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SIMPLE SABOTAGE

SIMPLE SABOTAGE

1. INTRODUCTION

a. The purpose of this paper is to sabotage, to outline its possible effect, suggestions for inciting and executing.

b. Sabotage varies from highly technical acts that require detailed planning and trained operatives, to innumerable simple ordinary individual citizen-saboteur acts. The paper is primarily concerned with the type of sabotage which does not require specially prepared agents; it is executed by an ordinary citizen who may not act individually and without an active connection with an organized group. It is carried out in such a way as to involve a minimum of injury, detection, and reprisal.

c. Where destruction is involved, citizen-saboteur are salt, nails, candles, any other materials he might normally possess as a householder or as a work occupation. His arsenal is the kitchen and his own usual kit of tools and supplies. Sabotage are usually objects to which inconspicuous access in everyday life.

d. A second type of simple sabotage
uses tools whatsoever and produces
any, by highly indirect means. It is
opportunities to make faulty decisions,
cooperative attitude, and to induce others
Making a faulty decision may be as
placing tools in one spot instead of another.
ative attitude may involve nothing more
unpleasant situation among one's fellow
ing in blockings, or displaying surlin.

e. This type of activity, sometimes "human element," is frequently responsible for delays, and general obstruction even tions. The potential saboteur should

of faulty decisions and non-cooperation are normally found in his kind of work and should then devise his sabotage so as to enlarge that "margin for error."

2. POSSIBLE EFFECTS

a. Acts of simple sabotage are occurring throughout Europe. An effort should be made to add to their efficiency, lessen their detectability, and increase their number. Acts of simple sabotage, multiplied by thousands of citizen-saboteurs, can be an effective weapon against the enemy. Slashing tires, draining fuel tanks, starting fires, starting arguments, acting stupidly, short-circuiting electric systems, abrading machine parts will waste materials, manpower, and time. Occurring on a wide scale, simple sabotage will be a constant and tangible drag on the war effort of the enemy.

b. Simple sabotage may also have secondary results of more or less value. Widespread practice of simple sabotage will harass and demoralize enemy administrators and police. Further, success may embolden the citizen-saboteur eventually to find colleagues who can assist him in sabotage of greater dimensions. Finally, the very practice of simple sabotage by natives in enemy or occupied territory may make these individuals identify themselves actively with the United Nations war effort, and encourage them to assist openly in periods of Allied invasion and occupation.

3. MOTIVATING THE SABOTEUR

a. To incite the citizen to the active practice of simple sabotage and to keep him practicing that sabotage over sustained periods is a special problem.

b. Simple sabotage is often an act which the citizen performs according to his own initiative and inclination. Acts of destruction do not bring him any personal gain and may be completely foreign to his habitually conservationist attitude toward materials and tools. Purposeful stupidity is contrary to human nature. He frequently needs pressure, stimulation or assurance, and information and suggestions regarding feasible methods of simple sabotage.

(1) Personal Motives

(a) The ordinary citizen has an immediate personal motive for simple sabotage. Instead, he must seek indirect personal gain, such as enemy evacuation or destruction of government group. Gains should be as possible for the area attacked. This will hasten the day when Comptroller deputes Y and Z will be thrown out. Particularly obnoxious decrees and laws will be abolished, when food will arrive. Verbalizations about personal safety, press, and so on, will not be comprehensible.

(b) Since the effect of the saboteur may become disclosed, he should know that he is a member of a large group of saboteurs operating against the government of his own country. His actions can be conveyed indirectly through the radio. The radio reads and hears can include the particular technique has been used in that district. Even if the technique is known to his surroundings, another saboteur can induce him to attempt similar acts. Statements praising simple sabotage can be continually broadcast by white radio, freedom of the press. Estimates of population engaged in sabotage should be published by white radio and newspaper. Instances of successful sabotage should be broadcast by white radio and newspaper. This should be continued and kept compatible with security.

(c) More important than the above is the need to create a situation in which the citizen acquires a sense of responsibility and educate others in simple sabotage.

(2) Encouraging Destructiveness

It should be pointed out to the saboteur where the circumstances are suitable, that he is acting in self-defense against the enemy, or retaliating against the enemy for other acts of destruction. A reasonable amount of humor in the presentation of suggestions for simple sabotage will relax tensions of fear.

(a) The saboteur may have to reverse his thinking, and he should be told this in so many words. Where he formerly thought of keeping his tools sharp, he should now let them grow dull; surfaces that formerly were lubricated now should be sanded; normally diligent, he should now be lazy and careless; and so on. Once he is encouraged to think backwards about himself and the objects of his everyday life, the saboteur will see many opportunities in his immediate environment which cannot possibly be seen from a distance. A state of mind should be encouraged that anything can be sabotaged.

(b) Among the potential citizen-saboteurs who are to engage in physical destruction, two extreme types may be distinguished. On the one hand, there is the man who is not technically trained and employed. This man needs specific suggestions as to what he can and should destroy as well as details regarding the tools by means of which destruction is accomplished.

(c) At the other extreme is the man who is a technician, such as a lathe operator or an automobile mechanic. Presumably this man would be able to devise methods of simple sabotage which would be appropriate to his own facilities. However, this man needs to be stimulated to re-orient his thinking in the direction of destruction. Specific examples, which need not be from his own field, should accomplish this.

(d) Various media may be used to disseminate suggestions and information regarding simple sabotage. Among the media which may be used, as the immediate situation dictates, are: freedom stations

or radio, false or official leaflets. Leaflets may be directed toward specific occupational areas, or they may be general. Finally, agents may be trained in sabotage, in anticipation of a time when they will be able to communicate this information.

(3) Safety Measures

(a) The amount of activity carried on by the saboteur will be governed not only by the opportunities he sees, but also by the danger he feels. Bad news travels fast, and sabotage will be discouraged if the saboteurs are arrested.

(b) It should not be difficult to find various media for the saboteur to use. News of weapons, time, and targets which will help the saboteur against detection and retribution. Such suggestions might be the following:

(1) Use materials which are easily concealable. A knife or a nail file can be carried easily on your person; either is a good instrument for creating damage. Small blades, hair, salt, nails, and dozens of other destructive agents can be carried or kept in your quarters without exciting any suspicion. If you are a worker in a factory or industry you can easily carry such things as wrenches, hammers, and the like.

(2) Try to commit acts which few numbers of people could be blamed for. For instance, if you blow out the windows at a central fire box, almost anyone could have done it. On-the-street sabotage, such as you might be able to carry out in a passing car or truck, is another example for which it would be impossible to blame you.

(3) Do not be afraid to do what you might be blamed for. You do so rarely, and as long as you do not get caught,

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plausible excuse: you dropped your wrench across an electric circuit because an air raid had kept you up the night before and you were half-dozing at work. Always be profuse in your apologies. Frequently you can "get away" with such acts under the cover of pretending stupidity, ignorance, over-caution, fear of being suspected of sabotage, or weakness and dullness due to undernourishment.

(4) After you have committed an act of easy sabotage, resist any temptation to wait around and see what happens. Loiterers arouse suspicion. Of course, there are circumstances when it would be suspicious for you to leave. If you commit sabotage on your job, you should naturally stay at your work.

4. TOOLS, TARGETS, AND TIMING

a. The citizen-saboteur cannot be closely controlled. Nor is it reasonable to expect that simple sabotage can be precisely concentrated on specific types of target according to the requirements of a concrete military situation. Attempts to control simple sabotage according to developing military factors, moreover, might provide the enemy with intelligence of more or less value in anticipating the date and area of notably intensified or notably slackened military activity.

b. Sabotage suggestions, of course, should be adapted to fit the area where they are to be practiced. Target priorities for general types of situations likewise can be specified, for emphasis at the proper time by the underground press, freedom stations, and cooperating propaganda.

(1) Under General Conditions

(a) Simple sabotage is more than malicious mischief, and it should always consist of acts whose results will be detrimental to the materials and manpower of the enemy.

(b) The saboteur should be ingenious in using his every-day equipment. All sorts of weapons will present themselves if he looks at his surroundings in a different light. For example, emery dust—a

powerful weapon — may at first seem like a sharpener or emery wheel with which one finds himself with a plentiful supply.

(c) The saboteur should not attempt to go beyond his capacity or the circumstances. An inexperienced person, for example, attempt to use explosives and find himself to the use of matches and weapons.

(d) The saboteur should not attempt to destroy objects and materials known to be destined for the enemy or to be destined for easy destruction. It will be safe for him to assume that a product of heavy industry is destined for the enemy and that the most efficient fuel and power sources are destined for enemy use. With knowledge, however, it would be unwise to attempt destruction of food crops.

(e) Although the citizen-saboteur should have access to military objects, he should give preference above all others.

(2) Prior to a Military Offensive

During periods which are likely to be of short duration, such emphasis as can be given to sabotage operations might well center on industrial targets which affect the flow of materials and equipment. Slashing a rubber tire on an Armored car is an act of little value; spoiling a batch of rubber in a rubber plant is an act of still more value.

(3) During a Military Offensive

(a) Most significant sabotage operations prior to a military offensive is, or is soon destined to be, those which affect the operations of the enemy. The effects of such operations are both immediate and delayed. Even if the effects are localized, this type of sabotage is important because of the activities whose effects, while direct, are also delayed.

(1) The saboteur should attack transportation facilities.

Among such facilities are roads, railroads, automobiles, trucks, motor-cycles, bicycles, trains, and trams.

(2) Any communications facilities which can be used by the authorities to transmit instructions or morale material should be the objects of simple sabotage. These include telephone, telegraph and power systems, radio, newspapers, placards, and public notices.

(3) Critical materials, valuable in themselves or necessary to the efficient functioning of transportation and communication, also should become targets for the citizen-saboteur. These may include oil, gasoline, tires, food, and water.

5. SPECIFIC SUGGESTIONS FOR SIMPLE SABOTAGE

a. It will not be possible to evaluate the desirability of simple sabotage in an area without having in mind rather specifically what individual acts and results are embraced by the definition of simple sabotage.

b. A listing of specific acts follows, classified according to types of target. This list is presented as a growing rather than a complete outline of the methods of simple sabotage. As new techniques are developed, or new fields explored, it will be elaborated and expanded.

(1) Buildings

Warehouses, barracks, offices, hotels, and factory buildings are outstanding targets for simple sabotage. They are extremely susceptible to damage, especially by fire; they offer opportunities to such untrained people as janitors, charwomen, and casual visitors; and, when damaged, they present a relatively large handicap to the enemy.

(a) Fires can be started wherever there is an accumulation of inflammable material. Warehouses are obviously the most promising targets but incendiary sabotage need not be confined to them alone.

(1) Whenever possible, arrange to have the fire start after you have gone away. Use a

candle and paper combination close as possible to the item you want to burn: From a sheet of paper, tear off a strip three or four centimeters wide and wrap it around the base of the candle several times. Twist more sheets of paper into strips and tie ropes and place them around the candle. When the candle flame reaches the paper, it will ignite the surrounding paper. The duration of the resulting flame depends upon how much paper you use and how tightly it is crimped in a small space.

(2) With a flame of the candle, tempt to ignite any but flammable materials, such as cotton or other more resistant materials, by tightly rolled or twisted paper soaked in gasoline. To create a very hot flame, put celluloid in an old comb, into a saturated paper which is to be ignited.

(3) To make another type of fuse, soak one end of a piece of string with a generous pinch of gunpowder. Tie a knot in the string where the greasy string ends. Then ignite the clean end of the string and let it burn slowly without a flame (in the same way that a cigarette burns). The knot will catch fire and burn suddenly. The grease-treated knot will burn with a flame. The speed of the burn is achieved by using matches to ignite the gunpowder. Run the string through the heads, taking care that the knots are not too tight or knotted. They too will prove useful. The advantage of this type of fuse is that it burns at a set speed. You can control the length and thickness of the string as you chose.

(4) Use a fuse such as the ones suggested above to start a fire in an office after hours. The destruction of records and other types of documents would be a serious handicap to the enemy.

(5) In basements where waste is kept, janitors should accumulate oily and greasy waste. Such waste sometimes ignites spontaneously, but it can easily be lit with a cigarette or match. If you are a janitor on night duty, you can be the first to report the fire, but don't report it too soon.

(6) A clean factory is not susceptible to fire, but a dirty one is. Workers should be careless with refuse and janitors should be inefficient in cleaning. If enough dirt and trash can be accumulated an otherwise fireproof building will become inflammable.

(7) Where illuminating gas is used in a room which is vacant at night, shut the windows tightly, turn on the gas, and leave a candle burning in the room, closing the door tightly behind you. After a time, the gas will explode, and a fire may or may not follow.

(b) Water and miscellaneous

(1) Ruin warehouse stock by setting the automatic sprinkler system to work. You can do this by tapping the sprinkler heads sharply with a hammer or by holding a match under them.

(2) Forget to provide paper in toilets; put tightly rolled paper, hair, and other obstructions in the W. C. Saturate a sponge with a thick starch or sugar solution. Squeeze it tightly into a ball, wrap it with string, and dry. Remove the string when fully dried. The sponge will be in the form of a tight hard ball. Flush down a W. C. or otherwise introduce into a sewer line. The sponge will gradually expand to its normal size and plug the sewage system.

(3) Put a coin beneath a bulb in a public

building during the daytime. It will blow out when lights are turned on. The fuses themselves may be cut by putting a coin behind the glass and wire. Then a short circuit will start a fire, damage transformer, or blow a central fuse which will interrupt the supply of electricity to a large area.

(4) Jam paper, bits of wire, and anything else that will fit, into unguarded entrances to public buildings.

(2) Industrial Production: Manufacturing

(a) Tools

(1) Let cutting tools go dull. Dull tools are inefficient, will slow down production, and may damage the materials being worked on.

(2) Leave saws slightly dull when they are not using them. After a time, the teeth will break when used.

(3) Using a very rapid sawing motion will ruin a file before its time. So will use slow strokes under heavy pressure on the backward stroke and fast forward stroke.

(4) Clean files by knocking them against the vise or the workpiece; the file will break this way.

(5) Bits and drills will break if they are run at too much pressure.

(6) You can put a press out of order by putting in it more material than it was adjusted for — two blanks instead of one, for example.

(7) Power-driven tools like riveters, and so on, are never perfectly clean and dirty. Lubrication points and bearings can easily be fouled by normal dirt or the insertion of foreign objects.

(b) Oil and lubrication systems are not only vulnerable to easy sabotage, but are critical in every machine with moving parts. Sabotage of oil and lubrication will slow production or stop work entirely at strategic points in industrial processes.

(1) Put metal dust or filings, fine sand, ground glass, emery dust (get it by pounding up an emery knife sharpener) and similar hard, gritty substances directly into lubrication systems. They will scour smooth surfaces, ruining pistons, cylinder walls, shafts, and bearings. They will overheat and stop motors which will need overhauling, new parts, and extensive repairs. Such materials, if they are used, should be introduced into lubrication systems past any filters which otherwise would strain them out.

(2) You can cause wear on any machine by uncovering a filter system, poking a pencil or any other sharp object through the filter mesh, then covering it up again. Or, if you can dispose of it quickly, simply remove the filter.

(3) If you cannot get at the lubrication system or filter directly, you may be able to lessen the effectiveness of oil by diluting it in storage. In this case, almost any liquid will do which will thin the oil. A small amount of sulphuric acid, varnish, water-glass, or linseed oil will be especially effective.

(4) Using a thin oil where a heavy oil is prescribed will break down a machine or heat up a moving shaft so that it will "freeze" and stop.

(5) Put any clogging substance into lubrication systems or, if it will float, into stored oil. Twisted combings of human hair, pieces of string, dead insects, and many other common objects will be effective in stopping or hindering the flow of oil through feed lines and filters.

(6) Under some circumstances, you may be able to destroy oil outright rather than interfere

with its effectiveness, by removing oil from lubricating systems or by putting grain, such as rice or wheat, into drums and cans in which it is stored.

(c) Cooling Systems

(1) A water cooling system can easily be put out of commission in a fairly short time. Put several pinches of grain, such as rice or wheat, into the cooling system of an engine. This will seriously interfere with the circulation of water, and the engine will have to be torn down to repair the damage. Sawdust or hair may also be effective in blocking a water cooling system.

(2) If very cold water is poured into the cooling system of an engine, it will cause contraction and considerable damage to the engine housing will result. If you pour cold water into the cooling system a few times, cracks will appear in the engine housing.

(3) You can ruin the engine by plugging the air cooling system by plugging the intake or exhaust valves. If a piece of wire is used in the system, make sure it is bent at least half way through the bend before it is finally part under strain and causes the engine to overheat.

(d) Gasoline and Oil Fuel

Tanks and fueling engines are usually accessible and easy to open. They are therefore a vulnerable target for simple sabotage.

(1) Put several pinches of grain, such as rice or wheat, into the fuel tank of a gasoline engine. The gasoline will not pass through the feed line so that the engine will not run. A considerable amount of time will be required to discover the trouble. Although they will not burn, pieces of crumpled aluminum foil or crumbs of natural rubber, such as those found in old rubber bands and inner tubes, are also effective.

(2) If you can accumulate enough

the fuel tank of a gasoline engine. As it burns together with the gasoline, it will turn into a sticky mess which will completely mire the engine and necessitate extensive cleaning and repair. Honey and molasses are as good as sugar. Try to use about 75-100 grams for each 10 gallons of gasoline.

(3) Other impurities which you can introduce into gasoline will cause rapid engine wear and eventual breakdown. Fine particles of pumice, sand, ground glass, and metal dust can easily be introduced into a gasoline tank. Be sure that the particles are very fine, so that they will be able to pass through the carburetor jet.

(4) Water, urine, wine, or any other simple liquid you can get in reasonably large quantities will dilute gasoline fuel to a point where no combustion will occur in the cylinder and the engine will not move. One pint to 20 gallons of gasoline is sufficient. If salt water is used, it will cause corrosion and permanent motor damage.

(5) In the case of Diesel engines, put low flashpoint oil into the fuel tank; the engine will not move. If there already is proper oil in the tank when the wrong kind is added, the engine will only limp and sputter along.

(6) Fuel lines to gasoline and oil engines frequently pass over the exhaust pipe. When the machine is at rest, you can stab a small hole in the fuel line and plug the hole with wax. As the engine runs and the exhaust tube becomes hot, the wax will be melted; fuel will drip onto the exhaust and a blaze will start.

(7) If you have access to a room where gasoline is stored, remember that gas vapor accumulating in a closed room will explode after a time if you leave a candle burning in the room. A good deal of evaporation, however, must occur from the gasoline tins into the air of the room. If removal of the tops of the tins does not expose

enough gasoline to the evaporation, you can open the tins further with a knife or nail file. Or puncture a hole in the top which will permit gasoline to escape onto the floor. This will greatly increase the rate of evaporation. Before you do this, however, be sure that windows are closed as tight as possible and that doors are closed. If windows are air-tight as you can make them, and if there are no windows in a neighboring room, you have a chance of success. This will not only destroy the gasoline, but also nearby; when the gasoline is spilled onto the floor, it will catch fire and burn rapidly. If there is a draft to the neighboring room, it will be created which will whip up the gasoline fumes.

(e) Electric Motors

Electric motors (including generators) are more restricted than the tanks of gasoline engines. They cannot be sabotaged easily by unskilled persons without creating good opportunities for destruction.

(1) Set the rheostat resistance in all types of electric motors too high. This will overheat and catch fire.

(2) Adjust the overload switch or fuse value beyond the capacity of the motor. This will overload the motor to a point where it will heat and break down.

(3) Remember that water and dirt are enemies of electrical equipment. Do not allow water and dirt onto the points where electric motors connect with their insulating parts. Inefficiency of insulation is frequent and, in some cases, it may even become dangerous. Wet generator motors to the point of short circuiting.

(4) "Accidentally" or intentionally, cut wires, loosen nuts on connections, break splices and faulty connections. These will waste electric current and damage electric motors.

(5) Damage to commutators can reduce the power output or cause short circuiting in direct-current motors: Loosen or remove commutator holding rings. Sprinkle carbon, graphite, or metal dust on commutators. Put a little grease or oil at the contact points of commutators. Where commutator bars are close together bridge the gaps between them with metal dust, or sawtooth their edges with a chisel so that the teeth on adjoining bars meet or nearly meet and current can pass from one to the other.

(6) Put a piece of finely grained emery paper half the size of a postage stamp in a place where it will wear away rotating brushes. The emery paper—and the motor—will be destroyed in the resulting fire.

(7) Sprinkle carbon, graphite or metal dust on slip-rings so that the current will leak or short circuits will occur. When a motor is idle, nick the slip-rings with a chisel.

(8) Cause motor stoppage or inefficiency by applying dust mixed with grease to the face of the armature so that it will not make proper contact.

(9) To overheat electric motors, mix sand with heavy grease and smear it between the stator and rotor, or wedge thin metal pieces between them. To prevent the efficient generation of current, put floor sweepings, oil, tar, or paint between them.

(10) In motors using three-phase current, deeply nick one of the lead-in wires with a knife or file when the machine is at rest, or replace one of the three fuses with a blown-out fuse. In the first case, the motor will stop after running awhile, and in the second, it will not start.

(f) Transformers

(1) Transformers of the oil-filled type can be put out of commission if you pour water, salt

water, machine-tool coolant or oil tank.

(2) In air-cooled turbines, stop ventilation by piling debris over the former.

(3) In all types of turbines, stop ventilation by piling debris over the bearing, graphite or metal dust on the bushings and other exposed parts.

(g) Turbines for the most part are stoutly housed, and difficult of access; the ability to simple sabotage is very limited.

(1) After inspecting a turbine, fasten the cover so that it will blow off and flood the loose cover on a steam turbine with water to stop the leak and slow down.

(2) In water turbines, drop a bundle of scrap iron in the head of the turbine beyond the screening, so that it will damage the damming material downstream.

(3) When the steam pipe is opened for repair, put pieces of pipe into it, to be blasted into the turbine when the steam is up again.

(4) Create a leak in the turbine, so that oil will leak out of the pipe and cause a fire.

(h) Boilers

(1) Reduce the efficiency of a boiler in any way you can. Put too much water in them to make them slow-starting, turn them low to keep them inefficient, and turn the fire up; the boiler will be ruined. An especially good way to do this is to add lime, limestone or water softener to the boiler; it will deposit lime scale on the inside walls. This deposit will protect the boiler against heat; after it has been collected, the boiler will be damaged.

(3) *Production: Metals*

(a) Iron and Steel

(1) Keep blast furnaces in a condition where they must be frequently shut down for repair. In making fire-proof bricks for the inner lining of blast furnaces, put in an extra proportion of tar so that they will wear out quickly and necessitate constant re-lining.

(2) Make cores for casting so that they are filled with air bubbles and an imperfect cast results.

(3) See that the core in a mold is not properly supported, so that the core gives way or the casting is spoiled because of the incorrect position of the core.

(4) In tempering steel or iron, apply too much heat, so that the resulting bars and ingots are of poor quality.

(b) Other Metals

No suggestions available.

(4) *Production: Mining and Mineral Extraction*

(a) Coal

(1) A slight blow against your Davy oil lamp will extinguish it, and to light it again you will have to find a place where there is no fire damp. Take a long time looking for the place.

(2) Blacksmiths who make pneumatic picks should not harden them properly, so that they will quickly grow dull.

(3) You can easily put your pneumatic pick out of order. Pour a small amount of water through the oil lever and your pick will stop working. Coal dust and improper lubrication will also put it out of order.

(4) Weaken the chain that pulls the bucket conveyors carrying coal. A deep dent in the chain made with blows of a pick or shovel will cause it to part under normal strain. Once a

chain breaks, normally or at any time about reporting the damage, taking the chain up for repair and back down after repairs.

(5) Derailed mine cars. Derail mine cars at junctions on the rails and in suitable places, pick a gallery where cars meet each other, so that traffic will be stopped.

(6) Send up quantities of useless material with the coal.

(5) *Production: Agriculture*

(a) Machinery

(1) See par. 5 b. (2) (c)

(b) Crops and Livestock production destroyed only in areas where there are surpluses or where the enemy (or allies) are requisitioning food.

(1) Feed crops to livestock too early or too late. Spoil fruit and vegetables by soaking them in water so that they will rot. Spoil grain by leaving them in the sun.

(6) *Transportation: Railways*

(a) Passengers

(1) Make train travel as difficult as possible for enemy personnel by issuing train tickets, leaving the train journey uncovered by the ticket collector, tickets for the same seat in different cars. An interesting argument would be to time, instead of issuing passes, to have them out slowly by hand, price them until the train is nearly ready to leave the station. On station announcements concerning train arrivals and departures, give false and misleading information about trains bound for enemy destinations.

(2) In trains bound for enemy destinations attendants should make life difficult for passengers.

as possible for passengers. See that the food is especially bad, take up tickets after midnight, call all station stops very loudly during the night, handle baggage as noisily as possible during the night, and so on.

(3) See that the luggage of enemy personnel is mislaid or unloaded at the wrong stations. Switch address labels on enemy baggage.

(4) Engineers should see that trains run slow or make unscheduled stops for plausible reasons.

(b) Switches, Signals and Routing

(1) Exchange wires in switchboards containing signals and switches, so that they connect to the wrong terminals.

(2) Loosen push-rods so that signal arms do not work; break signal lights; exchange the colored lenses on red and green lights.

(3) Spread and spike switch points in the track so that they will not move, or place rocks or close-packed dirt between the switch points.

(4) Sprinkle rock salt or ordinary salt profusely over the electrical connections of switch points and on the ground nearby. When it rains, the switch will be short-circuited.

(5) See that cars are put on the wrong trains. Remove the labels from cars needing repair and put them on cars in good order. Leave couplings between cars as loose as possible.

(c) Road-beds and Open Track

(1) On a curve, take the bolts out of the tie-plates connecting to sections of the outside rail, and scoop away the gravel, cinders, or dirt for a few feet on each side of the connecting joint.

(2) If by disconnecting the tie-plate at a joint and loosening sleeper nails on each side of the joint, it becomes possible to move a sec-

tion of rail, spread two so drive a spike vertically betw

(d) Oil and Lubrication

(1) See 5 b. (2) (b).

(2) Squeeze lubricating oil or dent them with hammers if oil is obstructed.

(e) Cooling Systems

(1) See 5 b (2) (c).

(f) Gasoline and Oil Fuel

(1) See 5 b (2) (d).

(g) Electric Motors

(1) See 5 b (2) (e) and

(h) Boilers

(1) See 5 b (2) (h).

(2) After inspection put the engines' boilers, or put soft soap into the water in th

(i) Brakes and Miscellaneous

(1) Engines should run use brakes excessively at cut hill grades.

(2) Punch holes in air-br supply pipes.

(3) In the last car of a or a front car of a freight, r from a journal box and repla

(7) Transportation: Automotive

(a) Roads. Damage to roads slow, and therefore impractical D-day activity.

(1) Change sign posts a forks; the enemy will go th it may be miles before he disc In areas where traffic is con enemy autos, trucks, and

various kinds, remove danger signals from curves and intersections.

(2) When the enemy asks for directions, give him wrong information. Especially when enemy convoys are in the neighborhood, truck drivers can spread rumors and give false information about bridges being out, ferries closed, and detours lying ahead.

(3) If you can start damage to a heavily traveled road, passing traffic and the elements will do the rest. Construction gangs can see that too much sand or water is put in concrete or that the road foundation has soft spots. Any-one can scoop ruts in asphalt and macadam roads which turn soft in hot weather; passing trucks will accentuate the ruts to a point where substantial repair will be needed. Dirt roads also can be scooped out. If you are a road laborer, it will be only a few minutes work to divert a small stream from a sluice so that it runs over and eats away the road.

(4) Distribute broken glass, nails, and sharp rocks on roads to puncture tires.

(b) Passengers

(1) Bus-driver can go past the stop where the enemy wants to get off. Taxi drivers can waste the enemy's time and make extra money by driving the longest possible route to his destination.

(c) Oil and Lubrication

(1) See 5 b. (2) (b).

(2) Disconnect the oil pump; this will burn out the main bearings in less than 50 miles of normal driving.

(d) Radiator

(1) See 5 b. (2) (c).

(e) Fuel

(1) See 5 b. (2) (d).

(f) Battery and Ignition

(1) Jam bits of wood in to loosen or exchange connection switchboard; put dirt in some distributor points.

(2) Turn on the light so that the battery will run down.

(3) Mechanics can ruin a battery in a number of undetectable ways: short circuit a cell, and drive a screw through the exposed water vent, short circuit one of the cells; no damage will be done until the cap back on. Iron or coarse wire dropped into the cells i.e., dropped into the electrolyte will shorten its life. Copper coins or iron will accomplish the same result. One hundred to 150 cubic centimeters of iron in each cell greatly reduces the life of the battery, but the odor of the iron will give away what has happened.

(g) Gears

(1) Remove the lubricant and light a lubricant in the transmission gears.

(2) In trucks, tractors, and other vehicles with heavy gears, fix the gear shims so that they are putting bolts in only half of the gear teeth; the gears will be badly jolted if the vehicle is used; it will need repairs.

(h) Tires

(1) Slash or puncture the tires of vehicles. Put a nail inside a small box, and set it vertically in the back tire of a stationary car. When the car starts off, the nail will go neatly through the tire.

(2) It is easy to damage a flat tire in a repair shop: In fixing flats, put a drop of caustic soda, or other material which will puncture or corrode the tube. Then put a gummy substance inside the tube; the flat will stick the tube to the inner wall.

it unusable. Or, when you fix a flat tire, you can simply leave between the tube and the casing the object which caused the flat in the first place.

(3) In assembling a tire after repair, pump the tube up as fast as you can. Instead of filling out smoothly, it may crease, in which case it will wear out quickly. Or, as you put a tire together, see if you can pinch the tube between the rim of the tire and the rim of the wheel, so that a blow-out will result.

(4) In putting air into tires, see that they are kept below normal pressure, so that more than an ordinary amount of wear will result. In filling tires on double wheels, inflate the inner tire to a much higher pressure than the outer one; both will wear out more quickly this way. Badly aligned wheels also wear tires out quickly; you can leave wheels out of alignment when they come in for adjustment, or you can spring them out of true with a strong kick, or by driving the car slowly and diagonally into a curb.

(5) If you have access to stocks of tires, you can rot them by spilling oil, gasoline, caustic acid, or benzine on them. Synthetic rubber, however, is less susceptible to these chemicals.

(8) Transportation: Water

(a) Navigation

(1) Barge and river boat personnel should spread false rumors about the navigability and conditions of the waterways they travel. Tell other barge and boat captains to follow channels that will take extra time, or cause them to make canal detours.

(2) Barge and river boat captains should navigate with exceeding caution near locks and bridges, to waste their time and to waste the time of other craft which may have to wait on them. If you don't pump the bilges of ships and barges often enough, they will be slower and

harder to navigate. Barges aground are an efficient target.

(3) Attendants on small bridges can delay traffic on the waterway underneath. Captains can leave unattended open in order to hold up traffic.

(4) Add or subtract compass needles to the compass on cargo ships. Adjust the compass or maladjust it so that it will point to a bar of steel or iron near to it.

(b) Cargo

(1) While loading or unloading cargo carelessly in order to save time, range the cargo so that the heavy crates and boxes will be held up in the hold, while the heaviest ones fall through. Put hatch covers and tarps open so that rain and deck wash will overflow on perishable goods.

(9) Communications

(a) Telephone

(1) At office, hotel and restaurant telephone boards delay putting entries in, enter them wrong numbers, cut off calls, "hang up," or forget to disconnect lines. A telephone line cannot be used again until it is disconnected.

(2) Hamper official and business by making at least one call a day to an enemy headquarters, tell them you have a telephone. Call military or police offices and give them false reports of fire, etc.

(3) In offices and business places, unscrew the earphones and remove the telephone handset from its connection and damage it.

talk and other kinds of electrical interference will make conversations hard or impossible to understand.

(4) Put the batteries under automatic switchboards out of commission by dropping nails, metal filings, or coins into the cells. If you can treat half the batteries in this way, the switchboard will stop working. A whole telephone system can be disrupted if you can put 10 percent of the cells in half the batteries of the central battery room out of order.

(b) Telegraph

(1) Delay the transmission and delivery of telegrams to enemy destinations.

(2) Garble telegrams to enemy destinations so that another telegram will have to be sent or a long distance call will have to be made. Sometimes it will be possible to do this by changing a single letter in a word — for example, changing "minimum" to "miximum," so that the person receiving the telegram will not know whether "minimum" or "maximum" is meant.

(c) Transportation Lines

(1) Cut telephone and telegraph transmission lines. Damage insulation on power lines to cause interference.

(d) Mail

(1) Post office employees can see to it that enemy mail is always delayed by one day or more, that it is put in wrong sacks, and so on.

(e) Motion Pictures

(1) Projector operators can ruin newsreels and other enemy propaganda films by bad focusing, speeding up or slowing down the film and by causing frequent breakage in the film.

(2) Audiences can ruin enemy propaganda films by applauding to drown the words of the speaker, by coughing loudly, and by talking.

(3) Anyone can break up a showing of an

enemy propaganda film by putting a dozen large moths in a paper bag and take it to the movies with you, put it in an empty section of the theater, and leave it open. The moths will fly into the projector beam, so that the picture will be obscured by fluttering shadows.

(f) Radio

(1) Station engineers will sometimes overmodulate transmissions giving enemy propaganda so that they will sound as if they were coming through a heavy cotton blanket full of marbles.

(2) In your own apartment, you can interfere with radio reception if the enemy wants everybody to hear it. Unplug the electric light plug off the end of the power cord; take some wire out of the cord and connect it across two terminals of a three-pronged plug. Then connect the other two terminals of a four-pronged plug to the power cord and wrap it around and put it into as many electrical outlets as you can find. Each time you plug in a radio, you will hear static and silence all radios running on that circuit until a new fuse blows.

(3) Damaging insulation on electrical equipment tends to create radio静電気. In the immediate neighborhood of large generators, neon signs, X-ray machines, and power lines, static can damage insulation on a radio antenna. If you live near an enemy airfield, they may jam your radio communications. This is probably impossible during long-distance flights.

(10) Electric Power

(a) Turbines, Electric Motors

(1) See 5 b. (2) (e), (f), (g)

(b) Transmission Lines

(1) Linemen can loosen

tors to cause power leakage. It will be quite easy, too, for them to tie a piece of very heavy string several times back and forth between two parallel transmission lines, winding it several turns around the wire each time. Beforehand, the string should be heavily saturated with salt and then dried. When it rains, the string becomes a conductor, and a short-circuit will result.

(11) *General Interference with Organizations and Production*

(a) *Organizations and Conferences*

(1) Insist on doing everything through "channels." Never permit short-cuts to be taken in order to expedite decisions.

(2) Make "speeches." Talk as frequently as possible and at great length. Illustrate your "points" by long anecdotes and accounts of personal experiences. Never hesitate to make a few appropriate "patriotic" comments.

(3) When possible, refer all matters to committees, for "further study and consideration." Attempt to make the committees as large as possible — never less than five.

(4) Bring up irrelevant issues as frequently as possible.

(5) Haggle over precise wordings of communications, minutes, resolutions.

(6) Refer back to matters decided upon at the last meeting and attempt to re-open the question of the advisability of that decision.

(7) Advocate "caution." Be "reasonable" and urge your fellow-conferees to be "reasonable" and avoid haste which might result in embarrassments or difficulties later on.

(8) Be worried about the propriety of any decision — raise the question of whether such action as is contemplated lies within the jurisdiction of the group or whether it might conflict with the policy of some higher echelon.

(b) *Managers and Supervisors*

(1) Demand written orders.

(2) "Misunderstand" questions or engage in long discussions about such orders. Quibble over what can.

(3) Do everything possible to delay delivery of orders. Even though you may be ready beforehand, claim that it is completely ready.

(4) Don't order new parts until your current stocks have been exhausted, so that the slight delay in filling your order will mean a shutdown.

(5) Order high-quality materials which are hard to get. If you don't get them, blame it. Warn that inferior materials will produce inferior work.

(6) In making work assignments, sign out the unimportant jobs and keep the important jobs assigned to workers of poor machines.

(7) Insist on perfect workmanship on important products; send back those which have the least number of defective parts whose flaws cannot be seen with the naked eye.

(8) Make mistakes in record keeping and materials will be sent to the wrong plant.

(9) When training new workers, give complete or misleading instructions.

(10) To lower morale among workers in a section, be pleasant to inefficient workers and give them undeserved promotions against efficient workers; spread rumors about their work.

(11) Hold conferences to discuss critical work to be done.

(12) Multiply paper work in plausible ways. Start duplicate files.

(13) Multiply the procedures and clearances involved in issuing instructions, pay checks, and so on. See that three people have to approve everything where one would do.

(14) Apply all regulations to the last letter.

(c) Office Workers

(1) Make mistakes in quantities of material when you are copying orders. Confuse similar names. Use wrong addresses.

(2) Prolong correspondence with government bureaus.

(3) Misfile essential documents.

(4) In making carbon copies, make one too few, so that an extra copying job will have to be done.

(5) Tell important callers the boss is busy or talking on another telephone.

(6) Hold up mail until the next collection.

(7) Spread disturbing rumors that sound like inside dope.

(d) Employees

(1) Work slowly. Think out ways to increase the number of movements necessary on your job: use a light hammer instead of a heavy one, try to make a small wrench do when a big one is necessary, use little force where considerable force is needed, and so on.

(2) Contrive as many interruptions to your work as you can: when changing the material on which you are working, as you would on a lathe or punch, take needless time to do it. If you are cutting, shaping or doing other measured work, measure dimensions twice as often as you need to. When you go to the lavatory, spend a longer time there than is necessary. Forget tools so that you will have to go back after them.

(3) Even if you understand, pretend not to understand foreign tongue.

(4) Pretend that instructions are hard to understand, and ask to have them repeated more than once. Or pretend that you are not anxious to do your work, and answer questions with unnecessary questions.

(5) Do your work poorly, carelessly, with bad tools, machinery, or equipment, so that these things are preventable causes of accidents in your job right.

(6) Never pass on your work to a new or less skillful worker.

(7) Snarl up administration in a haphazard way. Fill out forms illiterately, so that they will have to be done over; make mistakes in filling out forms so that requested information in forms is inaccurate.

(8) If possible, join or help to organize a workers' committee for presenting employee problems to management. See that the procedure is as inconvenient as possible for employees, such as holding meetings involving the presence of many employees at each presentation, holding more than one meeting for each problem, and so on.

(9) Misroute materials.

(10) Mix good parts with rejected parts.

(12) General Devices for Lowering Morale and Increasing Confusion

(a) Give lengthy and incorrect answers when questioned.

(b) Report imaginary spies to Gestapo or police.

(c) Act stupid.

(d) Be as irritable and quarrelsome as possible without getting yourself into trouble.

- [REDACTED]
- (e) Misunderstand all sorts of regulations concerning such matters as rationing, transportation, traffic regulations.
 - (f) Complain against ersatz materials.
 - (g) In public treat axis nationals or quislings coldly.
 - (h) Stop all conversation when axis nationals or quislings enter a cafe.
 - (i) Cry and sob hysterically at every occasion, especially when confronted by government clerks.
 - (j) Boycott all movies, entertainments, concerts, newspapers which are in any way connected with the quisling authorities.
 - (k) Do not cooperate in salvage schemes.