state and effective time	4	3	2	1
72)	Current air attack/raid state	4	3	2	1
73)	Info of weather in primary, alternate, enroute and target area	4	3	2	1
74)	Navigation and approach aid states	4	3	2	1
75)	State of diversion/alternates	4	3	2	1

## 7. ADOC

<b>Assessing Fields</b>					
76)	Logging of controller's and supervisor's log book	4	3	2	1
77)	Appropriateness of tactical action taken by duty controller (Allotment of weapon, allotment of GCI to radar squadron)	4	3	2	1
78)	Passing of necessary direction to radar squadron (observing of particular sector, carry out priority telling)	4	3	2	1
79)	Weekly/monthly status of AD sys auto	4	3	2	1
80)	Usage of different means of identification (IFF, R/T calls Flight plans and others if any)	4	3	2	1
81)	Responsiveness in switching from automated to manual system and vice versa	4	3	2	1
82)	Updating of diff status boards in the ops room	4	3	2	1
83)	Passing of appropriate 'Gun Control Order'	4	3	2	1

84)	Manning of positions in the ops room	4	3	2	1
85)	Promptness and appropriateness of disseminating and collecting necessary information to and from concerned agencies	4	3	2	1
86)	Appropriateness of passing scramble order (no of ac, configuration, height, initial vector)	4	3	2	1
87)	Monitoring execution of ACO by different ac	4	3	2	1

## **Section 2 - Mission Effectiveness**

### **8. Base Ops Room (BOR)**

88)	Assess the ability of BOR to operate for 24/7 (24 hrs 7 days)	4	3	2	1
89)	Organization for receipt of air tasks and dissemination to squadrons	4	3	2	1
90)	Allocation of squadron to missions and ordering of mission configuration	4	3	2	1
91)	Timely reporting to appropriate higher authorities	4	3	2	1
92)	Organization for receipt, verification and dissemination of alert states and warnings	4	3	2	1
93)	Check comprehensiveness and relevancy of displayed data	4	3	2	1
94)	Check effects on loss of communications	4	3	2	1
95)	Provision for operation from alternate/stand by facilities	4	3	2	1

### **9. Met Squadron**

96)	Assess squadron's ability to provide appropriate up-to-date weather info concerning base, targets, routes to be flown and diversion airfields to ops room(s), squadron(s) and ADA	4	3	2	1
97)	Assess the adequacy of weather support facilities	4	3	2	1
98)	Availability of latest weather chart, radar & sat picture	4	3	2	1
99)	Serviceability of Sat Receiver System & its utilization in forecasting	4	3	2	1
100)	Use of different web page/software through internet for forecasting and research	4	3	2	1
101)	Utilization of LAN/WAN facility and updating of Met web page	4	3	2	1
102)	Staff Performance on forecasting accuracy	4	3	2	1
103)	Availability of communication redundancy	4	3	2	1

### **10. Air Traffic Control**

104)	Evaluate controllers ability to launch, control and recover aircraft in VMC and IMC conditions	4	3	2	1
105)	Check controllers' performance in emergency recovery & SAR	4	3	2	1
106)	Assess controllers categories (controllers must be appropriately categorized)	4	3	2	1
107)	Consider the provisions of alternate ATC facilities	4	3	2	1

11. **Intelligence**

108)	Assess the intelligence organization's ability to provide comprehensive, up-to-date and relevant information to support unit's task.	4	3	2	1
109)	Situational awareness of intelligence staff	4	3	2	1
110)	Effectiveness of intelligence sharing/flowing mechanism	4	3	2	1
111)	Monitor aircrew briefings to ensure coverage of:				
	Tactical situation	4	3	2	1
	Threats	4	3	2	1
	Enemy defences	4	3	2	1
	Evasion procedures	4	3	2	1
	Survival briefing on enemy territory	4	3	2	1
	Reporting procedures	4	3	2	1
112)	Assess the standard of intelligence aspects in sortie de-briefs	4	3	2	1

12. **Mission Accomplishment (fighter ground attack/ attack helicopter units)**

<b>Attack Operations</b>		<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>
113)	Squadron's ability to plan missions appropriate to the role within certain time limits (selected aircrew to demonstrate)	4	3	2	1
114)	Mission planning should be considered in two phases:				
	Take-off - penetration – egress	4	3	2	1
	Conduct of mission from IP to target.	4	3	2	1
115)	Choice and employment of weapons and sensors	4	3	2	1
116)	Tactical routing (to avoid enemy defences)	4	3	2	1
117)	From IP to target consideration should be given to:				
	- Selection of IP	4	3	2	1
	- Tactics from IP to target considering such items as target, terrain, WX, defences, ordnance, etc.	4	3	2	1
	- Aiming points, dive angles, release points, attack parameters, evasive tactics, etc.	4	3	2	1
	- Use of maps	4	3	2	1
	- Use of ECM, ECCM	4	3	2	1
118)	Escape and evasion	4	3	2	1
119)	Recovery tactics	4	3	2	1
120)	Assess attack aircrews capability to execute CAS with and without FAC control and, BAI, AI, and Counter Air missions by flying against equivalent/dummy targets and by showing necessary knowledge of attack procedures and techniques	4	3	2	1
121)	Adherence to Take-off times and TOTs	4	3	2	1
122)	Assess successful sortie rates excluding technical aborts and diversion. Success rate is to be assess as following:	4	3	2	1
	i. 90%-100%- <b>EX</b>				
	ii. 75%-89%- <b>SAT</b>				
	iii. 50%-75%- <b>Ma</b>				
	iv. Less than 50%- <b>UnSAT</b>				
123)	Assess ORP/ADA readiness (as per prescribed procedure)	4	3	2	1
124)	Check ORP/ADA functional time	4	3	2	1
<b>Briefing</b>					
125)	Aircrews are required to have int briefing on latest sit before	4	3	2	1

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	mission prep and launch (Intelligence evaluator to monitor and Squadron Commander to comment if brief is elaborate)				
126)	Note times spent on briefing thoroughness. Briefing should normally cover:				
	- Weather (en route, at target area and on recovery).	4	3	2	1
	- Intelligence (general and threats to mission).	4	3	2	1
	- GLO (ground/surface warfare situation).	4	3	2	1
	- Escape and evasion.	4	3	2	1
	- Formation briefing (detailed duties of each member of the formation, procedures, offensive tactics, defensive tactics, weapons delivery parameters, alternate tactics and use of sensors).	4	3	2	1
	- Safe passage procedures & use of ECM, ECCM	4	3	2	1
	- Recovery	4	3	2	1
	- Emergencies & survival in en terr	4	3	2	1
127)	Note use of checklists and previous MISREPS	4	3	2	1
<b>Reporting</b>					
128)	Check:				
	- In-flight reporting	4	3	2	1
	- Reporting of post mission details	4	3	2	1
	- Format of report	4	3	2	1
	- Depth of inquiry ( by Intelligence staff, GLO, Ops staff)	4	3	2	1
	(Aircrew returned from missions should debrief themselves or be debriefed to meet various reporting requirements. Debrief procedures should be designed to extract all available information from a mission in a specified or reasonable time; and reports to be rendered on time)				
129)	Format and method of transmission of reports to ACOC, ASOC	4	3	2	1

<b>Assessment of Missions</b>					
130)	Summary of all sorties tasked:				
	- Sorties tasked .....	4	3	2	1
	- Sorties flown.....	4	3	2	1
	-Sorties cancelled (Reasons: Weather, maintenance, peacetime restrictions, others).....	4	3	2	1
	- Sorties successful.....	4	3	2	1
	- Sorties unsuccessful.....	4	3	2	1
	- Range sorties flown.....	4	3	2	1
131)	Use of cameras and target film assessment	4	3	2	1
132)	Mission success (should be judged by chase/dual flight and target film whenever possible)	4	3	2	1
133)	Evaluate:				
	Accuracy of navigation (timing from flight logs and film/imagery if available)	4	3	2	1
	Comparison of equivalent missions flown with pre-planned mission information	4	3	2	1
	Accuracy and substance of MISREP	4	3	2	1
	Adequacy of air/ground comm	4	3	2	1



13. **Air Defence Radar**

Assessing Fields		A	B	C	D
134)	Quality of radar pickup; time taken to identify after initial pickup	4	3	2	1
135)	Time taken to establish contact with interceptor (Radar + R/T)	4	3	2	1
136)	Appropriateness of interception tactic adopted	4	3	2	1
137)	Observance of DR in case poor radar pickup	4	3	2	1
138)	Appropriateness of target info passed.	4	3	2	1
139)	Checking of fuel state.	4	3	2	1
140)	Effectiveness of final positioning of interceptor.	4	3	2	1
141)	Recovery of aircraft.	4	3	2	1
142)	Standard of general aircraft controlling ( No of aircraft, orientation)	4	3	2	1
143)	Awareness of ASO regarding ac appearing on radar scope	4	3	2	1
144)	General efficiency of floor supervisor	4	3	2	1
145)	Efficiency of reader (No of plot passed in a specified time)	4	3	2	1

14. **Weapons Delivery Assessment (aircrew)**

Type of Mission	Average last 12 months results in % as per RCN 702	Average last 06 months results in % as per RCN 702	Performance in % during evaluation (03 sorties each type to be flown)	Grade (Apx-D to AFO 55-16 dt 06 Nov 07 to be fol; grade E to be excl)
Air to Air Training Missile				
Air to Air (gun)				
Strafing				
Rocketing				
Bombing (level)				
Bombing (dive)				

Note: All ops crew (F, tn & hel) to participate. Separate assessment sheets to be used if requ.

15. **Aircrew Status and Training**

<b>Aircrew /Aircraft Status</b>				
146) CR Aircrew	4	3	2	1
147) LCR Aircrew (Completed armament phase but not ops yet)	4	3	2	1
148) NCR Aircrew	4	3	2	1
149) Aircrew (CR + LCR) to Aircraft Ratio [Note: To ascertain aircrew : aircraft ration, 75%~80% of the assigned aircraft to be considered; no of sorties per aircraft per day=(sortie time + STT) /24 hrs; 03 sorties per day per aircrew & consider 30% for casualty/leave/sick/course/ERE etc]	4	3	2	1
150) No of Assigned Aircraft (note adequacy for squadron role fulfillment)	4	3	2	1
151) Actual average annual flying hours attained (note variations with AFM)	4	3	2	1
<b>Instrument and Night Flying</b>				
152) Actual average attained Instrument and Night Flying qualifications (note no of night qualified crew)	4	3	2	1
153) Crew familiarity with ATC, emergency recovery and diversion procedures	4	3	2	1
154) Selected crews are to be assessed on ability to operate by night (appropriate to the role)	4	3	2	1
155) Pilots' instrument rating (are all CR & LRC pilots rated?)	4	3	2	1
<b>Navigation</b>				
156) Ability to navigate by day or night without reference to ground using whatever aids are available	4	3	2	1
157) Assess proficiency in low level navigation without using ground radar or radio aids for maximum safe range (Maximum altitude by day VMC 500 ft and by night 1000 ft)	4	3	2	1
158) Check TOTs ( $\pm 01$ min)	4	3	2	1
159) Assess plan to minimize the effects of enemy defenses from IP to targets, the final approach to weapon delivery, operation of sensors, the escape maneuver and while returning to base	4	3	2	1
<b>Training Programme</b>				
160) Current progress on flying syllabi by each student crew	4	3	2	1
161) Availability of 'Target Study Programme' (essential for attack squadron)	4	3	2	1
162) Knowledge of mission and offensive/defensive tactics (Quiz)	4	3	2	1
163) Personal and life support equipment	4	3	2	1
164) Escape and Evasion Procedure and technique	4	3	2	1
165) Knowledge of IFF, SIF, safe passage and lost comm procedure	4	3	2	1
166) Technical knowledge of aircraft & weaponry/ordnance	4	3	2	1
167) Full combat turn round training (for squadron 1 <sup>st</sup> line maint crew)	4	3	2	1
168) Jungle and water survival knowledge and techniques	4	3	2	1
169) Life support and first aid knowledge	4	3	2	1
170) Recognition: a. Aircraft (used by adversary) b. AAA and SAM (used by adversary) c. All types of military hardware (surface, sub-surface and aerospace)	4	3	2	1

16. **Own Weapon Platform Performance**

171)	Assess all weather capability	4	3	2	1
172)	Assess night operational capability	4	3	2	1
173)	Assess blind weapon delivery capability	4	3	2	1
174)	Assess weapon lethality (by tonnage & accuracy)	4	3	2	1
175)	Assess ROA (attack platforms need to be capable of attacking targets at least 250~300 km from IB)	4	3	2	1
176)	Provision of self protection and ECCM suits	4	3	2	1

17. **Reconnaissance Squadron/Flight (manned/unmanned)**

177)	Aircraft to aircrew ratio	4	3	2	1
178)	No of Aircraft Assigned (Note adequacy for squadron role fulfillment)	4	3	2	1
179)	Actual average annual flying hours attained (note variations with AFM)	4	3	2	1
180)	Ability to navigate by day or night without reference to ground to maximum safe range	4	3	2	1
181)	Assess plan to minimize effects of enemy defenses on route to target	4	3	2	1

**Section 3- Support Functions**18. **Base/Second Line Maintenance**

<b>Management Procedure</b>					
(Report on AC Engg Squadron's ability to control support functions)					
182)	Control centers and alternates with their spans of control, layouts, comm, displays and manning for sustained operations	4	3	2	1
183)	Co-ordination with BOR and Squadron Ops	4	3	2	1
184)	Co-ordination with other agencies not under control	4	3	2	1
185)	Consider the ability to monitor and control support activities and to re-allocate personnel and material resources	4	3	2	1
186)	Consider the balance achieved between centralized control and delegation of authority	4	3	2	1
187)	Examine the process for deciding priorities and the consequent direction of effort	4	3	2	1
188)	Logistic control's ability to monitor spare parts requirements and critical shortages	4	3	2	1
189)	Provision should exist for a repair programme for aircraft, ground support equipment and tester test equipment	4	3	2	1
<b>Ability to Support Squadrons</b>					
190)	Compare any deficiency in squadron's 1 <sup>st</sup> line aircraft strength with numbers of 2 <sup>nd</sup> line maint	4	3	2	1
191)	Assess plans and performance for rectification/ repair in support of 1 <sup>st</sup> line maint	4	3	2	1

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192)	Monitor ability to switch resources of manpower and equipment to meet unexpected deficiencies in 1 <sup>st</sup> line	4	3	2	1
193)	Check control of fuel, air, oxygen, nitrogen etc operations	4	3	2	1
<b>Cross-Servicing Capability</b>					
194)	Check the ability to turnaround designated aircraft	4	3	2	1
195)	Availability of skill and trained of personnel	4	3	2	1
196)	Availability and condition of GHE, tester test equipment	4	3	2	1
197)	Availability and condition of documentation	4	3	2	1
198)	Record performance during evaluation of both Simple Technical Turnaround (STT) and Operational Turnaround (OTR) of designated aircraft	4	3	2	1

<b>Safety</b>					
199)	Consider general practices in 2 <sup>nd</sup> line maint in relation to BAF safety regulations and general safe engineering practices	4	3	2	1
200)	Quality control and assurance planning	4	3	2	1

**19. Logistics**

<b>Management</b>					
201)	Check the squadron for effectiveness in peace (compliance with BAF regulations)	4	3	2	1
202)	Check transition plan from peace to war/war like situation	4	3	2	1
203)	Are the duties and responsibilities of managerial and supervisory staff clearly defined?	4	3	2	1
204)	Ability to identify 2 <sup>nd</sup> line requirements and 1 <sup>st</sup> line supply trends.	4	3	2	1
205)	Check co-operation with units, base and supply depot(s)	4	3	2	1
206)	Assess the replenishment capability to deployed squadrons in FOBs	4	3	2	1
207)	Assess logistics staff planning for Commanders' Ops plan	4	3	2	1
<b>Facilities</b>					
208)	Consider the capacity, storage & repair facilities for spare parts, munitions and operational equipment both in MOB and at dispersed sites	4	3	2	1
209)	Check the standards and vulnerability of surface transportation between sites (MOB and FOB)	4	3	2	1
<b>Status of War Consumables</b>					
210)	Check holdings of war consumables to support 07 days intense operations against requirements	4	3	2	1
211)	Check for availability of 07 day stocks inside the base perimeter	4	3	2	1
212)	Check for availability of 30 day stocks (provision for 30 days stocks should be checked and grading is to be based on 07 days stocks)	4	3	2	1
213)	Transportation Plan of 30 days supplies in the base	4	3	2	1
<b>Spare Parts, Major Assemblies and Fill Rates</b>					
214)	Check sufficiency of stocks of spare parts and major assemblies against requirement	4	3	2	1

215)	Check recording, storing and maintenance of spare parts (Make a sample check)	4	3	2	1
216)	Consider the accessibility of spare parts (Make a sample check)	4	3	2	1
217)	Check physical stock of weapons systems and maintenance workshops against inventory holdings	4	3	2	1
218)	Check the satisfaction of priority requisitions within stipulated time	4	3	2	1
219)	Report on aircraft un-serviceability due to supply deficiencies	4	3	2	1
220)	Check availability of fly-away packs and if they are equipped to scale	4	3	2	1
POL					
221)	Check stocks to support 07 days operations	4	3	2	1
222)	Consider storage of POL and protection from air attack (note that this aspect is assessed by the ability to survive)	4	3	2	1
223)	Check plans to re-supply for 30 days follow-up period	4	3	2	1

## 20. Communications and Electronics

<b>Ground Facilities</b>					
224)	Check adequacy and serviceability of communications equipment	4	3	2	1
225)	Check performance of back-up facilities and emergency communications routing	4	3	2	1
226)	Consider availability of portable radios and loud speakers	4	3	2	1
<b>Maintenance Facilities</b>					
227)	Check general condition of maintenance facilities and availability of equipment	4	3	2	1
228)	Examine internal and external communications for speedy operation and overall capability to meet unit's task	4	3	2	1
229)	Has policy and procedure been established for the handling procedure of alert and high precedence messages?	4	3	2	1
<b>Air Traffic Services</b>					
230)	Does the unit possess necessary equipment to accomplish its mission?	4	3	2	1
231)	Examine the condition of installations and equipment	4	3	2	1
232)	Assess availability of spares	4	3	2	1
233)	Assess availability of publications	4	3	2	1
234)	Is ATC communications capability adequate for the task? Are procedures in accordance with BAF regulations?	4	3	2	1
235)	Is sufficient auxiliary power available?	4	3	2	1
236)	Is a 'no break' switchover available to ensure continuity of power supplies to vital equipment?	4	3	2	1

<b>Navigational Aids</b>					
237)	Are appropriate aids for speedy and safe recovery of aircraft under minimum weather conditions available and operational?	4	3	2	1

238)	Examine the general condition of facilities and equipment to determine their adequacy to support Squadron's mission	4	3	2	1
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## 21. Airfield Installations and Maintenance

239)	Check adequacy of runway and taxiway facilities	4	3	2	1
240)	Check adequacy of ORP/ADA facilities	4	3	2	1
241)	Check adequacy of weapon storage areas	4	3	2	1
242)	Are sufficient spare parts, material and equipment available for the maintenance and upkeep of installations?	4	3	2	1
243)	Are essential services covered by a 'no-break' and back up power system?	4	3	2	1

## 22. Support Personnel

Overall Manning					
244)	Shortages in trades or trade groups, which affect combat capability of the unit	4	3	2	1
245)	Assess the adequacy of skilled personnel	4	3	2	1
246)	Examine the availability, effectiveness and viability of training programme	4	3	2	1

## 23. Armament Squadron

Conventional Weapons					
247)	Are weapon maint procedures and management adequate?	4	3	2	1
248)	Assess weapon preparation and testing	4	3	2	1
249)	Is the unit capable of supporting sustained operations?	4	3	2	1
250)	Does the movement of weapons to the flight line comply with transportation/convoy procedures?	4	3	2	1
Loading		4	3	2	1
251)	Can support crew load all weapons used by unit aircraft?	4	3	2	1
252)	Do loading crew comply with laid-down procedures?	4	3	2	1
253)	Monitor loading of all live weapons (including fusing/warhead options) for which unit is declared combat capable	4	3	2	1
254)	Does weapon handling comply with all safety and security standards?	4	3	2	1
Photo Flight					
255)	Check adequacy of photo/imagery interpreter in base	4	3	2	1
256)	Interpreters' ability to interpret various images of targets/target systems on different modes like photo imagery, IRLS, satellite imagery etc	4	3	2	1
257)	Availability of Interpreters' Training Programme	4	3	2	1
258)	Assess value and regularity of conducting training programme	4	3	2	1

24. **EW Equipment**

259)	Comment on equipment shortages and assess the effect if equipment is not up to operational standard	4	3	2	1
260)	Assess the effect of the EW support provided for the unit's missions	4	3	2	1
261)	Examine the EW equipment fitted to a sample of aircraft to ascertain serviceability and correctness of settings	4	3	2	1
262)	Consider the unit's EW logistics	4	3	2	1
263)	Witness aircraft turnarounds to ascertain:	4	3	2	1
a.	Loading crew's ability to load and unload EW equipment	4	3	2	1
b.	Correctness of loading in accordance with current procedures	4	3	2	1
c.	Compliance with safety and security standards	4	3	2	1
d.	Examine records of equipment maintenance to ensure compliance with BAF procedures	4	3	2	1

25. **Squadron/First Line Maintenance**

<b>Management Procedures</b>					
264)	Examine the organization for routine first line maintenance and its effectiveness in practice	4	3	2	1
265)	Report on the Command and Control structure of Unit maintenance (Assess functional effectiveness of centralized Wing or decentralized Squadron)	4	3	2	1
266)	Report on the degree of autonomy at Squadron/first line for effective operation	4	3	2	1
267)	Co-ordination between 1 <sup>st</sup> line and 2 <sup>nd</sup> line maintenance (Flying Squadron & AC Engg Squadron)	4	3	2	1
268)	Report on procedures for coordinating weapon requirements given by ops ( preparation, delivery and loading)	4	3	2	1
269)	Control and allocation of GHE ( Monitoring of serviceability)	4	3	2	1
270)	Procedures for obtaining spare parts and monitoring supply thereof	4	3	2	1
271)	Control of special vehicles	4	3	2	1
272)	Manning for sustained operations	4	3	2	1
273)	Assess rapid deployment ability	4	3	2	1
<b>Ground Handling Equipment (GHE)</b>					
274)	Does the GHE contribute to ease of maint, quick reaction and rapid turnaround?	4	3	2	1
275)	Examine adequacy of fixed facilities/equipment provided, their distribution and availability	4	3	2	1
276)	Serviceability of all GHE during evaluation and during the previous weeks/months by reference to maintenance schedules and	4	3	2	1

<b>Turnaround Capability</b>				
277)	Assess aircraft turn-round to meet the sortie rate specified by Dte Air Ops	4	3	2 1
278)	Record average times for STT (achieved during evaluation and compare with previous years' results and with similar units)	4	3	2 1
279)	Record average times of OTR – (touch-down to aircraft declaration for flg; compare with previous results and with similar units; usually it is no more than 30 min for F ac)	4	3	2 1
280)	Consider manning for sustained operations with full war turnarounds	4	3	2 1
<b>Aborts and Deviations</b>				
281)	All failures of aircraft to meet assigned tasks (must be recorded with technical reason for failure)	4	3	2 1
282)	War-goers Vs war aborts ratio (aborts and deviations to be analyzed and categorized as 'war aborts')	4	3	2 1
283)	Relate total 'war aborts' to total sorties tasked (war aborts to be rated: Less than 4% Ex; 5-14% Sat; 15-19% Ma; 20% or more Unsat)	4	3	2 1
<b>Safety</b>				
284)	Refer to BAF's prescribed safety requirements and consider the extent to which they are observed (Some minor breaches may be expected for a 'Satisfactory' performance. Breaches, which could directly affect aircraft availability or personal safety, carry most weight)	4	3	2 1
285)	Assess aircraft emergency recovery handling	4	3	2 1

#### **Section 4 - Ability to Survive**

##### **26. Command and Control**

<b>Base Defence Plans</b>				
286)	Is a current and overall plan available? (It may be complete or divided into sub-plans)	4	3	2 1
287)	Does the plan cover off-base facilities and convoys?	4	3	2 1
288)	Do the plans specify where and how unready personnel and equipment will be employed?	4	3	2 1
289)	Has the plan been exercised frequently?	4	3	2 1
290)	Is the plan comprehensive that include Ground Defence, SHORAD, Passive Defence, Casualty Care, Decontamination, Damage Control and Fire Protection?	4	3	2 1
291)	Are portions or extracts of the plan distributed to the appropriate level/agency?	4	3	2 1
292)	Is the plan easy to implement?	4	3	2 1
293)	Does the plan meet the needs of war/op plan?	4	3	2 1
<b>Local Alarm System</b>				
294)	Is the system capable of giving timely warning to all personnel?	4	3	2 1
295)	Does it give the mandatory visual alarm signals, RED, YELLOW and WHITE?	4	3	2 1



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296)	Does the system used clearly identify the type of attack, contamination or situation?	4	3	2	1
297)	Does the system include ground attack (sabotage, intrusion)?	4	3	2	1
298)	Are personnel knowledgeable of warning signals, meanings? (make a random check at all level)	4	3	2	1
299)	Are reactions of personnel to warning quick and correct?	4	3	2	1
<b>Command Element</b>					
300)	Is the base/unit command element adequately manned to monitor all active and passive defence operations and to direct those operations to the extent necessary to minimize degradation of the unit's primary missions?	4	3	2	1
<b>Ground Defence Control Centre (GDCC)</b>					
301)	Is a Ground Defence Control Centre available?	4	3	2	1
302)	Is it manned by trained personnel/BAF Regiment and is the manning level sufficient for sustained operations, e.g shifts?	4	3	2	1
303)	Is it equipped with necessary comm facilities?	4	3	2	1
304)	Is there adequate co-ordination with the BOR?	4	3	2	1
<b>SHORAD Control Centre</b>					
305)	Is SHORAD centrally controlled?	4	3	2	1
306)	Is the centre manned by trained personnel/BAF Regiment and, are manning level sufficient for sustained op?	4	3	2	1
307)	Are comm adequate for SHORAD control and reporting?	4	3	2	1
308)	Are displays, totes and maps adequate for control?	4	3	2	1
309)	Is there co-operation with the BOR and ATC to ensure the safety of friendly aircraft & engagement of hostile elements?	4	3	2	1
310)	Does the system used include friendly aircraft identification (IFF) procedures?	4	3	2	1
<b>NBC Control and Reporting</b>					
311)	Are NBC control & data collection and reporting elements available?	4	3	2	1
312)	Does the NBC control element direct operations concerned with all NBC conditions?	4	3	2	1
313)	Is a radiation exposure control system available and is it effective?	4	3	2	1
314)	Is the centre close to or collocated with the BOR?	4	3	2	1
315)	Is manning adequate to permit operation on a continuous basis?	4	3	2	1
316)	Do personnel training standards meet requirements?	4	3	2	1
317)	Are incidents dealt with competently?	4	3	2	1
318)	Is the cell equipped with all necessary instructions material, maps etc?	4	3	2	1
<b>Communications Net</b>					
319)	Are primary and back-up comm sufficient for Command and Control?	4	3	2	1
320)	NBC Cell to Observers	4	3	2	1
321)	NBC Cell to BOR	4	3	2	1
322)	NBC Cell to Collection Centre	4	3	2	1
323)	NBC Cell to Met Organization	4	3	2	1
324)	NBC Cell to Decontamination Facilities	4	3	2	1

325)	NBC Cell to Medical	4	3	2	1
326)	NBC Cell to Survey Teams	4	3	2	1
327)	NBC Cell to Shelter Marshals	4	3	2	1
328)	SHORAD Control Centre to Observers	4	3	2	1
329)	SHORAD Control Centre to Airfield Radar	4	3	2	1
330)	SHORAD Control Centre to ATC	4	3	2	1
331)	SHORAD Control Centre to SHORAD Weapons.	4	3	2	1
332)	GDCC to SHORAD Control Centre	4	3	2	1
333)	GDCC to GO Sector Command Post	4	3	2	1
334)	GDCC to Mobile ground units/ forces	4	3	2	1
335)	GDCC to NBC Cell	4	3	2	1

## 27. Active Defence

SHORAD					
336)	Evaluate the system. (Name of system, number of weapons, type, calibre (of guns), maximum effective range, cyclic rate of fire (guns) & kill rate	4	3	2	1
337)	Is manning sufficient: are gunners/missile operators adequately trained in live firing, aircraft recognition and in implementation of fire control orders?	4	3	2	1
338)	Is the control system adequate?	4	3	2	1
339)	Is the safe recovery control system adequate and are the crews trained in the procedures?	4	3	2	1
340)	Can the guns be used for ground defence and are the gunners trained?	4	3	2	1
341)	Is there sufficient ammunition/missiles?	4	3	2	1
Training and Proficiency of Base Defence Force/BAF Regiment					
342)	Is the force adequate in number? (Usually a base should have a sqn str of 200; 120 deployable at a time)	4	3	2	1
343)	Is the force organized so as to combine viability with tactical flexibility?	4	3	2	1
344)	Are forces suitably equipped?	4	3	2	1
345)	Are personnel available to augment the force in emergencies?	4	3	2	1
346)	Is the force trained in the handling own weapons?	4	3	2	1
347)	Are the defence tactics adequate? Is the force conversant with urban surface warfare and anti terrorist warfare?	4	3	2	1
348)	Do personnel have basic knowledge of the base defence plan?	4	3	2	1
Ground Defence Fortifications					
349)	Is the perimeter fencing adequate?	4	3	2	1
350)	Are defence weapon positions fortified?	4	3	2	1
351)	Are vital points protected by wire and supported by manpower, dogs or firepower? Are lights available for security?	4	3	2	1
352)	Is protection afforded against intrusion for all installations?	4	3	2	1

## 28. Passive Defence - Facilities

Essential Shelters					
353)	Is the BOR hardened and filtered?	4	3	2	1

354)	Is the BOR protected against sabotage and intrusion?	4	3	2	1
355)	Is shelters for essential personnel available ( like personnel whose tasks are vital to the accomplishment of the unit's operational mission eg The Commander and his operation staffs including SHORAD, NBC and ground defence control elements, Aircrew, Ops Officers)	4	3	2	1
356)	Do these personnel work in a toxic-free environment?	4	3	2	1
357)	Do they have hardened protection?	4	3	2	1
358)	Are provisions made for sanitary, washing and feeding facilities?	4	3	2	1
359)	Are supplies of water and rations for at least 24 hours available?	4	3	2	1
360)	Is a decontamination facility available at the shelter entrance?	4	3	2	1
361)	Are personnel protected in conventional or emergency shelters (at least semi under ground type shelters with overhead cover)?	4	3	2	1
362)	Do personnel, not protected by semi-hardened and filtered shelters, wear protective clothing and respirators in an NBC environment?	4	3	2	1
363)	Are provisions made to give these personnel rest and relief?	4	3	2	1
<b>Semi-hardened Aircraft and Equipment Shelters</b>					
364)	What percentage of the authorized aircraft is protected by semi-hardened/hardened shelters? (100% to rate Excellent; 70% to rate Satisfactory)	4	3	2	1
365)	Is essential support equipment protected by semi-hardened shelters? The minimum amount of ancillary equipment that is essential to maintenance, re-fuelling, rearming or rapid runway repair requirements; examples are trucks, liquid oxygen trailers, aircraft starters, etc.	4	3	2	1
<b>Underground Fuel Storage</b>					
366)	Does underground fuel storage meet base fuel storage requirement?	4	3	2	1
367)	Are pipelines essential to the fuel transfer system underground?	4	3	2	1
368)	Are at least 02 hardened fuel dispensing points available?	4	3	2	1
369)	Are dispensing points protected?	4	3	2	1

## 29. Passive Defence - Target Concealment

<b>Camouflage and Tone-down</b>					
370)	Are buildings, taxiways, equipment, aircraft and vehicles painted to blend with the terrain?	4	3	2	1
371)	Where tone-down has not been accomplished, are the following camouflaged?	4	3	2	1
a.	Buildings	4	3	2	1
b.	Revetments	4	3	2	1
c.	Fortifications	4	3	2	1
d.	Command Posts	4	3	2	1
e.	Equipment	4	3	2	1
f.	Weapons Systems	4	3	2	1
g.	Radars	4	3	2	1

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372)	Do both camouflage and tone-down provide for an effective concealment?	4	3	2	1
373)	Dispersal				
373)	Are unsheltered aircraft and essential equipment dispersed?	4	3	2	1
374)	Are visiting cross-servicing aircraft protected by dispersal?	4	3	2	1
375)	Is radar antenna relocation plan available?	4	3	2	1
376)	Is radar antenna relocation practiced regularly?	4	3	2	1
377)	Is ADOC redundant?	4	3	2	1
378)	Is ACOC redundant?	4	3	2	1
<b>Decoys</b>					
379)	Are the dummies available for Aircraft, SAM, Radars, Vehicles, Gun positions?	4	3	2	1
380)	Are they sited to draw attack away from essential target elements?	4	3	2	1
381)	Are they regularly re-sited?	4	3	2	1
382)	Is the dispersal plan effective?	4	3	2	1
<b>Deception</b>					
383)	Has deception been accomplished?	4	3	2	1
384)	Is deception effective, does it disguise the true function of the object to be concealed?	4	3	2	1
385)	Is the available natural cover used to the best advantage?	4	3	2	1

30. **Passive Defence - Training and Equipment**

<b>Personal Equipment</b>					
386)	Is the following personal equipment available and serviceable?	4	3	2	1
a.	Respirator with canister	4	3	2	1
b.	NBC protective clothing	4	3	2	1
c.	Anti-nerve agent appliances	4	3	2	1
d.	NBC personal decontamination kit	4	3	2	1
e.	CW confirmation monitor, liquid agent (30 checks)	4	3	2	1
f.	First aid kit	4	3	2	1
<b>NBC Specialist Force</b>					
387)	Is the force organized to include - NBC control element	4	3	2	1
388)	NBC reporting element	4	3	2	1
389)	NBC decontamination teams	4	3	2	1
390)	Monitoring and survey teams	4	3	2	1
391)	Shelter management	4	3	2	1
392)	Rescue teams	4	3	2	1
393)	Fire fighting teams	4	3	2	1
394)	Damage control teams	4	3	2	1
<b>NBC Specialist Equipment</b>					
395)	Is the equipment available as prescribed in AFO /policy?	4	3	2	1
396)	Is the available equipment serviceable?	4	3	2	1
<b>NBC Specialist Teams - Training and Proficiency</b>					

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397)	Are NBC specialist teams adequately trained in their appropriate role?	4	3	2	1
398)	Do personnel react properly to given incidents?	4	3	2	1
<b>NBC Non-Specialists - Training and Proficiency</b>					
399)	Are all personnel trained in first aid?	4	3	2	1
400)	Are they able to perform simple decontamination of their person and equipment?	4	3	2	1
401)	Are they able to recognize NBC attacks and take appropriate action (report to appropriate agency, take immediate survival action)?	4	3	2	1
402)	Are they able to properly don, seat, clear and check the respirator within 9 seconds?	4	3	2	1
403)	Are they able to perform self aid for injuries caused by chemical agents?	4	3	2	1
404)	Are they familiar with the effects of NBC weapons?	4	3	2	1
405)	Assess personal knowledge of local alarm signals and the reaction to those signals of base resident (random check)	4	3	2	1

31. **Recuperation**

<b>Rapid Runway Repair (RRR)</b>					
406)	Assess sufficiency of personnel	4	3	2	1
407)	Check availability of required specialized vehicles and equipment	4	3	2	1
408)	How is it organized in terms of Planning, Material, Organization, Contracts, Vehicles, Manpower?	4	3	2	1

32. **Equipment and Personnel Decontamination**

409)	Are decontamination facilities available for:	4	3	2	1
a.	Personnel decontamination.	4	3	2	1
c.	Aircraft decontamination.	4	3	2	1
c.	Equipment/vehicle decontamination	4	3	2	1
410)	Are there sufficient stocks of spare clothing?	4	3	2	1
<b>Fire Plans</b>					
411)	Is an overall fire protection plan available?	4	3	2	1
412)	Do special plans exist to cover high risk areas and aircraft crashes?	4	3	2	1
413)	Are there plans for assistance from external (eg civil) fire fighting organizations?	4	3	2	1
<b>Fire Warning/ Reporting</b>					
414)	Is the fire warning system adequate?	4	3	2	1
415)	Is fire reporting instructions and telephone numbers prominently posted throughout the base?	4	3	2	1
416)	Do personnel know how to report fires and oriented with fire equipment?	4	3	2	1

<b>Fire Equipment</b>					
417)	Is the equipment available sufficient for the control of:	4	3	2	1

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a.	Aircraft fires	4	3	2	1
b.	Equipment fires	4	3	2	1
c.	Building fires	4	3	2	1
418)	Are the equipment serviceable?	4	3	2	1
419)	Are the water supply and distribution systems adequate?	4	3	2	1
<b>Fire Fighting Personnel – Organization, Training and Proficiency</b>					
420)	Are personnel adequately trained?	4	3	2	1
421)	Are personnel sufficient in number?	4	3	2	1
422)	Is the base fire service able to deal adequately with fuel fires?	4	3	2	1
423)	Was an aircraft crash/fire display adequately demonstrated? (Vehicles properly positioned, Command and Control adequate, did personnel wear proper protective clothing?)	4	3	2	1
<b>Casualty Care</b>					
424)	Are ambulance and first aid facilities provided?	4	3	2	1
425)	Are facilities capable of coping with both conventional and toxic contaminated casualties?	4	3	2	1
426)	Are individuals adequately trained to perform immediate first aid?	4	3	2	1
427)	Were first aid kits properly used?	4	3	2	1
428)	Does everybody carry their kit in the same pocket?	4	3	2	1
<b>Damage Control</b>					
429)	Is there an organization for surveying, assessing and reporting damage?	4	3	2	1
430)	Does the damage control centre deal adequately with situations?	4	3	2	1
431)	Are specialist teams able to deal adequately with incidents, cordoning-off danger areas?	4	3	2	1

Date of Evaluation:

Overall Grade:

Place of Evaluation:

-----

Rank, Name & Sign of OC/OIC of Evaluated Unit

-----

Rank, Name & Sign of Evaluator

-----

Chief Evaluator

## **CHAPTER-7**

### **LOGISTIC SYSTEM IN BAF**

#### **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 authorized 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 initiated 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 authorized 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/9/70 subject to the monetary limit of Tk. 4000.00.
- 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.

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 :

- (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, crato, 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.
- 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. **Deed Item.** Deed 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 of 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 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.
- 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 Issuing 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.

## **CHAPTER – 8** **MEDICAL SERVICES**

### **Entitlement**

1. **Officers of the Bangladesh Air Force are.** Entitled to medical attendance as out-patients or at their quarters or in the service hospitals if accommodation is available on payment of hospital stoppages @ Tk 2.50 as laid down in Rule 250 (I) (b), P and A Regs, Vol II (Provisional). In addition, they may be granted ordinary or special nursing in quarters if suffering from disability contracted on duty and the medical attendant recommends this course. They are, however, not required to pay any hospital stoppages vide Rule 250 (I) (a) Laibid when admitted to hospital for any injury or illness contracted on active service due to no fault of their.
2. **Families – Above.** As out-patients or at their quarters or in a service hospital (including families hospital) if accommodation is available on payment of hospital stoppages as laid down in Rule 250 (ii) and (iii) P and A Regs. They are not entitled to special nursing in hospital if such is required and provided, it will be paid for privately.
3. **Armed Forces Nursing Officers.** As out – patients or at their quarters or in a service hospital (including families hospital), if accommodation is available, on payment of hospital stoppages @ Tk 1.00 as laid down in Rule 250 (iv); (b) P and A Regs Vol II, but when the disease or disability is contracted on active services due to no fault of theirs, no hospital stoppages will be recovered vide Rule 250 (iv) (a) Laibid.
4. **Civilian Matrons (Midwives).** As out – patients or at their quarters, or in a service hospital if accommodation is available, on payment of hospital stoppages @ Tk 0.62 per day as laid down in Rule 259 P and A Regs Vol II (Provisional).

### **Servant of Officers**

5. Hospital Stoppages @ Tk. 0.75 per day.

### **Civilian Class III paid out of DSE**

6. Hospital Stoppages @ Tk. 1.00 per day.

### **Recruit boys and Warrant Officers and Airmen**

7. As out – patients or in service hospitals. Not entitled to special nursing in hospitals. Not required to pay hospital stoppages. Stoppage of paisa thirteen only per day will, however, be made vide Rule 255 (I) P & A Regs Vol II (Prov), if admitted on account of sickness certified by the MO attending on him to have been caused by his own misconduct or imprudence.

### **Religious Teachers for Units of the Bangladesh Air Force, Where Authorised, and Temporary Personnel of BAF**

8. As out – patients or in a service hospital free of charge. Not entitled to special nursing in hospital.

**Families of Warrant Officers and Airmen**

9. Entitled to medical attendance as out patients or at quarters or in service hospital if accommodation is available on payment of hospital stoppage @ MWO Tk 2.00, WO Tk 1.25, NCO Tk 0.19, LAC Tk 0.13.

**Civilians Candidates**

10. Entitled to free medical treatment for injury or diseases as out patients at the nearest service hospital or medical inspection room during the course of their examination by the selection board. In case of injury sustained during the tests the candidates may be submitted to the officers' ward of the nearest service hospital if it is considered necessary by the medical attendant as laid down in para 251 RMSA (I) except that special nursing is not admissible. No hospital stoppages will be recovered.

**Permanent/Temporary/Inferior (ClassIV) Servants, Paid out of Defence Services Estimate (DSE of DSE)**

11. Entitled to free out-door and in-door treatment in service hospitals, if accommodation is available provided the disease is not caused by their own misconduct or imprudence, in which case they will be liable to pay hospital stoppages @ Tk 0.25 per day.

**Civilian Gazetted Officers**

12. They are ordinary entitled to free medical treatment as out patients or at their quarters. For serious illness or injury, they may be admitted to a service hospital if accommodation is available on payment of hospital stoppage @ Tk. 6.00 per day as laid down in Rule 260 (I) & (ii) Pay and Allowances Regs Vol II. If provided, cost of Antirabic.

**Non-Gazetted Civilian Personnel**

13. Ordinarily as out patients or at their quarters. For serious illness or injury they may be admitted to a service hospital if accommodation is available on payment of hospital stoppage & Tk 1.00 per day vide Rule 260 (iv) of Pay and Allowances Regs Vol II. Antirabic treatment will be free if the substantive income is below Tk. 1000.00 per month.

**Families of Civilian both Gazetted and Non-Gazetted**

14. As out patients or at their quarters only. Antirabic treatment will be free only if they pay is below Tk 1000.00 per month. For serious illness or injury they may be admitted to service hospital if accommodation is available under order of OC, Base subject to payment of hospital charges as a non-entitled case.



**Inferior Govt (Class IV) Servant**

15. Entitled to free out door treatment from service source. They are also entitled to free indoor treatment in service hospitals, if accommodation available provided the disease is not caused by their own misconduct or imprudence, in which case they will be liable to pay hospital stoppages @ Tk. 0.25 per day.

**Families of Inferior Govt (Class IV) Servants**

16. Not entitled to medical attendance from service hospital, sources either as out door or indoor. For serious illness they may be admitted to service hospital, under order of OC Base subject to payment of hospital charges as a non-entitled case.

**Disability Pensioners**

17. Under AL (1) 34/47, they may be admitted to service hospital for short periods under the following circumstances :

- a. To enable the medical authorities to arrive at correct assessment of their disability.
- b. Where the medical authorities consider that admission to hospital is desirable for that disability alone which has been accepted as attributable to war/mil service for preventing further deterioration therein.
- c. In the above two cases no hospital stoppages will be recovered.

**Retired Officers**

18. May receive treatment in a service hospital subject to the recovery of hospital stoppages at the rates applicable to serving officers and their families respectively.

**Ex-Officers other than Mentioned in 17 & 18 Above**

19. No entitle to treatment in service hospital but when admitted will be required to pay hospital stoppages as given in rule 263 P&A Regs Vol II (Prov).

**Pensioner Officer Re-employed in Civil Govt/Non-Govt Svc**

20. Entitled to medical treatment in service hospitals as authorised for other retired /pensioner officers.

**Entitlement to Dental Treatment : Officers, Warrant Officers & Airmen**

21. Free Ordinary Dental Treatment necessary for Restoration or Preservation of Dental and General Health.

- a. Attributable cases free.
- b. Non attributable cases free, except officers.

**Families of Warrant Officers, Airmen & Civilians**

22. Free ordinary outdoor dental treatment necessary for Restoration or preservation of Dental and General Health.

Denture : Supply, Repair, and Renewal on payment in advance.

23. Free ordinary out-door dental treatment necessary for Restoration or Preservation of Dental and General Health.

Denture : Supply, Repair, Renewal of denture on payment in advance.

**Entitlement of Artificial Limbs and other Surgical Appliances : Officers, Warrant Officers & Airmen**

24. a. Entitled to the fitting of artificial limbs, at Govt expense provided while in service have lost a limb etc as a result of wound, injury or disease attributable to duty.
- c. Entitled to free supply of surgical appliances. However in the case of officers the grant of this concession will be further subject to the condition that the relevant disability was the result of wound, injury or disease attributable to duty.
- d. Free repair and replacement of artificial limbs/surgical appliances only in case covered by (a) and (b) above.

**Entitlement of Provision of Spectacles : Officers, Warrant Officers and Airmen**

25. Spectacles may be supplied to officers at Govt expense provided that the disability is the result of wound, injury or disease attributable to military service. WOs/Airmen are entitled to free issue of spectacles.

Ref :

- A. Pay & Allowance Regulation Vol-II (Provisional)

## **CHAPTER-9**

# **SECURITY AND INTELLIGENCE**

## **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.** 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 bonafides.

(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 back 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 measures 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 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 civilians 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 cipher 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.

## **Threat to Security**

### **The Direct Threat**

16. Aggression by a hostile power poses 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**

17. 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.

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

- a. **Overt.** Which has the advantage of cheapness, poses 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.

19. 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**

20. The main threat to national security, and therefore also 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

## **INTRODUCTION TO INT & INT CYCLE**

### **Intelligence**

21. 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**

22. 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, rumours, 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.

23. 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'. In common usage the term intelligence can have three applications:

a. The product as defined in paragraph 2b.

b. All activity, which is 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**

24. The principles of war cannot be applied without a sound knowledge of the enemy, gained from a wide variety of sources. 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**

25. 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.

26. 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 types 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**

27. 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 encyclopaedic 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.

28. 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.

### **Stages of Intelligence Cycle**

29. The intelligence officer must be organized to deal efficiently with each stage of the cycle, taking into account the fact that stages coincide and overlap and that therefore it is impossible to work to any set programme. The four stages whereby information is assembled, converted into intelligence and made available to users are:

- a. **Direction.** This stage usually begins with the commander's statement of his Intelligence Requirements. This statement of requirement (s) may be explicit, implied by the commander's general mission or result from the application of the

cycle to a previous or concurrent intelligence problem. Having defined the Intelligence Requirement the stage continues with:

- (1) The determination of Information Requirements by doing Intelligence Estimate.
  - (2) The preparation of a Collection plan to meet these information requirements.
  - (3) The tasking of sources and agencies.
  - (4) The continuous check on the productivity of collecting sources and agencies.
- b. **Collection**. This is divided into:
- (1) The exploitation of sources by collection agencies.
  - (2) Re-tasking sources and agencies.
  - (3) The delivery of collected information.
- c. **Processing**. The conversion of information into intelligence involves the three closely related steps of Collation, Evaluation and Interpretation.
- d. **Dissemination**. The timely distribution of information and/or intelligence, in the most suitable form and by a suitable means, to those who need it.

## **Conclusion**

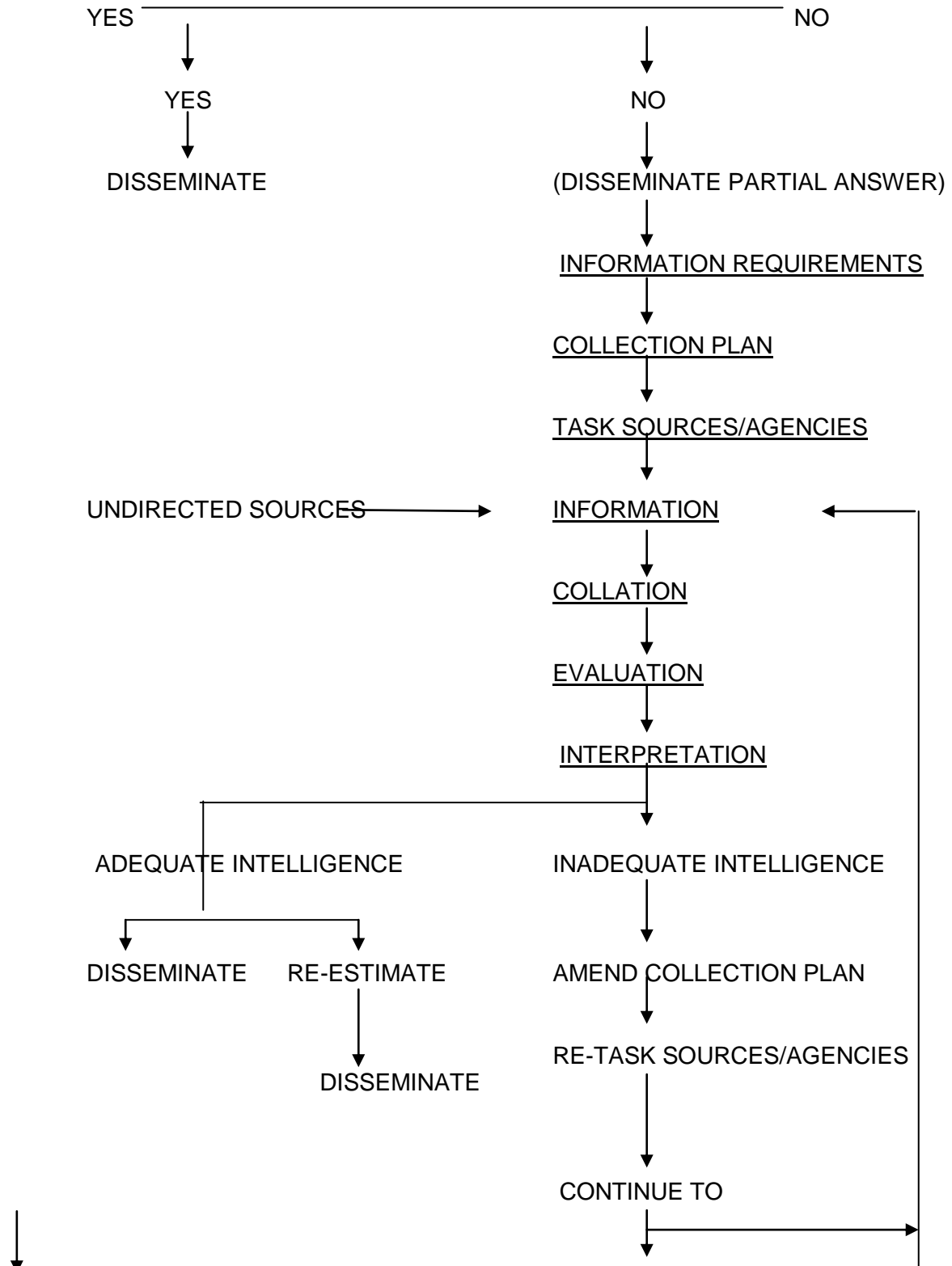
30. An intelligence officer spends much of his time comparing information he has just received with what he already knows. Comparison, as a mental process, is repeated for more than any other in the mind of an intelligence officer. He must be constantly thinking back and comparing, thinking forward and planning. He must related to what has happened in the past, and he must do it automatically when, for example, he is trying to assess the reliability of a source, the accuracy of a piece of information, or the significance of it. Checking and revision are inherent in every intelligence function, and it is the constant re-thinking that constitutes the cyclic activity, which gives the intelligence cycle its name.

**INTELLIGENCE CYCLE FLOW DIAGRAM**

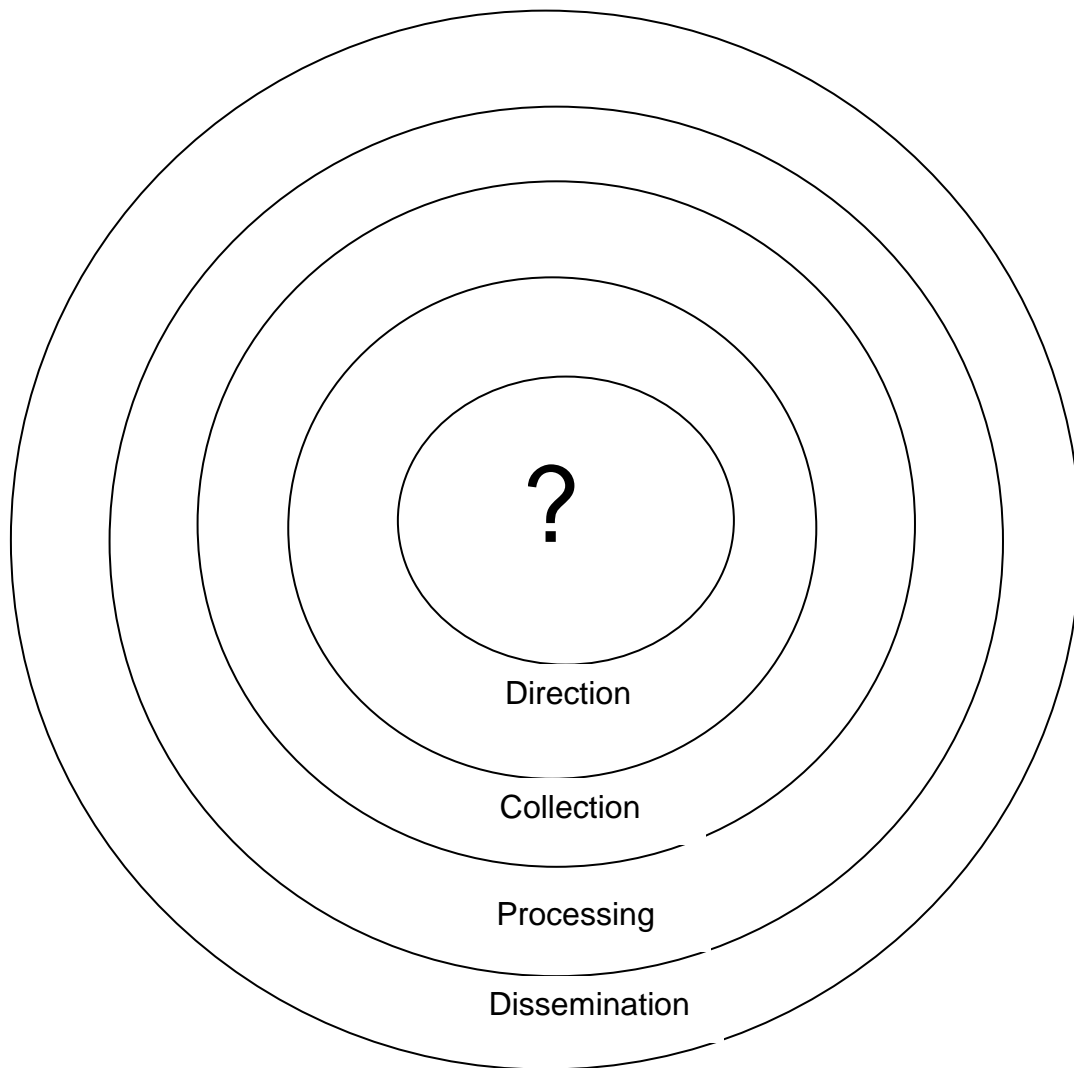
COMMANDER'S INTELLIGENCE REQUIREMENTS  
(CRITICAL/OTHER)

INTELLIGENCE ESTIMATE OF ENEMY CAPABILITIES  
(MENTAL/WRITTEN)

COMPLETE ANSWER



## DIAGRAM OF THE INTELLIGENCE CYCLE



**ASSESSMENT IS A CONTINUOUS PROCESS THROUGHOUT**