COMMAND AND STAFF TRAINING INSTITUTE

BANGLADESH AIR FORCE

Individual Staff Studies Programme (ISSP)

ADMINISTRATIVE STAFF PAPER
PHASE-3 : PART-I

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ADMINISTRATIVE STAFF PAPER
PHASE -3 : PART-I

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Total Period = 45

INTRODUCTION TO THE PHASE

1.   This phase is divided into two parts. Part-1 deals with the basic principles of Agenda & Minutes of Meeting, Brief, directives and instructions. Each task has elaborately been discussed with examples.

2.   During this 5-week phase, you will be studying one of the most important aspects of a staff officer's work and the writing of Service Papers. They are the end-product of much work, especially of higher level. A good staff offr should be able to produce sound, well-written Service Papers, either to analyse facts or events or to present solutions to problems. When writing a Service Paper, therefore, we use a format which enables us to present our analysis or our solution accurately and conveniently.

Objective

3.   In BAF, success of administration largely depends on the efficiency and know - how of an offr. At the end of this phase, you are expected to fulfill the fol training objectives:

   a.   To recognize the basic principles which apply to the writing of Service Paper.

   b.   To plan and write a simple Service paper which will present the solution to a problem.

   c.   To know how the Agenda & Minutes of a Meeting is prepared & written.

   d.   To acquaint with the different types of order & instruction.

   e.   To enable an offr to write a brief.

   f.   To guide an offr how to write different types of order.

TOPIC-1

AGENDA AND MINUTES OF MEETING

Introduction

1.   Meetings are held to allow direct discussion and the free exchange of ideas and opinions on any subject of current interest or concern. They save time, minimize correspondence and the possibility of misunderstanding and enable quick action to be taken when needed.

2.   An officer nominated as secretary for a meeting is responsible for all preparations, including the issue of an agenda, and for writing the minutes.

Preparation

3.   **The Agenda.**

   a.   An agenda is issued before a meeting so that those attending may know in advance what items will be discussed and have time to study each item, carry out any research necessary and otherwise brief themselves.

   b.   An agenda must be comprehensive and should only contain relevant items arranged in a logical order.

   c.   When a meeting is not one of a regular series and no specific paper is under discussion, a short statement of the topic may be necessary under each item. When items refer to papers that have been previously issued or are attached to the agenda, the papers or their references need only be listed. In either case it may be desirable to frame specific questions to be resolved at the meeting

   d.   It may be prudent to include an item 'Any Other Business' near the end of the agenda. When the meeting is one of a regular series, the first 2 items should be 'Minutes of Last Meeting' and 'Matters Arising'; the last item should be 'Arrangements for Next Meeting'.

   e.   An example of the layout of an agenda is at Annex A to this task.

4.   **Administrative Arrangements.**   The secretary may also need to make the following prior arrangements :

   a.   Book a room and ensure that the way to it is known or adequately signposted.

   b.   Arrange a seating plan and provide place cards, visible to all, for the table.

c.   Prepare a form for those attending to fill in their names and appointments or departments represented.

d.   Ensure that spare paper and pencils are available.

e.   Arrange for visual aids.

f.   Arrange refreshments, accommodation and transport.

g.   Arrange for a shorthand typist and tape recorder.

h.   Make arrangements for security.

Minutes

5.   Minutes of a meeting summarize important discussion and record the decisions taken, the action required and who is to take it. Only the essence of the discussion should be recorded, so that a reader who was not at the meeting can understand the reasons for decisions taken.

6.   Minutes must be :

a.   Accurate.

b.   Brief.

c.   Self-contained.

d.   Impersonal (see paragraph 10 of this chapter) and formal (eg 'Wg Cdr Emdad reported...' not ' Emdad reported....').

e.   Decisive.

f.   In the past tense and in the third person, ie reported speech.

7.   After accuracy, brevity is the most important of these qualities and is best achieved by :

a.   **Selectivity.** Minutes are not substitutes for a verbatim record and should not attempt to cover, however summarily, what every speaker said or how individual speakers developed their arguments. They must include only the essence of the discussion which led to the decisions.

b.   **Crisp Style .** The record should be as crisp as possible. Striking phrases used in the discussion may help to reflect the tone and tempo of the meeting, but they must be carefully chosen, and some may need to be in quotation marks.

8.   **Structure of a Minute.** The primary aim of a minute is to set out the decision reached so that those who have to take action will know precisely what they have to do and the degree of urgency required. The secondary purpose is to state the problem and to give the reasons for the decision. Minutes should therefore fall clearly into 3 parts :

    a.   Brief statement of the problem.

    b.   Essence of the discussion.

    c.   Decision (s).

An example of a layout of minutes of a meeting is at Annex B to this section.

9.   **Statement of the Problem.** The minute should first record the subject and then summarize the problem. The purpose of this opening statement is to make the record of the subsequent discussion intelligible, without reference to other documents if possible.

10.   **Essence of the Discussion**.   After stating the problem briefly, the minute summarizes the discussion relevant to the subsequent decision. Unless this part of the minute is impersonal it may be unnecessarily long and give the impression that discussion was limited only to the speakers named. The form 'A said ....', 'B replied ....' and 'C pointed out ....', should therefore be avoided. Sometimes, however, views need to be attributed to an individual, eg when the chairman dictates the course to be pursued and when a speaker disagrees on a matter of principle. It does not follow that speakers must always be listed by name whenever opinion is divided, although there may sometimes be special reasons for doing so. It is usually preferable to make an impersonal record such as 'On this problem views differed; some members believed that ...., others were convinced that ....'. Much said at meetings is neither essential nor relevant; moreover, much that was relevant at a certain stage of the discussion may, in retrospect, be found to have no connection with the decision taken. When drafting a minute, the decision must first be examined, after which the essential points which led up to it can be arranged in a logical order.

11.   **The Decision.** The discussion for each item on an agenda should lead to a decision or decisions which should be expressed in clear and precise terms.   The chairman should normally sum up the discussion and state ; the decisions(s) reached; if he does not do so, the secretary should draft the decisions to express the intentions of the meeting. The decisions should not be spelt out in the discussion paragraph but should be recorded in a separate paragraph, headed 'Decision(s)', at the end of each agenda item. However, if the discussion of a single item is lengthy and falls into a number of separate sections, each with its own decision, the decisions may be interspersed in their natural sequence with the record of discussion. Where a decision requires action, the secretary should phrase the decision as an order in the active voice and give the appointment of the person responsible for the action; as an aide-memoirs, he should repeat the appointment in the action column. The following rules govern the allocation of action in minute writing:

a.   The record should allocate action to one individual only, unless several persons are each required to take identical action; otherwise, the result could be duplication of action or no action at all if each individual detailed waited for the other to act.

b.   The method of allocating action to a person not present at the meeting depends on whether that person was represented at the meeting. If he was represented, the minute may allocate action to him directly; if he was not represented, the minute should nominate someone who was present to forward the instruction or request.

c.   The record should never order action by persons not under command of the chairman (or the headquarters he represent, even though present or represented at the meeting. If a person not under command is required to take action, the phraseology recording the decision should be that the person 'agreed to', 'undertook to' or 'would' carry established committee, such as a Mess Committee, are technically under the command of the chairman for matters relating to the committee; a member of the committee may , therefore be ordered (using the words 'was to') to carry out an action.

12.   **Tape Recorders**. When the minutes are being written, a tape recording can help to confirm what occurred, particularly if many figures or statistics have been quoted. A secretary must always regard such a recording as an aid to his work and not a substitute.

13.   **Shortened Minutes.** In a project where time is short and meetings are held regularly, it will often be sufficient to record the minutes in an abbreviated form. On some occasions it may be necessary just to record only the decisions taken. He occasion when minutes are to be recorded in a shortened form is at the discretion of the chairman. The format and layout of shortened minutes are the same as that of the normal minutes.

Layout of a Minutes

14.   **Conventions.**

a.   **Subject Heading**. There must be a subject heading, even if it is only the serial number of the meeting. The subject heading always includes the date and place of the meeting.

b.   **Attendance.**

(1)   Those present are listed by names and appointments in order of rank. Where ranks are equal, the seniority of Service should be followed; where ranks within a Service are equal, names are placed in alphabetical order by considering the first spelt out part of the name and not the letters of the initials eg MA, HM etc. Decorations, qualifications, regiment/ corps and Service are not shown.

(2)   The chairman is listed first and is nominated as such against his appointment. The secretary is listed last and is similarly nominated.

(3)   Where a person attends a meeting as the representative of another, both appointments are shown, eg :

Wg Cdr M Mostafizur Rahman   OC Comm Unit (rep D C&E)

(4)   When a person is not present for the whole meeting, the item(s) for which he attended is indicated, eg :

Wg Cdr M Murtoza Kamal   DD AO
                                (not for Item 2)

Sqn Ldr F Karim   AD Ops Air HQ
                                (Item 5 only)

c.   **Order of Items.** Subjects should normally be recorded in the order shown on the agenda and the 'item' in the minutes given the same number.

d.   **Headings.** Each item must have a heading and be underlined.

e.   **Speakers.** If individual speakers are mentioned in the minutes, they should be described by the appointments they hold or the departments they represent.

f.   **Action.** A 3-centimetre margin headed 'Action' duly underlined is used on the right-hand side of each sheet of the minutes. Those required to take action on the minutes are restricted to those present or represented and they are nominated by appointment or department in the text and again in the 'Action' margin alongside.

g.   **Signature.** Minutes are signed by the secretary after approval by the chairman.

h.   **Distribution.** The distribution list shows as 'Action' addressees all who attended or were represented at the meeting. All others to whom the minutes are sent are listed under 'Information'.

j.   **Security.** The minutes of a meeting on a subject which merits security classification are marked accordingly. When items of varying security classification are discussed, each item must be marked with its own security classification duly underlined and bracketed after the item heading. However the minutes as a whole must bear the classification of the most highly classified part.

Issue of Minutes

15.   The chairman should normally approve the secretary's draft within 48 hours of the close of the meeting and the minutes should be issued immediately thereafter to those who attended and others concerned.

16.   When a meeting is one of a regular series, agreement to the minutes is confirmed as the first action at the next meeting. In other cases a covering note can be attached to the minutes saying that agreement will be assumed unless amendments are proposed by a given date.

Annexes :

A.   Layout of an Agenda.
B.   Layout of the Minutes of a Meeting.

SELF-ASSESSED EXERCISE

Answer the fol questions

Q1.   How are agenda prepared ?

Q2.   What prior arrangements are required to make for holding a meeting ?

Q3.   What are the criterion of a minute ?

Q4.   Mention the features of the layout of a minute.

Q5.   Write down the contents of agenda.

Answer to Self Assessed Exercise

A1.   Agenda are prepared as fol :

a.   An agenda is issued before a meeting so that those attending may know in advance what items will be discussed and have time to study each item, carry out any research necessary and otherwise brief themselves.

b.   An agenda must be comprehensive and should only contain relevant items arranged in a logical order.

c.   When a meeting is not one of a regular series and no specific paper is under discussion, a short statement of the topic may be necessary under each item. When items refer to papers that have been previously issued or are attached to the agenda, the papers or their references need only be listed. In either case it may be desirable to frame specific questions to be resolved at the meeting

d.   It may be prudent to include an item 'Any Other Business' near the end of the agenda. When the meeting is one of a regular series, the first 2 items should be 'Minutes of Last Meeting' and 'Matters Arising'; the last item should be 'Arrangements for Next Meeting'.

A2.   The Secretary of a Meeting is required to make the fol prior arrangement for holding a meeting :

  a.   Book a room and ensure that the way to it is known or adequately signposted.

  b.   Arrange a seating plan and provide place cards, visible to all, for the table.

  c.   Prepare a form for those attending to fill in their names and appointments or departments represented.

  d.   Ensure that spare paper and pencils are available.

  e.   Arrange for visual aids.

  f.   Arrange refreshments, accommodation and transport.

  g.   Arrange for a shorthand typist and tape recorder.

  h.   Make arrangements for security.

A3.   Minutes must be :

  a.   Accurate.

  b.   Brief.

  c.   Self-contained.

  d.   Impersonal (see paragraph 10) and formal (eg 'Col Reaz reported…' not 'Reaz reported….').

  e.   Decisive.

  c. In the past tense and in the third person, ie reported speech.

A4.   The fol conventions are maintained in the layout of a minute :

  a.   Subject Heading.

  b.   Attendance

  c.   Order of Items.

  d.   Headings.

  e.   Speakers.

  f.   Action.

  g.   Signature.

  h.   Security.

A5.   The fol are the contents of a an agenda :

    a.   Mins of last meeting.

    b.   Matters arising from last meeting.

    c.   Programme.

    d.   Opening and closing ceremony.

    e.   Financial expenditure.

    f.   Band.

    g.   Fd and tr events.

    h.   Any other business.

    j.   Arrangements for next meeting.

LAYOUT OF AN AGENDA

RESTRICTED

Air HQ
Ops & Trg Br
Dte Air Trg
Dhaka Cantt

Tel : 8827611 ext 3134

Air HQ/10147/Air Trg/Vol-24/   Sep 00

AGENDA FOR THE 3RD MEETING OF THE BAF ATHLETICS MEET TO BE HELD AT THE CONF ROOM OF ACAS (A) AT 0900 HRS ON 02 OCT 00 (1)

1.   Mins of Last Meeting. (2nd Meeting of BAF Athletics) (2)

2.   Matters Arising from Last Meeting.

3.   Programme.

4.   Opening and Closing Ceremony.

5.   Financial Expenditure.

6.   Band.

7.   Fd and Tr Events.

8.   Any Other Business.

9.   Arrangements for Next Meeting.(2)

MD HABIBUR RAHMAN
Sqn Ldr
Secy

Distr : etc.

RESTRICTED

Notes :

1.   The sequence of the wording may be changed, if necessary, to avoid ambiguity.
2.   See Paragraph 3d.

LAYOUT OF THE MINUTES OF A MEETING

SECURITY CLASSIFICATION (1)

Copy No .... of......(1)
Total pages..........(1)

Air HQ
Ops & Trg Br
Dte Air Trg
Dhaka Cantt

Tel : 8827611 ext 3130

Air HQ/10147/1/Air Trg/Vol-10   Aug 00

MINS OF A MEETING ON (SUBJECT) HELD IN (PLACE) AT (TIME) ON (DATE)   (2)

Present :

    Wg Cdr Mahmud Hossain Dte Air Trg   (Chairman)
    Wg Cdr K A Matin   DD Edn
    Wg Cdr M Shahidullah   DD Air Trg (rep – DAO)
    Sqn Ldr Habibur Rahman   SO Air Trg
                              (Item 4 only)
    Sqn Ldr Maksud-un-Nabi   OC Comm Unit (rep D Engg)
    Sqn Ldr M Moinuddin   AD Air Trg (Secy)

Item 1.   (Item Heading) (SECURITY CLASSIFICATION)   **Action**

1.   (Statement of the problem).

2.   Essence of Discussion.

3.   ....

4.   **Decision.** DD Edn is to ....   DD Edn

Page Number (1)

SECURITY CLASSIFICATION (1)

SECURITY CLASSIFICATION (1)

Item 2.   (Item Heading) (SECURITY CLASSIFICATION)

5.   Last (Closure, date of next meeting, etc) Para.

                                          M MOINUDDIN
                                          Sqn Ldr
                                          Secy

Distr :   (3)   Copy No   (1)

                         Page Number (1)

SECURITY CLASSIFICATION (1)

Notes :

1.   If required.

2.   Sequence of the wording may be changed if necessary.

3.   Distribution.   Standard format as on page 2A-4 of JSSDM.

TOPIC-2

BRIEF

Introduction

1.   The aim of a brief is to provide information that the reader can assimilate easily and quickly. Senior officers rely on briefs to acquaint themselves with a subject and their preparation is one of the most frequent duties of a staff officer.

2.   A brief may be presented orally, in writing, or by a combination of both. Whichever method is employed it must:

   a.   Be as short as possible.

   b.   Be accurate.

   c.   Draw attention to the salient points.

   d.   Be impartial.

   e.   Where necessary :

   (1)   Provide constructive criticism and suggest alternative solutions.

   (2)   Offer positive advice on the approach to a problem and explain the logic behind the recommendation.

Types of Brief

3.   There are 2 types of brief :

   a.   **Information Briefs.** Information briefs meet the requirement of a senior officer who wishes to review a plan or situation, learn about a visitor or study the details of a visit he is to make himself. It is used to present priority information requiring attention, complex information involving complicated plans, systems, statistics, or charts and information requiring elaboration and explanation. A Framework is at Annex A to this Section.

   b.   **Decision Brief.** A Decision Brief is given mainly to seek decision on a matter from an authority. It may include:

   (1)   Statement of the problem.

   (2)   Facts bearing on the problem.

   (3)   Assumption (if any).

   (4)   Analyse the problem.

   (5)   Options.

   (6)   Conclusion.

   (7)   Recommendation(s).

At the end of the brief, decision is sought from the person being briefed. A Framework is at Annex B to this Section.

Oral Brief

4.   The purposes of an oral brief are :

        a.   To save time by eliminating the need for a senior officer to read himself into a problem.

        b.   To enable the senior officer to question the briefing officer and to discuss a topic or situation with his fellow commanders or senior staff officers as it unfolds.

A briefing can range from a 5-minute talk to a full scale presentation. Whatever the scope, careful planning is necessary. In a presentation, those taking part must always be thoroughly rehearsed.

Written Brief

5.   **Framework.** The framework for a brief is flexible and depends chiefly on the wishes of the officer for whom it is prepared or on locally accepted practice. As far as possible, however, it should conform to the rules and conventions of Service writing, except that it may be typed in double spacing. Main, group and paragraph headings should be used liberally and sentences kept short and crisp. The heading 'Comment(s)' should be used to show where the writer is expressing opinions as distinct from stating fact. A formal conclusion of the type used in Service papers should not normally be necessary, but some form of short summary, with recommendations if appropriate, should normally conclude the brief. A 3-centimetre right hand margin should be left so that the senior officer can make notes. Examples are at Annex C and D to this task.

6.   **Attached Documents.** A senior officer should not have to ready whole policy statements or documents unless he is specifically referred to them, or sections of them, in the brief. Such papers should be attached and flagged.

7.   **Flagging.** Flags and side flags are used to refer the reader quickly and easily to details of the material under brief. It is essential to understand the difference between them:

        a.   **Flag.** A flag is used to identify a complete document attached to a brief. In the case of a very long document, a flag could refer to a part, a major section or chapter of it.

        b.   **Side Flag**.   A side flag is used to identify a specific passage within a document which has already been referred to by a flag.

8.   **Rules.**   Practical rules for flags and side flags are :

        a.   **Flags and Side Flags.**   Flags and Side Flags should :

        (1)   All be visible when the brief is being read, but they should not stick out so far that they are easily torn or crumpled.

        (2)   Not obscure one another.

        (3)   Not obscure any writing in the document to which they are attached.

        (4)   Be mentioned separately in a margin drawn for the purpose down the right hand side of the brief thus :

                'A full statement is at .... Flag A.

(5)   Be listed at the end of the brief in the form illustrated at Annex A, so that, if necessary, the brief can then be re-assembled after it has been broken down.

b.   **Flags.**

(1)   Each paper, whether document, letter, pamphlet, book or self-contained extract attached to the brief, must have a flag.

(2)   Flags are given letters starting at A and are attached to the top of the first page of each paper in such a way when all papers are assembled, the flags appear alphabetically from left to right (A,B,C—etc). If the flag refers to a chapter or task commencing on the reverse page, then the word 'OVER, is to be written under the identifying letter on the flag.

c.   **Side Flags.**

(1)   Side flags are given numbers starting at 1 and are attached on the right hand side of the relevant piece of paper, opposite the paragraphs referred to. for this reason, side flags attached to a document are unlikely to appear in any sort of numerical order.

(2)   Side flags are numbered consecutively throughout the brief, irrespective of the flag to which they refer.

(3)   Side flagged paragraphs should be sidelined in pencil on the outside of the page so that the reader can see the extent of what he is required to read.

(4)   If the paragraphs referred to are on the reverse of the page, the word 'OVER' is printed on the side flag, so that the reader knows that he has to turn the page.

(5)   If a reference starts on one page and continues on to the reverse of the page or subsequent pages, the words "AND OVER" are printed on the side flag. The sidelining is continued on the outside edge of subsequent pages, for as long as necessary, where sidelining continues on to the next page, or carries on from a previous page, a 'kicker' is placed at the top or bottom of the page as appropriate. For example, if paragraphs 3 to 7 of Annex C to this task were to be side flagged, then see the illustration there.

9.   **Brief on Specific Problems or Subjects.** For a brief related to a specific problem or subject, the questions to be answered are :

a.   To what extent is historical background necessary? (Bear in mind any prior knowledge the recipient may have.)

b.   Is the paper so complicated or obscure that a short summary of the main points is necessary?

c.   Are the facts correct ?

d.   Have any assumptions been clearly defined as such ?

e.   Have any important points been missed ?

f.   Do the arguments conform to existing policy ?

g.   Are the conclusions practicable ?

h.   What should be recommended ? (No new material should be included).

j.   What objections or counter arguments may be raised to the course of action recommended.

An example of a written brief is at Annex C to this task.

10.   **Personality Briefs.** The contents of a brief on a visitor will depend on how well he is known to the senior officer being visited and on the nature of his visit. Unless otherwise directed a personality brief could contain :

a.   Administrative details (accommodation or meals required, time and method of arrival and departure, etc).

b.   Questions to be asked of the visitor.

c.   Questions which may be asked by the visitor and the recommended answers.

d.   Any opposing line which the visitor might propose and the suggested counter argument.

e   Points to be emphasized.

f.   Arrangements for further meetings.

g.   A brief biography of the visitor drawing attention to his past experience and appointments that may affect the subject(s) to be discussed and to any special interests or idiosyncrasies.

An example is at Annex D to this task.

11.   **Brief for Visits.** The content of a brief for a senior officer visiting a Service or civilian establishment or an industrial concern will usually depend upon the wishes of the officer concerned. Unless otherwise directed the brief could contain :

a.   An outline history of the establishment being visited.

b.   Details of current work, training, etc, being carried out.

    c.   Short biographies of the hosts and chief personalities likely to be met, with photographs if available.

    d.   A chart showing the higher orgainsation of the establishment, when appropriate.

    e.   A list of the questions that hosts might be asked during the tour of the establishment.

    f.   A list of questions that might be asked by hosts with recommended answers.

    g.   Any special information that might be of value during the visit, eg similar work being carried out in equivalent service units or military establishments, with any security restrictions affecting its disclosure.

    h.   A time table showing all the administrative arrangements for the visit.

12.   **Care of Documents.** When preparing a brief it is often necessary to remove papers from their parent files in order to attach them, or copies of them, to the brief. Suitable notes must be made in the parent file and the whole brief given a classification at least as high as that of the highest classified attached document. After a brief has been used, the papers must be returned to their parent files. the brief, with a list of flags and file references, is then filed.

13.   **Multi-subject Brief.** When a brief is required on a number of subjects, eg for a meeting with miscellaneous items on the agenda, it may be more convenient for the senior officer if a separate brief is prepared for each subject under a covering note.

Annexes :

A.   Framework of an Information Brief.

B.   Framework of a Decision Brief.

C.   Example of a Decision Brief.

D.   Example of a Personality Brief.

SELF-ASSESSED EXERCISE

Answer the fol questions

Q1.   What are the essential points to prepare brief ?

Q2.   What are the rules for flag & side flag ?

Q3.   Some questions are required to answer for a brief related to a specific problem. What are those ?

Q4.   What points does personality brief contain ?

Q5.   What points are highlighted in framing a brief ?

Answer to Self Assessed Exercise

A1.   A brief may be presented orally, in writing, or by a combination of both. Whichever method is employed it must :

      a.   Be as short as possible.

      b.   Be accurate.

      c.   Draw attention to the salient points.

      d.   Be impartial.

      e.   Where necessary:

          (1)   Provide constructive criticism and suggest alternative solutions.

          (2)   Offer positive advice on the approach to a problem and explain the logic behind the recommendation.

A2.   a.   **Flags and Side Flags***.*   Flags and side flags should :

          (1)   All be visible when the brief is being read, but they should not stick out so far that they are easily torn or crumpled.

          (2)   Not obscure one another.

          (3)   Not obscure any writing in the document to which they are attached.

          (4)   Be mentioned separately in a margin drawn for the purpose down the right hand side of the brief thus:

              'A full statement is at .... Flag A.

          (5)   Be listed at the end of the brief in the form illustrated at Annex A, so that, if necessary, the brief can then be re-assembled after it has been broken down.

A3.   **Brief on Specific Problems or Subjects.**   For a brief related to a specific problem or subject, the questions to be answered are :

      a.   To what extent is historical background necessary? (Bear in mind any prior knowledge the recipient may have.)

      b.   Is the paper so complicated or obscure that a short summary of the main points is necessary?

      c.   Are the facts correct?

      d.   Have any assumptions been clearly defined as such ?

      e.   Have any important points been missed ?

      f.   Do the arguments conform to existing policy ?

      g.   Are the conclusions practicable?

      h.   What should be recommended? (No new material should be included).

j.   What objections or counter arguments may be raised to the course of action recommended?

A4.   **Personality Briefs.** The contents of a brief on a visitor will depend on how well he is known to the senior officer being visited and on the nature of his visit. Unless otherwise directed a personality brief need to contain:

a.   Administrative details (accommodation or meals required, time and method of arrival and departure, etc).

c.   Questions to be asked of the visitor.

c.   Questions which may be asked by the visitor and the recommended answers.

d.   Any opposing lines which the visitor might propose and the suggested counter argument.

e   Points to be emphasized.

f.   Arrangements for further meetings.

g.   A brief biography of the visitor drawing attention to his past experience and appointments that may affect the subject(s) to be discussed and to any special interests or idiosyncrasies.

A5.   The fol points are required to be highlighted in framing a brief:

a.   Background

b.   Comments

c.   Conclusion

d.   Recommendations

Notes :

1.   If classified SECRET or above.
2.   Some items may be omitted if the person being briefed is already aware of the material and desires that if may not be briefed.

3.   If an Information Brief is presented orally then superscription and subscription may be deleted.

FRAME WORK OF A DECISION BRIEF

SECURITY CLASSIFICATION

Copy No......... of ....

(1)

Total pages .... (1)

Identifying Reference

BRIEF FOR (APPT) ON (SUBJ MATTER)

Ref(s):
A.
B.

Introduction   (3)

1.   Background Info if any,

2.   Purpose/Aim

3.   Scope

4.   To Specify that Decision is Solicited After/Before   (3)

Body   (3)

5.   Arrange the main ideas in following sequences:

    a.   Statement of the problem.
    b.   Facts bearing on the problem.
    c.   Assumptions(s) (if any)
    d.   Analyse the problem.
    e.   Options, advantage and disadvantages of each option.
    f.   Summery, if required.
    g.   Recommendation(s).

Conclusion

6.   Questions/Clarifications.

7.   Concluding remarks.

8.   Seek Decision (for oral brief).   (4)

Signature
Signature Block

Date

List of Flags: (2)

A.   (Title of document or similar identification)

List of Side Flags: (2)

1.   (Name of flag (mentioned above), paragraphs or section number, title).

Distr:
....

Copy No (1)

SECURITY CLASSIFICATION (1)

Note:
1.   If classified SECRET or above.
2.   See Paragraph 0508a (5)
3.   Some items may be omitted if the person being briefed is already aware of the material and desires that it may not be briefed.
4.   In case of written brief decision to be sought before conclusion and oral brief decision to be sought after conclusion.

EXAMPLE OF A DECISION BRIEF

CONFIDENTIAL

Air HQ/10256/Air Trg/Vol-5/56A

BRIEF FOR ACAS(O&T) ON USE OF TRG AREAS IN SYLHET

History

1.   Since 1980, Trg Units in Sylhet have been allowed to train on 2 types of trg areas :

    a.   **Perm Areas.**   There is one area perm allotted to the Armed Forces. Civs are excl and all types of trg, incl live firing are allowed. Damage is not paid for, but we pay a yr rent to the Department of Forestry.

    b.   **Temp Areas.** There are 6 temp areas, shown on the map at .... which you should look at. | Flag A
On these areas dry trg only is allowed. Damage must be paid for and claims are settled through a claims org which wk well. Unfortunately, the trg agreement specifically excl the use of these areas for GC trg.

2. A copy of the trg agreement is at .... The task which excl GC trg on the temp areas is side lined at	Flag B Side Flag 1

Present Sit

3.   Since PM Dte became committed to trg for GC, they have found the restriction on the use of the temp areas to be a serious constraint.

4.   OC Trg Wg & OC Admin Wg, BAF ZHR are unanimous that their Wgs must be allowed unrested trg on the temp areas. The perm area is already fully booked for 2005. Should you wish to read the Trg Wg's views in more detail, they are att as fol :

    a.   Trg Wing...   Flag C

    b.   Admin Wing...   Flag D

CONFIDENTIAL

CONFIDENTIAL

Recommendations	
5. A summarised proposal for opening the temp trg areas to all forms of trg is at .... I suggest that you read in detail things given at .... You will note that the phrase 'trg for ops' is used rather than the more sensitive 'GC trg'.	Flag E Side Flag 2
6. It is recommended that this proposal be fwd to MOD with a view to amending the 1980 Agreement to be negotiated at govt level.	

M ABUL KALAM AZAD
Gp Capt
DAT

Feb 01

List of Flags :

A.   Map of temp trg areas.
B.   1980 agreement (status of forces).
C.   Trg Wg ltr ZHR-TW/1235/1/Vol-1/7A dt 21 Jan 01.
D.   Trg Wg ltr ZHR-TW/1235/1/Vol-1/8A dt 25 Jan 01.
E.   Summary of proposed agreement.

List of side Flags :

1.   Flag B, Sec XIX – temp trg area.
2.   Flag E, Para – trg for ops.

Info :   (1)

D AC
D AO
D Edn

CONFIDENTIAL

Note :

1.   Copies for information only, if felt necessary may be given to these addressees, or else no need to show distribution as the brief is meant for the ACAS (O&T).

EXAMPLE OF A PERSONALITY BRIEF

RESTRICTED

MTR/1290/1/Edn/Vol-24/

BRIEF FOR BASE CDR ON VISIT OF GP CAPT K M A MUNIR RANA

Intro

1.   Gp Capt KMA Munir Rana has been invited to visit this base on 14 May 01 to lecture offr attending ISSC.

Admin

2.   The fol arrangements have been made :

    a.   The lecture will be del in the base auditorium at 1045 hrs.

    b.   Gp Capt Munir is due to arr by Bangladesh Biman at 1000 hrs. OC Admin Wg will receive him at the airport. They will arr at your office to meet at 1015 hrs. Coffee will be aval. All wg OCs have been invited to join you.

    c.   The Gp Capt has accepted an invitation to luncheon in the Offrs' Mess. All offr of the rank of Sqn Ldr & above have been invited.

    d.   Gp Capt Munir wishes to catch the 1430 hr flt to Cox's Bazar. He should therefore leave the mess not later than 1415 hrs.

    e.   Offr attending the luncheon will be in uniform.

Biography

3. Gp Capt Munir was born in Chandpur in 1955 and educated at Chandpur and Dhaka. He is an MA & LLB . 4. He joined the BAF in 1975. He completed training at NSS, India and was commissioned in 1976. He is a graduate of DSCSC, Mirpur. He held various command, staff and instructional appointments in the BAF. 5. He was awarded with 'Aircrew Efficiency Badge' for flying achievement and 'COAS Commendation Certificate' for outstanding performance in service. 6. He visited many countries namely Thailand, Malaysia, Singapore, Turkey, Pakistan, UAE, Saudi Arabia, Jordan, China & Myanmar. 7. He is married and blessed with a daughter and a son.	(1)

AHM AMEERUL AHSAN
Sqn Ldr
Base Edn Offr

Ext 5306

Mar 01

Info :

DC BAFA

OC Ops Wg

OC Admin Wg

OC Maint Wg

OC FTW

OC ATW

OC CW

TOPIC – 3

SERVICE PAPERS

Introduction

1.   Service papers are widely used to present facts, opinions and arguments leading to either recommendations or decisions. They may be divided broadly into :

     a.   Those which examine a current or future problem and present a solution.

     b.   Those which survey and analyse past events.

Their purpose and scope may vary from a straight – forward statement of fact to the examination of an involved problem.

2.   Certain problems such as those affecting the use of armed forces may be better set out as appreciations (Section 9 of JSSDM).   Whereas the layout of an appreciation is specialized and conforms to a pattern, the method of presenting a Service paper is flexible and at the discretion of the writer. However, the critical and methodical approach used so extensively in appreciations is equally essential in a Service paper.

Preparation

3.   Before starting to write a Service paper, planning is necessary to establish the best method of presenting the subject.   This may take a long time, but time spent at this stage is never wasted.

4.   **The Aim**.   Select a clearly defined aim.   If this is not clear and precise, subsequent planning and writing of the paper will be jeopardized. Examine carefully the task or terms of reference, bearing in mind the purpose of the paper, as opposed to the purpose of any action which the paper will seek to promote. Frequently a staff officer will be given the aim in which event he must ensure that he clearly understands what is required. Planning cannot continue until the aim is clear.

5.   **Selection of Material.** Assemble and study all available related material and note what is strictly relevant. Then arrange these notes in a logical order and decide how best to divide this material into sections. Finally, decide whether every aspect of the subject has been considered and all arguments weighed. Then and only then, can the writing of a good Service paper start.

Construction

6.   **Framework**.   A Service paper is usually constructed on a framework of :

        a.   Introduction or background.

        b.   Aim.

        c.   Discussion.

        d.   Conclusion(s).

        e.   Recommendations(s).

These Tasks are normally used as headings in the paper except that 'discussion' is replaced by one or more headings relevant to the subjects covered. Within this framework the detail is flexible and other headings are used as required.

7.   **Introduction or Background**.   The introduction defines the problem it may include:

        a.   Terms of reference or, in their absence, the scope of the paper.

        b.   A review of the existing situation or a summary of the background against which the paper is written, bearing in mind the reader(s) for whom it is intended. Prior knowledge that the readers are likely to possess must be taken into account.

        c.   Any assumptions that govern all subsequent arguments.

        d.   If required, titles of authorities consulted during the preparation of the paper.

8.   **Aim.**   The aim, which already have been selected, is a clear statement of the purpose of the paper.

9.   **The Discussion Section.**   The paragraphs in this section contain the relevant facts and arguments. Develop this part of the paper so that the reader is led persuasively along the chain of reasoning until the argument is complete and the aim achieved. In a long and involved paper it may be helpful to outline at the beginning how the subject will be presented and to summarize the main arguments or deductions at intervals throughout the section. Similarly it may be necessary to make further assumptions as the discussion develops.

10.   **Conclusions(s)**.   The conclusion(s) should contain :

        a.   The answers to every requirement stated in the task or terms of reference of the paper.

        b.   A comprehensive yet concise summary of the arguments in the discussion section of the paper.

No new material, argument or statement unsupported by previous argument in the paper may be introduced in the conclusion(s).

11. **Recommendations.** Recommendations, where called for, may form part of the conclusion but are normally given under the separate main or group heading. They should include any further action required to implement the recommendations made.

Revision

12. Revision is essential after drafting a Service paper. The questions to be answered are :

      a.   Has the aim been kept in mind throughout ?
      b.   Does the title describe the paper aptly ?
      c.   Have all aspects of the subject been covered ?
      d.   Are all the facts accurate and are they in the best order ?
      e.   Are all the requirements of the terms of reference answered in the conclusions and are the conclusions based on the paper's contents ?

      f.   Can the language be improved ?
      g.   Can anything be deleted without detriment to the sense or arguments ?
      h.   Is the whole paper concise, logical and complete ?

Presentation

13. **Layout**. An example of the layout of a Service paper is shown at Annex 'A' to this task which shows a paper using main, group and paragraph headings. The less flexible way of writing a Service paper is to use only group and paragraph headings, a layout which should be used if the paper is not complicated enough to need an extra tier of headings other than the subject heading. Either layout may be used whichever is clearer. It is simple to change from one layout to the other if the drafting proceeds.

14. **Use of Annexes**. To maintain the flow of argument, put extensive detail, such as statistical data or information, in annexes. Only the deductions derived from the annexes need to be inserted in the body of the paper.

15. **Distribution.** The distribution should be listed at the end of the paper, as at Annex A. However, if the paper is sent out as an enclosure or an annex to a covering letter, the latter amy include the distribution instead.

16.   **Covering Letter**.   If a covering letter is used it should include :

    a.   Very briefly, the reasons why the paper has been written.

    b.   The conclusions and recommendations as they actually appear in the paper.

    c.   Any action required or requested of any recipient.

    d.   Titles of authorities consulted if not included in the introduction.

17.   **Notes, Footnotes and Amplifications.**   A note contains a reference, explanation, or comment outside the main body of the text. If it is placeed at the bottom of a page of under a table, chart, an illustration it is a footnote. In some journals, notes are also listed at the end of the paper like bibliography when it is called endnotes. Amplification of specific points in tables or diagrams may be made by using 'Notes'. They are not normally used in the text of Service papers.

    a.   Notes are numbered consecutively in Arabic numerals, the series starting anew for each chapter. The are listed under the heading 'Notes' at the foot of the page on which they occur, on the left margin above the security classification.

    b.   Attention is drawn to the relevant note by inserting the appropriate numeral in brackets immediately after the point.

18.   **Procedure of Using Footnotes**.   When footnotes used for the first time, they are to be written exactly like bibliograpy except that page number has to follow. In subsequent occasions following procedure may be adopted:

    a.   **Ibid**.   If the reference is successive, use the word 'Ibib' and give page number(s) etc if necessary e.g. 'Ibib', P-2 of 'Ibib', pp 3-121. The word 'Ibid' is abbreviation of a Latin word 'Ibidem' meaning in the same book, chapter, passage etc.

    b.   **Op Cit**.   The Latin abbreviation for 'Opera Citato' meaning 'in the work cited' is used to refer to different pages in a work cited earlier but not immediately preceding, that is when references to other works have intervened. The author's last name always precedes 'Op Cit'. Note that 'Ibib' can follow an 'Op Cit' footnote. See examples below.

    c.   **Loc Cit**.   The Latin abbreviation for 'Loco Citatol' meaning in the place cited' is used instead of 'Op Cit when the reference is to the exact page (s) previously cited. Again the author's last name must be included but is never followed by page (s) citation. See example below.

Some of the examples are:

1.   Earl P Strong, The Management Business : An Introduction (New York : Harver and Row, 1965), pp 23-234.

2.   Charles A Myers, Behavioural Sciences for Personal Managers, Harvard Business Review (July – August 1965), pp 223-234.

3.   Strong, Op Cit,pp 247-249.

4.   Myers, Op Cit, pp 158-161.

5.   Ibid, p162. (means 'Myers, p 162)

6.   Strong, Loc Cit. (means 'Strong', pp 247-249).

7.   Ibid, Note 6 (means same as preceeding note i.e. Note-6).

19.   **Bibliography**.   A complete list of books or documents consulted or read by the writer of a service paper for the preparation of the said paper may be given at the end of a Service paper under the heading 'Bibliography'. This can be in addition to the footnotes or reference given at the bottom of each page or pages. While identifying a document in the 'Bibliography', or as reference at the bottom of a page, a particular format or sequence is to be followed, e.g:

> Name of the author …… Name of Title of the document - (Name of publisher or the publishing company with place and year in brackets as here) - Particular chapter or section or pages, if necessary.

> **Example**.   Charles Meyer, Invasion of Cambodia, (Previcetion Publishing Company, Paris 1962).

SELF ASSESSED EXERCISE

Answer the fol questions

Q1.   Write the frame work of a Service paper.

Q2.   What may be included in the background section of a Service paper ?

Q3.   What questions are required to answer during revision of a Service paper ?

Q4.   Annexes are supplementary document to a Service paper. How should Annex be enclosed ?

Q5.   What points need to be included in a covering letter ?

Q6.   Mention the criteria of a Service paper .

ANSWER TO THE SELF ASSESSED EXERCISE

A1.   Service papers are widely used to present facts , opinions , and arguments leading to either recommendations or decision. They are those which examine a current or future problem and present solution or those which survey and analyse past events.

A2.   The following points are required to be included in the background section of a Service Paper :

      a.   Terms of reference or, in their absence, the scope of the paper.

      b.   A review of the existing situation or a summary of the background against which the paper is written, bearing in mind the reader(s) for whom it is intended. Prior knowledge that the readers are likely to possess must be taken into account.

      c.   Any assumptions that govern all subsequent arguments.

      d.   If required, titles of authorities consulted during the preparation of the paper.

A3.   During revision of a Service Paper the following questions are required to be answered :

      a.   Has the aim been kept in mind throughout ?

      b.   Does the title describe the paper aptly ?

      c.   Have all aspects of the subject been covered ?

      d.   Are all the facts accurate and are they in the best order ?

      e.   Are all the requirements of the terms of reference answered in the conclusions and are the conclusions based on the paper's contents ?

      f.   Can the language be improved ?

      g.   Can anything be deleted without detriment to the sense or arguments ?

      h.   Is the whole paper concise, logical and complete ?

A4.   Annexes should be enclosed as follows:

      a.   Referred to in the text of the parent document.

      b.   Lettered consecutively in capitals in the order in which they appear in the text; this includes a single annex ie Annex 'A'.

      c.   Given their own subject headings.

Listed at the close of the parent document prior to the distribution, under the heading 'Annex(es)' which is followed by a colon and not underlined. While listing the wording used to identify the annex(es) will be the same as their subject headings.

A5.   The fol points need to be included in a covering letter :

a.   Very briefly, the reasons why the paper has been written.

b.   The conclusions and recommendations as they actually appear in the paper.

c.   Any action required or requested of any recipient.

d.   Titles of authorities consulted if not included in the introduction.

A6.   The fol are the criteria of a Service Paper :

a.   Introduction.

b.   Aim.

c.   Present System of Training.

    (1)   Army.

    (2)   Navy.

    (3)   Air Force.

d.   Training Facilities.

    (1)   Central Training Depot

    (2)   Training Equipment.

        (a)   Clothing.

        (b)   Weapons.

    (3)   Training Areas.

    (4)   Manpower.

        (a)   Training Staff (General Instrs & spl instrs)

    (5)   Administrative Staff.

    (6)   Summary.

e.   posed System of Instruction.

    (1)   Common Basic Drill Instruction.

    (2)   Common Basic Weapon Instruction.

    (3)   Special to Service Instruction.

f.   Financial Implications.

g.   Advantages of Proposed System.

h.   Conclusion.

j.   Recommendation.

LAYOUT OF A SERVICE PAPER

SECURITY CLASSIFICATION (1)

Identifying Reference (1)   Copy Number of   (1)
                                             Total pages …...(1)

INTEGRATED BASIC RECRUIT TRAINING
FOR THE ARMED FORCES

Reference (s) :

A.   …………………………..

INTRODUCTION

1.   (Paragraph as required to give background of the paper).
2.   …………………………………………………………………
3.   …………………………………………………………………...

AIM

4.   The aim of this paper is to examine the advantages and disadvantages of having integrated basic recruit training for the Armed Forces and make recommendations for a cost effective integrated training system.

PRESENT SYSTEM OF TRAINING

Army

5.   …………………………………………………………………..
6.   …………………………………………………………………...

Navy

7.   …………………………………………………………………..

8.   ………………………………………………………………….

Air Force

9.   ………………………………………………………………………
………………………………………………………………………………………..

10.   ………………………………………………………………………
………………………………………………………………………………………..

SECURITY CLASSIFICATION (1)

Training Facilities

Central Training Depot

11. …………………………………………………………………………………………………
………………………………………………………………………………………………..

Training Equipment

12. …………………………………………………………………………………………….…..
………………………………………………………………………………………………..

13. **Clothing**……………………………………………………………………………….……
…………………………………………………………………………………………………

14.   **Weapons**   …………………………………………………………………….

Training Areas

15. ……………………………………………………………………………………………..

16. ……………………………………………………………………………………………..

Manpower

17   **Training Staff**.

      a.   **General Instructors**.   (2) …………………………………………………
…………………………………………………………………………………………..

      b.   **Specialist Instructors**.   ……………………………………………….…..
…………………………………………………………………………………………..

18. **Administrative Staff**.   …………………………………………………………....
…………………………………………………………………………………………

Summary   (3)

19. ……………………………………………………………………………………………..
………………………………………………………………………………………………..

PROPOSED SYSTEM OF INSTRUCTION (4)

20. **Common Basic Drill Instruction.**   ……………………………………………….…
…………………………………………………………………………………………………

21. **Common Basic Weapon Instruction**.   ………………………………………….……
…………………………………………………………………………………………………

22. **Special to Service Instruction**.   …………………………………………………....
…………………………………………………………………………………………………

FINANCIAL IMPLICATIONS

Annual Expenditure

23.   **Annual Expenditure on Present system**.   ……………………………………..

      a.   **Army**.   …………………………………………………………………..

      b.   **Navy**.   …………………………………………………………………..

      c.   **Air Force**.   …………………………………………………………….

24.   **Annual Expenditure on Proposed System** .   …………………………………
………………………………………………………………………………………………..

ADVANTAGES OF PROPOSED SYSTEM

Finance

25.   **Annual saving**.   …………………………………………………………………
……………………………………………………………………………….................

26.   **Common Vote**.   ……………………………………………………………..
………………………………………………………………………………………………

Inter Service Understanding

27.   Morale……………………………………………………………………………….
……………………………………………………………………………………………….

28.   **Comradeship**.   ………………………………………………………………..
……………………………………………………………………………………………….
29.   **Understanding Each Other's Duties.**   ………………………………………
……………………………………………………………………………………………….

CONCLUSION(S)

30.   …………………………………………………………………………………………
……………………………………………………………………………………………….

31.   …………………………………………………………………………………………
……………………………………………………………………………………………….
      a.   …………………………………………………………………………………
…………………………………………………………………………………………………
      b.   …………………………………………………………………………………
…………………………………………………………………………………………………
      c.   …………………………………………………………………………………
…………………………………………………………………………………………………

SECURITY CLASSIFICATION (1)

RECOMMENDATIONS (S)

32. ....
....

      a. ....
      b. ....
      c. ....

                                      AHM FAZLUL HAQUE (5)
                                        Wg Cdr
                                        DD Air Trg

Dhaka   (6)

Jan 01 (7)

Annexes :

A. ....
B. ....
C. ....

Distribution :

....
....
SECURITY CLASSIFICATION (1)

Notes :

1.   Where applicable.

2.   Sub-paragraphs may be given headings where appropriate.

3.   After much discussion under one main heading it is sometimes convenient to make a summary of salient points under that heading before going on. Paragraph 19 would here summarize Paragraphs 11 to 18.

4.   Possibly there may be no suitable group heading for Paragraphs 20 to 22. In such a case, beware of reducing 'PROPOSED SYSTEM OF INSTRUCTION' to a group heading. If you do this, Paragraphs 20 to 22 will be governed by the previous main heading 'TRAINING FACILITIES', which would be illogical.

5.   A Service paper is normally signed by the author.

6.   Place at which paper is written is to be in line with the signature block's opening line.

7.   Date of signature double spaced from the place as at Note 1 where the day of the month is to be written in manuscript to the left of the margin at the time of signing by the author.

TOPIC-4

DIRECTIVES AND INSTRUCTIONS

DIRECTIVES

Introduction

1.   When addressed personally to senior commanders, directives are usually concerned with major policy matters and their implementation; they may also give guidance on priorities.   Although directives are normally issued at Ministry or Chiefs of Staff level, any commander may issue a directive on such matters as training.

The Command Directive

2.   Often a directive is issued to Chiefs of Staff or other senior Commanders on appointment defining functional responsibilities, known as a command directive.

3.   The outline of a command directive issued in peacetime, which should be suitably arranged in paragraphs, could include the following :

  a.   You have been appointed …………………………………………………………..

  b.   You are responsible to ……………… for the efficiency, readiness etc ……… Of the forces under your command …………………………………………

  c.   You are to maintain your forces in peace ………….. with the primary objective ………………………………………………………………………………

  d.   Your particular tasks are …………………………………………………………..

  e.   In war, you may be required to ……………………………………………….

The Policy Directive

4.   Policy directives normally relate to a particular aspect of a commander's responsibilities and by definition concern matters of importance such as division of effort between allied forces.

5.   There is no set form for a policy directive.   The tone should be formal and polite. The expressions 'is to' and 'are to' need not be used; phrases like 'you will be required to' 'your primary objective will be' are often used.

Planning Directives

6.   Planning directives are issued by a commander to set subordinate commanders and staff to work on preliminary planning, while the final details of the plan for an operation have still to be settled.

7.   A planning directive would express the commander's intention and might cover, in broad terms :

  a.   Outline plan.

    b.   Reconnaissance required before the operation.

    c.   Preliminary deception arrangements.

    d.   Moves contemplated.

    e.   Preliminary administrative arrangements.

    f.   Rehearsals of specialized phases.

    g.   Security on a 'need to know' basis.

INSTRUCTIONS

Operational Instructions

8.   An operation instruction is often addressed to the recipient by name and signed by the commander personally. The recipient will have to act on his own judgement and the scope of an instruction will be wider than that of an order. For these reasons an instruction is usually worded in less formal language than an order. Though the mission is still expressed in the executive, commander's intentions bearing upon its execution may be expressed by 'should' rather than 'Do ……………', 'Attack …….', 'is to' or 'are to'.

9.   Operation instructions follow the general layout, for operation and administrative orders described in JSSDM Sections 11 and 12 but no particular heading is mandatory and only those which are required are to be included.

10.   The methods of issuing operation instructions are the same as those given in JSSDM Section 11 for an operation order.

11.   Operation instructions contain the commander's general intention and allow his subordinates to think ahead and make preparations. They are normally issued instead of an order :

    a.   To a commander with an independent mission.

    b.   Where the likely speed of movement or lack of information make specific orders impossible or undesirable.

    c.   When a commander wishes to communicated further intentions or to influence events when detailed written orders cease to be appropriate.

    d.   To meet contingencies that can only be partially foreseen, such as natural disasters or internal security operations. Such instructions will usually contain alternative courses of action to be selected in the light o events.

Administrative Instructions

29.   The purpose for which an administrative instruction is issued is similar to those of administrative orders (See JSSDM Section 12). The format is determined by the specific requirements but it generally follows the framework outlined in JSSDM Section 12.

FORMAT OF A ADMIN INSTR

CSTI, BAF
Dhaka Cantt

Tel: 8754830 ext: 5640

CSTI/714/4/JC&SS/Vol-14/   Jul 11

ADMIN INSTR

1.   **General**. 15 SO of No 87 JCSC and 05 offrs of CSTI will pay an edn visit to BIPSOT on 24 Jul 11.

2.   **Purpose**. The purpose of the visit is to acquaint the SO with the role, task and mgt tech of the org as well as the environment in which they op.

3.   **Co-ord**. The fol offrs will co-ord the overall visit:

    a.   Wg Cdr Md Monirul Islam (BD/8246), ADWC   - Chief Co-ord

    b.   Sqn Ldr SM Towhidul Islam (BD/8914),GD(P)   - Co-ord SO

    c.   Flt Lt Farzana Ferdous (BD/9323), Admin   - Admin Co-ord

4.   **Visit Prog**. The visit prog is as under:

    a.   Start from CSTI   :   0815 hrs

    b.   Arr at BIPSOT   :   1015 hrs

    c.   Visiting pd   :   1030-1430 hrs

    d.   Dep   :   1500 hrs

5.   **Tpt**. Flt Lt Mohammad Shamim Sarker in co-ord with Adjt CSTI BAF will arng one microbus and one coaster.

6.   **Photography**. Adjt CSTI will ensure incl of a photograpoher for the said visit.

7.   **Gift/Momentus**. Flt Lt Mohammad Habibur Rahman in co-ord with Adjt CSTI BAF will collect and carr reqr no of crest and gifts for handing over to the pers of BIPSOT

8.   **Thank Giving**. Flt Lt Mustary Dilshad will give thanks to the hosted party on completion of the visit.

9.   **Visit Report**. The visit report is to be submitted to CI JC&SC within 10 days of visit. The sr most SO will ensure the timely submission.

10.   **Dress**. Wk dress.

11.   **Concl**. All concerned are to take reqr act for successful completion of the visit.

                                                              MD SHAFIQUL ALAM
                                                              Wg Cdr
                                                              OC
Distr:

Intl:

Act:

CI JC&SS

OIC & CI ISS

Syn Ldr of SO

All SOs of 87 JCSC

Adjt, CSTI BAF

Extl:

Info:

Air HQ
Dte Edn

FORMAT OF A DIRECTIVES

There is no set format of Directives.

SELF-ASSESSED EXERCISE

Q1.   What points are to be included in Command Directive ?

Q2.   How the commander's intention is expressed in Planning Directive ?

Q3.   What is the purpose of issuing operation instruction ?

ANSWERS TO SELF-ASSESSED EXERCISE

A1.   The outline of a command directive issued in peacetime, which should be suitably arranged in paragraphs, could include the following :

    a.   You have been appointed …………………. .

    b.   You are responsible to ……………… for the efficiency, readiness etc ………. Of the forces under your command ……………………. .

    c.   You are to maintain your forces in peace ………….. with the primary objective ……………………… .

    d.   Your particular tasks are …………………… .

    e.   In war, you may be required to ……………………….. .

A2.   A planning directive would express the commander's intention and might cover, in broad terms :

    a.   Outline plan.

    b.   Reconnaissance required before the operation.

    c.   Preliminary deception arrangements.

    d.   Moves contemplated.

    e.   Preliminary administrative arrangements.

    f.   Rehearsals of specialized phases.

A3.   Operation instructions are issued instead of an order :

    a.   To a commander with an independent mission.

    b.   Where the likely speed of movement or lack of information make specific orders impossible or undesirable.

    c.   When a commander wishes to communicated further intentions or to influence events when detailed written orders cease to be appropriate.

    d.   To meet contingencies that can only be partially foreseen, such as natural disasters or internal security operations. Such instructions will usually contain alternative courses of action to be selected in the light of events.