

RESTRICTED

COMMAND AND STAFF TRAINING INSTITUTE BANGLADESH AIR FORCE



Individual Staff Studies Programme (ISSP)

OFFICE MANAGEMENT PHASE-2 : PART-I

RESTRICTED

RESTRICTED

OFFICE MANAGEMENT
PHASE-2 : PART-I

First Edition : Dec 2011

Revised by : **Gp Capt Md Shafiqul Alam, psc GD(N)**
Wg Cdr SK Abul Kashem, psc, Admin

Approved vide Air HQ/10066/Air Trg//Vol-46/64A Date 18 Jan 2011.

CONTENTS

Ser No	Topic	Page
1.	Conduct of the Phase	iii
2.	Functions of Registries	1
3.	Filing System (DIGITAL)	11
4.	Registration, Custody and dispatch of Classified Documents	17
5.	Care of Documents & Stationeries	21
6.	Message Writing	25
7.	Office Organization	31
8.	Treatment of Files at Air HQ	39
9.	Protected Documents other than Signals	45
10.	Official Secret Act 1923	53
11.	Information Management	59
12.	Systematic Problem Solving Technique	75

RESTRICTED

CONDUCT OF THE PHASE

Weeks: 06

Period: 60

Task	Topic	Pd	Distr	Total Pd
1.	Functions of Registries			6
	Sub Topic	Functions and General Instruction	1	
		Identification and Origination of Files	1	
		Filing and Singing of Correspondence	1	
		Action on Pending and Closing Files	3	
2.	Filing System			3
	Sub Topic	Branch and General Number System	1	
		Computer Filing System	1	
		Transmission of Correspondence and Transmission through Fax Circuits	1	
3.	Registration, Custody and Dispatch of Classified Documents			3
		Top Secret Documents	2	
		Secret, Confidential and Restricted Documents	1	
4.	Care of Documents & Stationeries			2
	Sub Topic	Documents in use and Disposal of Unwanted Documents	1	
		Disposal of Unwanted documents and Action on Loss of Protected Documents	1	
5.	Message Writing			3
	Sub Topic	Message Writing Instruction and Reference Letters to be used in Air HQ	2	
		Reference Letters to be used in Other Formation	1	
6.	Office Organization			
	Sub Topic	Estb of a System and General Arrangement of Offices	1	
		Periodical Republication of Orders and Distribution of AFO, AFI and other Orders & Instructions	1	4
		Common Forms used in BAF	2	
7.	Treatment of Files at Air HQ			2
	Sub Topic	Treatment of Files	2	
8.	Protected Documents other than Signals			
	Sub Topic	Definition of Security Terms and Different Security Graded Matters	2	
		General Rules for Grading and Re-grading	2	5
		Printing of Classified Documents	1	
9.	Official Secret Act 1923			4
	Sub Topic	Official Secret Act	4	
10.	Information Management			7
	Sub Topic	Introduction, Object & Method	1	
		E-mailing	3	
		E-working Security	3	
11.	Systematic Problem Solving Technique			11
	Sub Topic	Basic Principles of Problem Solving and Analyzing the problem	7	
		The Selection Process – A Logical Approach	4	
12.	Revision and Writing TAE Paper			10

Total Period - 60

INTRODUCTON TO THE PHASE

1. This phases is divided into two parts. Part-I functions of Registries, Filing System, Registration, Custody and dispatch of Classified Documents, Care of Documents & Stationeries, Message Writing, Office Organization, Treatment of Files at Air HQ, Protected Documents other than Signal, Official Secret Act 1923, Information Management & Systematic Problem Solving Technique.

2. During this 5-week phase, you will be studying one of the most important aspects of a staff of officer's work and the writing of Office Management. They are the end-product of much work, especially of higher level. A good staff offr should be able to produce should, well- written office management, either to analyse facts or events or to present solutions to problems. When office management, 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 Office Management.
- b. To plan and write a simple office management which will present the solution to a problem.
- c. To know how the office can be manage.
- d. To acquaint with the different types of management.
- e. To enable an offr to write a brief about office management.
- f. To guide an offr how to write different types of office management.

TASK-1 : FUNCTIONS OF REGISTRIES

FUNCTIONS AND GENERAL INSTRUCTION

Functions of a Registry

1. The main function of a registry is to control the receipt and despatch of correspondence. The functions of registry include identification, classification, circulation and custody of correspondence. The registry is also to keep the record of correspondence marked with a security grade.
2. Base or unit should maintain one central registry. If it becomes difficult to make all works to be centralized, some of those may have to be delegated to sub-registries maintained by departments, where sub-registries will undertake their own filing, circulation and custody of correspondence. In this manual references to the registry apply to a central registry unless otherwise stated.

General Instructions

3. A file is designated to collect and present the history of a particular aspect of a subject in one cover in chronological order and in a manner which should facilitate reference and preserve the correspondence from loss or damage. In order to accomplish these functions, the following general principles are to be strictly observed for opening and maintaining files:
 - a. A new file is to be opened for each distinct aspect of a subject. Care is to be exercised to confine the file to its primary subject and not to allow it to develop into an omnibus file.
 - b. The title of each file is to be very carefully selected and correspondence on that file is to be restricted to its title. If, however, during normal process the scope of the subject is changed, the title of the file is to be suitably amended to reflect the new scope of its subject.
 - c. The number of current files are to be kept limited. New files are not to be opened for papers received merely for information. If it is considered necessary to retain, those papers may be kept in a separate jacket.
 - d. The correspondence is to be preserved from mutilation. The note sheets and the enclosures are to be properly punched, tagged and kept in proper array.
 - e. The number of enclosures on each file should not exceed 100. When this number is reached, another volume of the file is to be opened. However, in order to prevent damage of document, if it is felt inconvenient to maintain a file even with less number of enclosures, another volume should be opened. The original file is to be marked Vol-I (খন্ড-১) and the new files are to be marked as, Vol-II (খন্ড-২), Vol-III (খন্ড-৩) etc as appropriate.

IDENTIFICATION AND ORIGATION OF FILE

Identification of a File

1. A file is identified by a title and a number. It is customary to include a suitable prefix in the file number to indicate the formation, base or unit of origin, eg Air HQ (Air Headquarters), ZHR (BAF Base Zahurul Haque), 31S (31 Squadron) and 212MU (212 Maintenance Unit). Details have been described in Section-2
2. The following four kinds of file covers are used in BAF:
 - a. Form 2007-ka and kha, coloured buff with black overprinting and marked 'RESTRICTED' (সীমিত) on the top and at the bottom, are used for unclassified and restricted correspondence.
 - b. Form 2006-ka and kha, coloured light green with black overprinting and marked 'CONFIDENTIAL' (গোপনীয়) on the top and at the bottom are used for confidential correspondence.
 - c. Form 2008-ka and kha, coloured pink with black overprinting and marked 'SECRET' (বিশেষ গোপনীয়) on the top and at the bottom, are used for secret correspondence.
 - d. Form 2009, coloured yellow having red diagonals cross on the front page from corner to corner with a red band across on the top and marked 'TOP SECRET' (অতি গোপনীয়) in black at the top and in red at the bottom, is used for top secret correspondence.

Note : The 'ka' marked files are used for main/policy files and 'kha' marked files are used as correspondence /sub-files.

File Titles

3. The selection of an accurate and appropriate file title is most important and is the responsibility of the office or branch opening the file. The file title should be concise and clear, which will depict the subject(s) of file. Sometimes, it may have to be amended or amplified. This should be done by the registry only at the request of the originator of the file. Subsequently, the registry records should be altered accordingly.

File Numbers

4. When a file is opened it is given a number from an index maintained by the registry, conforming to existing filing systems described later in Section-2.

Origination of Files

5. To ensure proper documentation and co-ordination, all files must be opened under the supervision of the registry. If the registry considers that a new file is not necessary, it should provide detailed information on relevant files to the applicant and suggest him to use any file on the concerned subject. The final decision must rest with him. Duplication of files can be avoided by free interchange of information between branches, use of cross-reference and careful scrutiny of files and subject indexes in the registry.

6. File contents must refer strictly to the subject of the file. Any departure from the original subject, the enclosures should be diverted into a new file, and a suitable cross-reference should be made in both files.

Definitions

7. The terms correspondence, enclosure, note and indexing, used in this section denote the following:

- a. **Correspondence.** This term is used to denote any type of letter, telegram, fax and signal.
- b. **Enclosure.** This is the official term given to items of correspondence after they have been placed on the right-hand side of the appropriate file.
- c. **Notes.** These are records of the opinion leading to a decision on a subject.
- d. **Indexing.** This term means recording of brief particulars of enclosures on the note sheet of a file. Indexing will be done in top secret files only.

Marking of Enclosures

8. Enclosures are to be numbered 1A (১ক), 2A (২ক), 3A (৩ক) and so on, independent of the numbers of the notes in which they may be referred. Enclosures in the top secret files will, however, be indexed under corresponding numbers of notes. So, the enclosures on these files will not necessarily bear consecutive number. When enclosures have two or more pages, only the first page will bear the enclosure number. Annexure to enclosure will carry the same number as the enclosure itself followed by the letter 'B (ব)', 'C (গ)', 'D (ঘ)' etc.

9. If a paper has to be filed between two existing enclosures, it is to be given the number of the earlier of the two enclosures followed by the number (1) (i), thus if it is filed between 6A (৬ক), and 7A (৭ক), it will become 6A (1) ৬ক, (1). This would avoid renumbering of all subsequent enclosures.

FILING AND SIGNING OF CORRESPONDENCE

Filing of Correspondence

1. *Correspondence is to be secured on the right in reverse order so that the latest paper is on the top.* Every paper is to be punched on the top corner with a punch and not to be perforated by pushing the tag through. The file cover is also to be punched at the top left-hand corner through both leaves. Two separate tags are to be used for enclosure and note sheet.
2. Drafts of letters sent to a superior for approval must be placed in a file and given an enclosure number. Such drafts should remain in the file for record purposes.

Note Sheets

3. Note sheet contains the notes which are written as informal means of conveying instructions, passing opinions, conducting correspondence and recording observations that constitute the general run of business of a staff in any formation. Properly kept note sheet provides a full and valuable record of actions on the particular subject with which the file deals.
4. Note sheets are to be foolscap size and secured on the left hand side of a file. Each sheet should bear the same security grade as the file's one on the top and at the bottom. The file reference is typed on the top left hand corner below the security grading. A wide margin is printed or ruled on both sides of a note sheet. On the right hand side of each page a narrower margin titled 'Encl No' is provided. 'Encl No' is underlined and is in line with the file reference on the first page and on subsequent pages it maintains the same vertical spacing. The note sheets are filed in reverse order, so that the most recent one is on the top when the file cover is opened flat.
5. Notes should be written in chronological order. It must be numbered consecutively in Arabic numerals placed centrally above the text and underlined. Enclosure numbers are written in the right hand margin in line with their references made in the note. The subscription follows the normal conventions of name, rank, appointment, telephone number and date. Stamp may be used containing above information instead of typed signature block.
6. The addressee of a note will be indicated as appointment underlined at left hand side below the signature block. If comment/opinion is required to be taken from more than one person, their designations are entered one below the other in an interval of three to five vertical spaces.
7. The addressee should cross out his appointment near the left hand margin after he has endorsed his remarks. Any addressee may raise separate note with next serial number if the designated space is not sufficient for endorsing his remarks. In this case he will write "see note....." in the designated space and put his initial and cross out his appointment.

Signing of Correspondence

8. The relevant file is always to accompany correspondence when it is submitted for signature. The original and all copies are to be clipped on the front of the file cover and the relevant papers within the file are to be flagged. General rules for signing correspondence are stated below:

- a. Correspondence, other than routine in nature ie policy, procurement, posting etc, addressed to a higher command is normally signed by the commander himself. Officer Commanding of a wing may sign for Base Commander after obtaining his consent.
- b. Correspondence to a subordinate formation may be signed by the senior staff officer of the unit concerned or for him by a subordinate staff officer by adding 'for' but not his appointment to the subscription.
- c. Correspondence, routine orders and local instructions issued within own unit/base/headquarters may be originated and signed by the staff officer concerned and not 'for' the commander. The office copy on the appropriate file should be passed to the commander for information/appraisal.
- d. Any correspondence conveying a reproof from a superior commander or asking explanation from subordinate commander must be signed by the commander himself.
- e. The signatory should personally sign all copies of the correspondence. When numerous copies are produced, the signatory may sign the original copy or stencil.
- f. When a commander or a senior officer has personally drafted or approved an urgent policy or other important document and is unable to sign through unavoidable absence, the document could be signed by an officer on his behalf over the commander's complete subscription block. The officer signing must identify himself fully and explain why he is signing.
- g. Important request or opinion is to be signed by the commander himself. Letter of minor censure may be signed by the senior staff officer but only after approval by the commander. Severe reprimands are signed by the commander himself. Staff officer must not sign letter refusing a personal request.
- h. Procedures stated below are to be followed at Air Headquarters:
 - (1) Letter (including note) addressed to the Chief of Air Staff should be signed by director/ branch head.
 - (2) Letter addressed to other organization may be signed by the concerned branch head or by any staff officer (assistant director/deputy director/director) for 'branch head'¹. Consent of branch head is to be obtained before despatching any correspondence other than the routine ones.
 - (3) *Letter (including note) within branch may be initiated by assistant director/deputy director/director considering the importance of the subject matter.*

RESTRICTED

(4) In case any post of principal staff officer is vacant and the directorates of such branch are placed directly under the Chief of Air Staff, the correspondence shall continue to be signed for that principal staff officer and *not for the Chief of Air Staff*.

Transfer of Enclosure and Note Sheet

9. If any enclosure or note sheet is transferred from one file to another a note should be made on both the files, explaining the action taken and giving cross-references of file numbers and number of the enclosure and note involved. These details will be recorded in the original file in the form of a note in case of transfer of a note or on a plain sheet of paper in case of enclosure which will be inserted at appropriate place and bear the same enclosure number as per the example given below:

TRANSFER OF ENCLOSURE / NOTE SHEET

EnclA(Ref No.....dt.....subj.....) has
been transferred to file noas encl.....

Sig.....

Dt:.

IC Registry

10. In certain circumstances, it may be necessary to make copies of the enclosures or notes, if the subject matter subsequently requires action on two different files. In such cases, copy should bear the reference and enclosure number of the original file.

Cross Reference

11. Cross reference to former or subsequent volumes of a file and to other files should be inserted in the space provided on the front cover of the file. Reference in the letter or note to a document in the same file should be made by its enclosure number, but if it is in another file, that file number as well as the enclosure number must be quoted.


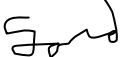
Booking out of Files

12. An enclosure or a note charged on the file cover should be signed and dated by the officer to whom it is referred when he has completed action on it. It is, in fact, a good rule for the recipient always to put initial and insert date on every document that is referred to him unless there is restriction to mark it.

13. The transit of a file from one branch to another is normally made through the central registry, where all file movements are recorded either in a transit ledger or on file movement card (Form 964) By this means a file may be traced at any time. But, if a file has to be sent urgently direct to another branch, a 'File Transit Slip' must be

RESTRICTED

completed and passed to the registry for adjustment of file movement records. The correct charging of the file for transit from one branch to another is as follows :

Referred to	Note or Encl	Date	Initial of Sender
OC Admin Wg	N-21	08Sep01	
OC Admin Wg	Encl-8	24 Oct 01	

Custody and Checking of Dormant Files

14. Files, when not in action, should be kept in the registry in numerical sequence, so that they may be readily available when needed. 'Not in action' means that all charging on the file have been crossed out, thus indicating action completed, and that all action slips have been removed. Action slips may be manuscript notes containing orders to subordinates for which a note would be inappropriate (eg instructions to the typist or filing clerk) or they may be coloured flags drawing attention to the enclosure under consideration.


15. A running check on files not in action should be carried out in the registry. A responsible clerk should examine a convenient number of files daily to ensure that:

- a. Files are kept in the correct sequence.
- b. No letter for dispatch remains in the files.
- c. All file charging on the cover have been complied with.
- d. All files in circulation are booked out in transit ledgers or on cards.

A progress chart should be maintained and the number of files checked daily should be adjusted to ensure that all files are reviewed within a specified period.

ACTION ON PENDING AND CLOSING OF FILE**Action on Pending Files**

16. In no circumstances should an individual retain a file because he expects an answer to a letter in a few days. When he wants a file to reach him on a certain date, he should enter the same mentioning date, month and year in RED ink in the place specified for BF (Bring Forward) in the file cover as mentioned below:

Note of Encl	Date	To whom	Initial of the individual
End 40	14 Jul 06	Adjt	

The responsibility for deciding the date on which a file is to be brought forward for further action rests with the individual or branch concerned and not with the registry.

17. The registry should maintain a set of 31 BF cards (Forms 1965), one card being used for each day of the month and each card being available for the same day of any month in the year. These cards are renewed when necessary. When a file marked BF is received, the registry should make a corresponding entry on the card for the day of the month on which the file is next required. Each morning the card for the particular day must be consulted and the files shown as being required are to be sent to the individuals or branches which have marked them BF. The registry is then to strike through the entries on the card. The registry should transfer the BF entry and book out it to the concerned individual on the day he requires the file, cross the BF entry and initial it.

18. If a file is not in the registry on the day it is required, the registry must notify the branch concerned of its whereabouts in the manner as shown below:

.....(Br or Sec),

Ltr No..... Subj File No..... due to be BF to
you today, is charged to.....(br or sec) on..... (dt).....

Sig:

Dt:

IC Registry

19. It is then the responsibility of the individual or branch which made the BF endorsement to obtain the file, or to instruct the registry in writing to bring it forward at a later date. When BF entries are cleared, the entries on the file cover must be crossed through and signed by the individual concerned.

Closing of Files

20. A file, on which no further action is required, must be closed and sent to the registry, where it is retained for a prescribed period before destruction. To close a file, the entry put away (PA) is made in the file cover, signed and dated by the officer in the branch which opened the file. It is the responsibility of branch, and not of the registry, to ensure that the necessary action has been taken on all enclosures in a file before it is returned to the registry for PA.

21. It is generally better not to close a file immediately when action on it is apparently completed, but first to BF it for a reasonable period. When it is made BF, it should be re-examined and a decision is to be made as to whether or not it should now be PA or BF again. The number of files in use must be kept to the minimum by systematic examination and PA action.

Reopening of Closed Files

22. If a correspondence is received dealing with the subject of a closed file, or if discussion on that subject is reopened, the registry must find out from the branch concerned whether the matter justify reopening of the closed file, or whether a new file should be opened. In the later case, the old file must travel with the new file. If the file to be reopened was originally opened before 5 years, it should be re-registered to a current number.

Security Classification of Files

23. If any classified correspondence relates to the subject of an unclassified file, the branch concerned must classify the file or arrange for opening of a new classified file, to which all papers must be transferred. The security grade of a file must not be lower than that of the highest graded document in the file.

Survey and Disposal of Documents

24. Yearly survey of documents and correspondence must be carried out by 31 December every year. The duties of the board convened to survey documents for disposal could be made easier if files are carefully examined before PA action is taken, and if documents of historical or other permanent value are so marked and noted on the note sheet.

File Index and Record Register

25. In order to ensure safe custody and movement of files, a file index and register is to be maintained. This will be a single register consisting of minimum 200 pages (to be serially numbered) and divided into three parts as follows:

- a. **Part-I : Record of Quarterly Check.** This part will contain a record of quarterly checks of all files shown in the index. These checks are to be conducted by the section commanders who are to append a certificate as per the specimen given at Annex 'B' to this section.
- b. **Part-II : Record of Handing/Taking over of Files.** This part will contain a record of handing/taking over of files. Whenever an individual proceeds on a long leave or is posted out, a proper handing/taking over of files is to take place between him and his replacement. Specimen of handing/taking over of files is given at Annex 'C' to this section.

RESTRICTED

c. **Part-III : File Index.** This part will contain a record of all files and volumes thereof opened in the section (except top secret files for which an independent file index and record register are to be maintained). In the index, a flagged page is allotted to each of the sub-headings of files and its main (policy) and sub files are recorded on it. The specimen of file index is given below:

File Index
Name of the Directorate/Base/Wing/Unit/ Section

Ser No	File No	Subject	Classifica- tion	Vol No	Date Opened	Date Closed	Remarks
--------	---------	---------	---------------------	--------	----------------	----------------	---------

The first two parts of the register are to consist of minimum 10 pages each while the remaining pages are to be utilized for the third part.

TASK-2 : FILING SYSTEM (DIGITAL)**BRANCH AND GENERAL FILE NUMBERING SYSTEM****INTRODUCING THE DIGITAL FILE NUMBERING SYSTEM/USING (FINAL)**

Ref:

- A. MOPA Notification no 05.206.033.00.00.068.2008-87 dt 10 Apr 11 (NOTAL).
 B. AFD Ltr No 06.00.0000.020.27.008.11/691 dt 16 Jun 11 (NOTAL).
 C. Air HQ/26413/4/Co-Ordination/Vol-2/04AE dt 29 Aug 11 (NOTAL).
 D. 06.03.2600.052.63.001.11.000-1 dt 05 Dec 11.
 E. 06.03.2600.052.63.001.11.000-1 dt 07 Dec 11.

1. A notification has been enacted regarding the use of digital file numbering systems vide ref 'A' for all Ministry/Division & its sub-jugated Government Organization/Institution to maintain the proper preservation & secrecy of files. In It of that notification Armed Forces Division (AFD) has circulated an order for all Forces/Services and Inter Service Organizations to use/follow digital file numbering system vide ref 'B'.

2. Digital File Numbering New System with 21 digits will be used in BAF. In pursuance to wide directives, code wise analysis and use of 21 digits Digital File Numbering New System in BAF are assembled as following:

NEW FILE NUMBERING WITH 21 DIGITS IN BAF

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
Secretariate Code (Ministry/ Department)	Attached Department/ Directorate/ Autonomous Body/Departmental Office/Other Cases	Geographic (GO) Code	Branch Office Sub- Jugated Institution Code	Subject wise Classifi cation Code	Serial Number Code of File	File Opening Year Code	Subject Code of File
00.	00.	0000.	000.	00.	000.	00.	000

a. **Ministry/Department Code** Instead of 02 (Two) digits Ministry/Department code, 00 Code will be used for internal correspondence in BAF. Only for external correspondence of BAF as per the subject wise letter, this code will be 06 for Armed Forces Division and 23 for Ministry of Defence. Mentionable that for external correspondence individual Force HQ and Inter Svc Organization/Institution, in AFD's routine matters correspondence (Operations, Maintenance, Training, Administration, Defence Purchase State Custom/Ceremony etc) AFD's Code No and MOD's routine matters correspondence (Budget, Pay-Pension, Legal and Regulatory matters etc) MOD's Code No will be used.

b. **Attached Department/Directorate/Autonomous Body/Departmental Office/ Other Sub-jugated Office Code** This 02 digits code will be placed in the second setting of file numbering. For BAF this code number will be 03 with two (02) digits.

RESTRICTED

- c. **Geographic (GO) Code** All Lodger Units (Except Air HQ) are to use 0000 in place of 04 (Four) digits GO Code due to changing of geographic location of BAF lodger units. Other Office/Units are to use District Code Digit as first 02 (Two) digits and 00 for last 02 (Two) digits in place of 04 (Four) digits. As per the annex 'A' to this letter GO Code (only District Code) is to be used.
- d. **Branch Office/Sub-Jugated Institution Code** Different Branch/Directorate, Base, Unit, Squadron, Flight and Sections of BAF are to use code number as per the annex 'B' to this letter. This code of 03 (Three) digits will be placed in the fourth setting of file numbering.
- e. **Subject wise Classification Code (Main Head)** Subject wise classification (Main Head) codes are shown as annex 'C' to this letter which will be used all over in BAF. This code with 02 (Two) digits will be placed in the fifth setting of file numbering.
- f. **Serial No Code of File** In digital file numbering system, serial No code of a file is the substitute of earlier used Vol No of file. After closing the file No 001, the next no will be 002. Earlier, it was used Vol No on similar subject wise new file and same way Vol serial No would be changed. If it is required to open Sub Head new file on similar subject, serial no will be changed like existing Vol No as well. Any serial number of old/destroyable files would not be used in that case. This code with 03 (three) digits will be placed in the sixth setting of file numbering.
- g. **Year Code of Opening a File.** Last two digits of opening year of file will be placed in the seventh setting of digital file numbering. There is no obligation to close the file in the same year on which year the file was opened. Para 0133 & 0134 of AFM 10-1 would be followed in case of closing a file.
- h. **Sub Head Code of a File** Sub Head Code of 001 to 999 can be used against every main head. File producing all Directorate/Section/Office can open a file as per their own requirement or can be given allotment as Sub Head Code to the presently used titles. This code with 03 (three) digits will be placed in the 8th setting of file numbering.
- j. **Encl No of a Letter** Encl No of a Letter is to be used putting an Oblique or Slash (/) at the end of Sub Head Code as per para 0111 & 0112 of AFM 10-1.

3. **Policy File** In case of opening a Policy File, as per Main Head a Policy File is to be opened and 000 code is to be used for Policy File in place of Sub Head. If 000 code is being used in place of Sub Head against any Main Head then it will be understood, this file will be the Policy File (only one) of that Main Head Subject File. If it is required to open more than one Policy File of similar Main Head, in that case 000-1 or 000-2 is to be used in place of Sub Head of that Main Head Subject. If 000-1 or 000-2 is used in place of Sub Head, then it will be understood, this file will be more than one Policy File of that Main Head Subject. Suppose: There is a subject in code 58 of Main Head Code — Posting/Att/Det/Deputation/Secondment (Home & Abroad). It may be required to open a Policy File separately for all Offrs, Airmen, MODCs & Civilians. In that case more than one Policy File may be opened as per the following:

Example : Code for Offrs Posting Policy File – 00.03.2600.037.58.001.11.000-1
Code for Airmen Posting Policy File - .03.2600.037.58.001.11.000-2
Code for MODC Posting Policy File - .03.2600.037.58.001.11.000-3

Accordingly Policy File may be opened separately for Posting/Att/Det/Deputation/Secondment (Home & Abroad) on that Main Head Subject. In case of volume changing of a Policy File, serial number is to be changed according to the direction of annex 'F' to this letter.

4. In pursuance to the a/m direction digital file numbering system is to be used in BAF from 01 January 2012. As per the a/m direction of Air HQ all Br/Dte/Bases/Sqns/Sec are to take nec act with an intimation to this **Dte by 28 Dec 11 (R) 28 Dec 11**. Anx 'A', 'B' & 'C' to this letter may be collected from LAN/WAN (<http://baf.org> \implies Download \implies Digital File Numbering System). Mentionable that if any column of digital file numbering is not applicable for any Br/Dte/Base/Unit/Sqn/Sec, then that blank space is to fill up by required number of zeros.

COMPUTERIZED FILING SYSTEM

Computer Filing System

1. Computer has been widely introduced for office management at all levels in BAR. It will be pertinent to use same procedure by everybody for maintaining files in computer to enable the computer operators and other persons to find out a document easily. The computer filing system for BAF is stated below:

a. **Maintenance of Index.** The index of files for an office will be maintained in 'My Document' by creating folders and sub-folders. There will be main folders for main subjects e.g. Operations (OPS), Maintenance (MAINT), Administration (ADMIN), Establishment (ESTB) etc. The main folders will be divided into sub-folders for each file. These sub-folders will be named as per the file number and volume. For easy identification of the policy and corresponding files, the sub-folders will be named according to the references used in normal filing system mentioned before. The example of computer file index of Directorate of Administrative Co-ordination is given below :

(1) Main Folder: ESTB

(2) Sub-folders : 2529-Estb (Establishment Policy)
2529-1-Estb (Establishment Correspondence)

b. **Enclosures.** Each document will be saved under the concerned file sub-folder as serial number of enclosure including main heading in short. The enclosure numbers will be same as the file maintained in registry. This will facilitate easy identification of the document. The received mail from LAN A/VAN/Internet will be first saved in the sub-folder giving the appropriate enclosure number and then printed copy will be preserved in the main file.

2. **Maintaining Closed Files.** All closed files will be saved in a separate drive. Depending on the nature of job of a unit, the closed files may be preserved in 'D:' drive or 'E:' drive. Once any file is closed in registry, immediate action to be taken to transfer the file from 'My Document' to the concerned drive. A new sub-folder will be opened in 'My Document' for the current volume.

3. **Security of Classified Document.** Special care is to be taken for security of all classified documents. All documents having security grade SECRET and above must be saved with PASS WORD and only concerned persons will have access to that on requirement basis.

4. **Standard Page Setup.** In general the paper size for correspondences will be 13.5" x 8.5". For easy filing, the margin at left and right side will be 1" and .5" inch respectively. However, considering size and shape of the content of the document, paper margin may be adjusted.

5. **Type and Size of Font.** For routine office job Font Size Arial 12 and Font Size Bijoy 12 should be used for English and Bengali respectively. This may be changed by Air Headquarters time to time.

6. **Preservation of Documents.** All documents should be preserved in hard copy after an certain period as felt convenient by the office. In addition to this, there should be back up systems for preserving documents. Adjutant or Officer in Charge is to check time to time so that proper care is taken for preservation of office documents.

7. **Preservation of Documents on Digital Archive (Central Server)** All documents should be preserved in the BAF Central Server's Documents Archive. At the end of the week, documents of the week should be uploaded in the central server. This will be password protected and only authorized persons will have access to these documents.

**TRANSMISSION OF CORRESPONDENCE AND TRANSMISSION
THROUGH FAX CIRCUIT**

Transmission of Correspondence

1. **Within Bangladesh.** BAF LAN/WAN, e-mail and FAX facilities are to be used as primary means for transmission of service correspondence. The routine mails will be despatched by service aircraft/transport when available or by Govt Postal services. Priority mails may be despatched by Bangladesh Biman, or in extreme cases by any private airlines.

2. **Outside Bangladesh.** The diplomatic bag service arranged by the Ministry of Foreign Affairs (MOFA) is to be used for transmission of all top secret, secret and confidential official mails. It is emphasized that all classified mails intended for Bangladesh representatives abroad are invariably to be transmitted by this service. Ordinary restricted and unclassified mails may be despatched by normal air mail service or by sea mail service as appropriate. The postal air service is, however, to be used for all unclassified and restricted priority mails. All correspondences to the Bangladesh Missions abroad are to be routed through Directorate of Air Intelligence (Dte AI), Air HQ and Directorate General of Forces Intelligence (DGFI). These correspondences are to be sent in two envelopes; the inner one is to be addressed to the recipient duly typed and left open and the outer one to be addressed to Dte AI.

Postage

3. All official correspondence for conveyance by post must be prepaid. When any supplemental service such as insurance, registration, express delivery is required, the appropriate additional fee is to be prepaid by means of service labels affixed to the letter or packet before despatch.

4. The adjutant is responsible to ensure that an account of all service labels is maintained in the registry on Form-97 (small). This account is subjected to periodic audit. He is to scrutinize the outgoing mails at frequent intervals and check the use of service labels in the registry to ensure that those are being used economically and only for official purpose.

Transmission through Fax Circuits

5. **Fax within BAF.** Fax messages within BAF organizations are to be transmitted using BAF PABX facilities. PABX extensions of BAF Communication Unit have been installed in all the bases for this purpose.

6. **Fax outside BAF.** Fax messages intended for organizations in Dhaka area outside BAF can be sent through the fax circuits using PABX extensions. Fax messages within the local cities of BAF bases can be sent through the civil fax circuits of the bases making a local call. The same circuits can be used for the addresses other than Dhaka city using NWD facility.

7. **Fax Abroad.** Fax message to foreign countries are to be sent through BAF Communication Unit after obtaining necessary approval from the competent authority and counter signature of Dte AI.

8. **Fax Sending Procedures.** Unclassified signal/letter/chart/diagram of immediate nature is to be written/typed/drawn on fax cover sheet BAF F-53A. Then it is to be countersigned by competent authority and is to be sent to BAF fax centers.

9. In case of unavailability of LTP (line tele-printing) circuits for a period more than 30 minutes all classified signal message having security grading up to CONFIDENTIAL can be passed through fax circuits after necessary endorsement from the crypto centers. Messages having security classification SECRET and above can be transmitted through fax after necessary encryption in the crypto centers.

TASK-3

REGISTRATION, CUSTODY AND DISPATCH OF CLASSIFIED DOCUMENTS

Top Secret Documents

1. **Receipt.** Top secret correspondence must always be addressed to an officer by name or appointment. The envelopes may be opened only by him, or if they are so marked, by an officer authorized by him to open top secret documents in his absence. In their absence, a duty officer may open the documents if these carry the precedence marking "IMMEDIATE".
2. **Registration.** An envelop marked 'TOP SECRET" must be handed over by the top secret registry or the appointed officer, unopened and without delay, to the addressee after the details on the envelope have been recorded in the top secret register. If the envelope is handed over before recording the details, the addressee is responsible for ensuring that those are correctly entered in the correspondence register. At Air HQ this can be done by making use of slips which can be attached to the envelope by the registry when it is forwarded. This slip has to be completed with the details written on the envelope and returned when the recipient opens the envelope.
3. **Custody.** The recipient of top secret correspondence is also responsible for its filing and safe custody. All top secret documents will be lodged in a file cover as mentioned in Section-1, para 0105. The words ' NOT TO GO OUT ' are to be written inside the red diagonal cross when the document has to be retained by the holder in his office. Top secret papers, when not in use, must be kept in a steel safe, chest or cupboard under lock and key. When top secret papers are in use, they must be placed under lock and key whenever the user leaves his office, even if the office itself is locked. If large numbers of top secret papers are handled, the responsibility for their custody may, at the recipient's discretion, be delegated to another responsible officer. A separate register for recording essence of the contents of a top secret file should be kept for use in identifying and tracing correspondence. File registers, except those for use by the top secret registry staff only, are not to include top secret file titles.
4. **Handling.** Special arrangements should be made for the employment of selected personnel for handling, typing, duplicating, sealing and dispatching of top secret correspondence. Officers, at their discretion, may allow any office staff to handle top secret documents during various stages, if considered absolutely essential. However, the ultimate responsibility rests upon the officers. The staff selected to handle such documents must, therefore, be hand-picked, specially verified and their number kept to the absolute minimum compatible with efficiency. Spoiled or imperfect copies of top secret papers, carbons used shorthand notes, and manuscript drafts are to be returned to the originator for disposal.

5. **Despatch.**

a. **Internal.** Within units and headquarters, top secret papers may be passed only by hand of an officer or confidential clerk, and must be covered by a receipt system. The BAF Form 10284-A (for receipt and distribution of correspondence of classified mail) should be properly filled up. A specimen of the BAF Form 10284-A is shown as Annex 'A' to this section. The papers must be enclosed in new envelope marked 'TOP SECRET'. The envelope should be sealed with adhesive red paper seals, unless carried by a person entitled to know the contents. Seals are to be applied to all gummed flaps and are to be impressed with a stamp covering partly the seal and partly the envelope. The envelope must be addressed personally by name or appointment and must bear the instruction " To be opened only by the addressee or a person authorized to open top secret packages on his behalf. The words 'TOP SECRET' are to be marked or stamped on the back and front of the envelope. Envelopes must bear a reference by which the originator or his branch may be identified.

b. **External Within Bangladesh.** The originator of top secret papers for dispatch is to take action as follows :

(1) Prepare Form 10284-A which must shown the reference number, date, and copy number of the paper. It must also shown the originator's instructions in 'Disposal' column as to whether the form is to be treated in the same grade or be downgraded by the recipient after signature, and the full postal address of the dispatching unit or formation.

(2) Place the papers, together with the Form 10284-A in a new inner envelope which must be marked with 'TOP SECRET' on the back and front of the envelope, the copy number annotated and addressed appropriately.

(3) Put a reference, normally the file reference number, on the envelope so that the originator and the dispatching authority may be identified.

(4) Seal the envelope with wax by using a special numbered seal. This is to be done under the direct supervision of the officer who has originated the paper.

RESTRICTED

(5) Place the inner envelope mentioned in sub-sub para (2) in an outer envelope which must NOT bear any security grade but should show the addressee by name and/or appointment, and a marking, normally unit or branch stamp, by which the despatching authority may be identified.

(6) Seal the outer envelope with wax (special numbered seal is not to be used on the outer cover). Only new envelopes are to be used for the transmission of top secret papers.

(7) Send the packaged correspondence to the top secret registry or the officer appointed to handle top secret correspondence.

(8) Top secret documents will be transmitted exclusively by officially designated courier when such facilities are available. When this is not possible and the originator of the documents or the officer ordering their despatch agrees, they may be sent by insured post, through postal service.

(9) Each top secret letter, despatched by post must be insured for Tk 10007-minimum. The amount may be raised at the discretion of the originator. Only one top secret document will be enclosed in one envelope (inner) when despatched by insured post.

c. **Abroad.** For despatching abroad, a top secret paper is to be enclosed in two envelopes as in sub-para 'b' above but the outer envelope is to bear one of the precedence : IMMEDIATE or PRIORITY. Failure to mark and address the outer envelope correctly may have serious consequences. Such mails are to be sent by Diplomatic Bag only following the procedures mentioned in Section-3.

Secret, Confidential and Restricted Documents

1. **Receipt.** Envelopes marked SECRET or CONFIDENTIAL and not addressed to an officer by name may be opened by an officer or by any office staff authorized by the director and equivalent in Air HQ; in the case of units, such envelopes will be opened only by the Commanding Officer or any officer/staff authorized by him.

2. **Registration.** Recording of secret and confidential documents will be done by an officer or by any authorized office staff. Procedure for registration is as follows:

a. In large headquarters, the secret registry may be a branch of the central registry. Its function is to deal with all secret and confidential papers. The secret registry may use a series of file numbers in common with the central registry, or it may adopt an independent series of numbers.

RESTRICTED

b. In small headquarters, bases and units, where there is no need for a separate secret registry, a 'Secret and Confidential Register' is to be maintained by an officer/staff detailed to undertake this duty. Envelopes marked SECRET and CONFIDENTIAL are recorded by the registry from the details marked on the envelopes, and then passed unopened to the officer in charge of the secret and confidential registry, who is to keep a record of all incoming and outgoing secret and confidential correspondence in a register. The sheet headings in the correspondence register are to be as follows :

Ser no	Ref no	Date	Subject	Received from	Where filed or details of disposal if other than on
--------	--------	------	---------	---------------	---

3. **Custody.** All secret files and papers are to be kept in safe custody of an officer in locked safes or steel cupboards. Confidential correspondence may be kept under lock in wooden cupboards, boxes or other suitable containers. The container is not to be left unprotected. Their keys will be kept in safe custody of the concerned unit.

4. **Handling.** Secret and confidential documents may be handled by any officer or by any authorized selected office staff.

5. **Despatch.**

a. **Internal.** Secret papers may be transmitted by hand of an officer, or a selected airman. The BAF Form 10284-A (for receipt and distribution of correspondence of classified mail) must be properly filled up. Unless carried by a person entitled to know the contents, papers must be in closed envelopes marked with appropriate grade.

c. **Abroad.** The method of despatching abroad is same as for top secret mail.

Restricted Documents

6. Attention is to be given for treatment of restricted documents (for receipt, registration, custody, handling and internal despatch) so that proper accountability is maintained.

7. For transmission within Bangladesh, restricted papers are enclosed in one envelope bearing the name and address of the addressee. The envelope is closed, and properly sealed. These are normally sent by ordinary post but if the papers are of special value, registered post is to be used. When sent by post, the security grade is not to be marked on the cover.

8. For transmission abroad, restricted papers like all other official mail are to be dispatched in the Diplomatic Bag following the procedures mentioned in Section-3.

TASK-4

CARE OF DOCUMENTS & STATIONERIES

DOCUMENT IN USE AND DISPOSAL OF UNWANTED DOCUMENTS

Documents in Use

1. The following precautions are to be taken when protected documents are in use
 - a. Any classified document will not be studied in the presence of a person who is not entitled to see it. nor will such documents be left unattended.
 - b. Officers will not move top secret/secret documents from their offices to their residential quarters without prior permission of the superior authority
 - c. On instructions to take top secret/secret documents from one place to another outside the office premises, officers will carry them in locked boxes or bags, or in sealed envelopes which should never be left unattended.
 - d. Cryptographic documents will, however, be handled in accordance with instructions as contained in Cryptographic Instructions.
2. **Shorthand Note Books.** Shorthand note books must be serially numbered and issued to stenographers by a responsible officer. Used shorthand note books will be checked and destroyed by burning by the officer himself and its destruction is to be recorded in a register. After typing, top secret or secret notes are to be destroyed in presence of the dictating officer.
3. **Rough Notes etc.** All rough notes, drafts and spoiled copies of cyclostyled matter containing classified information must be destroyed by burning under the supervision of a responsible person.
4. **Stencils.** All stencils used for any category of classified documents are to be destroyed under the supervision of an officer, authorized NCO or civilian equivalent depending on the nature of the documents.
5. **Typewriter Ribbon.** Ribbons should always be removed when machines are sent for repairs. A brand new ribbon used for typing top secret or secret letters and notes will be removed from the typewriter at the close of office hours and kept in safe custody, unless the ribbon has been rewound in the process of typing.
6. **Carbon Paper.** New carbon papers used for typing and duplicating top secret/secret documents will be kept in safe custody by an officer, NCOIC or civilian equivalent when not in use. Stock of new carbon papers will be kept by an officer/selected staff, who will issue to clerks and keep a proper account of these.

RESTRICTED

7. **Computer.** The following measures are to be taken by the user of a computer and its associates equipments:

- a. User must ensure the safe custody of computer.
- b. After using the computer, any document or part of document which will not be used in future must be erased.
- c. 'Pass Ward' is to be given for the security of classified information.
- d. Under close supervision of responsible officer computer may be used by designated office staff for preparing of top secret documents. But, saving of top secret information in computer must be avoided.
- e. Service procedure must be followed for maintenance of computer.
- f. No classified document is to be saved in computers connected with internet.
- g. Every computer must be loaded with updated 'Anti Virus Software Programme' for time to time checking of virus and to rectify the affected soft ware.
- h. User of computer must ensure proper destruction of out-dated/corrupted Floppy Disks/CDs.
- j. The Pen Drive must be kept under custody of an officer. After using the pen drive documents containing security grade 'CONFIDENTIAL' and above must be erased.
- k. Computer operator will only work with the files for which he is tasked for.

Special Seals

8. Special seals are to be used for top secret documents. Those are serially numbered and issued to the officers who are called upon in the course of their duty to deal with top secret paper. The seals must on no account leave the personal custody of the officers to whom issued.

Safes and Keys

9. Safes or cupboard containing top secret or secret documents are to be kept in a manner that their rapid or silent removal is impossible. The keys will never be left in the lock even if the cupboard or safe is temporarily out of use.

10. The key of any such receptacle will be in possession of an officer who is responsible for safe custody of the contents. If an officer is responsible for the keys of more than one safe or box, such keys may be kept in a single safe, the key of which is under custody of that officer.

DISPOSAL OF UNWANTED DOCUMENTS AND ACTION ON LOSS
OF PROTECTED DOCUMENTS

Disposal of Unwanted Documents

1. Old classified documents will be disposed of as under:
 - a. All classified documents, except those are having permanent interest or value from historical, statistical and instructional points of view, or otherwise required for retention, will be destroyed by burning after six years, without prior reference to the originator, unless otherwise instructed by the originator.
 - b. In case of the documents, which bear code or copy number, request must be made by the holder to the originator for information regarding its destruction or return.
 - c. The destruction of classified documents mentioned in sub-para 'a' above will be carried out under a Board of Survey. The board will consist of at least one officer and one JCO (Junior Commissioned Officer)/Official Staff. The board will prepare a list of top secret/ secret/confidential documents to be destroyed for the purpose of record.
 - d. In case of doubt regarding retention or destruction of a particular document, a reference will invariably be made to the originator of the document
 - e. Any originator, who desires that a particular classified document should be retained, will inform all recipients of the document by 31st December each calendar year, stating clearly the period for which he desires retention of this document.
 - f. Classified documents recommended for destruction by the board will be destroyed by burning in incinerator/paper shredder in presence of at least one officer.
 - g. No classified documents of any description will be sold as waste paper.
2. In order to ensure that no classified documents are unnecessarily accumulated, the originators of the documents will prepare a list of all classified documents issued by them which do not require retention. This scrutiny of classified document will be done by the annual Board of Survey. The list will be sent to all recipients and they will be informed to destroy the documents and render a certificate to the originator by 31 January next year in respect of top secret and secret documents destroyed.

Action to be Taken on Loss of Protected Documents

3. On discovery of loss of a top secret, secret or confidential document a thorough search is to be made and the loss is to be reported forthwith to the issuing authority, whether or not the document is subsequently found. Actions to be taken for particular type of document are as follows :

RESTRICTED

- a. In case of loss of a top secret or secret document a Board of Inquiry will be ordered immediately.
 - b. In case of loss of an accountable document, irrespective of its security classification, a Board of Inquiry will be ordered.
 - c. In case of loss of confidential document, a Board of Inquiry may be held if considered necessary by the bases, or units concerned.
 - d. In case of loss of a cryptographic document the president or a member of the Board of Inquiry convened to enquire into the loss will be an officer currently employed as crypto security officer of a base/unit.
4. **Reporting Loss to Higher Authority.** The base/unit notifying the loss of a top secret, secret or confidential document will immediately inform Air HQ /originator and thereafter, use normal channels to inform Air HQ showing what actions have been taken to recover the document and what steps have been taken to prevent any further losses. The proceedings of any Board of Inquiry and a report of any disciplinary action which has been taken will be forwarded with this report.

RESTRICTED

TASK-5

MESSAGE WRITING

MESSAGE WRITING INSTRUCTION AND REFERENCE LETTER
TO BE USED IN AIR HQ

1. **Message Writing Instruction.** Convention of signal writing has been covered by JSSDM-03. BAF uses prefix letter(s) as originators reference number to indicate the department or branch of origin followed by the serial number, month and year. The registry may insert the serial number from a register, but it is the responsibility of the releasing officer and not of the signal centre to ensure that the message bears correct reference number. Prefix letters used by the BAF are given in Annex 'A'.

REFERENCE LETTERS TO BE USED IN AIR HEADQUARTERS**COAS' Secretariat**

Ser No	Designation	Prefix Letters
1	Chief of Air Staff	AA
2	Air Secretary Branch	AB
3	Chief Inspectorate	ACA
4	Accident Investigation Board	ACB
5	Judge Advocate General Branch	AD
6	Directorate of Air Intelligence	AC
7	Public Relation	AE
8	Directorate of Work Study	AF
Operations and Training Branch		
9	Assistant Chief of Air Staff (Operations & Training)	B
10	Directorate of Plans	BA
	a. Policy and Development.	BAB
	b. Statistics	BAE
11	Directorate of Air Operations	BO
	a. Fighter Bomber	BAA
	b. Facilities	BAG
	c. Weapon Control	BAD
	d. Operational Research	BAG
	e. Air Transport	BAH
	f. Ground Defence	BAJ
12	Directorate of Air Training	BB
	a. Flying Training	BBA
	b. Technical Training	BBB
	c. Non Technical Training	BBC
	d. Sports	CAF

RESTRICTED

Ser No	Designation	Prefix Letters
13	Directorate of Flight Safety	BD
14	Directorate of Air Defence	BF
15	Directorate of Recruitment	BJ
16	Directorate of Education	BH
17	Directorate of Meteorology	BE
18	Directorate of Air Traffic Service	BK
Maintenance Branch		
19	Assistant Chief of Air Staff (Maintenance)	D
20	Directorate of Engineering	DB
	a. Aircraft Engineering	DBA
	b. Aircraft Maintenance	DBB
	c. Aircraft Aero-Engine Management Programme	DBC
	d. Ground Engineering	DBD
	e. Aerospace Ground Equipment	DBE
	f. Mechanical Transport	DBF
21	Directorate of Technical Services	DC
22	Directorate of Technical Development	DD
23	Directorate of Project	DF
24	Directorate of Communication and Electronics	DG
	a. Communication & Policy	DGA
	b. Radio	DGB
	c. Radar	DGC
	d. Crypto	DGD
25	Directorate of Armament & Weapons	DE
	a. Airborne Weapons	DEA
	b. Ground Weapons	DEB
	c. Photography	DEC

RESTRICTED

Ser No	Designation	Prefix Letters
25	Directorate of Armament & Weapons	DE
	a. Airborne Weapons	DEA
	b. Ground Weapons	DEB
	c. Photography	DEC
26	Directorate of Supply	DA
	a. Programming	DAA
	b. Provisioning	DAB
	c. Catering and Canteen	DAC
	d. Press	DAD
Administrative Branch		
27	Assistant Chief of Air Staff (Administration)	C
28	Directorate of Personnel	CA
	a. Personnel (Manning)	CAB
	b. Personnel (Airmen & MODC)	CAC
	c. Personnel (Civilian)	CAD
	d. Legal	CAE
	e. Policy and Discipline	CAF
29	Directorate of Admin Co-ordination	CB
	a. Regulations	CBA
	b. Establishment	CBB
	c. Co-ordination	CBC
30	Directorate of Works	CD
	a. Planning cum siting Board	CDA
31	Directorate of Finance	CC
	a. Pay Pension & Public Fund (Accts)	CCA
	b. Budget	CCB
	c. Non Public Fund	CCC
32	Provost Marshal Directorate	CF
33	Directorate of Welfare & Ceremony	CAA
34	Directorate of Medical Services (Air)	CE
35	Central Registry	GC
36	Top Secret Registry	CG

RESTRICTED

Ser No	Designation	Prefix Letters
37	Duty Staff Officer	GB
38	Chief Engineer (Air)	CH
39	Defence Finance Adviser (Air Force)	GA

REFERENCE LETTERS TO BE USED IN OTHER FORMATIONS

1	Operations (Flying)	BAA
2	Meteorology	BE
3	Air Traffic Control	BAG
4	Duty Operation Officer (Air Defence)	BFB
5	Operations (Air Defence)	BAD
6	Search and Rescue	BAB
7	Flight Safety	BD
8	Air Movement	BAH
9	Flying Training	BBA
10	Technical Training	BBB
11	Intelligence	BC
12	Statistics	BAE
13	Supply (General)	DAA
14	Supply (Provisioning)	DAB
15	Aircraft Engineering (General)	DBA
16	Aircraft Maintenance	DBB
17	Aircraft Aero-Engine Management Programme	DBC
18	Maintenance Airborne Equipment	DBD
19	Technical General	DC
20	Aeronautical Inspection	DCA
21	Ground Engineering (General)	DCB
22	Aero Space Ground Equipment	DCC
23	Mechanical Transport	DBF
24	CTTB	EGA
25	Armament/Weapons (General)	DE
26	Photo	DEC
27	Weapons Airborne	DEA
28	Communication & Electronics (General)	DG

RESTRICTED

Ser No	Designation	Prefix Letters
29	Communication & Electronics (Operations)	DGA
30	Communication & Electronics (Maintenance Ground Equipment)	DGB
31	Communication & Electronics (Maintenance A/B Equipment)	DGC
32	Signals Service	SS
33	Cipher Service	YY
34	Personnel (Officers)	AB
35	Provost	CF
36	Fire	CFB
37	Education	BH
38	Personnel (Discipline/Ceremonial)	CAA
39	Personnel (Welfare)	CAB
40	Personnel (Airmen)	CAC
41	Personnel (Civilian)	CAD
42	Organisation	CAH
43	Sports	CAF
44	Legal	CAE
45	Accounts	CCA
46	Building and Works	CH
47	Medical	CE
48	Catering and Canteen	DAC
49	Orderly Officer	GB
50	Recruiting	BJ
51	Chief Engineer (Air)	CHB
52	GE/AGE (Air)	CMC

TASK-6

OFFICE ORGANIZATION

ESTB OF A SYSTEM AND GENERAL AND GENERAL ARRANGEMENT OF OFFICE

Welfare of Staff

1. Human efficiency deteriorates rapidly under bad working conditions, especially in sedentary occupations in confined surroundings. The working conditions of clerical staff must, therefore, be the best that can be arranged. Particular attention must be paid to lighting both natural and artificial and ventilation. The correct type of office furniture should be used and arranged to the best advantage.
2. Regular hours of work, if possible, should be kept so that personnel may have the opportunity for exercise and recreation.

Establishment of a System

3. Although specialization in each of the branches of clerical work has obvious advantages, it also has considerable limitations. Apart from the interruptions in routine work caused by leave and sickness, opportunity must be provided, particularly at bases, for office staff to gain experience in all aspects of work, not only in headquarters, but also in flights and sections. This can be achieved by a system in which two main sections of work are linked together and to which two clerks are allotted, rather than by marking each individual responsible for one particular section of work. Casual absences are thus covered and systematic changes of responsibility are made possible without undue dislocation of the work of the clerical staff. For example, part of the allotment of work in an office might be as follows:

Section of Work	Clerks Responsible
Maintenance of airmen's documents, production of PORs.	Cpl Hakim and LAC Mukim
Railway/steamer warrants, ration cards etc, Care of files and correspondence	LAC Quader and AC Quddus

Orders for Office Staff

4. The duties of each staff must be set out clearly and should be pasted on a board, with a space for the individual's signature to show that he has read and understood the instructions. These orders should be reviewed from time to time. Office staff, for duty after working hours, should be detailed by roster and that must be coordinated with the duties of the base. Written orders should be prepared for their guidance.

General Arrangement of Offices

5. Offices must be clean and tidy. Litter on tables causes confusion and leads to mistakes. Correspondence trays must be clearly marked with labels such as IN, OUT, PENDING, SIGNATURE, depending on the function of the individual. Files must not be allowed to remain unduly long in these trays. Cupboards and drawers must be kept tidy, particularly those containing office stationery.

6. Computers/typewriters and other office machineries should be kept covered when not in use and must always be cleaned, oiled and serviced. Repairs or adjustments must be done by authorized repairers.

Forms and Publications

7. The common forms used in BAF are listed in Annex 'A' to this section. Full instructions on how to demand, supply and maintain publications pamphlets, forms etc, are contained in AFO 5-3. One of the principles of supply administration is that there will be only one 'holder unit' at any base or unit. At each holder unit there will be publications section and the Officer Commanding is to appoint an officer as 'Base/Unit Publications Officer'. It is the responsibility of Officer Commanding to ensure that all required publications are held and kept updated. All publications should be properly recorded and made available for all concerned. Proper handing/taking over formalities is to be completed when Base/Unit Publications Officer is changed.

Central Production Cell

8. To ensure security of information and for economical use of equipment all bases and units will establish 'Central Production Cell'. All machines used for reproduction of documents like PPC machines, duplicating machines, cyclostyle machines etc of the base/unit will be placed in the production cell. One officer is to be detailed by the base/unit commander for close supervision of the production cell. Proper accountability for reproduction of documents is to be maintained. Considering the size and location of the units/sections, a base/unit may have more than one production cell.

Stationery

9. Detailed instructions on how to demand stationery are contained in the relevant publications. Stocks of stationery must be kept in a locked cupboard and not dispersed. They must be kept tidy and accessible and free from dust and damp. Stationery must be used only for the purpose for which it is supplied. Economy labels should be used whenever possible to save envelopes. Secret maps and charts must be dealt with as classified documents.

**PERIODICAL REPUBLICATION OF ORDERS AND DISTRIBUTION OF AFO, AFI AND
OTHER ORDERS & INSTRUCTIONS**

Periodical Republication of Orders

1. From time to time, the contents of certain regulations and orders have to be brought to the notice of all personnel, either by republication in base/unit routine orders (BRO/URO) or by promulgation in parade. Their publication must be spread systematically over the year according to the required frequency of repetition. For this the NCOIC of the orderly room should maintain a master diary in which and origin of these regulations should be entered. It should be inspected by the adjutant or other responsible officer.
2. A suitable master record can be maintained in an ordinary file cover. Every order which requires periodical republication is recorded in full and filed on the right hand side as a separate enclosure. The enclosures should be numbered consecutively and each leach should bear a reference to the original authority for the order and any relevant correspondence.
3. The left hand side of the file cover should contain a check list, as follows:

Order No	Subject	Period	Aug	Sep	Oct	Nov	Dec
1.	Use of electricity, gas and water	1 month					
2.	Uniforms	3 months					
3.	Unauthorized badges	3 months					

Amendment and Annotation of AFLs ,AFOs and AFIs etc.

4. Sets of Air Force Letters (AFLs), Air Force Orders (AFOs), Air Force Instructions (AFIs) etc must be kept up to date. PDO of bases and units will have compendium of AFOs and AFIs prepared by Dte AC. Amendments are to be inserted or cut out from the amendments supplement and pasted to the orders they amend. Small amendments are to be inserted in manuscript; for large amendments only the number of the amending order need be noted.
5. When an order, instruction or letter modifies certain regulations, a reference to that order or letter must be made against the relevant paragraph of the concerned publication.

Distribution of AFO, AFI and other Orders & Instructions

6. All flights and sections at bases and units must be included in distribution and circulation list of orders and instructions. After circulation has been made, copies of certain orders should be passed to the concerned sections for retention and amendment purposes.
7. Confidential orders, including those issued by a base/unit commander, are to be filed or pasted in a special book and held by the adjutant or other responsible officer who must ensure that such orders are read and initialed by all officers concerned. UROs/BROs should be used for drawing attention to these orders when they are received.

Diaries

8. All officers engaged in office work should maintain comprehensive diaries of actions taken or to be undertaken. As a record of past activity, a diary is invaluable to compile reports and when handing over to a successor. As a record of work to be undertaken, a comprehensive diary serves as a reminder of inspections to be carried out and appointments to be kept. As soon as a check or inspection has been completed, an entry should be made in the diary for the next inspection.

Reference Book

9. The maintenance of a reference book is a useful means of quick reference to rules and regulations governing particular aspects of an office work. The book should contain an alphabetical arrangement of subject headings, under which relevant orders, regulations and policy letters are to be noted, together with an indication of their contents.

List of Returns

10. Every office or unit should maintain a list of all returns it has to make. This list should show the date on which each return is to be sent to higher authority, and the date on which internal action must be started so that the information required may be obtained in convenient time.

Keys to Safes, Chests and Cabinets

11. Keys of receptacles containing public and non-public funds are to be deposited in sealed envelopes to the Officer Commanding/Officer in Charge, Account Section. To ensure that keys of the office cabinets/receptacles (except those mentioned for public and non-public funds) are available during the absence of the key holder or during non-working hours, those may be handed to a deputy or to a duty officer provided a receipt is obtained for them. Considering overall security, cash and items of monetary value, such as warrants or stamps, are not to be kept in the same receptacle.

Railway Warrants and Concession Vouchers

12. Books and forms in use are to be kept under lock and key by the officer responsible for the issue of warrants. The account officer or adjutant will be responsible for the issue of warrants and for the custody of books of forms not required for current use.

13. Whenever a book of forms is handed over from one holder to another it must be checked and signed. Books of forms are to be checked monthly by the officer in whose custody they are, and at intervals of not more than three months by the officer commanding or other officer detailed on his behalf. On these occasions it is important that the remaining forms in the book in use should be checked. A record of these forms is to be made on the cover of the book.

14. When warrants and concession vouchers are issued they must be stamped with the unit headquarters' stamp, but they must not be issued until required. Blank or partially blank forms are never to be signed or stamped. All counterfoils of warrants and concession vouchers must be retained by the unit for three years.

COMMON FORMS USED IN BAF**BAF Forms**

Form No	Subject	Form No	Subject
F-1	Return of Officers And Airmen in Close Arrest.	F-116	Application for Court Martial.
F-2	Proceedings of Board of Officers, Board of Inquiry etc.	F-1 17	OJT Individual Record Card
F-24	Death Certificate	F-124	Descriptive Report of Absentee or
F-28	Documents Record and Numerical index Card.	F-A125	Cash Book
F-33	Certificate of Stock Taking	F-155(S)	Last Ration Certificate
F-34	Statement of Equipment	F-156(S)	Check Form :BAF Officer
F-36A	Medical Assessment	F-1 60	Guard Report.
F-38	Sick Report Return	F-161	Declaration Certificate
F-A-38	Pay Bill (Inner)	F-A175	Receipt for Cash
F-A-38	Pay Bill (Outer)	F-1 88	Bill for NP
F-43	Special Medical Examination	F-247	Receipt for Secret or Confidential Correspondence.
F-43A	Communication and Electronics Pers Record	F-247 (L)	Secret Communication Receipt
F-47	Medical Board	F-249	PME Calibration Data
F-48	Medical Record	F-252	Charge Sheet.
F-52	Message Form (Sig) 34	F-281	Minor Offence Report.
F-52A	Telex Message	F-292	Result of Courses of Instructions and Examinations.
F-52(S)	Signal Message (S)	F-295	Airmen's Leave or Pass Form.
F-52(L)	Signal Message (L)	F-296	Statement of character, Service Record of an Airmen.
F-53A(S)	Fax Message	F-347(A)	Daily Progress Report of MT
F-53A(L)	Fax Message	F-347 (B)	Daily Progressive Report of MT
F-58	Medical Certificate	F-361	Flight Patrol Book
F-62	BAF Medical Interrogatory Form	F-372 (A)	Retired allowance : (Officers, Airmen & MODC)
F-AB-64	Pay Book Airmen.	F-373	Officers' Record Card.
F-1 01	Stock Record Card	F-381	Officers' Leave record card.
F-101(E)	Stock Record Card Explosive	F-398	Radio Telegram Log Book
F-102	O J T Record Card : BAF Airmen	F-399	Daily Manning Card
F-108	Temporary Loan Card	F-405	Examination Answers Scripts

RESTRICTED

Form No	Subject	Form No	Subject
F-115	Record of Declaration of Board of Inquiry into Illegal Absence.	F-412	Proceedings of Board of Inquiry into Flying Accident.
F-A115(S)	Contingent Bill	F-414	Flying Log Book : Officers
F-A115(L)	Contingent Bill	F-414C	Pilot Armament log book
F-440 A	MT Vehicle Allotment Record Card	F-612	Return of Monthly Flying Hours
F-441 S	Navigator Log Book (S)	F-612A	Internal Issue Voucher Register
F-441 L	Navigator Log Book (L)	F-612B	External Issue Voucher Register
F-445	Envelopes for airmen's service documents	F-619A	Training Note Book
F-446	Report on MT Accident	F-623	Job Training Standard Recode
F-446 B	Individual MT Accident Log Book	F-624S	Morning/Special Sick Report Form
F-449	Monthly Establishment and Strength Return : BAF Officer	F-658	Application for MT Vehicle
F-458	Storemen Petrol/Oil Book	F-658A	MT Routine Run Record
F-466	Provost Note book	F-658B	MT Car Diary
F-469	Record Sheet: BAF Officer	F-658E	Authority for MT Vehicle
F-470 (S)	Index Card	F-664	Demand Issue and Receipt on
F-490 (S)	Index Forms and Stationery	F-664 B	Internal Repayment Voucher
F-503	Inventory Card	F-665	Free Issue to Airmen
F-506	Record of Personal Issue of Air	F-666	Contractor Bill
F-510	Enrolment Form	F-667	Record of Airmen Kit
F-515	BAF Requisition Disposal of ac	F-667 B	Flying Clothing Card
F-519S	Tally Card Register	F-670	Article in Issued Ledger
F-520 S	Occurrence Register	F-673	Internal Exchange Voucher.
F-525	MT Book in/out Register	F-674	Internal Demand, Receipt and Issue
F-531A	Local Purchase Expenditure	F-675	Internal Return and Receipt
F-535	File Movement Card	F-680	Audit Register
F-540	Operation Record Card	F-681	Board of Survey Equipment
F-543	Promotion Roster Card	F-683	Security Classification
F-545	Promotion Index Card	F-696	Monthly Return Air Defence Controller
F-551	Report on Accident of Self Inflicted Injury	F-727	Cryptographic Material
F-581	Absentee Report	F-728	Cipher Register
F-591 (A)	Record Document	F-798	Signal Dairy
F-594	Discrepancy Report	F-803	DSP Fund Statement : BAF Civilians
F-600B	Certificate Issue Voucher	F-803A	BAF Central Welfare fund Statement

RESTRICTED

Form No	Subject	Form No	Subject
F-603	Ration Payment/Issue Voucher	F-804	DSP Fund Statement
F-603A(Org)	Ration Card	F-826	Authority for Medical Board
F-603B(Dup)	Ration Card	F-827	Medical Board Form
F-603D	Ration issue voucher summary	F-883	Summary of Case Account
F-604	Packing Register	F-991	Calibration Form
F-605	SIB Register	F-964	File Movement Card
F-605A	Air Freight Register	F-1008	Daily Issue Store
F-607	SOB Register	F-1016	Record Card For Library Book
F-611A	Internal Receipt Voucher	F-1016P	Pocket Card for Library Book
F-611B	External Receipt Voucher	F-1019	I R LA . 'Airmen
F-1022A	Report of Fire Direction Ground Equipment Tools	F-2806	Indent Form
F-1083	Job Card	F-2887	Fire Service
F-1085	Medical Report	F-2888	Fire Occurrence Record
F-1155	Trunk Call Record	F-3845	Armament Accidental Report
F-1165	Magazine Loan Register	F-3861	Explosive Red Card Register
F-1185	Fright/Baggage/Level	F-10001	Aircraft Inventory
F-1256A	Cargo Manifest	F-10001A	List of Install and Uninstall Equipment of Aircraft
F-1266	Daily Diet Demand	F-10001B	List of Item Issued/ Withdrawn from Aircraft
F-1315	Dental Card	F-10001C	List of Item on Loan for Issue
F-1324	Medical Categorization	F-10001D	Authority for Allotment Transfer of Aircraft
F-1326	Medical Certificate : BAF Civ	F-10008	Loan Card for Library Book
F-1406	Secret Record Of Officers	F-10013	Prescription for Spectacles
F-1427	Officers Medical Record Card	F-10014	Photo Demand
F-1675	Flight Lock Book	F-10016	Passenger Manifest
F-1629	Driving Permit : Airmen	F-10017	Fire Service Daily Occurrence
F-1629B	Driving Permit : Civ	F-10025	Officers Pay Bill
F-1670	MT Vehicle Inventory	F-10027	Monthly Photo Return
F-1680	Miscellaneous Debit Credit	F-10027A	Monthly Photo Return (Land)
F-1715/1716	TA/DA Register	F-10027B	Monthly Photo Return (Air)
F-1753	Monthly Establishment and Strength Return : BAF Airmen	F-10031	Authorised explosive contain of dangerous building
F-1767	Aircraft Log Book	F-10072	Trade Test Form
F-1839	Driving License : Officer	F-10081	Bed Card
F-1965	BF Card	F-10090	Concession Milk Coupon Authority
F-1977	Trunk Call Log Book	F-10091	Demand for Supply of Milk and Butter.
F-1978	Pay Bill	F-10094	Clearance Certificate.

RESTRICTED

Form No	Subject	Form No	Subject
F-1985	BAF Form 48 Register	F-10095	Leave Application : BAF Officers.
F-2006	File Cover Restricted	F-10096	Leave Application : BAF Airmen
F-2007	File Cover Confidential	F-10097	General Application : BAF Airmen
F-2008	File Cover Secret	F-10116	Annual Report Education Instructor
F-2009	File Cover Top Secret	F-10119	Application for Advance of Travelling Allowance
F-2045	Photo Equipment Log Book	F-10121	Pay Clearance Certificate (Airmen)
F-2046	Photo Job Card	F-10122	Leave Ration Allowance and Leave Travelling Allowance Proforma
F-2094	Requisition for Service Postage Level	F-10123	Certificate of house rent
F-2096 L	Receipt Issue Exchange Voucher	F-10124	Conveyance allowance certificate
F-2096 S	Receipt Issue Voucher	F-10126	Proceeding of committee of Adjustment
F-2160	Application for Advance of Motor Bike	F-10127	Hot meal and ice allowance proforma
F-2206	Requisition for POL	F-10140	Air Passage Application Forms
F-2309	Weather Report on ATC	F-10143	Guide to Cash Issue Airmen
F-2752	Medical Report on Aircraft	F-10144	Route Form (Movement Order Forms)
F-10145	Stock Card	FP-14	Discharge Certificate
F-10148	Visitors Book	F P-30	Roll of Airmen
F-10150	Key Register	F P-51	Movement Record Card
F-10151	Occurrence Book	F P-57	Confidential Report : Officer
F-10152	Detention & Close Arrest Register	F P-58	Confidential Report : Airmen
F-10153	Book In/Book Out Register : Airmen	T-1707	Railway Warrant for Small Party
F-10155	Arm Register	T-1709	Railway Form 'E' for Officers Travelling on Duty
F-10157	Petrol Book	T-1709A	Railway Form 'D' for Officers Travelling on Leave
F-10159	Duty NCO Register	T-1720	Railway Concession Voucher for Other Ranks
F-10161	Detention Book	T-1750	Free Railway at Govt Expense on Leave
F-10172	Progressive Pay Register	T-1752	Free Railway Warrant for Duty Journey by Train
F-10173	Good Conduct Badge Pay Register	Z-2016	Receipt for Issue of Postage Levels
F-10108	Leave Application (Civilians).	Z-2024	Local Dispatch Book
F-10284A	Receipt and Distribution of Correspondences of Classified Mails	Z-2094	Requisition for Issue of Service Postage Levels
F-20227	Application for Short Service Commission	AB-161	Record of Declaration of Board of Inquiry into Illegal Absence
F P-1	Sheet Roll : Airmen	F P-2	Enrolment Form : Airmen
T-1707A	Railway Warrant for Requisition of Railway Bogies or Complete Train	F P-4	Enrolment Form : Cadet/Flight Cadet
FP-6	Form of Proceeding of GCM	FP-7	Form of Assembly & Proceeding of FGCM

TASK-7

TREATMENT OF FILES AT AIR HQs

TREATMENT OF FILES

Introduction

1. A file will be opened when some correspondence is received requiring action to be taken or when a particular section requires to initiate action on a matter. The procedure for opening; maintaining and working a file at Air Headquarters is laid down in succeeding paragraphs.

Definitions

2. The terms correspondence, enclosure, indexing and notes, used in this task denote the following :

- a. **Correspondence.** This term is used to denote letters, telegrams, signals, and loose minutes/internal office notes.
- b. **Enclosure.** This is the official term given to items of correspondence after they have been placed on the right-hand side of the appropriate file.
- c. **Notes.** These are records of the opinion leading to a decision on a subject.
- d. **Indexing.** This term means recording of brief particulars of enclosures on the note sheet of a file. Indexing will be done in top-secret files only.

Types of Files

3. Air Headquarters will have the following types of files :

- a. Branch File,
- b. Main File.

4. The branch file will contain :

- a. All correspondence between Air Headquarters and BAF lower formations.
- b. All communications exchanged amongst directorates and sections at Air Headquarters including notes and loose minutes/internal office note.
- c. Copies of all important notes recorded on the main file. The branch file is not to go outside Air Headquarters. Thus original correspondence with BAF lower formations will always be available and internal action on a case can continue uninterrupted.

5. The main file will be opened only when a case is to be referred outside Air Headquarters to the Ministry of Defense or to other service headquarters. A self-contained statement of case will then be prepared in the form of a note with copies of such correspondence between Air Headquarters and its lower formations from the branch file as may be essentially required in support of the case. The file will also contain correspondence conducted between Air headquarters and Ministry of Defense other two service headquarters or any other formation, except BAF .lower formations. This file, when available at Air Headquarters, is to be kept linked with the branch file.

Maintenance of Files

6. Each file will be maintained in a special jacket, marked 'Main File' or 'Branch File' as appropriate, which will contain the following columns, or its front to be filled by the originator.

- a. File number (The branch and the corresponding main file will bear the same number)
- b. Directorate and section.
- c. Date on which the file is opened.
- d. Main and Sub-head.
- e. Subject.
- f. Details of connected files.
- g. A column for movement record.

7. **Distinction between Main and Branch File Jackets.** To distinguish readily main file from the branch file, a diagonal band of black colour of thickness is printed on the top left-hand corner of the main file jacket.

8. **Colour Scheme of File Jackets** The file jackets are printed in different colours for various security classifications as follows to enable recognition of their security grade at sight:

- | | | |
|----|--------------|-------------------------------------|
| a. | Top Secret | Buff with diagonal red bands. |
| b. | Secret | Pink with black |
| c. | Confidential | Green with black |
| d. | Restricted | Buff with black |

9. **Construction of a File.** Both main and branch files are constructed in the same way. The file cover, folded flat, is punched in the top-hand corner through both leaves. A tag is inserted/with one T projecting inside each punch hole. The file cover, when opened, has note sheet on the left-hand side and enclosures on the right. Note sheets and enclosures are filed in reverse order, so that the most recent of each is on top when the cover is opened out flat.

Method of Working in a File

10. **Branch File.** Assuming a letter is received from BAF Base, Zahurul Haque, regarding opening of camp post office at Chittagong and no previous file exists on the subject, a branch file will be opened giving full details of the case on the front of the cover according to instructions contained in para 6 above. The letter will be tagged on the right-hand side and marked enclosure '1A' on the top right hand side. The first note in respect of this letter will be written on the note sheet with the punch hole on its top left-hand corner. Each sheet should bear the file reference at the top left-hand corner, and the security grade of the file at the top and bottom of each page. The office copy of the reply sent to BAF Base Zahurul Haque will be marked enclosure '2A' and further letter received from the Base, as enclosure '3A'.

RESTRICTED

11. **Main File.** After receiving the last letter from BAF Base, Zahurul Haque the case is ripe for submission the Government for their sanction. A main file on the subject will be opened at this stage in the same manner as the existing branch file, and a consolidated self-contained statement of case will be recorded on it as a note (1).

12. **Numbering of Notes.** Notes are to be numbered in Arabic numerals, viz 1,2,3, in the sheet, immediately above the note concerned. The note will not be given any subject heading.

13. **Numbering of Paragraphs.** Arabic numerals are to be used for main paragraphs, letters for sub-paragraphs and Arabic numerals in brackets for sub-paragraphs, eg 2a (1). The first paragraph will also be numbered.

14. **Addressing of Notes.** The addressee of a note will be indicated at the bottom left-hand side in the file. At the bottom right-hand side of a note will be appended the signature of the originator followed by his name and initials (in block capital letters), rank appointment, telephone number and date, eg

MONJUR AHMED

Sqn Ldr

DD Est & Plans

Tel 178

Mar 02

If it is necessary to refer a note to two or more 'addressees' that it is necessary to refer a note to two or more addressees their designations will be entered one below the other in the order in which it is intended that they shall see the note. The order must be carefully thought out.

15. **Signing of Notes.** Notes on the branch file may be signed by an officer of any rank but those on main file will be signed by the senior-most section officer, director or an officer of higher status according to the level of discussion and importance of a matter.

16. **Indexing of Enclosures on a File.** Enclosures on files upto the security grade of secret will not be indexed either on main or branch file. Therefore, the numbering of notes and enclosures will be independent of each other. All enclosures in the top secret files both in the main and branch files, however, are to be indexed. Since an enclosure in the top secret file will be numbered to correspond with the note in which it is referred, the enclosures will not necessarily bear consecutive numbers. Every enclosure in the top secret main or branch file will thus relate to a note on the left so that the notes will also bear complete index to the correspondence. An example of indexing of enclosures and notes on a file is shown below.

RESTRICTED

Air HQ/2000/Est	<p style="text-align: center;">1</p> <p>Letter from Air HQs Est Dte to M of Def regarding Establishment. Case of No 701 Sqn.</p>	
	<p style="text-align: center;">2</p> <p>Letter from M of Def to Air HQs MOD/756/13D-VII regarding Est of No 701 Sqn</p>	
<p style="text-align: center;">3</p> <p>1. Ref E2A 2. A draft reply to M of Def is put up for your approval.</p> <p style="text-align: right;">Sd/ MOKHLESUR RAHMAN WgCdr D of Admin Co-ord</p> <p style="text-align: right;">Tel: 343</p> <p style="text-align: right;">01 Mar 02</p>		
ACAS(A) Air HQ/2000/Est Est	Letter fro Air HQs Est Dte to M of Def regarding No 701 Sqn (Amendment)	

RESTRICTED

17. **Booking out of Files** If an enclosure is sought to be referred to another branch or directorate for information, only, it will be sufficient to mark it on the cover of the file. The recipient, in that case, should initial the actual enclosure in token of having seen it. If, however action is required on it by the addressee; a note should be recorded in the branch file indicating this.

18. **Action when Main file is out** When the main file is not available in Air Headquarters, any communication pertaining to that file may be dealt with on a part case of the main file opened for the purpose, When the original file returns, the notes and enclosures of the, part case are to be incorporated in the former in the correct chronological order.

Loose Minute/Internal Office Note

19. Communication between different branches/directorates are normally made through notes recorded on the branch file; but in case it is necessary to retain the branch file in the section, the reference may be made through the medium of a loose minute/internal office note.

20. Loose minutes are to be placed as enclosures in the branch file both by the originating and receiving sections.

Custody of File

21. The current files are kept in the custody of the respective Directorate registries. All classified files are to be kept in locked cabinet /almirahs except too p secret files which must be kept in safes or cabinets embedded in wall. Closed files are to be deposited with Closed Record Section of the Central Registry, Air Headquarters.

Despatch of Files

22. Movement of a file will be indicated by completing inappropriate columns on the file cover. The authorized abbreviation of the appointment of the addressee is to be written in the column entitled "Referred to". The number of the note or enclosure being referred will be entered in the next column. The date will be followed by the abbreviated name of the month in the third column; and initials of the sender in the last column.

RESTRICTED

23. If the note is to be passed to more than one section of directorate, only the first column will be completed in respect of other addressees. The first addressee, after dealing with the file score out the entry in respect of his section and mark it to the next addressee in a similar manner.

24. The movement record is to be completed by the officer signing the relevant note.

TASK-8

PROTECTED DOCUMENTS OTHER THAN SIGNALS

DEFINITION OF SECURITY TERM AND DIFFERENT SECURITY GRADED MATTERS

Introduction

1. In the interest of security it is essential that full measures should be taken to protect official documents and information. Instructions governing the security of official documents, information and other material are given in a pamphlet entitled "Classification and Treatment of Protected documents (Bangladesh), 1959". This Chapter is in amplification of those instructions.
2. No one is entitled, merely by virtue of his rank or appointment, to have knowledge or possession of classified matter. Access to it is therefore to be confined to those whose official duties require them to have the information.

CLASSIFICATION

Definition of Security Terms

3.
 - a. **Accountable Documents.** A classified document bearing a code reference and copy number for which holders are required to account at specified intervals. This interval will be clearly stated in the document itself.
 - b. **Classified Document.** A document containing information which must be safeguarded in the interests of national security and which bears a security classification.
 - c. **Classifying Declassifying.** The action of giving an unclassified paper one of the security grades, top secret, secret, confidential, or restricted, is known as "Classifying" it, and conversely, the action of removing one of these security grades is known as "Declassifying" it.
 - d. **Code Words.** A word used to provide protection when referring to a particular classified matter, eg for providing names for plans, projects and operation; for concealing intentions in documents, communications and discussion about plans, projects and operation, for designating geographical locations in conjunction with foregoing examples.
 - e. **Document.** Any form of recorded information.
 - f. **Nicknames.** A name used for administrative convenience when referring to a particular matter not requiring security protection.
 - g. **Registered Matter.** Any classified document or device registered usually by number.

RESTRICTED

h. **Regarding.** Papers are 'regarded' when their security grade is changed, eg from top secret to restricted, secret to unclassified, confidential to secret. The action in the first two examples may be referred to as "downgrading", and in the third examples as "Upgrading".

j. **Treatment.** Handling transmission and custody.

k. **Unclassified.** Unclassified matter is official matter which does not require the application of security safeguards its disclosure may, however, be subject to control for other reasons.

Security Grades

4. The definitions of the four security grades are given in paras 5 to 8 together with examples of matter which would normally be given these grades. The examples are not exhaustive, and are intended to be a guide only.

5. **TOP Secret.** To secret documents are documents, information and material, the security aspect of which is paramount, and the unauthorised disclosure of which would cause EXCEPTIONALLY GRAVE DAMAGE TO THE NATION. The following are some examples of matter which normally will be graded to secret:

- a. Plans or particulars of future major or special operations.
- b. Particulars of important dispositions or impending moves of forces or convoys in connection with a above.
- c. Very important political documents dealing with such matter as negotiations for alliances and the like.
- d. Information of the methods used or success obtained by intelligence services and counter-intelligence services or which would imperil secret agents.
- e. Critical information on new and important munitions of war, including approved scientific and technical developments.
- f. Important particulars of cryptography and crypto analysis.

6. **Secret.** Secret documents are documents, information and material, the unauthorised disclosures of which would ENDANGER NATIONAL SECURITY cause SERIOUS INJURY to the interests or prestige of the nation or any governmental activity thereof, or would be of GREAT ADVANTAGE to a foreign nation. The following are some examples of matter which normally will be graded secret:

- a. Particulars of operations in progress.
- b. Plans or particulars of operations not included under TOP SECRET.
- c. Instructions regarding the employment of important munitions of war.

RESTRICTED

- d. Order of battle, information and locations and moves affecting the order of
- e. Knowledge of enemy material and procedure, the value of which depends upon the enemy not being aware that it is known.
- f. Vital service information on important defences.
- g. Certain reports of operations containing information of vital interest to the enemy.
- h. Adverse reports on general morale affecting major operations.
- j. Important improvement upon existing munitions of war until accepted for service use.
- k. Photographs of vulnerable points or vital installations.
- l. Certain development projects.
- m. Cryptographic procedures and instructions unless assigned to a lower category.

7. **Confidential.** Confidential documents are documents, information and material, the unauthorised disclosure of which while not endangering national security, would be PREJUDICIAL TO THE INTERESTS or prestige of the nation, any Governmental activity, or an individual or would cause administrative embarrassment or difficulty, or be of ADVANTAGE to a foreign nation. The following are some examples of matter which normally will be graded confidential:

- a. Matters, investigations, and documents of a personal and disciplinary nature, the knowledge of which it is desirable to safeguard for administrative reasons.
- b. Routine operational and battle reports which do not contain information of vital interest to the enemy.
- c. Routine intelligence reports.
- d. General military radio frequency allocations.
- e. Military call signs, so collected together that they reveal the order of battle.
- f. Meteorological information of designated areas.
- g. Unit movements of non-operational significance in areas within or adjacent to operational theatres.
- h. Certain technical documents and manuals used for training, maintenance and inspection of important munitions of war.
- j. General technical lessons as a result of operations.
- k. Aerial photographs of territories under our control adjacent to operational theatres,

8. **Restricted.** Restricted documents are documents (other than those covered by higher categories), which should not be published or communicated to anyone except for official use. The following are some examples of matter which normally will be graded restricted:

RESTRICTED

- a. Information of moves of non-operational significance in areas remote from theatres of war.
- b. Training and technical documents for official use only or not intended for release to the public .
- c. Certain routine documents relating to supply and procurement.
- d. Aerial photographs of territories under our control remote from operational theatres.
- e. Photographs of enemy, enemy occupied or enemy dominated areas, except those which reveal secret sources.
- f. Strength returns of units remote from operational theatres.

Privacy Marking

9. Documents containing information that does not involve national interests and therefore does not merit security protection, may, nevertheless require a degree of protection or special handling. Documents concerning the personal affairs of staff for example, may fall within this category. These documents are to be endorsed with the privacy marking 'IN CONFIDENCE', preceded if necessary by an appropriate prefix, eg 'STAFF IN CONFIDENCE', 'MEDICAL IN CONFIDENCE. Privacy markings are shown at the top and bottom of every page in capital letters and is not underlined, an IN CONFIDENCE document that also contains classified information is to be marked with its security classification in addition to the privacy marking, the security classification appearing above the privacy marking at the top of each page and below it at the bottom.

Authority to Originate

10. It is the responsibility of the originator of a document to grade it. The term "Originator", when used with reference to graded matter, refers to the appointment held and not to the individual holding the appointment.

11. Authority to originate classified matter is limited as following:

<u>Class of Correspondence</u>	<u>Status of Authority</u>
Top secret.	Wing commander or above, or civilians of comparable status, and within the scope of their duties, officers below that rank when commanding independent units, or acting as duty operations or signals officers. Other officers may originate top secret replies to top secret correspondence addressed to them, or may, if so required by the originator, take top secret action called for by such correspondence.
Secret Confidential Restricted	Commissioned officers, or civilians equal status, within the scope of their duties.

GENERAL RULES FOR GRADING AND REGRADING

General Rules for Grading

1. Papers must be graded correctly. While it is obviously important that documents not be under graded, it is equally important that they should not be over graded. Over grading causes unnecessary work and may overload the higher security grades so much as to endanger rather than to promote security.
2. A document must be graded according to its own content and not necessarily to its relationship or reference to another paper or matter. Thus, extracts from, or amendments to, classified documents need not carry the same grade as the documents which they are taken or which may amend. A letter arising from classified correspondence must be graded at the discretion of the officer originating the letter.
3. A paper may be referred to by its title or number in another paper of a lower grade provided that the other paper and the reference it contains are properly graded (see para 13 & 16).
4. However, the mere existence of some documents may be information which should be given the same grade as the documents should be confined solely to those who need to know their contents. For this reason the registered number and the title of a top secret, secret, or confidential document may not be used together in any document of a grade lower than that of the classified document itself.
5. **Documents of Mixed Content.** A document must be graded according to the highest graded matter it conditions. Individual pages, paragraphs, sections, appendices, annexes, and other components may bear different grades, and should be so marked, but the grade of the document as a whole must be at least that of the highest graded components may bear different grades, and should be so marked, but the grade of the document as a whole must be at least that of the highest graded component.
6. **Groups of Documents.** The grade of a file, or of a group of physically connected documents, must be that of the highest graded document contained in it.
7. **Covering Letters.** A covering letter must be graded at least as high as the highest graded accompanying document, but it may be annotated for downgrading to a specified grade if the accompanying documents are detached and filed separately.
8. **Amendments.** Amendments to documents are to be considered as separate documents. An amendment of a higher grade than that of the original document will entail the upgrading of that document.
9. **Extracts from Documents.** Except that extracts from top secret documents may be made only by those entitled to originate such documents, extracts from any unregistered classified document may made for official purposes by any officer entitled to handle it. Such extracts must be treated as separate documents, and must be graded according to content.
10. **Copying** NO Copies Of TOP SECRET or copy numbered documents of any classification will be made by the recipients without express permission in writing of the originator who may at his discretion, either allow a copy to be made or send a copy himself.

Re-grading

11. Authority to regrade is subject to the same general considerations as authority to grade.
12. **Downgrading.** Classified matter should be kept under constant review, especially its originators, and should be downgraded as soon as conditions permit. Whenever practicable, the originator is to annotate a document to the effect that its grade is to be reduced stated date, and without reference to the originator or higher authority. This procedure applies particularly to periodical returns, routine reports, and covering letters. In any case, every TOP SECRET document will be reviewed after two years, and SECRET after three years by the originator to decide whether it should be downgraded or not and advise the recipients accordingly. The recipient will also review all TOP SECRET and SECRET documents on the expiry of two and three years respectively and ask the originator for advice, if such advice is not already received, under intimation to the Intelligence Directorate of the Air HQ. When a document is downgraded, the authority for such downgrading will be noted on the document itself. This note will be signed by the officer responsible for the custody of the document.
13. **Upgrading.** If it becomes necessary to upgrade Top Secret certain documents in a registered file, the officer concerned must prepare a top secret file cover and transfer the documents to it. The old file should then be sent to the officer in charge of the secret registry together with a note stating the number of the to which the contents have been transferred. To upgrade a document to any other grade, the file must be sent, under cover appropriate to its new grade, to the officer in charge of the secret registry with a written request for its conversion and re-registration.

Re-grading of Particular Types of Documents

14. **BAF Documents.** The decision to re-grade a BAF document rests with the originator. However, this does not prevent the holder of a document taking action to bring about regrading provided the originator is consulted and agreement is reached.
15. **Documents Originated Outside the BAF.** Documents originated outside the BAF may, in no circumstances, be downgraded without the sanction of the originator, obtained through the proper channels, or from Air Headquarters.
16. **Cypher Messages.** To ensure cryptographic security, the text of a cypher message is never to be downgraded below restricted unless it has first been thoroughly paraphrased, or unless the message is marked "Transmitted (or Received) by Secure Means."
17. **Intelligence Matter.** The downgrading of intelligence matter is never to be undertaken without the agreement of the originator or, if the originator cannot be approached, without reference to Air Headquarters.
18. **Files.** The regrading of files should be requested of the secret registry in writing, made and recorded by the registry.

Marking of Documents

19. **File Covers.** The appropriate file covers described in Task-1, Para 5 should be used on all classified papers.
20. **Papers.** Classified "papers" are to be marked with their security grade at the centre the top and bottom of each page (ie on both sides of each sheet). This rule applies whether each side of a sheet is used. If papers are not enclosed in a file or folder, they must be security fastened together.

21. In books permanently and securely bound, the security classification is to be printed or stamped in the centre of the top and bottom of the outside of the front and back covers, of pages including the title page and on any insertions such as maps, drawings, sketches or photographs which may be incorporated and which can be individually classified.

22. **Drawing.** Drawings and tracing will be marked in such a way that the classification appear on negatives produced the reform.

23. **Photographs.** Whenever possible, photographic negatives will be marked in the same way. Photographic prints, in addition to the reproduced marking on the negatives which should be over stamped in red, will also bear the classification stamped on the tack. Photographic reproduction as opposed to prints will be treated as in para 33 above.

24. **Maps.** Maps and charts will bear the classification under or near the scale.

PRINTING OF CLASSIFIED DOCUMENTS

1. **Printed Matter.** Printed, lether-printed and photo, mechanically produced documents will bear in addition to the classification, the following inscription:

a. **TOP SECRET.** "THIS DOCUMENT IS THE PROPERTY OF THE GOVERNMENT OF BANGLADESH AND IS INTENDED FOR PERSONAL INFORMATION OFAND OF SUCH OFFICERS AS NEED TO KNOW ITS CONTENTS IN THE COURSE OF THEIR OFFICIAL DUTIES".

b. **SECRET AND CONFIDENTIAL.** "THIS DOCUMENT IS THE PROPERTY OF THE GOVERNMENT OF BANGLADESH AND IS ISSUED FOR THE INFORMATION OF SUCH PERSONS AS NEED TO KNOW ITS CONTENTS IN THE COURSE OF THEIR OFFICIAL DUTIES".

c. **RESTRICTED.** THE INFORMATION GIVEN IN THIS DOCUMENT IS NOT TO BE COMMUNICATE, EITHER DIRECTLY OR INDIRECTLY TO THE PRESS OR TO ANY PERSON NOT AUTHORISED TO RECEIVE IT".

2. **Additional Inscription.** In addition to the inscription mentioned in sub-paras above, documents classified CONFIDENTIAL and above will bear the following.

"ANY PERSON FINDING THIS DOCUMENT WILL HAND IN A MILITARY OFFICE OR POLICE STATION FOR ITS SAFE RETURN TO AIR HEADQUARTERS, DHAKA CANT WITH PARTICULARS OF HOW AND WHERE FOUND. THE UNAUTHORISED RETENTION OR DESTRUCTION OF THIS DOCUMENTS IS AN OFFENCE UNDER THE OFFICIAL SECRETS ACT OF 1923".

3. **Regarded Documents.** When a document is regarded, the new grade is to be marked on the document, and a note signed and dated by the officer responsible for the regarding and referring to documentary authority for the change, is to be added. The old grade is to be deleted in ink. An officer authorizing the regarding of a paper, other than a registered file, must sign the amended security marking, adding his rank, on the first page or cover of the paper, and must inform the secret registry of his action.

Copy Numbering

4. All TOP SECRET documents are to bear individual copy number, eg Copy No 1 of 20' at the top right corner of the first page and on each so classified annex or trace forming part of the document. In addition, all operation and administrative orders, instructions and appreciation whatever their security classification, are given copy numbers in the same way. When only one copy of a document requiring a copy number exists, it is shown as 'Copy No 1 of 1'. If a document is copy numbered, any covering letter or minute is also to be copy numbered. The allocation of copy numbered documents is shown in the distribution list. When regular and wide distributions are made, each and address should receive the same copy number every time. When copies of copy numbered documents are authorised they are to be marked 'REPRODUCTION Copy No of//This would indicate the, total number of copies, reproduced.

TASK-9

OFFICIAL SECRETS ACT 1923

OFFICIAL SECRETS ACT

1. Where as it is expedient that the law relating to official Acts in Bangladesh should be consolidated and amended. It is hereby enacted as follows :
 - a. This act may be called the Official Secrets Act 1923.
 - b. It extends to the whole of Bangladesh and applies also to all citizens of Bangladesh and persons in the service of the Republic wherever they may be.
2. In this Act unless there is anything repugnant in the subject or context:
 - a. Any reference to a place belonging to Government includes a place occupied by any department of the Government whether the place is or is not actually vested in Government.
 - b. Expressions referring to communicating or receiving include any communicating or receiving, whether in whole or in part, and whether the sketch, plan model , article note document or information itself or the substance effect or description thereof only be communicated or received expressions referring to obtaining or retaining any sketch ,plan, model, articles, note on document, include the copying or causing to be copied of the whole or any part of any sketch, plan, model, article, note or document, and expressions, referring to the communication of any sketch, plan, model, article, note or document; include the transfer or transmission of the sketch, plan, model article note and document.
 - c. Document includes part of a document.
 - d. Model includes design pattern and specimen.
 - e. Munitions of War includes the whole or any part of any shop, submarine, aircraft, tank or similar engine arms and ammunition, torpedo, or mine intended or adopted for use in war, and any other article, material, or device whether actual or proposed intended for such use.
 - f. Office under Government includes any office or employment in or under any department of the Government.
 - g. Photograph includes an undeveloped film or plate.
 - h. Prohibited place means :
 - (1) Any work of defence arsenal, naval, military or air force establishment or station, mine, mine-field, camp, ship or aircraft belonging to or occupied by or on behalf of government any military telegraph or telephone so belonging or occupied any wireless or signal station or office so belonging or occupied and any factory dockyard or other place so belonging or occupied an used for the purpose of building repairing making or storing any munitions of war or any sketches plans models or documents relating thereto of for the purpose of getting any metals oil or minerals or use in time or war.

RESTRICTED

(2) Any place not belonging to government where any munitions of war or any sketches models plans or documents relating thereto are being made repaired gotten or stored under contract with any person on behalf of government or otherwise on behalf of Govt.

(3) Any place belonging to or used for the purpose of Government which is for the time being declared by the Govt. by the notification in the official Gazette to be a prohibited place for the purposes Of this Act on the ground that' information with respect thereto, or damage thereto, or damage thereto, would be-useful to an enemy, and to which a copy of the notation in respect thereof has been affixed in English and in Bengali :

Provided that where for declaring a prohibited place under subclass (c) or sub-clause(d) a notification in the official Gazette is not considerable in the intent of the security of the State, such declaration may be made by an order a copy or notice of wh.ch shall be prominently displayed at the point of entry; to, or at conspicuous place near, the prohibited place.

(4) Any railway, road, way. or channel or means of communication by land or water (including any works or structure being partly thereof of connected therewith) or any place used for gas, water or electricity works or other works for the purposes of a public character, or any place where any munitions of war or any sketches, models, plans, or documents relating are being made repaired or stored otherwise than on which if for the time being declared by the Govt which if for time being declared by the Government by notification in the official gazette, to be a prohibited respect thereto, or the destruction or obstruction thereof, or interference therewith, would be useful to an enemy and to which a copy of the notification in respect thereof, has been affixed in English and in Bengali.

j. Sketch includes any photograph or other mode of representing any place or thing; and

k. Superintendent of Police includes any police Officer of a like or superior rank and any person upon whom the powers of a superintendent of Police are for the purposes of this Act conferred by the Govt.

3. a. If any person for any purpose prejudicial to the safety or interests of the State

(1) Approaches inspects, passes over or is in the vicinity of or enters, any prohibited place; or

(2) Makes any sketch, plan, model, or note which is calculated to be or might be or is intended to be, directly or indirectly, useful to an enemy;

(3) Obtaining, collects records or publishes or communicates to any other person any secret official code or password, or any sketch, plan, model,, articles or note or other document or information which is calculated to be or might be or is intended to be, directly or indirectly, useful to an enemy. He shall be guilty of an offence under this section.

- b. On a prosecution of an offence punishable under this section with imprisonment for a term which may extend to fourteen years, it shall not be necessary to show that the accused person was guilty of any particular act tending, to show a purpose, prejudicial to the safety or interest of the State, and notwithstanding that no such act is proved against him, he may be convicted if, from the circumstances of the case or his conduct or his known character as proved, it appears that his purpose was purpose prejudicial to the safety or interests of the state, and if any sketch, plan, model, article, note, document, or information relating to or used in any prohibited place, or relating to anything in such a place, or any secret official code or password is made, obtained, collected, recorded, published or communicated by any person other than a person acting under lawful authority, and from the circumstances of the case or his conduct or his known character as proved it appears that His purpose was purpose prejudicial to the safety or interests of the State, such sketch, plan, model, article, note document or information shall be presumed to have been made, obtained, collected, recorded published or communicated for a purpose prejudicial to the safety or interests of the State.
- c. A person guilty of an offence under this Section shall be punishable :
- (1) Where the offence committed is, intended or calculated to be directly or indirectly, in the interest or for the benefit of a foreign power, or is in relation to any work of defence, arsenal, naval, military or airforce establishment or station, mine, minefield, factory, dockyard, camp, ship or aircraft or otherwise in relation to any secret official code, with death, or imprisonment for 0 term which may extend to fourteen years, and
- (2) In any other-case, with imprisonment for a term which may to three years.
4. a. No person shall, except under the authority of a written permit granted by or on behalf of the government, make any photography, sketch, plan, model, note or representation of any kind of any prohibited place or of any other place or area notified by the Government as a place, or area with regard to which such restriction appears to the Government as a plea or area with regard to which such restriction appears to the Government to be expedient in the interests of the security of Bangladesh, or of any part of or object in any such place- or area.
- b. The Government may, by general or special order make provision for securing that no photograph, sketch, plan, model note or representation of any Kind made under the - authority of a permit granted in pursuance of; sub-section a shall be published unless and until' the same has been submitted to an approved by such authority or person as may be specified in the order, and may retain or destroy or otherwise dispose of anything so submitted.
- c. If any person contrivances any of the provisions, of this section, he shall be punished with imprisonment for a term which may extend to three years or with fine or with both.
5. a. In any proceedings against a person for an offence under section 3, the fact that he has been in communication with, or attempted to communicate with, a foreign agent, whether within or without Bangladesh shall be relevant for the purpose of proving that he has, for a purpose prejudicial to the safety or interest of the "State, obtained or attempted to obtain information which in calcinations to be for might be, or is intended to be, directly or indirectly useful to an enemy,

RESTRICTED

b. For the purpose of this section, but without prejudice the generality of the foregoing provisions :

(1) A person may be presumed to have been in communication with foreign agent if:

(a) He has either within or without Bangladesh visited the address of a foreign agent or consociate or associated with a foreign agent, or.

(b) Either within or without Bangladesh the name or address of, or any other information regarding, a foreign agent has been found in his possession, or has been obtained by him from any other person.

(2) The expression "foreign agent" includes any person who is or has been or in respect of whom it appears that there are reasonable grounds for suspecting him of being or having been employed by a foreign power, either directly or indirectly for the purpose of carrying out, within or without Bangladesh, any act prejudicial to the safety or interests of the State, or who has or is reasonably suspected of having, either within or without Bangladesh, committed, or attempted to commit, such an act in the interests of a foreign power.

(3) Any address, whether within or without Bangladesh in respect of which it appears that there are reasonable grounds for suspecting it of being an address used for the receipt of communications intended for a foreign agent, or any address at which a foreign agent resides, or to which he resorts for the purpose of giving or receiving communications, for at which he carries on any business, may be presumed to be the address of a foreign agent, and communications addressed to such an address to be communications with a foreign agent.

6. a. If any person having in his possession or control any secret official code or password or any sketch, plan, model, article, note, document or information which relates to or is used in a prohibited place or relates to anything in such a place, or which has been made or obtained in contravention of this Act, or which has been entrusted in confidence to him by any person holding office under Govt, or which he has obtained or to which he has had access owing to his position as a person who holds or has held a contract made on behalf of Government, or as a person who is or has been employed under a person who holds or has held such an officer or contract:

(1) Willfully communicates the code or password, sketch, plan, model, article, note, document or information to any person other than a person to whom he is authorised to communicate it, or a Court of Justice or a person to whom it is, in the interests of the State, his duty to communicate it; or

(2) Uses the information in his possession for the benefit of any foreign power or in any other manner prejudicial to the safety of the State; or

(3) Retains the sketch, plan, model, article, note, or document in his possession or control when he has no right to retain it, or when it is contrary to his duty to retain it, or willfully fails to comply with all directions issued by lawful authority with regard to the return or disposal thereof; or willfully fails to comply with all directions issued by lawful authority with regard to the return or disposal thereof:

RESTRICTED

- (4) Fails to take reasonable care of, or so conducts himself as to endanger the safety of, the sketch, plan, model, article, note, document, secret official code or password or information. He shall be guilty of an offence under this section.
- b. If any person voluntarily receives any secret official code or password or any sketch, plan, model, article, note, document or information knowing or having reasonable ground to believe, at the time when he receives it, that the code, pass-word, sketch, plan, model, article, note, document or information is communicated in contravention of this Act, he shall be guilty of an offence und & this section.
- c. A person guilty of an offence under this section shall be punishable :
- (1) Where the offence committed is a contravention of clause (a) of sub-section (1) and intended or calculated to be, directly or indirectly, in the interest or for the benefit of a foreign power, or is in relation to any work of defence arsenal, naval, military or air force establishment or station, mine, minefield, factory, dockyard, ship or aircraft or otherwise in relation to the naval, military or air force affairs of Bangladesh or in relation to any secret official code, with death, or with imprisonment of a ,team which may extend to fourteen years; and
- (2) In any other case, with imprisonment for a term which may extend to two-years, or with fine, or with both.
7. a. If any person for the purpose of gaining admission or of assistance any other person to gain admission to a prohibited place or for any other purpose prejudicial to the safety of the State.
- (1) Uses or wears, without lawful authority, any naval, military, air force, police or other official uniform, or uniform so nearly resembling the same as to be calculated to deceive, or falsely represents himself to be a person who is or has been entitled to use or wear any such uniform; or
- (2) Orally, or in writing in any declaration or application, or in any document signed by him or on his behalf, knowingly makes or connives at the making of any false statement or any omission ; or
- (3) Forges, altars, or tempers with any passport or any naval, military, air force, police or official pass, permit, certificate, licence, or other document of a similar character (hereinafter in this section referred to as an official document) or knowingly uses or has in his possession any such forged, altered, or irregular official document; or
- .(4) Personages or falsely represents himself to be, a person holding, or in the employment of a person holding,¹ office under Government, or to be or not to be a person to whom an official document or secret official code or password has been duly issued of communicated, or with intent to obtain an official document, secret official code or password, whether for himself or any other person, knowingly makes any false statement; or

RESTRICTED

(5) uses, or has in his possession or under his control without the authority of the department of Government or the authority concerned, any such die, seal or stamp of or belonging to or used, made or provided by any department of the Government, or by any diplomatic, naval, military or air force authority appointed by or acting under the authority of Government, or any die, seal or stamp so nearly resembling any such die, seal or stamp as to be calculated to deceive, or counterfeits any such die, seal or stamp, or knowing uses, or has in his possession or under his control, any such counterfeited die, seal or stamp. He shall be guilty of an offence under this section.

b. If any person for any purpose prejudicial to the safety of the state :

(1) Retains any official document, whether or not completed or issued for use, when he has no right to retain it, or when it is contrary to his duty to retain it, or willfully fails to comply with any directions issued by any department of the Government or any person authorised by such department with regard to the return or disposal thereof, or.

(2) Allows any other person to have possession of any official document issued for his use alone, or communicates any secret official code or password so issued, or without lawful authority or excuse, has in his possession any official document or secret official code or password issued for the use of some person other than himself or, on obtaining possession of any official document by finding or otherwise, willfully fails to restore it to the person or authority by whom or for whose use it was issued, or to a police officer, or

(3) Without lawful authority or excuse, manufactures or sells, or has in his possession for sale, any such die seal or stamp as aforesaid. He shall be guilty of an offence under this section.

c. A person guilty of an offence under this section shall be punishable with imprisonment for a term which may extend to two years, or with fine, or with both.

d. The provisions of section (2) of section 3 shall apply, for the purpose of proving a purpose prejudicial to the safety of the state to any prosecution for an offence under this section relating to the naval, military or air force affairs of Government, or to any secret official code in like manner as they apply, for the purpose of proving a purpose prejudicial to the safety or interests of the State, to prosecutions for offence punishable under that section with imprisonment for a term which may extend to fourteen years.

8. a. No person in the vicinity of any prohibited place shall obstruct/knowingly lead or otherwise interfere with or impede, any police officer, or any member of the armed forces of Bangladesh engaged on guard, sentry, patrol, or other similar duty in relation to the prohibited place.

b. If any person acts in contravention of the provisions of this section, he shall be punishable with imprisonment which may extend to two years, or with fine, or with both.

TASK- 10

INFORMATION MANAGEMNT

INTRODUCTION, OBJECTIVES AND METHOD

Introduction

1. Email is a powerful way of communicating, and is used throughout the MOD. It has improved the speed and efficiency of working and many people depend on it. However, widespread use of email has also created some difficulties. In particular, the increased volume of communication can create a sense of 'information overload'. In Section 3, we will guide you on good email and e-working practices.

Objectives

2. **Training Objective.** On completion of Section 3, you should be able to communicate effectively using email and current e-working procedures.
3. **Enabling Objectives.** To achieve the training objective, you should be able to:
 - a. List the format and protocols for using email.
 - b. Compose email and understand the principles for using the 'Out-of-Office Manager'.
 - c. List the basic principles for e-working and security.
 - d. State the limitations and risks associated with use of networks and the actions to be taken to minimize those limitations and risks.

Method

4. Study these notes on the use of email and e-working. The source documents for these notes are the JSP 101 (DWG) and the JSP 700 series, including IM Protocol.

Follow-up

5. When you have completed your study of this section, try to apply the guidance when you use email, and follow the e-working principles.

E-MAILING

E-mail

1. Before sending email, consider the following points:
 - a. **When to use email.** Is email the best way to communicate? A meeting, telephone call, fax or video conference might achieve better results.
 - b. **Is the message necessary?** Email makes it very easy to communicate, but can overload recipients. Limit addressees to those who need to see the message.
 - c. **Email is not just an 'envelope' for attachments.** Email are documents in their own right. In most cases, you should write the message in the main body.
 - d. **Do not rely on an immediate response.** Whatever its level of priority, email takes time to arrive and recipients may not be able to give an immediate reply. There is no guarantee that email will be delivered or that you will be informed if delivery fails.

Writing E-mail


2. Despite email's informal nature, you must write concise, structured and clearly written messages. Badly written, poorly structured or confusing email reflects badly on you, wastes recipients' time, and you risk a poor response.
3. **Setting up email.** Format email in a simple and consistent way, to make it easy to read and understand. There are a number of options available in Microsoft (MS) Outlook to help get a response and to track email:
 - a. **Confirmation and Voting Buttons.** Do you need confirmation of receipt? In general, do not ask for confirmation. If you have requested action, assume the recipient will do as you asked unless they tell you otherwise. If you need to know that someone has received your email, or will take action on it, ask for a reply. Be clear what you are asking them to confirm: that the email has been received, that the action has been accepted, or that the action has been completed. Use voting buttons to make it easy for recipients to send a confirmation.
 - b. **Message Tracking.** Set message tracking to tell you when email has been delivered and read. Message tracking does not always work for email sent externally or between different systems.
 - c. **E-mail Priority.** You can set the priority of email to high, normal or low. Use high priority sparingly. The MOD's current email systems may return high priority email if it cannot be delivered within a set period of time (typically one hour).

RESTRICTED

- d. **Email Flags.** Set email flags to indicate to recipients (or senders) the type of action required, or to provide a reminder at a set date or time. Use flags sparingly, or you risk them being ignored.
- e. **Expiry Options.** MS email systems allow the option to set a date or time for unread email to expire (ie to be deleted automatically). Always set an expiry date for email about time-limited matters. For example, an email about travel arrangements may become irrelevant after the event. So set the message to expire after a given date.

Email Format

Here is a basic email format:

From:	
To:	(1)
Cc:	(2)
Subject	(3)
Greeting (4)	
Content (5)	
Signature Block (6)	
(7)	
 Attachment.doc	

Notes on Format:

1. **To.** Use distribution or 'Contact' lists where possible. Always consider whether or not addressees really need to receive the email (Paragraphs 6 and 13).
2. **Cc.** Do not copy the email to individuals, particularly senior officers, 'just in case' (Paragraph 13).
3. **Subject Line.** Always include a subject line. To conform with Document and Record Naming Conventions it must consist of 3 elements separated by hyphens: the date, title and protective marking or descriptor (Paragraphs 10b, 10f(1) and 25c).

RESTRICTED

4. **Greeting**. You can use an informal greeting, with first names, instead of a more traditional one. (Paragraph 10c).
5. **Content** (Paragraphs 10d, 11 and 12).
 - a. Cover one subject area only for ease of future filing, archiving or retrieval.
 - b. Write text in clear, properly structured English. Apply the principles of accuracy, brevity and clarity. The style and tone should be appropriate for the rank or grade of the recipient(s). Remember that divert facilities may be in use.
 - c. Never send any material that is abusive, discriminatory, pornographic, or offensive.
6. **Signature Block** (Paragraph 10e).
 - a. Set up a signature block in MS Outlook to appear automatically. Include your name, rank, appointment, address, telephone numbers (with a dialling code if appropriate) and email addresses. (DWG 2-7 Note 8)
 - b. Do not use a facsimile signature.
7. **Attachments** (Paragraph 10f). Large amounts of information sent over a network will slow down the flow of information:
 - a. Send shortcuts and hyperlinks rather than document files.
 - b. Send photographs in .jpeg, .jpg or TIFF format.
 - c. Virus-check any files before inserting them as attachments.
8. **Structuring email**. Structure email in a consistent way. Use a subject line (heading). Keep to a single subject. Write short messages directly in the body of the email. Identify yourself with a signature block; and add any required disclaimers:
 - a. **Subject Line**. Include the date (yyyymmdd), the title or subject of the email and the PM, all separated by hyphens eg. 20081204-Consumer Group meeting-U (DWG 2-7 Note 5).
 - b. **Single Subject**. Keep each email to a single subject to make it easy for recipients to file the message and answer any requests you make.
 - c. **Greeting**. A greeting (or salutation) is optional. Use first names (eg 'Robert', 'Hi Sue') only when you know the recipient(s) well. You could use a more formal greeting ('Dear Sqn Ldr...' or 'Dear Ms...') when the recipient is less well known to you, or when more formality is appropriate. However, when choosing a greeting, remember the relative status of the person you are emailing and think who else might receive or read it (even unintentionally).

d. **Content**. Write short unclassified messages directly in the body of the email (equivalent to loose minutes or letters, calling notices or announcements). Avoid writing a short document, attaching it to an email, and asking recipients to 'please see the attached'. But always place classified material in attachments with the correct protective marking. Never send email written in capitals; it is the equivalent of shouting at someone. Such conventions are known as 'netiquette'.

e. **Signature Block**. Identify yourself in email by including a signature block. Include your name, rank, appointment, address, telephone contact details and email addresses. **Facsimile signatures are prohibited**. They take up large amounts of memory, slow systems down and could be fraudulently misused.

f. **Attachments**. Email attachments are a useful way to distribute documents. But indiscriminate use of attachments can overload email systems and makes it difficult for recipients to handle the email. When recipients share common access to a file's storage location, use a hyperlink or shortcut to the file. Try to avoid including more than one attachment per email and use WinZip to reduce the attached file's size. There are other guidelines for dealing with attachments:

- (1) Identify each attachment and give each its own UK protective marking. The covering email message must carry the highest protective marking and the descriptor of any attachment.
- (2) Merge the files that form part of a whole document to create one attached file.
- (3) Ensure, when possible, that all recipients have the application(s) needed to open or view the attachments.
- (4) Virus-check any files before inserting them as attachments.
- (5) Send photographs in JPEG (.jpeg or .jpg) or TIFF format.

9. **Writing Style**. People now have to read ever greater amounts of written material, so **the quality of writing in email is more important**, not less. Poorly written or badly structured email wastes staff time and risks wrong or no action being taken. When writing email, be clear and concise. Use short words, sentences and paragraphs. Use simple, unambiguous expressions. And only use abbreviations that you have explained or you are certain will be understood. Make the content accurate, relevant and targeted, and use the right style and tone for your audience. There are 2 particular points to note:

- a. Well written email (e-writing) saves time for the reader, projects a good image for the MOD (and for you). This helps those who are making decisions based on information contained in the message.
- b. E-writing is just the same as traditional writing for paper-based documents. The quality of writing is still key, even if the style of email is less formal (**and do not use text-message style**).

10. **E-mail Content.** E-mail is an official document, so the rules on content are no different from those applying to any other document. Take care when composing email. Its informality and use for 'virtual conversations' can lead you to use inappropriate content or remarks. Unlike conversations, email leaves a permanent record that cannot be deleted from the operating system. Remember that email is admissible as evidence in both criminal and civil courts. There are many high-profile examples in which loss, damage or embarrassment was caused to organizations and to individuals through inappropriate remarks made in email. Follow these four principal rules:

- a. **Tone.** Your email should be polite, courteous and professional. Do not say anything in an email that you would not be prepared defend in public, or to say to someone directly.
- b. **Unacceptable Content.** MOD e-working policy prohibits abusive, discriminatory, pornographic or offensive content.
- c. **Humour.** Humour, jokes or sarcasm are very difficult to convey in email because of the lack of 'cues' (mood, environment, tone of voice, body language, and context). What you think is a witty remark, or joke, may be interpreted very differently by the recipient. Use humour sparingly and with great sensitivity.
- d. **Personal Information.** If you include personal information in email, you must comply with the provisions of the Data Protection Act 1998 (which, in effect, concerns information about any living individual).

11. **Addressing email.** Address email correctly, using available directories and address lists. And send it only to those that need to receive the information. Enter addressees required to take action in the **To:** row. Do not include unnecessary 'Cc' addressees in an attempt to keep everyone informed 'just in case'. Once you have decided who needs to receive email, make sure the message is addressed correctly, especially those messages containing sensitive material:

- a. **Distribution Lists.** Use distribution lists when you regularly send email to the same group of people eg. members of a committee or department.
- b. **Add Addressees Last.** Always add the addressees last to guard against 'hitting the send button' and transmitting a half-finished email. This could be embarrassing for you and annoying for recipients.

12. **Sending email.** Before sending email, pause, read it through and make a final check. Avoid 'firing-off' email in a great hurry or when you are annoyed or irritable. It is too easy to produce poorly written email that reflects badly on you, or contains remarks you later regret. Make these final checks before sending email:

- a. Are the style and tone right for your recipients?
- b. Is the email clear, concise, complete and accurate?

- c. Have you specified the response and degree of urgency you want?
- d. Is the content acceptable: no discriminatory or derogatory remarks, no abusive or pornographic material?
- e. Have you addressed correctly and used the proper protective or privacy marking?
- f. Have you included any attachments you have referred to?
- g. Are the recipients suitable for the protection, privacy and sensitivity of the information in the email or its attachments?
- h. Are you using networks and systems accredited for the classification of the email?

Receiving email

13. **Inbox.** Check your email account regularly, but **avoid becoming a slave to email by opening it the instant it arrives**. If the subject is not relevant, do not read the whole email – just delete it. We recommended the following courses of action:

- a. Read email in chronological order, starting with the most recent and then work back in time. This will ensure you do not waste time reading about issues in earlier email that have been resolved or changed by later email.
- b. Deal with as much email as possible when you read it (within the constraints of your other work). Otherwise, mark the email for action later and return to it at a convenient time.
- c. Ask your IT system administrator about the best way to handle incoming email. People sending junk or malicious email can use the MS Outlook preview pane to confirm the validity of an email account or to spread viruses.
- d. When you handle a colleague's email, read the content carefully and take action if necessary.

14. **Suspicious email.** Email can be used for virus or other attacks on MOD systems. It is your responsibility to check the provenance of email **before** opening it. Take particular care with email from unknown senders or with unusual attachments. **If in doubt, do not open email or attachments** and contact your IT security officer.

15. **Out-of-office Manager.** If you are out of the office for more than one working day, notify senders either of your absence or tell them of alternative arrangements to deal with your email. Exercise care if your incoming email could contain sensitive or personal information. There are 2 ways to deal with email in your absence:

RESTRICTED

- a. Set up an automatic reply to tell senders you will not deal with email until your return. Specify your return date and give an alternative contact for urgent matters.
- b. Get a colleague to deal with your email while you are away. Then do one of the following:
 - (1) Give your colleague shared access to your email folders.
 - (2) Forward email to your colleague automatically.

Replying to email

16. Consider first whether you need to reply. If you do, is a different way of answering more appropriate? Use 'reply to all' sparingly and consider these points when you create replies:

- a. Keep the subject line the same as the original one. Stick to the subject and do not introduce material on an unrelated topic. If the subject line is no longer relevant, create a new email, rather than using the 'Reply' button.
- b. Minimize the use of previous text. Include only what is needed to ensure recipients can understand the issue. Delete the rest. Avoid re-sending attachments with a reply unless they are needed to add clarity.
- c. By default, attachments are not included in a reply. If you want to reply to an email that contained an attachment, and also want to include someone else, use the 'Forward' facility.
- d. If you include material from the original email in your reply, use at least the same level of UK protective marking that the originator used.

Forwarding email

17. If you forward email, make sure you follow this guidance:

- a. You must be satisfied that the originator is happy for you to forward the message. Take particular care with email from external sources, or email that contains sensitive, personal or (non-MOD) copyright material.
- b. Include a message explaining why you are forwarding the email, and what action you wish recipients to take.
- c. Check the email to be forwarded as you would a new message. Is the content acceptable? Are the recipients cleared to receive the material? Forwarding unacceptable content (eg pornographic or abusive material) leads to disciplinary or legal action, just as creating such content does.
- d. When you forward email, attachments are kept with the message. So, check that you need to keep those attachments. If not, delete them.

E-WORKING SECURITY

1. Do not just click the 'Save' button when you have created a document. This will save the file to a default area that may be difficult to find. We do not recommend saving files to 'My Documents' in MS Word, because that will save them to the 'C' (or Hard) drive. They will not be backed up by the operating system and you will lose them if the drive is corrupted.
2. When possible, save files to your network *personal* or *home* drive, or a shared directory if other people need to use them. If you do not have access to an IT network, copy important files to a floppy disk or CD. Do not save files in one large folder. Create subject folders for different areas of your work. Use no more than 5 levels of folder in any hierarchy or the structure becomes confusing.
3. There are various tools available on your desktop to help with access to information. But with so many different methods, it is too easy to end up accessing documents in different ways, switching between programs, or searching a cluttered desktop for what you need.
4. Arrange your desktop to provide consistent, structured access to information. There is no right or wrong way of doing this. One way is to use MS Outlook as a single point of access to all your information. MS Outlook can give you access to email, file lists and favourite web sites, your calendar, task lists and contacts.

Storing and filing email

5. All email (except that of a purely personal nature) is an official document, and must be filed (or archived) in the same way as any other e-document. Use a systematic process for dealing with email. Most email can be filed in an e-document storage area, filed as paper or deleted:
 - a. Do not store email in MS Outlook folders. Instead, store email in the same folder as other related documents. There will be some exceptions: email that needs to be stored only temporarily can be held in an email folder.
 - b. Establish an efficient way to deal with all sent or received email. Ensure that:
 - (1) Email that needs to be kept as a record is placed in the formal records-keeping system. You can help recipients identify this email by including your own file reference in the subject line.
 - (2) Email that needs to be shared with others is stored in a common folder, with related e-documents and other information.
 - (3) Email that is no longer needed is deleted.

- (4) Inbox and Sent Items folders are not allowed to fill with email. This would result in the size of the folders reaching system limits, causing reduced system performance (it could stop email traffic altogether).

E-working Security

6. E-working using modern IT systems presents many security risks: the loss, corruption or compromise of sensitive or valuable information; damage to MOD systems through electronic attack; disruption to business through failure of IT systems; or loss of important information and data. Connection to external organizations, especially to the Internet, raises a new and complex set of security problems. The new mobile devices (laptops, mobile phones, handheld computers), and mobile and home working practices add further to the risks. Here are some basic security procedures that you must follow:

a. **Password Security**. Never share your password with anyone else. Keep passwords secure, make sure they cannot be easily guessed and are changed regularly. Generally, make your password at least 8 characters long, and include both letters and numbers. Do not attach a password to your computer, leave it where others might find it, or store it electronically.

b. **Workstation Physical Security**. Follow this guidance on workstation and physical security:

(1) **Lock your Workstation**. Do not leave your account logged in. If you leave your workstation, lock it or log off. People can, and do, use other people's accounts to send hoax email.

(2) **Homeworking**. Homeworking requires discipline to ensure that your work is done properly and regularly copied back to MOD networks. All computer equipment used at home must be accredited by the MOD prior to use. For ISSC work, read and comply with the instructions in the Student Handbook.

(3) **Workstation Configuration**. Do not modify workstation settings, the physical configuration of workstations, or the power supplies and communication lines without permission from your system administrator.

c. **Information Security**. To avoid breaches in security, follow these guidelines:

(1) **UK Protective Marking**. Ensure that all electronic documents, files, email and other media (eg floppy disks or CDs) containing classified information have the correct protective marking. JSP 440 contains details for the protective marking of electronic media.

(2) **Security Accreditation**. Know the security classification levels that your IT systems are accredited to handle. Do not create, process, store or send information above that level.

(3) **Use of the Internet**. Send only unclassified email over the Internet unless you use an accredited system. The main access to the Internet from MOD systems is the Internet Gateway Service (IGS), which you should still use to send only unclassified email.

d. **Protection and Privacy**. To protect documents and privacy, the following guidelines apply:

(1) Unless you use a document and record management system to store e-documents, you cannot be sure that the content has not been altered. Storing e-documents in 'read only' file folders, and setting password protection on documents, can offer some protection. You can also set up restricted access permissions on MS systems.

(2) Digital signatures, watermarks and certificates offer a way to ensure the authenticity of information.

(3) Remember that email is not private. Even on secure systems, privacy is not guaranteed. Apart from the risk of interception, email might be incorrectly addressed, forwarded to others without your permission and may have to be released eg in response to a Data Protection Act Subject Access request, or under the Freedom of Information Act.

e. **Security against Viruses**. Email systems offer a perfect way to launch virus or other attacks against MOD computer systems. Email can also be used to send viruses or malicious code to other organizations' computer systems. In that case, the MOD could be liable for the cost of rectifying an external system. Follow these rules to avoid importing and exporting viruses:

(1) Check the provenance of all email and external electronic media that you receive. Use an approved virus checker to scan any electronic material sent to external organizations. Report any suspect information that you receive to your IT security officer. Do not delete the information before inspection or investigation.

(2) Make sure that virus checking is used on the systems you use. The IGS, other MOD firewalls and system virus-checking procedures will normally virus-check incoming and outgoing email and other files. This includes files imported from a CD ROM. However, virus checkers are not completely effective, so be suspicious of any material received, especially from non-MOD sources.

SAE 3.1 - USING E-MAIL


7. Identify the major errors in the following email:

From:	Smith J E Flt Lt (SO3 A3)
Sent:	6 October 20## 12:05
To...	Jones D Fg Off (SO3 A4)
Cc...	Gladstone A Flt Lt (SO3 A2)
Subject	Meeting and Favour


Dave, Andy

Mtg 2morrow will b @ 1400. Agenda attached.

Also Dave, can u giv a speech @ the Derby boys' reunion next month? I'm sending u a copy of programme & wuld b hugely grateful if u cld cover – beers involved!




Shortcut to
Agenda.doc



Shortcut to
Programme.doc

c u tomorrow Jon



PS heard about the boss? – apparently touting 4 trade dressed in drag on Union St is not the way 2 go!!!!!!!!!!

Compare the errors you identified with the suggested solution on [Page 3-13](#).

SAE 3.1 - SUGGESTED SOLUTION

8. **Major Errors.**

- a. **Addressees.** Both addressees should be inserted as **To:**, as they both need to take action (Paragraph 13).
- b. **Subject.** Start with the date, cover only one subject to allow ease of filing, and end with classification. (Paragraph 10b).
- c. **Greeting.** May be informal, using first names for equals or juniors; use rank (non-military use Mr, Mrs etc) and surname for superiors.
- d. **Content.**
 - (1) Use properly structured written English, not text-message format (Paragraph 11).
 - (2) Never include gossip. You do not know who the email will be forwarded to, or who will see it. And the information may become public (Paragraph 12).
- e. **Signature Block.** Set up your signature block to appear automatically in new messages, replies or forwards (Paragraph 10e).
- f. **Pictures.** Do not include unnecessary pictures and remember: send essential pictures or diagrams in .jpg, .jpeg or TIFF format (Paragraphs 10f and 10f(5)).

9. Corrected version of email 1.

From:	Smith J E Flt Lt (SO3 A3)
Sent:	6 October 20## 12:05
To...	Gladstone A Flt Lt (SO3 A2); Jones D Fg Off (SO3 A4)
Cc...	
Subject	20##1006-Consumer Group meeting – 7 Oct ##-U

Dear Andy and Dave,

The Consumer Group meeting tomorrow, 7 Oct ##, will start at 1400. A shortcut to the Agenda is attached.

See you both at the meeting,


Jon Smith
J Smith
Flt Lt
SO3 A3
HQ UKC
RAF Chiltern Park
CHILTERN
HP14 4UB
Military network: 93238 7259
Telephone: 01220 267259
DII: UKC A3-SO3
Personal: Jon.smith222@mod.uk

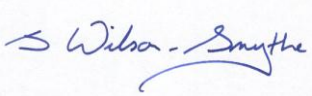
SAE 3.2 - EMAIL ERRORS

10. Identify the major errors in this email:

From:	Wilson-Smythe J E Wg Cdr (SO1 Plans)
Sent:	28 March 20## 12:02
To:..	FOI Committee Members ¹
Cc...	
Subject	

GENTLEMEN
 AT OUR LAST GATHERING THE IDEA WAS RAISED OF HOLDING LUNCHTIME MEETINGS TO ENABLE MORE MEMBERS TO ATTEND. CONSEQUENTLY, OUR NEXT MEETING WILL BE ON TUE 15 APR ## AT 1300 IN THE CONFERENCE ROOM. PLEASE INFORM ME BY 4 APR WHETHER OR NOT YOU WILL ABLE TO ATTEND.
 THE AGENDA IS ATTACHED.


 Agenda.doc



J WILSON-SMYTHE
 Wg Cdr
 Ext 4732

SAE 3.2 - SUGGESTED SOLUTION

11. **Major Errors.**

- a. No subject line (Paragraph 10a).
- b. The text is written in block capitals (ie 'shouting'), which contravenes netiquette and is inappropriate (Paragraph 10d).
- c. The 'Agenda' document file has been attached instead of a shortcut to it (Paragraph 10f).

¹ The originator has created and used a 'Contact', or distribution, list for the 'FOI Committee', the members of which share access to network storage areas.

RESTRICTED

- d. Do not send facsimile signatures (Paragraph 10e).
- e. You should include full contact details in the signature block (Paragraph 10e).


12. **Corrected version of email 2.**

From:	Wilson-Smythe J E Wg Cdr (SO1 Plans)
Sent:	28 March 20## 12:02
To..	FOI Committee Members
Cc...	
Subject	20##0328-Date of next FOI meeting-U

Gentlemen

At our last gathering, the idea was raised of holding lunchtime meetings to allow more members to attend. So, our next meeting will be held on Tue 15 Apr ## at 1300 in the Conference Room. Please tell me by 4 Apr whether or not you will be able to attend.

A shortcut to the agenda is attached.


Shortcut to
Agenda.doc

J Wilson-Smythe
Wg Cdr
SO1 Plans
HQ TLO
MONK'S FORREST
BT14 4RJ
Military network: 96412 4732
Telephone: 01484 884732
DII: TLO SO1-PLANS
Personal: J.wilsonsmythe232@mod.uk

TASK – 12

SYSTEMATIC PROBLEM SOLVING TECHNIQUE

BASIC PRINCIPLE OF PROBLEM SOLVING AND ANALYZING THE PROBLEM

Introduction

1. Problems came in all shapes and sizes. They arrive unheralded at irregular intervals and in varying degrees of complexity; some may be caused by our own lack of foresight, others by some unforeseeable crisis in our area of responsibility, and yet others "by a decision from higher authority. Once we have identified a problem it is important not only that it is solved but also that the solution arrived at is the best solution.

2. Quite often, because we have met similar situations before and have remembered which solutions were right and which were wrong, we can solve very simple problems without much conscious effort. Without thinking about it, we probably ask ourselves a series of questions such as 'What is the problem?' 'What are the facts surrounding it?' 'What possible solutions are there?' We then select a solution and take the appropriate action. Sound judgment, based on experience, is of course, vital to success in solving any problem. With the more complex problems, however, it is useful to have a technique that will help us to ensure that no factor materially affecting the solution is overlooked. No technique will guarantee that we will always get the answer right first time or relieve us of the responsibility for exercising our judgment, but a sound technique will stop us from making a decision before we have systematically considered all the facts; it will also prevent us from being side-tracked by time-wasting irrelevancies.

Basic Principles of Problem Solving

3. Many books and articles have been written about problem solving and although numbered different techniques have been postulated. There is a wide measure of agreement about certain basic principles. To be effective, a method must ensure a thorough study of the problem and must prevent the user from jumping to conclusion. The following six principles met these criteria:

- a. Define the problem.
- b. Gather relevant information.
- c. List possible solutions.
- d. Test possible solutions.
- e. Select the best solution.
- f. Apply the solution.

Practical Aspects of the Technique

4. If you wish to be a successful staff officer you must be able to combine clarity of thought with clarity of expression. You must not only be able to find the best solution to any given problem; you must also be able to justify your solution in writing. In the problem-solving process described in these notes there are 3 major elements: you must first analyze the problem to identify its cause and clarify your aim, you must then consider the suitability of the courses of action open to you; and, finally having made your choice, you must convince your reader that your solution is the best.

5. The technique we describe in these notes can be applied to a variety of everyday tasks and it is therefore a useful addition to every officer's armory. However it is important to remember that it is simply a means to an end. There are other methods, that could be adopted and, indeed, our method could be refined by the introduction weighing factors. Nevertheless, experience has shown that the technique we advocate meets the needs of the vast majority of staff officers and we wish you to adhere to it for ISS purposes. It has three significant merits: it is simple in principle, logical in approach and effective in practice. Moreover, it provides a systematic framework for developing an oral or written case, you will see in phase four how the framework can be used as the basis for a Service Paper.

The Nature of Problems

6. All problems have a common pattern; an obstacle is preventing somebody from achieving a long-term aim. Suppose you are driving home after a guest night (long-term aim) and find that a tree has been blown down and now blocks your road (obstacle). Clearly you have a problem. You have several ideas for overcoming the obstacle (solving your problem): you could choose another road, you could leave the car and walk or you could wait until the tree has been moved and then continue your journey by car. You need to make a choice. You now have a short-term aim-to determine the best way of getting home. If there were only one option to you, the solution to your problem would, of course.

7. To take another example you may be in the process of compiling a complicated annual statistical return. Your long-term aim is to get it to Air HQ by the due date. A number of obstacles could arise. You may, perhaps realize that, with uncharacteristic lack of foresight, you have approved leave for the one typist who fully understands the complexities of the return, the typist may unexpectedly get sick; those unthinking gnomes at Air HQ may suddenly want the return two weeks ahead of schedule and require you to produce it within three days when you know its compilation normally takes a full week. Should any of these events occur, short-term aim must be to decide how best to revise your planned programme of work to meet the deadline.

8. Again, you may be an engineer officer posted to a base where the same type of aircraft is flown by a training unit and an operational squadron. Both are behind in their task and both need the next aircraft that you can make serviceable. You will no doubt be able to deal with the problems involved in making an aircraft serviceable as soon as possible. Someone else will have to decide on the allocation of the aircraft; what method might he use to arrive at the decision?

The Need for a Technique

9. Some problems are easy to solve; for example, if you want to continue reading (long-term aim) when the light bulb burns out and you are left in darkness (obstacle), you have a problem, but not one that you would find difficult to solve. How, then, would you set about a much more complex problem? 'Start by getting all the facts together' is the common answer. This is all very well, but there are many facts that might be relevant and when we do manage to gather them all together, the task of analysing them will be forbidding. Clearly, a haphazard approach is no good, we need a methodical technique to help us determine which facts to take note of and how to process them.

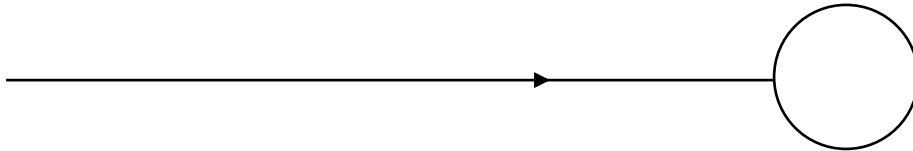
10. The technique we teach is simple enough to be applied quickly to straightforward problems, yet it is also adequate for the solution of the more complex problems that sometimes come our way. Above all, it is a practical technique for everyday use —not just something to be tested in ISS exercises.

11. The Technique has :

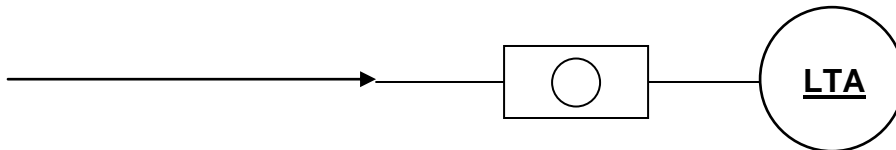
- a. Analysing the Problem,
- b. Listing Definitions and Assumptions.
- c. Determining the Criteria for a Solution,
- d. Evaluating Possible Solutions,
- e. Selecting the Best Solutions.

ANALYZING THE PROBLEM**The need for Analysis**

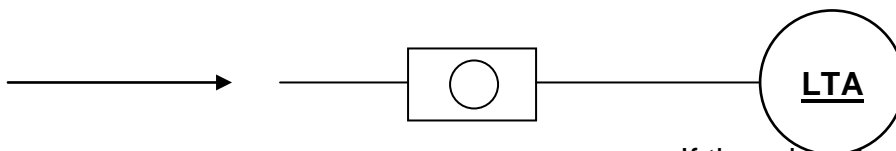
12. Analysing the problem is the first step. By analyzing the problem, we mean defining precisely the long-term aim, the obstacle that has how arisen, and the short-term aim, which must be achieved if the obstacle is to be overcome.



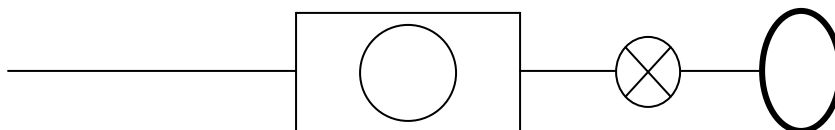
An obstacle (O) come between the organization and its LTA (Long-Term Aim)



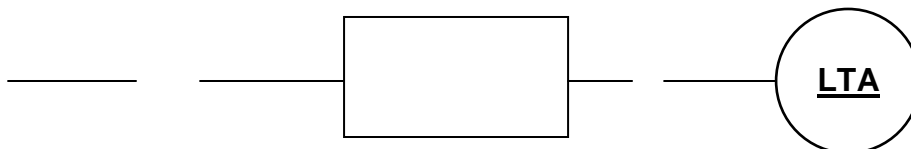
Somebody in the organization will be given the job of avoiding O and getting back on track, is going from P to Q.



If there is only one possible solution the problem is solved.



However, if there are a number of possible solutions he will have to decide which is the most suitable way of getting to Q.



Making the decision on the most appropriate way to circumvent the obstacle and get back on a trouble-free course towards the achievement of the LTA in the problem-solver's immediate task and, for convenience, we call it his part-term aim (STA).

13. Thus in - Analyzing the Problem - we will always need to definite 3 things :

- a. **The LTA.** What is the overall objective in the situation we are considering?
- b. **The Obstacle:** What change or event has occurred that is preventing us from achieving, or continuing to achieve, our LTA?
- c. **The STA.** What decision do we now need to take to modify the adverse effects of the obstacle so that we can once again achieve our LTA?

Consider this situation:

14. Air HQ operates a Calibration and Inspection Unit (C and I Unit) which is expected to continue its work for at least another 4 years, the unit lodges at BAF Kathalia. You are D D A C (Est) at Air HQ and have just been informed by your boss that BAF Kathalia is due to close in Mar 84 and that there are only 3 possible new homes for the unit - BAF Bashkhali, BAF Jatrabari and BAF Lohagara. Analyse this situation following the pattern of our diagrams. When you have done this, compare your analysis with the one we give on page 5-7.

15. You can always use the diagram as a basic if you find it helps you to analyse a problem more effectively. However, if other people need to see your solution, you will have to write your analysis out. The standard layout we wish you to adopt is :

Selection of a New Location for the C and I unit

Analysis

Long-term Aim : To operate the C and I Unit for the least another 4 years.

Obstacle : The loss of accommodation at BAF Kathalia from Mar 84.

Short - term Aim : To select, from the 3 following stations, the most suitable new location for the C and I Unit:

- a. BAF Bashkhali.
- b. BAF Jatrabari.
- c. BAF Lohagara

16. Experience has shown that some students have difficulty in expressing the 3 parts of the analysis. Firstly, there is the danger of making the LTA too broad and therefore too remote from the particular problem under consideration. For example, if you were trying to decide what car the BAF should choose as a replacement for the Mehendra in the 1980s, you could argue that the LTA was 'To maintain the operational efficiency of the BAF. That aim would not be wrong but, as so many other factors are involved in maintaining operational efficiency, it would be unhelpful. The LTA should be limited to the overall objective in the particular sphere of the problem so, in this case, an appropriate LTA might 'To continue to provide an economical form of passenger transport in the 1980s'. Secondly, you should try to word your analysis with as much brevity as is consistent with a clear and comprehensive explanation of the situation that faces you. In this connection, you should always bear in mind the depth of knowledge of the subject that prospective readers are likely to have. In the C and I Unit problem, for instance, we might have given the obstacle as 'BAP Kathalia, the present parenting base for the C and I Unit, is due to close within the next year¹'. However, we thought that everyone concerned with the problem would be well aware of the present location of the unit and of the intended closure of BAF Kathalia, so we preferred the shorter, nearer alternative that appears on page 3. Finally, there are 2 points about the STA. When the possible solutions to the problem have already been established, we think it logical to make that point clear in the analysis. Accordingly, the analysis of the C and I Unit problem, we specified in the STA, the bases from which the choice had to be made. You will see also that we used the expression 'the most suitable new location' in preference to 'the best location'. The distinction is a fine one but, as a general rule, we avoid 'best' because in most situations there are constraints, such as the need to keep costs down, which prevent us from choosing the ideal situation.

THE SELECTION PROCESS - A LOGICAL APPROACH

1. Solving the problem is frequently only the first part of the task; the next stage is to explain our decision in writing. We must make our selection argument convincing; otherwise the value of the problem solution process will be undermined. When we have to explain our decisions in writing, we must follow the pattern we used in Step 5, explaining why we discarded solutions for their failure to meet essential criteria and showing how we made comparative evaluation of the remaining solutions against the desirable criteria. It is important to recognise that any possible solution that meets all the essential criteria is necessarily suitable; we must therefore be careful not to write off such a solution as an acceptable on the grounds that it fails to meet one or more of the desirable criteria. After all, if it were the only solution that met all the essential criteria, we should have to accept it as the best choice available. To make our selection, therefore, we must differentiate between degrees of suitability. It is inconclusive merely to list the advantage, and disadvantages of individual solutions, and it is confusing to compare more than 2 possible choices at a time. Instead, we should embark on a logical process of elimination in which we compare the options a pair at a time, ending each comparison with a declaration of our preference. Our argument should be developed in such a way that the reader is left in no doubt about how we reached the conclusion summed up in our final statement of the most suitable choice.

2. Let us assume that we are faced with 7 possible choices A, B, C, D, E, F, and G – and that choices F and G each fails to meet one of our essential criteria. We should begin our narrative, by stating that F and G are unacceptable and we must explain why they are unacceptable – and we must explain why they are unacceptable indicating which essential criterion each fails to meet. For example, if F does not meet the essential criterion of a petrol consumption no higher than 35 mpg because it can achieve only 30 mpg we should say if does not meet the requirement for a petrol consumption no higher than 35 mpg. It is not enough to say F uses? petrol at the rate of 30 mpg' as the narrative must be complete in itself and the reader should not have to refer to the table to discover that 35 mpg is the maximum acceptable.

3. We are now left with 5 choices and we will assume that they are listed in order of attractiveness: A being the most attractive and E the least. Let us now look at some possible methods of developing the selection argument:

a. **First Example.** Suppose that on checking our evaluations we find not only that choice A meets all the desirable criteria expressed in absolute terms but also that it is superior to all the other options in those features which can be described in comparative terms. It could be argued that the most convincing case would be the concise one; we could simply state that choice A alone fulfils all the desirable criteria and therefore it is the best solution. The main drawback to that method is that it does not reveal the order of preference for the remaining options, and that could be important if, later on, some unforeseen factor arises to render the best solution impracticable. In the matter of mass car, for example, the dealer may run out of stock the model Amir selected and he would then be forced to make do with his second choice.

b. **Second Example** Even if choice A is not superior, or at least equal, to all the other options in every respect, it may still emerge as clearly the best choice. In those circumstances, it would be logically sound to compare choice A, separately and successively, with choice E, Choice D, Choice C and choice B, but there are 2 objections to that approach. If we use the facts about choice a in each of the 4 comparisons, our argument will appear repetitive and therefore boring. | Additionally, the reader may suspect that, by repeatedly stressing the advances of choice? A. We have indulged in overkill and caused on imbalances in our argument, which may obscure some major flows. For these reason, the method is not one that we recommend.

c. **Third Example.** We may find that choice E is so obviously inferior to choices A, B, C, and D that we can quickly discard it as the least suitable of the 5 I choices and go on to concentrate our attention on the remaining 4. It may indeed be possible to repeat the process to show that D is obviously inferior to A, B and C but, if we do so, we run the risk of losing our reader in a confusion of multi-comparisons.

d. **Fourth Example** f we can discard choice E on the grounds that it is clearly inferior to choices A, B, C and D, we are left with an even number of options and can then apply the 'knock-out' method; We begin by comparing C with D and A with B. From those comparison C and A merge as the better options SQ we next compare C with A; we conclude that A is preferable and therefore the best solution to the problem. A refinement of the (knock-out' method is the 'Seeded knock out'. If we employ it, we deliberately arrange our "semi-finals" so that in each we compare a weak option with a strong one. Possible comparisons are A with C and B with D or A with D and B with C; our argument is likely to be more convincing if we adopt the former set of pairings, since B and C come next to each other in the order of preference and the differences between them may be marginal. Both 'knock-out' method and its seeded knock-out' variant are logical and will yield the most suitable choice, but neither of them offers the advantage of providing a complete order of preference.

4. **ISS Preferred Method - the 'Squash-ladder'.** As in Amir's selection argument in paras 49 to 55, we could start by comparing E and D to show that D is superior, and then we could progress through comparisons of D with C and C with B until we reached the final comparison of B with A, which would reveal that A is the most suitable choice. We consider that this approach, which we call the 'squash ladder*' method, is the simplest and the best and expect you use it in your ISS work. It is applicable to any selection problem which you may be faced and it has the advantaged of establishing the complete order of preference. In addition, it is easy to follow and, because it deals with the possible solutions in ascending order of attractiveness, it tends to produce a more effective and convincing argument.

5. **Selection Argument.** It is not enough however, merely to adopt a logical general pattern for our selection argument; we must also consider how best to develop our detailed argument within each set of comparisons. There are no rigid rules on the best way to compare 2 options, but we have found that good results can be obtained observing the following conventions and we wish you to adhere to them in your ISS exercises :

a. Argue positively than negatively, ie, point out the advantages of each possibility in preference to its disadvantages, as positive argument is invariably easier to grasp than negative argument. A moisture of advantages and disadvantages in the same argument is especially confusing and should be avoided.

- b. Within each set of comparisons, deal first with the advantages of the weaker choice before pointing out the superior advantages of the stronger choice. The latter would then make a deeper impact on the reader, send your argument will be more telling.
 - c. Deal first with the least important advantage and progressively build up to the most important advantage. The object is to leave the important points fresh in the reader's mind; if he reads these last, he is more likely to remember them and be convinced by them.
 - d. Within each set of comparisons, mention all the relevant criteria but omit any that are irrelevant, ie, those that both options either meet or fail to meet. " Your preference will be determined by differences - not similarities.
 - e. Include figures in every comparison where they are applicable. Always give 2 figures or one figure and the difference (eg, 'A' s top speed of 68 mph, whereas B's is only 58 mph' or 'A's top speed of 68 mph is 10 mph higher than B's). It is not enough to say merely that A has-a better to speed than B or that "A is 10 mph faster than B.
 - f. Always conclude each set of comparisons with a statement of your preference preceded by a brief explanation of how you arrive at your decision. The purpose of the explanation is that, should your master disagree with your judgment, he will be able to identify the points from which the disagreement arises. Be careful to base your preference not only on the number of advantages enjoyed by each option but also on the relative importance of those advantages, as indicated by the order in which you have arranged your desirable criteria. One option that has 4 Advantages; big advantages in the second and third features may outweigh a small advantage in the most important feature. 'Outweigh is a useful word in this context as it takes into account not only the number of advantages but also their value.
 - g. Do not introduce facts that re not included in your analysis of the problem, definitions and assumptions or table of criteria. If you discover the need to produce such facts in order to convince your reader, you have not laid an adequate foundation for you selection argument and you must, therefore, go back and make whatever amendments are required.
 - h. Finally, it is not enough to leave your reader to deduce your overall preference form the results of your comparison of the 2 most attractive options. You must end your selection argument with a clear statement of the best possible solution to the problem.
6. We know form experience that some students have difficulty in grasping the essential steps in the proceeding sub-paras. You may find it helpful to look back to para 53 to see how the conventions set out in para 60 were applied there. In particular you should note that para 53:
- a. Does not mention a disadvantage.
 - b. Disposes of the advantages of the weaker option (the BMC 1100) before considering the advantages of the stronger (the BMC Mini).

- c. Within the discussion of the 100's advantages and with the discussion of the mini's advantages, works upwards from the least important of the desirable criteria.
- d. Does not refer to criteria against which neither option has an advantage,
- e. Introduces no new criteria.
- f. Where appropriate, supports the assertion of an advantage with 2 figures or one figure and the difference.
- g. Ends by weighing the advantages on each side and indicating which option is preferred.

Presentation of that Selections Argument

7. In Phase 4, you will be asked to write a Service paper setting out the solution to a problem which you will have solved using the technique we have just been considering. The rules and conventions for Service papers will be discussed in detail in the Phase 4 Notes; at this stage, we will confine ourselves to offering some advice on the style and forms of expression appropriate to the presentation of the selection argument, as that is the only piece of narrative you are called upon to produce in the Phase 3 problem -solving exercises.

8. In your selections argument, as in all Service writing you should aim for a clear, lively style. Usually, it will be appropriate to write in the third person; occasionally, however, in papers not intended for distribution outside your own station or headquarters staff, the first person plural, but never the first person singular, may be suitable (eg, 'If we choose Method A, We would complete the task in 5 days, whereas we would need 7 days if we adopted Method 'B'). You should not break the flow of your narrative by the use of sub paras. Allocate one para to the comparison of each pair of options and sum up your solution to the problem in a separate para at the end; exceptionally, you may employ sub-paras in the final para if your solution involves listing a number of acceptable options in order of merit.

9. When choosing a form of words, in which to express comparisons, you must take particular care to ensure that your constructions, are well balanced and that your meaning is free from any ambiguity. As we have already noted, it is not enough, in a selection argument, merely to list the attribute of each option. The acceptable options must be compared, 2 at a time, feature by feature. There are a number of 2 - part constructions that may be used in comparisons and it is important that 2 different constructions are not mixed up in the same sentence, if, for example, you wish to point out that one option has a desirable feature that the other one lacks, you might follow one of these patterns 'Unlike Chameli Bhavan, the Malika is a detached house or The Malika is a detached house, whereas Chameli Bhavan is not'. If you are able to quote figures to show the extent to which one option is superior to another in a given respect, you should avoid the 'unlike' construction because it is difficult to include the 2 figures needed for a complete comparison without producing a clumsy effect (eg, 'Unlike Chameli Bhavan, which would cost Tk. 17,000.00. the Malika would cost Tk. 15,000.00'). You may use the 'whereas' construction as in this illustration : The Malika would cost only tk. 15,000.00, whereas the price of Chameli Bhavan would be Tk. 7,000.00. Alternatively, if you want to give the price of one house and the difference between it and the price of the other, you might say 'At Tk. 15,000. The Malika would be Tk. 2,000.00 cheaper than? Chameli Bhavan. If you do use a construction involving a comparative adjective like 'cheaper' you must be sure to explain to your reader just what is cheaper (or larger or more or whatever) than what.

10. One of the common faults we find in comparisons is a failure to compare like with like. For example, in 'At Tk. 475.00, works services in the barrack block would cost Tk. 100.00 less than the Guardroom', works services are wrongly compared with the Guard room. An acceptable revision would be 'At Tk. 475.00, works services for the barrack block would cost Tk. 100.00 less than works services (or those) for the Guardroom'. An incomplete construction can often give rise to ambiguity, 'the barrack block is nearer BHQ than the Guardroom' could mean either. The barrack block is nearer BHQ than it is to the Guardroom'; accordingly, if the meaning is to be absolutely clear to the reader, one of the expanded versions must be used.

11. In the past, a number of student have had difficulty with the participle 'compared'. The verb compare can be followed by either of 2 prepositions; 'to' or 'with'. 'To' is used when one thing is likened to another, usually an outstanding model, in terms of quality, eg, 'As a leader, he has been compared to Marlborough' and 'Hard wearing it may be, but in appearance this material cannot be compared to real silk.' 'With' is used when the characteristics of 2 items are compared to establish the similarity or dissimilarity between them; accordingly, 'with' is normally the appropriate preposition in selection arguments. However, the phrase 'compared with' has limited value in that context and its used often gives rise to fault in construction. You cannot say 'Compared with Chameli Bhaban. The Mallka has a garden¹ because the Malika would have a garden whether or not it was compared with another house. You can say 'compared with Chameli Bhaban. The Malika has a large garden' but, if you want to quote figures to support the assertion, you will find it easier to do so in a construction involving a comparative adjective; 'At half an acre, the garden at The Malika is quarter of an acre larger than the one at Chameli Bhaban.'

12. Imprecise comparisons can often result from the careless use of the prepositions 'for' and 'of'. In, for example, 'The workshop is 240yds from Maint Wg HQ, compared with 280 yds for the armoury' for does not properly describe the relationship between '280 yds' and 'the armoury'.¹ Again, in 'The workshop is 240 yds from Maint Wg HQ compared with the 280 yds of the armoury' does not possess 'the 280 yds'. These problems would be overcome if the sentence were reconstructed thus; 'the workshop is only 240 yds from Maint Wg HQ, whereas the armoury is 280 yds from that HQ.'

18. When framing comparisons, you must be careful to select the right form of the verb. Use the present or future tense for statements of fact (ie, when you are describing characteristics that will not change whether or not the option is chosen) and the conditional for projections (ie, when you are explaining what would happen only if the option were chosen). As a rule of thumb guide it is usually appropriate to use the conditional in any statement that may be mentally prefaced with the clause 'If it were chosen.....', between fact and projection clearer.

- a. The 1100, unlike the Mini, has room in the boot for a set of golf clubs. (This is a simple statement of fact and therefore the present tense is required.

b. The new married quarters would be sited within the boundary of BAF Tekibari whereas the private houses are 6 miles away from the Base. (In this example, the conditional 'which would be built only if that option were chosen, and the present tense is used with the private houses, which are already in existence).

c. The barrack block could be converted in 3 weeks, whereas it would take 4 weeks to convert the old workshops. (Here the conditional is used in both cases as only the building chosen as the solution to the problem would be converted). We recommend that you use the conditional form of the verb whenever you are discussing costs in a selection argument, since the expenditure of any amount quoted would be incurred only if the option in question were selected.

14. Although we have stressed the importance of comparing the attribute of a pair of options instead of just listing them, we do recognize that a para with perhaps 6 or 7 separate complete comparisons may include some tedious repetition that could well alienate the reader. Accordingly, in the interests of style, we accept the omission of one half of a comparison provided that the reader can readily make good the omission from the context and that the comparison does not need any supporting figures. In the sentence, for example, it would be permissible to leave out the words in brackets; 'Betka has 2 advantage over Kanchan : (unlike Kanchan) it has a helicopter landing pad and (it has) permanent officer buildings (which Kanchan does not have)'. In this sentence, however, we would expect no omissions : 'At Tk. 200.00, the new communicating facilities needed at Betka would cost Tk. 1000,00 less than would those required at Kanchan'.

15. So that the reader may follow your argument more easily, we recommend a liberal use of linking words. Sentences that set out the advantage of the same option may be linked with 'moreover'¹, 'furthermore' or 'in addition'. The break between the last advantage of the weaker option and the first advantage of the stronger option should be marked with 'however' or 'on the other hand'.

16. Finally, there are 2 points to note about way in which preferences would be expressed. Firstly, as the problem-solving technique leaves no room for conditional solutions (eg, 'If works services could be completed in time, the armoury would be the better choice') you should always use the present tense of the verb to express the preference you hold at the time of writing (eg, 'For these reasons, the armoury is the better choice'). Secondly, having worked your way carefully through a logical selection process, you are expected to have the courage of your convictions and to state your conclusions unequivocally. Do not, therefore, preface a statement of your choice with a clause like 'Accordingly, it might well be considered that....

Summary of The Problem-Solving Technique

17. You may find this summary useful when solving the problems that follow in this phase and those that will appear in Phase-4 :

a. Check that your long term aim, obstacle and short-term aim are correctly related. In other words, is your obstacle an obstacle to your long-term aim, and will your short-term aim get you around it.

b. List only those definitions that your readers will need to understand your solution.

- c. Ensure that your assumptions pass the tests on page 5-7 para 19.
- d. Phrase your criteria concisely and accurately. Express the essential criteria in absolute terms. Wherever possible, express the desirable criteria in comparative terms.
- e. Make sure that the order of your desirable criteria reflects their relative importance.
- f. Evaluate the options against the essential criteria with a tick (implying 'yes') or a cross (implying 'no'); use a tick where the criterion does not apply to the option you are evaluating.
- g. Against desirable criteria expressed in absolute terms, indicate the evaluation of the options by ticks or crosses. Against desirable criteria expressed in comparative terms, indicate the evaluation of the options by figures. Do not mix figures with ticks and crosses in evaluations against the same criterion. If you need to explain the basis of your evaluation use the standard system of notes described in the JSSD Manual.
- h. In your selection argument:
 - (1) Employ the 'squash-ladder'¹ method described in para 59.
 - (2) Base your argument on your evaluation table and the sections that precede it. Do not introduce new material. -
 - (3) Discard only those solutions that fail to meet all the essential criteria.
 - (4) Compare the remaining solutions in pairs in ascending order of preference; follow the guide-lines given in para 60.
 - (5) Within each set of comparisons, consider all the advantages of the weaker option, in ascending order of importance, before going on to discuss the advantages of the stronger option, again in ascending order of importance.
 - (6) End each set of comparisons by stating clearly which of the 2 options is preferred and give a brief explanation of the reasons for your decision.
 - (7) Close your narrative with a statement of your solution to the problem.