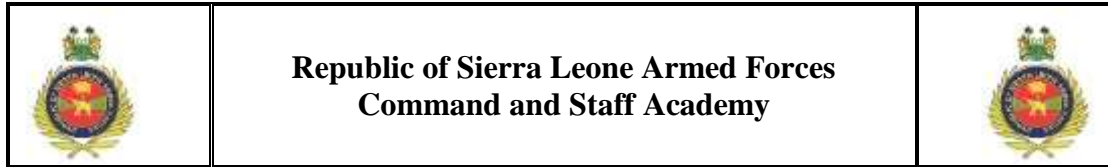


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DEFENCE WRITING HANDBOOK



The Horton Academy
Duty-Knowledge-Leadership

Version 3 – September 2014

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PREFACE

1. The aim of the Defence Writing Handbook is to promote consistent good practice in the production of written material throughout the Republic of Sierra Leone Armed Forces (RSLAF).

2. *No instruction in this Handbook should be the cause of unnecessary work: the intention is to set a common style and to give guidance. Where sensible interpretation of instructions can save time or effort within the needs of a common style then it should be done.*

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CHAPTER 1

INTRODUCTION TO DEFENCE WRITING

References:

- A. Concise Oxford English Dictionary.
- B. Republic of Sierra Leone Armed Forces Standard Abbreviations.
- C. The Complete Plain Words (Second Edition) by Sir Ernest Gowers.
- D. Notes on Effective Writing.

INTRODUCTION

1. Good written communication is a vital means of getting business done, but the quantity of the written work produced is not a measure of its quality. This Handbook sets out basic principles and guidelines for producing written work in the Republic of Sierra Leone Armed Forces (RSLAF). It includes general principles for good drafting and presentation, as well as specific guidance on producing various types of documents.

AIM

2. The aim of this handbook is to describe the rules and conventions of Defence Writing (DW) to be used on the Junior and Intermediate Staff Courses, Command and Staff Course as well as within the Services.

DEFINITIONS

3. **Defence Writing.** DW is the term used to describe all writing originated officially within the Services. It is divided into 'operational' and 'administrative' writing as follows:

a. **Operational Writing.**

- (1) Operational directives, operation orders and instructions.
- (2) Administrative orders and instructions.
- (3) Confirmatory notes.
- (4) Estimates.
- (5) All forms of operational reports.
- (6) Signal messages.
- (7) Memoranda.

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(8) Annexes, appendices and tables, which, as a result of the detail contained in them, would be clearer to the reader if operational writing techniques were used.

(9) General instructions for tactical and operational exercises across the RSLAF.

b. **Administrative Writing**. Administrative writing covers all other forms of DW used within the RSLAF and is described in this Handbook.

4. **The Essential Differences**. The essential differences between the 2 forms of DW are:

a. In Operational Writing, maximum use is made of abbreviations, except that the mandatory headings of written operational and administrative orders must not be abbreviated. Text may be in note form, but if, for emphasis, any extract from spoken comment is quoted, and then the exact words of the speaker must be used.

b. In Administrative Writing, the normal rules of English usage are to be followed and the use of abbreviations restricted.

Apart from signal messages, which are subject to their own special rules, both forms of DW follow similar rules for layout and security classification.

AUTHORITIES

5. **Spellings and Meanings**. Reference A is the authority on spelling English words and also the authority on the meaning of English words.

6. **Abbreviations**. Only the abbreviations shown in Chapter 12 of this handbook may be used when the rules described later allow them, without explanation.

7. **English Usage**. DW obeys the rules of good English prose. Reference C is the authority on English usage. All officers interested in improving their English should read it and the earlier in their career that they do so, the better.

8. **The Use of the Handbook**. This Handbook is not a substitute for training in effective writing. Commanders and senior staff officers are responsible for ensuring that material produced by their staff fully meets the requirement.

PRINCIPLES

9. Before you start to write, consider whether you need to write to communicate your intention. What do you want to achieve? What message do you want to get across? Could it be done better by a telephone call, an oral briefing, a short e-mail or a short meeting? A telephone call or a walk down the corridor is often more effective, cheaper and quicker than writing, particularly where you need to clarify some aspect of business first. In other words, keep it simple. It is a good rule to talk first and write only if you need to.

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10. You need to write if:
 - a. A record has to be kept for your colleagues, your successor or yourself to account for expenditure or a financial or other important decision.
 - b. Information has to be conveyed to a wider audience.
 - c. Your message is too detailed or complex to transmit orally or may need to be studied carefully.
 - d. Oral advice would not be practical or appropriate, for example, an advice to a Minister, Appropriate Superior Authority (ASA) or a member of the public, or where decisions on legal or personnel matters have to be notified formally.
11. On these occasions, a written message will be the most efficient way of getting something done, but do not let the writing delay the business in hand. If you are asked for a quick decision or immediate advice, give it orally as soon as you can, following it up in writing if necessary. Similarly, if you need an early decision, you should provide early warning of any pressing deadlines. Remember, people have busy schedules. Do not lose time commissioning work from others. You will get a better response from colleagues if you tell them as soon as possible, especially if time is short. Advance telephone warnings can be very helpful, even without the details.
12. If you need to write, consider the following points:
 - a. What is the purpose of the document and what is the most appropriate style? Document templates should be used whenever possible. Further guidance on the choice of format is given in Chapter 3.
 - b. Accountability aligns with responsibility; you should sign a document on behalf of someone else only if specifically asked to.
13. When writing, you should be able to conform to the following characteristics of DW:
 - a. **Accuracy**. The facts and working must be accurate. Opinions and deductions must be distinguishable from facts.
 - b. **Brevity**. Reader must be informed in the shortest way consistent with accuracy and clarity. Brevity is achieved by planning and careful editing.
 - c. **Clarity**. DW must be intelligible, reasoned and unambiguous.
 - d. **Relevance**. Any irrelevant word, phrase or idea must be excluded. The test is “if the word is omitted, will the argument be affected?”
14. Your document should be:
 - a. Logically structured.

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- b. Effective.
- c. Relevant.
- d. Persuasive.

15. You must be clear about why you are writing. Think of your recipients and how they will react. Will they be familiar with the subject? Will they need a lot of explanation or take some convincing? Consider how you can help your readers: by simplifying, by paying more attention to style, by highlighting key points or by including a summary.

16. Make sure the facts are correct. A particular fact may be crucial to the case. Even if it is not, the discovery of an error may lose your reader's confidence. More importantly, a factual error could cause serious embarrassment to your superior if the public was misled. It is therefore essential that you do not assert as fact something that you are not certain about.

17. You must also distinguish between fact and opinion. This is not only a matter of being helpful and fair to the reader as the muddling of facts and opinions usually reflects a failure to think clearly and can lead you or your recipient to draw the wrong conclusions. Distinguish between facts and comment by stating when you are giving a view or opinion and whose it is. Writing 'It is considered that...' may sound impressive, but it is meaningless. Who 'considers' and what authority should your reader attach to the view? Help your reader decide how important the views expressed might be.

STYLE

18. It is important to think carefully about when and what you write, but how you write is just as important. Getting it right means more than just choosing the appropriate sort of letter or minute and getting the layout right. It also means thinking about writing style, choosing words carefully and expressing your thoughts clearly, concisely and in a logical order.

19. Clear, concise drafting is a necessity, not an optional extra; it saves time and effort if our work is clear, direct and easily understood. The following guidelines should be followed:

- a. **Aim to be Direct and Courteous.** Stick to the subject in hand. The main points you want to make should stand out on first reading. Be as tactful, discreet or diplomatic as necessary, but not so that you obscure your meaning. If you are writing to a member of the public, do not be afraid to use the words 'you' and 'I'; refer to the Ministry of Defence (MoD), the relevant Department or the Services as 'we', 'us' or 'our'. This style will help make the tone of the document more personal and friendly.
- b. **Express your Views Simply.** If your argument is convincing, it does not need to be dressed up in impressive-sounding words. Padding your write up to make it convincing will not help. Therefore, give your work a careful

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thought, develop your argument and build the case for reaching a particular conclusion or recommendation logically. Deal with all aspects of the argument.

c. **Use Short Everyday Words and Phrases.** To help you get your message across in a simple and straight forward manner, you are to make use of words and phrases that are used on a daily basis. For example, write ‘use’ in place of ‘utilize’; ‘help’ rather than ‘assistance’, ‘show’ for ‘demonstrate’. Be sure you understand the correct meaning of the words you choose.

d. **Avoid the Use of Acronyms or Abbreviations.** Unless you are absolutely sure that your readers will understand them, avoid using acronyms or abbreviations. Always explain any technical terms. Where acronyms or abbreviations are introduced, spell them out fully the first time with the acronym or abbreviation in parenthesis immediately afterwards: ‘Ministry of Defence (MoD)’.

e. **Use of Jargons.** Avoid using jargons that the reader may find difficult to understand.

f. **Avoid Passive Verbs.** Compare ‘We cannot do this’ (active) with ‘This cannot be done’ (passive). Passive verbs can be used to soften the sense, but too many will make your writing seem pompous, impersonal or dull. Compare ‘I am sorry that I did not convince you’ with ‘It is regrettable that my explanation was not found convincing’.

g. **Avoid Padding.** There are a number of familiar words and phrases that add nothing – except length – to your work. Do not use several words where one will do. Leave out unnecessary words and phrases, such as ‘it is true that’, ‘there is no doubt that’, ‘clearly’, and ‘obviously’. Replace ‘by means of’ with ‘by’, ‘in order to’ with ‘to’ and ‘in view of the fact that’ with ‘because’.

h. **Avoid Using Foreign Words and Phrases.** In most cases, there is a perfectly acceptable way of saying what you mean in English. Showing off your knowledge of Latin, French or German is likely only to confuse or irritate your reader – even when you get it right.

i. **Avoid Modish Words or Phrases.** Words such as ‘synergy’, ‘benchmarking’ and scientific or technical terms, such as ‘critical mass’ and ‘quantum leap’, are often misused or misunderstood. If they must be used, be sure that you use them correctly.

j. **Use Short Sentences.** Sentences of more than 25 words and complex sentences with many different points can be difficult to follow. Ensure that your meaning is understood by keeping your sentences to the point.

k. **Avoid Sexist Language.** Take care to avoid making assumptions of gender, such as that higher grades/ranks are automatically male or that typists are always female. Avoid using traditional or conventional single-sex terms in documents: seek to use words such as ‘person’, ‘people’, ‘staff’, ‘officer’, ‘personnel’ or ‘colleagues’. However, when it is impossible to avoid using a

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pronoun, use the masculine to denote both genders. Also, beware that in seeking to avoid masculine pronouns you may end up with a sentence that is grammatically incorrect or very clumsy.

- l. **Use of Spellchecker and Grammar Checker.** If a word processor is used to produce a document, make sure you use all available tools, such as the thesaurus, spell checker and grammar checker. However, beware that there may be different standards or even errors in commercial tools; you are responsible for your work.

PRINCIPLES OF GOOD PRESENTATION

20. **Presentation of Work.** Poorly presented work does not inspire confidence, which is why you should always aim to produce work of a good standard. There is, however, a balance to be drawn; the importance of the document and the intended readership are significant. Ask yourself: 'Is it fit for the purpose?'

21. **Use of the First Person.** Most DW correspondence should be written in the first person plural (we). The first person singular (I) should be used when writing:

- a. Formal Letters.
- b. Demi-Official (DO) Letters.
- c. Letters from commanders in which they express personal views or convey praise or blame.

However, when a letter will be signed 'for' or on 'behalf of' someone else, for example, 'for Commander', the first person singular should not be used.

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CHAPTER 2

RULES AND CONVENTIONS OF DEFENCE WRITING

INTRODUCTION

1. This Chapter sets out the basic principles and guidelines for producing good written work within Horton Academy (HA) and the RSLAF. The Chapter deals with the layout of Defence correspondence which though has a military identity conforms to the international standard of correspondence. The conventions of layout and spacing are designed for use with Word Processors (WP). Manuscript correspondence should adhere as closely as possible to the guidelines.

2. There are 2 principal formats in DW: the Routine Letter and the Loose Minute.¹ Either may be on plain or letterhead paper, though it is only very senior officers and civil servants in the MoD who use letterhead paper for Loose Minutes. From these 2 formats all others are derived.² Ceremonial Letters are special cases of the Routine Letter, and the DO Letter is a modification of the Routine Letter. These 2 formats also form the 'top and tail' of all other forms of DW, such as Service Papers, Briefs, Agendas and Minutes.

3. Documents must be restricted to one subject, have a file reference and signature, and must be dated. Documents normally have a subject heading.

AIM

4. The aim of this Chapter is to outline the rules and conventions of DW in the order in which they would appear in most documents.

LAYOUT

5. Defence documents consist of 3 parts: the superscription, the text and the subscription. The contents of each will vary with the type of document but in all cases the superscription contains everything above the text and the subscription everything below it. The superscription normally contains the originator's address, telephone number and the date on which the document is signed. With the exception of Loose Minutes, the date is written opposite the last line of the addressee's address. The subscription always includes the signature and, apart from DO Letters, the appointment/description of the author/originator. The subscription is aligned to the left-hand margin of the document.

LETTERHEAD PAPER

6. Most branches or units use letterhead paper for correspondence, often creating the letterhead on WPs. Commanders should set out the format to be used in their formations and units; guidance on style is as follows:

¹ The term 'loose' relates to the origins of the minute - that is, one that is not circulated on a file.

² The formats are illustrated at Annexes A to D and examples of their use are at the Annexes to Chapter 3 (Correspondence).

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- a. No more than 2 badges should be used on letterhead paper. Only those badges or crests that have been authorized may be used. The badge or crest of the superior organization should appear at the top left of the address details. The badge or crest of the subordinate organization should appear to the right of the address details.
- b. The address should include sufficient detail to allow any recipient to identify both the sender's appointment and the common methods of contacting the sender: the telephone number, fax number and, where appropriate, e-mail address. The mobile telephone number is used in most cases.

FONT

7. 'Times New Roman' or 'Arial' fonts are suitable for DW use.
8. **Preferred Size.** For all general work an appropriate size is 12 point. For text within tables 10 point is appropriate and in footnotes 8 point.
9. **Justification.** Text should be left-aligned. Full justification may be used with a proportionally spaced typeface if the circumstances require it.

ENHANCEMENT

10. Bold type should be used in all headings of a document and for column headings in tables. Name of the signatory of the signature block, Security classifications (protective marking) and the references to flags and side flags within the documents should also be bold. Italics may be used for quotations (the repetition of statements made by someone else), foreign words, and names of publications for emphasis. In handwritten or typed DW, essential enhancement is effected by underlining the relevant words.

SECURITY CLASSIFICATION

11. A system of security classification is used to show the secure handling a particular document requires. The security classifications are 'TOP SECRET', 'SECRET', 'CONFIDENTIAL' and 'RESTRICTED'. Security classifications must be placed at the top and bottom of each page.
12. The 4 grades are as follows:
 - a. **Top Secret.** TOP SECRET information is information whose unauthorized disclosure would cause exceptionally grave damage to the nation, for example:
 - (1) Higher defence policy and strategy of an inter-service nature.
 - (2) Policy, plans and orders for major operations projected or in progress for the defence of vital strategic areas.
 - (3) Highly specialized techniques or tactics to be used in future operations, and the identity and composition of the units intended to employ them.

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- (4) Air targets and operational requirements for advance aircraft weapons system, and for the military use of space.
- (5) Critical information about major scientific and technical developments of defence interest.
- (6) The methods used or success obtained by national intelligence or counter intelligence services, and any information, which might imperil sources.
- (7) Important particulars of crypto analysis, critical information about cryptography so far as it relates to devices and equipment under development.
- (8) Future content and deployment of the front line.
- (9) Compilations of data, which individually may be, graded SECRET but which collectively constitute TOP SECRET information.

b. **Secret.** SECRET information is information whose unauthorized disclosure would cause serious injury to the interest of the nation, for example:

- (1) Plans or details of schemes for the defence of areas other than vital strategic areas, including plans and particulars of associated operations either projected or in progress.
- (2) Deployment of air and other forces, fore-knowledge of which would prejudice their operations and success.
- (3) Information (other than TOP SECRET) revealing the development and systems, particularly during the experimental stage of projects to which Dovel Principles apply.
- (4) Comprehensive information about rates of effort and wastage of the front line.
- (5) Particulars of cryptographic devices and equipment unless specifically assigned to a lower grading (but see sub-sub-paragraph 12a (7)).
- (6) Compilations of data, (for instance, manpower or establishment data) which individually may be graded CONFIDENTIAL or lower, but which collectively constitute SECRET information.
- (7) Sensitive stockpile information (other than TOP SECRET Items) relating to war reserves.
- (8) Adverse reports on general morale affecting major operations.

c. **Confidential.** CONFIDENTIAL information is information whose unauthorized disclosure would be prejudicial to the interest of the nation, for example:

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- (1) Certain routine reports and correspondence, for example, those on operations, exercises and training, which do not contain information of great value to a foreign country.
- (2) Information about the design and development of new aircraft and equipment not of major operational significance.
- (3) Technical information and manuals concerning maintenance and inspection of certain equipment, weapons or aircraft, and for training in their use.
- (4) Particulars of aircraft wastage in flying training.
- (5) Statistics disclosing the cumulative flight safety record.
- (6) General military radio frequency allocations.
- (7) Routine intelligence reports which do not merit a higher grading.
- (8) Compilations of data or items which individually may be graded RESTRICTED (or which may be unclassified) but which collectively warrant a higher grading. It is important not to confuse this security grading with privacy marking containing the expression 'IN CONFIDENCE'. (See Privacy Marking in Paragraph 23).

d. **Restricted.** RESTRICTED information is information whose unauthorized disclosure would be undesirable in the interests of the nation, for example:

- (1) Instructional manuals and orders intended for official use only but not meriting a higher grading.
- (2) Details of the layout, disposition, and identity of buildings at operational airfields and establishments, except where the nature of these locations necessitates a higher grading.
- (3) Technical and non-technical remedial action resulting from flying accidents.
- (4) Routine orders, memoranda and other documents which, although not justifying a higher grading, contain defence information which must not be disclosed to the public without official authority.

AUTHORITY TO ORIGINATE CLASSIFIED MATERIAL

13. The authority to originate classified materials is delegated to personnel and civilians within the scope of their duties, as follows:

- a. **Top Secret.** Lieutenant Colonel or equivalent rank and above, civilians of equal status, commanding officers of independent units, and duty operations and duty signals officers.

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b. **Secret and Confidential.** All commissioned officers and civilians of equal status.

c. **Restricted.** All commissioned officers, civilians of equal status, warrant officers and senior non-commissioned officers.

14. Originators of classified documents are responsible for applying the appropriate classification. Over-classification is to be avoided.

15. A classified document is to be marked in such a way that its classification can be seen at a glance and cannot be overlooked. This is achieved by placing the security classification centrally at the top and bottom of each page using capital letters.

16. In a document which includes several self-contained sections, each page of each section is to bear the highest classification appropriate to the section. The covers of the document are to bear a classification at least as high as the most highly classified section it contains.

17. Each item of minutes of a meeting is to be marked in the margin with its own classification so that subsequent action is not hampered by the application of too high a classification. The highest classification quoted is to be applied to the document as a whole. Sections of such minutes, when extracted, are considered as separate documents and classified according to the content of the portion extracted.

18. A letter or minute is to be marked with a classification appropriate to its own content, and attention is to be drawn to the classification of any enclosures by marking the letter or minute, for instance, a CONFIDENTIAL letter with a SECRET document attached as an enclosure would be marked 'CONFIDENTIAL COVERING SECRET' in the appropriate places.

19. All students' work is to be classified 'RESTRICTED' or higher. In order to practice students in the use of Security Classifications, exercise Security Classifications are sometimes used. This is an exceptional practice confined to the courses run at HA. Real and exercise security classifications are distinguished as follows:

a. The real classification is shown at the top and bottom of each page.

b. If a piece of work has an exercise security classification of 'EXERCISE CONFIDENTIAL' or higher, then the exercise classification is to be shown on the front of each page under cover of the real security classification. If the exercise classification is 'RESTRICTED', then only the real classification RESTRICTED is to be shown.

PRECEDENCE MARKING

20. Letters or other documents sent by post which require urgent handling may be given a precedence marking (not underlined and positioned a clear space above the originator's address in a Letter or, in a Loose Minute, above the file reference but positioned by the right margin).

21. **Immediate.** Documents marked 'IMMEDIATE' take priority over all others in their preparation and dispatch; they are sent by the fastest means available and are given precedence

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in their handling and action by recipients. 'IMMEDIATE' precedence must be used sparingly and it should be authorized by at least a Staff Officer Grade 3 (SO3) grade officer or civilian of equivalent status.

22. **Priority.** Documents marked 'PRIORITY' are given preference in handling, after those marked IMMEDIATE, but are dispatched by normal means of delivery. Commissioned officers and civilians of equivalent status can authorize 'PRIORITY' precedence.

PRIVACY MARKINGS

23. Documents containing information that does not involve national interest and therefore do not merit security protection may still require a degree of protection or special handling. These documents are to be endorsed with the privacy marking 'IN CONFIDENCE' preceded if necessary by an appropriate prefix, for example, 'MEDICAL IN CONFIDENCE', 'STAFF IN CONFIDENCE'. If an 'IN CONFIDENCE' document also contains a security classification in addition to the privacy marking; the security classification appears above the privacy marking at the top and below it at the bottom of each page. Exercise privacy markings are not preceded by the word 'EXERCISE'.

24. Letters or documents intended exclusively for a particular person or addressee should be inserted in the inner of 2 sealed envelopes. The inner envelope to be clearly marked: 'To be opened by.....' followed by the addressee's rank, name and appointment. The outer envelope is to be addressed in the normal manner. In order to indicate to clerks that this procedure is to be used, it is normal Defence practice to show under 'Distribution': the addressees rank, name and appointment preceded by the wording 'Personal For':

An example would be:

Distribution:

External:

Personal For:	Lt Col PF Foday	CO 2 Bn.
Personal For:	Cdr GP Medo	CO PB 105
Personal For:	Wg Cdr AH Bangura	OC AW.

Internal:

File

COPY NUMBERING

25. TOP SECRET and SECRET documents are to bear individual copy numbers, for example, 'Copy No 1 of 20' at the top right corner of the first page of the parent document and in the same place on the first page of each annex and appendix. When only one copy number of a document exists, it is to be 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 numbers is to be shown in the distribution (See Note 3 on page 3B - 2). When regular and

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wide distributions are made, each addressee should receive the same copy number every time. When copies of a copy numbered document are authorized in accordance with the appropriate security manuals, they are to be marked 'REPRODUCTION Copy No..... of'.

PAGE NUMBERING

26. The following system of page numbering is to be used:
- a. Pages of parent documents are to be numbered consecutively in figures at the bottom center above the security classification. Single page documents classified RESTRICTED or below are not to be numbered.
 - b. Annexes, including a single page annex, are given the letter of the Annex followed by the page number, for example, A - 1 (the first page of Annex A).
 - c. Appendices, including a single page appendix, are given the annex letter of their parent annex followed by the appendix number and the number of the page, for example, A2-1 (Annex A, Appendix 2, page 1).
 - d. To permit quick checking of classified pages all Defence documents including annexes, appendices and enclosures with a security grading above RESTRICTED are to show the total number of classified pages at the bottom centre of the first page only of each part of the document. This is best understood by studying the following examples:

 'The parent document is SECRET and contains 20 pages. Annex A is RESTRICTED and contains 10 pages. Annex B is SECRET and contains 10 pages. The total shown on Page 1 of the parent document would be 1 of 20. There would be no total on page 1 of Annex A. The total shown on Page 1 of Annex B would be B-1 of 10.
 - e. In documents that are page or paragraph numbered, it is not necessary to include a cue word or phrase at the bottom right of each page. Cue words or phrases should only be included where they improve the clarity or security of a document. For example, on complex documents either a shortened form of the heading, or the identifying reference, could appear at the head of each page. This Manual has the pages numbered by the chapter number followed by a page number. This is an administratively convenient alternative to normal page numbering for a large, printed document.

REFERENCE DOCUMENTS

27. **Identifying Reference.** All Defence documents are to have an identifying reference which may be a number or numbers, a series of letters or a combination of both. Supplementary documents other than enclosures are to have the reference of the parent document. The identifying reference is always placed opposite the first line of the senders address, unless a printed format or letter head with a space for the reference elsewhere is used.
28. **Reference to Other Papers.** Letters or documents are listed, in the order in which

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they appear in the text, under the heading 'References:' below the subject heading and are given an alphabetical reference. When only a single reference is made, and particularly in DO letters, it may be entered only in the text, for instance, 'Thank you for your HA/9/A dated 3 Feb 14, in which...' Alternatively, reference may be made by the use of footnotes, not endnotes.

29. **Reference to Conversations.** Telephone conversations are recorded as references in the normal manner, with the appointment of the initiator of the telephone call appearing first. Locations may be omitted if the conversation was within a signal unit. For example:

Reference:

A. Telecon CO LEOBATT 3, AMISOM Kismaayo to CDS on 7 Feb 14.

30. **Reference to Signal Messages.** Reference to signal messages are made by quoting the originator, date-time group and any other identifying reference such as the Subject Indicator Code. For example:

Reference:

A. 3BDE HQ/G7/002 DTG 221245 Z Apr 14.

31. **Reference to Extracts.** Extracts from a document are identified by the original chapter, article and paragraph numbers, as appropriate, but not by the page numbers. When a document is translated or printed, the original chapter, article and paragraph numbers are normally retained.

32. **Reference to Maps and Charts.** Maps are identified by map series (and country or geographic area if required) sheet number (and the name if required), edition and scale. Charts are identified by the number title and date of publication. For instance:

Reference:

A. G742 Map BONTHE Sheet 97 Edition 4GSGS 1:50,000.

33. **Reference to an Order or Instruction.** An Order or Instruction is referred to by its unique series number and year of promulgation: Ministry of Defence Instructions Number 13 issued in 2014 would be referred to as MDI 13/14.

34. **Set of References.** A set of references might read as follows:

References:

A. MS/655/A dated 20 Aug 14.

B. SC 8010-1 dated 25 Sep 13.

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- C. Telecon CO LEOBATT 3, AMISOM Kismaayo to CDS on 17 Feb 13.
- D. 3BDE HQ/G7/002 DTG 221245 Z Jan 13.
- E. email dated Dec 28, 2014.

ADDRESSEES AND DISTRIBUTION

35. An addressee is the person to whom the document is directed. If a Service document has only one addressee, the addressee is shown immediately beneath the last line of the sender's address at the top of the first page. However, if there are 2 or more addressees, they are to be listed under the heading 'Distribution' after annexes and enclosures. The term 'See Distribution' is then inserted in the normal addressee position. Examples of the use and layout of distributions are at Annex A to this chapter.

36. When there are several addressees, the order in which they are listed is to be as follows:

- a. External action addressees.
- b. External information addressees.
- c. Internal action addressees.
- d. Internal information addressees.

37. Addressees are listed in order of seniority. Within seniorities they are shown in order of numerical title first, followed by alphabetical order. The order of seniority within the RSLAF, however, depends on the established practice of the Service or headquarters.

38. When it is not possible to include all the addressees on the page bearing the signature block, the list must be continued on a fresh page. Where the addressees are contacted by e-mail, an asterisk (*) should follow the appointment or name. Where they are contacted by fax, '(by fax)' should follow the appointment or name. When a document has been sent by e-mail or by fax, it is not necessary to send the second copy by conventional post.

39. When the addressee does not need to know who else has seen the letter, distribution details are sometimes inserted on the file and information copies only. This system is used as a courtesy in letters to members of the public when the information copies are merely serving to keep somebody else in the picture. The system is variously called 'hidden', 'silent' or 'blind' copy. Each action copy of the letter shows only the action addressees while the file copy show the full distribution.

40. Where more than one copy of a document is being sent to an addressee, the number of copies sent to that addressee is added in brackets after the addressee, for example, 'HQ JFC (2)' to indicate 2 copies. However, if the document is copy-numbered, the copy numbers are indicated.

41. When it is necessary to ensure that correspondence is seen by a certain individual, the expression 'Attention' followed by the appointment of the individual, is inserted in brackets beneath the addressee. The envelope containing the letter must be similarly marked.

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DATES AND TIMES

42. **Position.** The position of the date varies according to the type of document.
43. **Date.** A date is written in the order day, month, and year. Single digit days are not preceded by zero. Dates are abbreviated by writing the number of the day, followed by the first 3 letters of the month, then the last 2 digits of the year, for example, date written in full '1 September 2014' is abbreviated '1 Sep 14'. Dates are not preceded by the word 'the'. A period defined by 2 dates includes those dates, for instance:

'24-30 Jun' includes 24 Jun and 30 Jun. It would be illogical to write 'from 24-30 Jun', as from indicates only the start of the period; simply use '24-30 Jun'.

A night is described by both dates over which it extends, and is written as follows:

'Night of 29/30 Sep 13 or 'night of 30 Sep/1 Oct 13'.

The term 'midnight' is not used when referring to that precise time. A minute before or after midnight and the date are used, for example, 2359 hours 15 June or 0001 hours 16 June represents midnight on the night 15/16 June.

44. **Identifying a Year.** When a year is written on its own, it is not abbreviated, for example, '2000' or 'the mid-1990s'. Once the identity of a year is established and there is no possibility of misunderstanding, the year may be omitted. The year would be abbreviated when linked to an adjective: 'Financial Year 12/13'.
45. **Time.** Time is expressed in 4 figures by reference to the 24 hour clock; the first pair of figures indicates the hour and the second pair the minutes past the hour. In operational writing, the 4 figures are followed by a time zone suffix. The time zone system is explained at Annex B to this chapter. In Estimate Process and orders, where the format includes the phrase 'Time Zone Used Throughout the Order is', times in the text do not require a zone suffix. In other DW, the 4 figures may be followed by the time zone suffix or the word 'hours', when confusion with other figures, such as grid reference and other time zones, is possible. In dealing with civilians and in invitations to social events, it is normal to express time in terms of the 12-hour clock followed by 'am' or 'pm'.
46. **Date Time Groups.** Date Time Group (DTG) is used to give the date and time of origin of signal messages and certain orders. They consist of 6 figures; the first 2 giving the day of the month and the last 4 the time. DTGs in signal messages must be followed by a time zone suffix, the first 3 letters of the month in capitals and the last 2 digits of the year. DTG may also be used to denote a date and time in the text of DW. It should then be followed by a time zone suffix. An example of DTG is 1415 hours on 22 Feb 14 which should read 221415 Z Feb 14.
47. **Days and Hours in Relation to an Operation.** The system of relating days and hours to an operation is at Annex C to this chapter.

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HEADINGS

48. When a document is lengthy or the subject complex, the text is divided by headings. This assists the writer's logical development of the same theme and direct the reader's attention to what follows. If the document contains main headings, the subject heading should take the form of a main heading; otherwise, it should take the form of a group heading. In non-operational writing, headings should stand alone, be bold (if typed) and not form part of the sentence that follows. For example:

Defence Doctrine (JWP 0-01). Units are to demand copies of the Defence Doctrine (JWP 0-01) on Form.... (Correct).

49. **Subject Heading.** Generally, a document starts with the subject heading, except where this would be inappropriate, such as in letters to members of the public and certain DO letters. The subject heading is written in bold, underlined capitals (not followed by a full stop), starting at the left margin (if main headings have been used in the document, position the subject heading centrally). The subject heading takes the form of either a main or a group heading.

50. **Main Heading.** A document that contains many sections would use main headings. A main heading controls a major division of a document, normally comprising 2 or more groups of paragraphs, and indicates the content as far as the next main heading. It is written in underlined capitals, is horizontally centered over the typed area and is not followed by a full stop. In a 2-line heading, if one is necessarily shorter than the other, the second line should be the shorter and placed centrally under the first. Normally, main headings are used only when the document is lengthy or complex and where group headings, and probably paragraph headings, are needed to structure the text. Such use of main headings helps avoid the use of too many paragraph subdivisions.

51. **Group Heading.** A group heading is used to introduce one or more paragraphs relating to the same general subject; it controls the subsequent text as far as the next group heading or main heading. It is written in underlined capitals starting at the left margin; it is not numbered and is not followed by a full stop. If a heading takes more than one line, the full width of the page is used, with all lines starting at the left margin. Frequently, sections with group headings encompass a number of paragraphs with or without headings.

52. **Paragraph Heading.** A paragraph heading controls only its own paragraph, including any sub-paragraphs and further subdivisions contained in that paragraph, but not any subsequent text. Not every paragraph need have a heading but once used, subsequent paragraphs down to the next main or group heading must also have headings. The heading is written on the same line as the opening words of the paragraph and is preceded on that line by the paragraph number. The heading is underlined and followed by a full stop; note that the full stop is not underlined. Capitals are used for the initial letters of all words except unimportant ones such as 'of', 'and', 'to', 'the' and 'from'. A paragraph heading may be on a line by itself, followed immediately by sub-paragraphs, if the sub-paragraphs do not need to be introduced by an opening statement or remark.

53. **Sub-paragraph Heading.** A sub-paragraph heading (and those of any further subdivisions) follows the same rules as those for a paragraph heading and covers only the

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text within the sub-paragraph.

54. **Hanging Heading**. A heading is said to be hanging if it is on one page and its text on another. This usually occurs when the space below the heading cannot accommodate any part of the text. This is not acceptable. In such a case, the heading is to be moved to the next page to align with its text or where possible, the text or part of the text is brought back to align with the heading.

SPACING

55. **Horizontal Spacing**. Consistent horizontal spacing is necessary to achieve a sensible presentation. Either metric or imperial measurements may be used and in this section metric measurements are followed by an equivalent (not equal) imperial measurement in brackets. Tabs should be set every **1.0 cm (or ½ in)**. Metric settings will be more suitable for a proportionally spaced font. Good practice is as follows:

a. **Margins**. Left and right margins of **2.0 cm (or ¾ in)** are used for all documents, except briefs and point briefs in which a **4.0 cm (or 1½ in)** right margin is used, leaving room for manuscript notes. On paper overprinted with a vertical margin, the printed margin should be used as the left margin.

b. **Paragraphs**. Where paragraphs are numbered, the numbers start at the left margin. The first word of the paragraph text or heading starts 1.0 cm (or ½ in) from the margin; on a typewriter use 5 spaces. Where paragraphs are unnumbered, the text starts at the margin. When a paragraph continues after sub-paragraphs, the succeeding lines start at the left margin. Further subdivisions of paragraphs, sub-paragraphs, etc, are block-indented 1.0 cm (or ½ in), from the margin. Where smaller fonts are used such as in tables and footnotes, tabs may be reduced.

c. **Alignment**. Except where otherwise indicated by printed writing paper, all elements that appear on the right side (precedence, copy number, address, telephone number), should be given a common tabulation. A setting of 10 cm (or 4 in) is usually appropriate.

d. **Spacing after Punctuation**. One space is left after a comma, colon and semicolon, and 2 spaces after a full stop, question mark and exclamation mark.

56. **Vertical Spacing**. Vertical spacing of typescript is usually in single or double spacing. Double spacing is normally used for drafts.

a. **Margins**. Top and bottom margins of 2.0 cm are normally used for all documents, with the header and footer margins (security classification, page numbers etc) being set at 1.5 cm. These measurements may need to be varied depending upon the individual document and, particularly, the letterhead being used, so as to set the address in the correct place.

b. **Typescript**. A block of text (the text of paragraphs, headings of 2 or more lines, the address and a list of references or annexes, appendixes and enclosures) is typed using single spacing. Elsewhere (above and below security classification, precedence

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marking, copy numbers, page numbers, subject headings, main headings, group headings and between all types of paragraph) one blank line is required. There should be a minimum of one blank line between the last line of writing and the page number.

c. **Handwritten Work.** In handwritten work, a block is written using every line (single spacing). Elsewhere, one blank line is left as a separator (equivalent to double spacing). At least one blank line is left as a separator between the text and page number, and one blank line is left between the page number and the bottom edge of the page or the security classification.

d. **Drafts.** A draft is normally produced for a senior officer or official. A typewritten draft is to be spaced horizontally in the normal way throughout but the vertical spacing between successive lines of text, including that immediately before and after the headings, is to be doubled. Normal vertical spacing is to be used outside the text, i.e. before the subject heading and after the subscription block. The heading 'DRAFT' is to be inserted at the top of the first page below the security classification or privacy marking when applicable. The word DRAFT is in bold but is not underlined. If the draft will be delivered electronically either as an attachment to an e-mail or on other magnetic media, varying the vertical spacing is unnecessary. Those parts of a document written in manuscript (including the day of the date) on the final copy are omitted from a draft. Except in a draft DO Letter, include the signature block of the person who will sign the final version of the letter or document.

PARAGRAPH NUMBERING

57. Paragraphs and their subdivisions are numbered as follows:

1. A paragraph has an Arabic number, followed by a full stop and a tab space:
 - a. A sub-paragraph is block indented one tab space and has a lower-case letter, followed by a full stop and a tab space.
 - (1) Sub-sub-paragraph is block indented another tab space and has an Arabic number, in brackets, followed by a tab space.
 - (a) A sub-sub-sub-paragraph is block indented another tab space and has a lower-case letter, in brackets, followed by a tab space.
 - i. A sub-sub-sub-sub-paragraph is block indented another tab space and has a lower-case Roman number followed by a tab space.

58. If a document has only one paragraph, that paragraph is not numbered and the first line of the text starts at the left margin. Paragraphs in DO Letters need not be numbered and it would be unusual in letters to members of the public; paragraphs in letters of condolence should never be numbered.

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THE USE OF SUB-PARAGRAPHS AND FURTHER SUB-DIVISIONS

59. Sub-paragraphs may be used with or without introductory words. There are 3 different types of sub-paragraph:

- a. There is the simple paragraph in miniature, which must comprise either a single grammatically complete sentence or a series of grammatically complete sentences, like this sub-paragraph. The words introducing the sub-paragraphs must be grammatically complete in themselves.
- b. There is the sub-paragraph that is completed grammatically by the introductory phrase from the main paragraph. No such sub-paragraph may contain a heading or additional sentence.
- c. There is the list of items consisting of one or more words. However, the list must not contain any complete sentences.

The main paragraph may be continued, like this, after the sub-paragraphs and any further divisions have been completed, but additional sub-paragraphs or further subdivisions are not then permissible within that main paragraph.

60. The 3 types of sub-paragraph must not be mixed. It would be wrong to write the following:

The campaign was a failure for the following reasons:

- a. Bad planning.
- b. The enemy was more resourceful than we had expected.
- c. Poor use of our forces, especially at night.

61. One solution would be to recast the first and third sub-paragraphs this way, so that the 3 sub-paragraphs read as follows:

- a. Our planning was bad.
- b. The enemy was more resourceful than we had expected.
- c. We made poor use of our forces, especially at night.

62. Avoid over-using sub-paragraphs and further sub-divisions, particularly in any document where tone and style are important. A single sub-paragraph or a single further sub-division is not permitted.

FIGURES, DIAGRAMS AND TABLES

63. Where practical and appropriate, figures, diagrams and tables should be used. Tables should have a single-line border, with double lines being used to achieve separation between

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subjects where editorially this seems sensible. Tables are normally centered on the page, with column headings in bold. Shading and bold may also be used, sparingly, for headings within tables or for emphasis where appropriate. Table headings should be centered between the column margins. The row underneath the table headings must be represented with lower case alphabets in parenthesis. Subsequently, if the table rolls over to the next page, it omits the table headings but carries the lower case alphabets in parenthesis within the columns. The justification of text and figures in the columns should be chosen so as to present the information in the most readable format. Some types of information are best presented in a tabular format often in an annex or an appendix to an annex. Figures, diagrams and tables should be identified with a numbered caption, for example, 'Figure 1', can be referred to in the main text in the same manner as annexes. Tables need not be numbered where they are each contained as a separate annex or appendix.

PUNCTUATION

64. Normal punctuation is used in DW; however, the following variations apply:
- a. Punctuation is not used within or after abbreviations, except when it is part of normal sentence punctuation.
 - b. Full stops are neither used between a person's initials nor between decorations.
 - c. When introductory words are used prior to a sub-paragraph, or further subdivision, they must conclude with a colon. A colon is not used when sub-paragraphs follow straight on from a paragraph heading.
 - d. **Full Stops.** Full stops are to be used:
 - (1) After a paragraph or sub-paragraph number or letter which is not in brackets.
 - (2) After paragraph and sub-paragraph headings.
 - (3) At the end of each sub-paragraph and further subdivisions.
 - (4) After the description of each reference or supplementary document.
 - (5) After the numeral identifying horizontal items in any form of tabulation.
 - e. **Colon.** A colon is to be used to introduce a list or a succession of sub-paragraphs. A dash is not to be used.
 - f. **Exceptions.**
 - (1) Full stops and commas are not to be used in an address.
 - (2) No comma is to be used after a salutation.

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(3) In the text, no full stops are to be placed after, or unnecessary space left between separate letters or abbreviations.

(4) No comma is to be used after a subscription.

SPELLING

65. The authority for spelling words in DW is the latest edition of the Concise Oxford Dictionary (COD). When alternative spellings are given in the COD, the first version shown is to be used. The use of 's' and 'z' must be consistent.

EXPRESSING ORDERS, INTENTIONS AND SUGGESTED ACTION

66. The following words have specific meanings in DW when used in expressing orders to Service personnel and formations:

- a. **'Is to' and 'Are to'**. The imperative phrases 'is to' and 'are to' are used to convey direct orders.
- b. **'Shall' and 'Will'**. If you wish to say that something will happen in the future and you do not intend to convey an order, you should consider using 'shall' or 'will'.
- c. **'Should'**. The word 'should', when used in directives or instructions, expresses the requirement of a higher authority and leaves a measure of discretion to the local commander.
- d. **'Intend'**. The word 'intend' is used to signify an intention which will be carried out unless countermanded by a higher authority.
- d. **'Propose'**. The word 'propose' is used to suggest a course of action which will not be carried out unless approved by higher authority.
- e. **'Request'**. The word 'request', when used by a senior to a junior, is a polite way of conveying an order and is interpreted accordingly.

CAPITALS

67. Capital letters are to be used for every letter of:

- a. Subject, main and group headings.
- b. Code words and nicknames.
- c. Proper nouns in operational writing.
- d. Security classification, privacy and precedence markings.
- e. Certain abbreviations as shown in the RSLAF Standard Abbreviations and

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Chapter 12 of this handbook.

- f. The reference block on annexes and appendices.
- g. The postcode where applicable.
- h. The post town in all addresses.
- i. The name of the signatory of the signature block of a document.
- j. The time zone when spelt out in full.
- k. The first 3 letters of the month in the date-time group of signal messages.
- l. All signal message texts.
- m. The names of individual ships, but not the type or class of ship or aircraft, for example, 'MV SIR MILTON' and not Patrol Boat (PB) 105.
- n. The word 'DRAFT' at the top of a draft.

68. In addition to the opening word of a sentence, capital letters are used for the first letter of:

- a. A proper noun in administrative writing, or adjectives derived from it, for example, 'Sierra Leone', 'Sierra Leonean'.
- b. The important words in paragraph and sub-paragraph headings.
- c. The first and subsequent important words in lists.
- d. The principal words in ranks and appointments. Examples are Commanding Officer, Adjutant, the Secretary and so on, but not general items such as platoon commanders, battle group commanders and so on.
- e. Words associated with the particular, for example, 'Page 1', 'Annex A', 'Paragraph 3' etc, or by rule of common usage, for example, days of the week and months of the year.
- f. The words 'Service' and 'Army' where it refers to the Armed Forces.
- g. Certain abbreviations as shown in the RSLAF Standard Abbreviations and Chapter 12 of this handbook.
- h. The 4 cardinal points of the compass, ie North, South, East and West.

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USE OF ABBREVIATION

69. General.

a. **Administrative Writing.** Apart from formal, DO and directed letters which follow their own specialized rules, the following are to be abbreviated in administrative writing:

(1) Ranks and appointments, designated regiments and corps, designated formations and units.

(2) Dates, which are to be abbreviated by using the first 3 letters of the day of the week, followed by the figure(s) of the day of the month, followed by the first 3 letters of the month, followed by the last 2 figures of the year, for example, 'Fri 1 Jul 14'. When dating a document, the day is to be omitted. Where a year appears on its own, it is always to be written in full; for example, 2014, not 14.

(3) Words for which there is a commonly accepted abbreviation; for example, UN, AU, ECOWAS, NATO, USA, UK, ADC, ECOMOG, etc.

(4) The word 'extension' in connection with telephone numbers 'Ext', and 'No' for number, in connection with telephone numbers and copy numbers of documents.

(5) Specialist abbreviations well understood by both the writer and all recipients of the paper, for example, in a scientific paper the author could use the letters, symbols, signs and abbreviations generally used by scientists.

(6) Other words which due to their length and the number of times that they appear in the text waste both the writer's and the typist's time. Such words must be explained the first time they appear in the text, for instance, 'Republic of Sierra Leone Armed Forces (RSLAF), Institute of Public Administration and Management (IPAM). There must be consistency of their use throughout the document in headings, tables, as well as, in the text.

b. **Operational Writing.** Maximum use is to be made of abbreviations in operational writing except for the mandatory paragraph headings in operational and administrative orders. However, reported speech is always written in full to avoid ambiguity.

70. Other Rules.

a. **Nouns.** The abbreviation for a noun may be used with a prefix or suffix; for example, 'mob (mobilization), demob (demobilization)'.

b. **Plurals.** Some abbreviations indicate both the singular and the plural terms and do not require the addition of 's' for example, 'rat (ration, rations), L (litre, litres)'. If it is necessary to add 's', it is always placed at the end of the abbreviation; for instance, 'F of Fs (fields of fire)', OCs (Officers Commanding).

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- c. **Ampersand.** An ampersand ‘&’ is to be used instead of ‘and’ where appropriate in titles, for example, ‘DP&P’ for Director of Policy and Procurement. It is not to be used in unit or formation titles; for instance, Republic of Sierra Leone Armed Forces Command and Staff Academy should be written as RSLAFCSA and not RSLAFC&A.
- d. **Appointments.** Abbreviations for appointments may be constructed from their basic ingredients; for example, ‘DCOS’ can be constructed by using ‘D’ (Deputy) and ‘COS’ (Chief of Staff).
- e. **Punctuation.** Do not use punctuation in or after abbreviations except when it is part of normal sentence punctuation: use ‘eg’ rather than ‘e.g.’.
- f. **Use of Full Stops.** Do not use full stops after a person’s initials or commas between decorations, for example, ‘Cdr AB Kanu MV OOR’.

NUMERALS, FRACTIONS AND ORDINAL NUMBERS

71. **Numerals and Fractions.** The general rule is that numerals and precise numerical fractions are written in Arabic figures. In addition, numerals forming part of a sentence should not be placed at the left margin in order not to confuse it with a paragraph number. However, the following rules also apply:

- a. Because the figure ‘1’ could be confused with the letter ‘I’, the number ‘one’ is spelt out except in dates, page numbers, paragraph, chapter and serial numbers, unit numbers, titles, measurements, enclosure and appendix numbers, tables and diagrams, when the Arabic figure ‘1’ is used. Similarly, use ‘zero’ or ‘nought’ instead of the number ‘0’.
- b. When a number is the first word of a sentence (or of subdivisions of a paragraph), it is spelt out: ‘**Fifty-two years ago, Sierra Leone gained independence.**’ However, when a number that forms part of a title begins a sentence it is written in figures and not spelt out: ‘3 Sqn Engr Regt is to....’
- c. When a number refers to quantitative numbers of Service formations or units, the number is always spelt out to avoid confusion with a title: ‘three sqns’ but not ‘3 sqns’.
- d. **Decimal Fractions.** A decimal fraction is written by placing the decimal point on the base of the line: ‘8.346’; if the fraction is less than unity, then a zero is always written before the decimal point: ‘0.346’.
- e. **Marking Thousands.** In accordance with the Système Internationale, blank spaces are used to divide a large number of digits into groups of 3, counting from the decimal marker: ‘15 762’ or ‘14 945.762’ and ‘0.467 21’. Do not use a space in the following cases:

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(1) If the number consists of 4 digits, for example, '4328', unless they occur in a column with one or more numbers of 5 or more digits when '52 954' and '4 328' would be used.

(2) In identification numbers, such as part numbers, form numbers, catalogue numbers or telephone numbers.

(3) In financial data.

f. **Quantities and Dimensions.** When quantities and dimensions are written together, either the first is spelt out: 'fifteen 8 - tonne trucks', or adjacent numerals are separated by the multiplication sign: '15 x 8-tonne trucks'.

g. **Ordinal Numbers.** Ordinal numbers – 'first', 'second', 'third', etc – are spelt out: 'Second World War', not '2nd World War', and 'he came thirteenth in the field', not 'he came 13th in the field'. The exception is in the writing of titles and names where ordinal numbers form an integral part: '1st Signals Battalion'.

FOOTNOTES

72. While references should be listed, under the subject heading, at the top of the text, footnotes may be used, sparingly, in lengthy papers or submissions, to quote references or to provide explanation of detail which would otherwise clutter the main text. Footnotes are numbered consecutively in Arabic numerals throughout the document and each document and supplementary document has its own series. The numbers are written in superscript immediately after the points to which they refer and before any punctuation. In the footnote the number (non-superscript) and the text are entered in 8 point type; the footnote should be separated from the main text by a margin-to-margin line.

SIGNATURE BLOCK

73. Other than DO letters, the identity of the signatory is shown in a signature block, together with the title of the authority by which he signs. Documents are signed by or for the commanding officer. The person signing a document assumes responsibility for its accuracy and corrections.

74. The signature block contains some or all of the following elements:

a. The initials and name of the person signing, written in capitals and bold. Post-nominal letters are not normally included in signature blocks.

b. The rank of the person signing and, where appropriate, the Service or nationality, such as on correspondence at a multinational HQ. The rank is written with initial capitals only. It is not necessary for civil servants to enter their grade in signature blocks.

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Col

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c. The originating authority may either be the signatory's appointment or that of the superior for whom he is signing. The unit or formation may be added if that clarifies the extent of the appointment. When signing for a superior, the word 'for' is added in front of the originating authority. Examples are:

SC KAILEY
Sqn Ldr
for ACDS Sp&Log

DK FALAMA
Maj
CO FISU

d. Retired officers filling staff appointments are to include their Service rank when signing official correspondence, minutes, documents and signals, and after their rank add (Rtd) for example:

DB SOWA
Lt Col (Rtd)
Admin Offr

75. The signature block is placed below the text, starting at the left margin. Sufficient space must be left for the signature. A signature block must never appear by itself at the top of a page; if necessary, part of the previous page is left blank so that at least one line of text is above the signature block. When sending a document over an e-mail system, it is good practice to indicate where (if at all) a signed copy has been lodged, for instance, <file copy signed>. The rules to be used in DW within the RSLAF are:

- a. Letters to superior authorities or external agencies are to be signed by, or for, the commander. (This rule also applies when a superior HQ appears as an information addressee).
- b. Letters containing recommendations, opinions, and special requests should be personally signed by the Commanders.
- c. The ending of a DO letter is a matter of personal choice, but 'Yours Sincerely' and 'Yours' are the most common. You should sign a DO letter with your first name or nickname, but if the addressee is senior to you, or not very well known to you, add your surname.
- d. Letters to units or formations of equivalent or subordinate status are signed either by the commander or alternatively may be signed by, or for, the senior staff officer who is head of the department or branch of the HQ concerned.

Examples:

To subordinate units:

BYM KOROMA
Capt
Ops Offr

To HQ JFC:

BYM KOROMA
Capt
for Comd

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AP CONTEH

Maj
COS

AP CONTEH

Maj
for Comd

SA SINNAH

Col
Comd

SA SINNAH

Col
Comd

f. Loose Minutes do not contain contact addresses such as office number, telephone number or e-mail address in a heading, so these are included in the subscription.

g. An abbreviated signature block may be used on a file minute sheet, provided it is adequate to identify the author clearly. A clear set of initials, the appointment and a telephone extension (in abbreviated form) is often sufficient.

INSERTING THE DATE

76. When a document is signed, the signatory completes the date by inserting the number of the day of the month in manuscript. The signatory must ensure that the parent document and all subsidiary papers are properly dated.

ANNEXES, APPENDICES, ENCLOSURES AND FLAGS

77. **Annexes.** Supplementary documents that amplify the parent documents are called annexes. They are used when the inclusion of all the detail in the body of the parent document would make it cumbersome. Annexes are to:

- a. Be referred to in the text of the parent document.
- b. Be lettered consecutively in capitals in the order in which they appear in the text, starting with A.
- c. Have their own subject headings.
- d. Be listed at the close of the parent documents. The wording used to identify the annex is to be the same as its subject heading.
- e. Show the identifying reference on the first page of the main document. This is done so that the annex can be identified if for any reason it becomes detached. The form of wording normally used is shown in this example:

ANNEX A TO
HQ 5 BN/G3/003
DATED FEB 14

The block should be written at the top right hand of the paper and should be on 3 lines.

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- f. Have a copy number if classified above CONFIDENTIAL.

Annexes should normally be attached to the document to which they relate; but may be issued separately if circumstances dictate. Distribution of annexes dealing with specific matters which do not concern all recipients of the main document may be restricted to those who require the information.

78. **Appendices.** Supplementary documents that amplify an annex are called appendices. They are to:

- a. Be referred to in the text of the parent annex.
- b. Be numbered consecutively in Arabic numerals in the order in which they appear in the text.
- c. Appendices have their own subject headings.
- d. Be listed at the close of the parent annex but not the main parent document. The wording used to identify the appendix is to be the same as its subject heading. See example of Appendix 1 to Annex A
- e. Show the identifying reference on the first page of the main document. The form of wording normally used is shown in this example:

APPENDIX 1 TO
ANNEX A TO
HQ 5 BN/G3/ 003
DATED FEB 14

The block should be written similarly as shown above on 4 lines.

- f. Have a copy number if classified above CONFIDENTIAL.

79. **Enclosures.** Documents complete in themselves and forwarded with a covering document are called 'enclosures' (not 'attachments'). Enclosures are mentioned in the text in the same way as annexes and are listed numerically at the end of the parent or covering document under the heading 'Enclosure:' or 'Enclosures:' in the same way as annexes and are described by the most apt identification; normally a reference and a date. If a document has annexes and enclosures, the list of enclosures follows the list of annexes; if not, the enclosures are listed in the position normally occupied by the list of annexes. If an enclosure has a copy number, it is shown after the subject heading in the list of enclosures at the end of the covering document. Because enclosures are complete in themselves, it is not necessary for them to be cross-referenced to the parent document at the top right of their first page, although this is often administratively convenient and can be achieved using an adhesive label.

80. **Flags.** Documents attached to briefs should be identified by means of lettered flags at the top of the document. Specific passages may be further highlighted by means of numbered side flags. Flags are listed alphabetically at the end of the parent or covering document under

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the heading 'Flag:' or 'Flags:' after any annexes, but before the list of departments consulted. If the recipient of the brief agrees, flag references may be quoted in the text.

Annexes:

- A. Example of the Use and Layout of Distributions.
- B. Time Zone System.
- C. System of Relating Days and Hours to an Operation.

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ANNEX A TO
DWH CHAPTER 2
DATED FEB 14

EXAMPLE OF USE AND LAYOUT OF DISTRIBUTIONS

SECURITY CLASSIFICATION	
HQ 3Bde/OPS/03	HQ 3 Bde Timna Barracks Murray Town FREETOWN
See Distribution	Feb 14
<u>VISIT BY CJF</u>	
References:	
A.	
B.	
1.	
2.	
AL SESAY Lt Col CO	
Distribution:	
External:	
Action:	
5 Bn 11 Bn 15 Bn	
Information:	
FRU AD PI	
Internal:	
Action:	
COS DCOS	
Information:	
File	
SECURITY CLASSIFICATION	

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ANNEX B TO
DW CHAPTER 2
DATED FEB 14

TIME ZONE SYSTEM

1. The Earth is divided into 25 time zones. Time in adjacent zones differs by one hour and each is indicated by a letter known as the time zone suffix. GMT is indicated by Z. The zones to the east (therefore ahead of GMT) are lettered from A to M, the letter J being omitted. The 12 zones to the west of GMT are lettered N to Y.

<u>Zone Boundary</u>	<u>To obtain GMT from Zone</u> <u>Time add or subtract the</u> <u>following number of hours</u>	<u>Time Zone Suffix</u>
7½°W to 7½°E	0	Z
7½°E to 22½°E	-1	A
22½°E to 37½°E	-2	B
37½°E to 52½°E	-3	C
52½°E to 67½°E	-4	D
67½°E to 82½°E	-5	E
82½°E to 97½°E	-6	F
97½°E to 112½°E	-7	G
112½°E to 127½°E	-8	H
127½°E to 142½°E	-9	I
142½°E to 157½°E	-10	K
157½°E to 172½°E	-11	L
172½°E to 180°E	-12	M (See Paragraph 2)
7½°W to 7½°W	+1	N (See Paragraph 3)
22½°W to 37½°W	+2	O
37½°W to 52½°W	+3	P
52½°W to 67½°W	+4	Q
67½°W to 82½°W	+5	R
82½°W to 97½°W	+6	S
97½°W to 112½°W	+7	T
112½°W to 127½°W	+8	U
127½°W to 142½°W	+9	V
142½°W to 157½°W	+10	W
157½°W to 172½°W	+11	X
172½°W to 180°W	+12	Y (See Paragraph 2)

2. The letters Y and M are used for +12 hours and -12 hours respectively, depending on whether a position is to Eastward or Westward of the International Dateline, ie 180° East or West.

3. The letter N is used for -13 hours as well as + 1 hour. Zone -13 is used for a position in Zone -12 using 'summer' (ie 'daylight saving') time. There can be no confusion as the 2 zones are widely separated.

3. Actual zone boundaries sometimes deviated slightly to fit national boundaries etc.

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5. For times midway between 2 zones both letters are used, for example, 133° ST means 1330 hours in a zone whose time is 6½ hours behind GMT, ie 2000Z.

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ANNEX CTO
DWH 14 CHAPTER 2
DATED 14 FEB 14

SYSTEM OF RELATING DAYS AND HOURS TO AN OPERATION

DEFINITIONS

1. Certain letters are used to indicate the day or hour from which an operation is timed. These are:

a. **Days.**

- (1) **D Day.** The day on which an operation begins or is due to begin is known as 'D Day'. This may be the beginning of hostilities or any other operation. See Paragraph 2 for further details.
- (2) **M Day.** The day on which mobilization is to begin is known as 'M Day'.
- (3) **G Day.** The day and the hour on which the decision to mount any given operation is promulgated are known as 'G Day' and 'G Hour' respectively. They are expressed as a 6-figure date time group.
- (4) **K Day.** The day on which the convoy system is introduced on any particular convoy lane is known as 'K Day'.
- (5) **C Day.** The day on which deployment for an operation is due to commence is known as 'C Day'.
- (6) **E Day.** The day which a NATO exercise commences is known as 'E Day'.
- (7) **T Day.** The day of transfer of authority, is known as 'T Day'.

Note: French speaking nations use J (Jour) Day.

b. **Hours.**

- (1) **H Hour.** 'H Hour' is the specific time on D Day at which an operation begins.
- (2) **G Hour.** See G Day.
- (3) **N Hour.** The time planned for the explosion of the first of a series of tactical nuclear weapons as part of a specific ground forces operation (or in the case of single strike, the time planned for that explosion) is termed 'N Hour'.
- (4) **P Hour.** The time of drop of the first slicks of the main force in an airborne operation is known as 'P Hour'.

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- (5) **F Hour**. The time designated for the start of cross – FLOT (forward of own troops) in aviation operations is known as ‘F Hour’.
- (6) **K Hour**. K hour is the time convoy system is introduced on any particular land/sea convoy route or sea lane.
- (7) **L Hour**. In amphibious and air mobile operations, the time at which the first helicopter assault wave touches down in the landing zone is known as ‘L Hour’.
- (8) **Y Hour**. In air mobile operations, the time at which the first helicopter in the first wave departs pick-up-point (PUP) is known as ‘Y Hour’.

NUMBERING OF DAYS

2. Dates relative to D Day are numbered D-3 (ie, D minus 3), D-2, D-1 as appropriate if earlier than D day, and D+1, D+2, D+3 as appropriate if later. The same rules apply to all lettered days.
4. To assist in identifying an operation, the relevant code word should be used, for example, OVERLORD D Day.

NUMBERING OF HOURS

4. Times relative to H-Hours are denoted by H-2 Hours, H-1 Hour, H-30 minutes as appropriate if earlier, and H+30 minutes, H+1 Hour, H+2 hours as appropriate if later than H Hour. The same rule applies to all lettered hours.

MULTIPLE OPERATIONS

5. When several operations or phases of an operation are being mounted in the same theatre, and confusion may arise through the use of the same day or hour designation for 2 or more of them, they may be referred to by any letter of the alphabet, except those shown in Paragraph 1 above.
6. Each plan of operations must contain a paragraph or annex listing the code letter prefixes used and their meanings.

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CHAPTER 3

DEFENCE CORRESPONDENCE

‘I have made this letter rather long only because I didn’t have the time to make it shorter.’

Blaise Pascal (1623-1662)

INTRODUCTION

1. Defence Correspondence is the generic term for correspondence written by members of the Forces in the course of their duties. In common with all DW, Defence correspondence conforms to standard layout. The layout used depends upon the purpose of the correspondence. Some correspondences are very formal and their forms are fixed by tradition. Others are very informal.

AIM

2. The aim of this chapter is to explain the types of Defence Correspondence in use within the RSLAF.

TYPES OF CORRESPONDENCE

3. There are 8 types of Service Correspondence in use within the RSLAF. These are:

- a. Commanded Letters.
- b. Directed Letters.
- c. Routine Letters.
- d. Formal/Ceremonial Letters.
- e. Demi-Official (DO) Letters.
- f. Memoranda.
- g. Loose Minutes.

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h. Signal Messages.

4. The formats of the above, with the exception of commanded letter, are given at Annexes A - J. Note that abbreviations, apart from those for decorations, are not used in commanded, directed, DO or formal letters.

COMMANDED LETTERS

5. Commanded letters are formal letters issued by the MoD in the name of the Defence Council or Defence Policy Committee. They are reserved for statements of major policies, directives and letters of special character, and are normally signed by directors or above according to the nature and importance of the subject. The format is not subject to the normal rules and no example is therefore given in this handbook.

DIRECTED LETTERS

6. Directed letters are originated by the MoD and HQ JFC for correspondence at a level between commanded and routine letters. Staff officers may be authorized to sign such letters at the discretion of directors or heads of departments. An example of a directed letter is at Annex A to this Chapter.

ROUTINE LETTERS

7. Routine letters are the normal form of correspondence within the MoD, between formations, units and headquarters. A Routine Letter may therefore be written by a formation or unit to any other formation or unit, or to the MoD, or by an individual member of the force on a personal subject. Maximum use is made of abbreviations in the superscription and subscription of a Routine Correspondence. Example of a Routine Letter within the MoD is Annex B.

8. **Letters to Civilians.** In correspondence with civilian authorities and members of the public, the layout of the routine letter with a salutation and conventional ending, provides the most generally used framework. Reference to previous correspondence or documents is made in the text. The style of the letter must be appropriate to both the subject and the recipient and abbreviations should not be used. A routine letter may also be used for official business between the MoD and an external organization (particularly when dealing with contractual matters), though DO correspondence may be more appropriate. So that queries, acknowledgements or brief replies may be dealt with by the most convenient and expeditious means. A Routine Letter addressed to an external organization or a member of the public, use the salutation 'Dear Sir (or Madam) and end with 'Yours faithfully'. These should be typed rather than handwritten and should be left aligned. MoD terminology, jargon and abbreviations should be avoided. Paragraphs in letters of condolence are not to be numbered.

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An example of a correspondence to a civilian authority is at Annex C and correspondence to civilian organization at Annex D.

9. **Letterhead.** The Letterhead of a Routine Letter should include the telephone extension of the sender, indicating if it is on the military network and, normally, the civilian telephone number, fax number, and an e-mail address if one exists. An example of a Routine Letter on a letterhead is at Annex E.
10. **Signatory.** Routine letters addressed to a superior authority or to an external agency or organization are signed by or for the officer commanding the formation or unit.
11. **Person.** Routine letters are written in the first person plural or use the proper neuter pronoun of the third person singular. The former is exceptional, the latter is customary. There may be occasions when the third person results in lifeless and stilted prose and the first person plural has more impact. For example, compare the following:

- a. 'It is thought that this publication is lifeless!
- b. 'We think that this publication is lifeless!

DO LETTERS

12. DO Letters permit a less formal and more personal approach. The full identity of the originator is shown at the head of the letter; military ranks should be given in full; no punctuation at the end of it. They should be restricted to one subject and filed in the normal way.

13. The salutation 'Dear ...' and a valediction, such as 'Yours ...' are inserted in manuscript by the originator. The choice of salutation depends on the relative ranks of the writer and addressee and how well they know each other. If you are writing to an equal or junior and you know him well, you may use his first forename. If you are writing to an equal or junior and you do not know him well, you have the choice of the following:

- a. 'Dear Major' – some people might consider this too impersonal, though it is correct.
- b. 'Dear Tamba' – some people might consider this rather stiff.
- c. 'Dear Major Tamba' – this format is safe.

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If you are writing to a senior, you have the choice of 'a' or 'c'; both are equally acceptable, but it is customary to use 'c' if you do not know him well. Military officers are normally addressed by their generic rank. A 2/Lt should be addressed as Lt and Lt Col as a Col.

14. The valediction is a matter of personal choice, but 'Yours sincerely', 'Yours ever,' and 'Yours aye' are the most common. You should sign a DO Letter with your first forename or nickname but, if the addressee does not know you, add your surname. Because a DO Letter is always addressed to an individual by name, it is not appropriate to use 'Yours faithfully'. An example of a formal DO Letter is at Annex F and a less formal DO Letter at Annex G to this Chapter. References to previous correspondence or documents are made in the text or, exceptionally, by footnotes.

15. **Correspondence with Individuals in External Organizations or Members of the Public.** In correspondence with individuals in external organizations or members of the public that require a less formal and more personal approach, the DO Letter should be considered in preference to the Routine Letter. If addressed to an individual, use the salutation 'Dear Mr/Mrs Williams' and end with 'Yours sincerely'. MoD terminology, jargon and abbreviations should be avoided. It is normal to avoid numbering paragraphs and to omit the subject heading.

16. **Filing.** DO letters should be treated in the same way as routine correspondence and filed on ordinary office files. If the subject matter is classified or sensitive, the appropriate security grading or privacy marking must be given and the letter handled accordingly. This may entail special arrangements for handling the file to ensure that it is not seen by people other than those authorized to do so.

17. **Subject Heading and Paragraph Numbers.** DO letters may be written with a subject heading and paragraph numbers, conforming to the rules in Chapter 2, or without. The method to be adopted depends on the subject, the purpose of the letter, how well the writer and recipient know each other and on custom. It is customary to write to civilians without using subject headings and paragraph numbers unless they are representatives of government, local government or police departments and the correspondence is part of continuing daily business. Personal letters, such as letters of congratulations or condolence, should never use the more formal style.

18. **Abbreviations.** Apart from decorations, abbreviations are not normally used in DO letters; however certain exceptions to this rule are permitted on grounds of common usage and convention.

19. **Text.** A DO letter is written in the first person using an informal conversational style. The formal format using heading and paragraph numbers should be used for official subjects. Personal letters such as letters of congratulation or condolence should not use the

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more formal format.

CEREMONIAL/FORMAL LETTERS

20. The use of Formal Letters is confined to ceremonial matters and certain formal submissions and is mostly for military use. A Formal Letter is addressed only to a senior or equal and is signed by the originator. Occasions on which a Formal Letter would be appropriate are:

- a. In acknowledging a directive.
- b. In reply to a letter of congratulation or blame.
- c. When making a submission of an exceptional nature or forwarding a non-routine report to higher authority.
- d. In arranging ceremonial matters with outside authorities.

21. A formal letter begins with the salutation 'Sir' or 'Madam' and the text begins with 'I have the honour to ...', or those where the writer is to a degree blameworthy, begins with 'I regret to report ...' A formal letter always ends with 'I have the honour to be, Sir (or Madam), Your obedient officer'. An example of a formal letter is at Annex H to this Chapter.

LOOSE MINUTES

22. Loose minutes are used extensively within the MoD, headquarters and units when it is necessary to disseminate information but inappropriate or inconvenient to circulate a file. When a Loose minute is used between formations or establishments, it should be for routine and continuing matters when the correspondents are well known to each other. Loose minutes are filed in the same way as other correspondence. An example of a Loose minute is at Annex I to this Chapter.

MEMORANDA

23. A printed memorandum (memo) form may be used for correspondence on minor matters at all levels within departments, headquarters or units. It is designed to save time and is normally written in manuscript or typed. Maximum use of abbreviations is authorized to save space. An example is at Annex J.

COMPOSITION OF THE TEXT

24. In all but the shortest letters on routine matters, the text should consist of an introduction,

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main body and a conclusion. While these headings are seldom used in writing the letter, the reader should not be in doubt when he is transiting from one part of the text to the next.

- a. **Introduction.** The introduction gives the purpose of the letter and summarises the background information.
- b. **Main Body.** The main body presents the case and lists any arguments or problems in a concise and logical sequence.
- c. **Conclusion.** The conclusion summarizes the salient points in the main body and must end by leaving the recipient in no doubt of the writer's orders, wishes, opinions, problems or recommendations.

DRAFTING OF LETTERS TO OUTSIDE AGENCIES

25. **Letters to Civilians.** It is polite to follow normal civilian usage, and to avoid military phraseology and abbreviations when writing to civilians.

26. **Letters to Foreign Addressees.** If an expert interpreter is available it is polite to write to a foreign addressee in his own language, particularly when serving in his country. However, this can be dangerous if the subject is complicated and a second copy in English may be desirable.

DRAFTING OF LETTERS WITHIN THE SERVICES

27. **Use of the First and Third Person.** Most Defence correspondence is written in the third person. Exceptions to this convention are:

- a. Formal Letters.
- b. DO letters.
- c. Letters from a commander in which he expresses his personal views or conveys praise or blame and which he signs personally.
- d. Letters from headquarters in which it is often convenient to make use of the first person plural.

When the first person is used in the opening and closing paragraphs it is permissible to use the third person in intervening paragraphs.

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28. **Tone.** One of the more difficult tasks in drafting letters is to achieve the correct tone. A letter may be asking for help, pointing out an error, or delivering a reprimand, etc.

Each letter will differ in tone, and staff officers must try to find suitable adjectives to fit the occasion. Words which exaggerate the situation or weaken the argument should be avoided. Staff officers should always write as concisely as possible.

29. **Contents.** Two or more completely separate subjects should not be covered in the same letter. If they are, the recipient will probably have to make extra copies for each relevant file.

30. **Style.** The drafter of a DO letter for signature by a commander or senior staff officer should study and imitate the individual style of his superior.

31. **Timing.** A letter calling for a reply should state the date and if necessary the time by which the reply must arrive. Such phrases as 'as soon as possible' or 'at your earliest convenience' will be interpreted differently by different readers and are not to be used. Staff officers giving a time limit for a reply must take care that the time allowed is reasonable, taking into account postal delays, channeling through intermediate headquarters and time for research before the reply is drafted. If time is short and security allows, the gist of the letter can be given by telephone, the letter following later. It is polite to give an explanation if a return or detailed reply is called for at short notice. Often units are called upon to produce completed returns on pro-forma sent out by an headquarters. In order to make the unit's task easier duplicate copies of such pro-forma should be included in letters so that units may keep a file copy of the data supplied.

LETTERHEAD

32. Some formations use letter headed paper for Defence Correspondence including routine letters. Printed letterheads should conform in general terms to the standard layout allowing for reasonable variations in printing styles not available to the typist. The space for the address on the letterheads is to be correctly placed for the use of window envelopes. When using such paper quote the addressee's reference, if any, in the space provided in the letterhead and then refer only to the date of the reference in the text of the letter. Otherwise follow the normal rules for Service correspondence.

SIGNATURE OF LETTERS

33. The rules for signing letters and the signature blocks to be used have been treated in Chapter 2 of DW Handbook. Letters containing recommendations, opinions and special

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request should be signed by the commander himself.

34. As a general rule, staff officers should show their commanders, or brief them about, any letter signed personally by superior or subordinate commanders and commanding

officers. Failure to do this is not only discourteous but irresponsible; the superior or subordinate commander is very likely to raise the subject in conversation which will embarrass and annoy your commander if he has to admit ignorance of the matter.

DISTRIBUTION

35. Requests for comment on letters received from higher authority need to always be passed on to each subordinate headquarters or unit. The staff officer responsible should first make sure he cannot answer the letter himself from his own knowledge or facts available in his own headquarters, for example, periodic returns. When this is not possible the letter must be read through carefully and either a new letter drafted, so that it is totally relevant to those who will receive it, or a copy of the original letter sent with a covering letter asking for comments. In the latter case it is often helpful to give your preliminary views.

36. Where it is obvious that the content of a letter will have to be passed down by addressees to their own subordinate headquarters and units, the writer can help by sending extra copies to each addressee. In such cases it is worth considering whether the information could not more easily be published in formation routine orders.

37. Within formations, standard distribution lists should be compiled and designated (List A, etc). This saves typing out a long list of units. Staff officers drafting letters must consider carefully the correct distribution of each letter they write ensuring that no one concerned is left out. However, it is equally important that addressees are not irritated by receiving letters which do not concern them from several different sources. This may mean that distribution lists have to be annotated to omit certain serials, for example, 'List A less Serials.....'

38. The sequence of listing addressees is given in Chapter 2 of this handbook.

SALUTATION

39. Some Defence documents begin with a salutation. The form may be determined by custom or by how well the author knows the addressee. Examples are:

- a. 'Sir' used in a directed letter.

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- b. 'Dear Alex used in a familiar DO letter.

The salutation starts at the left tab and is not followed by a comma.

CONCLUSION

40. Within the Defence, paper work must be kept to a minimum. When necessary, correspondence must be carefully thought out, clearly expressed and correctly distributed.

EXAMPLES

41. The examples of the various forms of Defence correspondence at Annexes A-J to this Chapter are intended to demonstrate the layouts available. Not every option is illustrated on each model; for example, only in the layout of the Loose Minute are the Annex and Appendix shown.

Annexes:

- A. Example of a Directed Letter.
- B. Example of a Routine Letter within the MoD.
- C. Example of a Routine Letter to a Civilian Authority.
- D. Example of a Routine Letter to a Civilian Organization.
- E. Example of a Routine Letter on Letterhead.
- F. Example of a Formal DO Letter.
- G. Example of a Less Formal DO Letter.
- H. Example of a Formal/Ceremonial Letter.
- I. Example of a Loose Minute with Annexes and Appendix.
- J. Memoranda.

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ANNEX A TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A DIRECTED LETTER

SECURITY CLASSIFICATION

JFCCR/1000/7

Headquarters
Joint Force Command
Cockerill North
FREETOWN ⁽¹⁾

Telephone: 025 234902

Captain (Navy) Kanu (OoR)⁽²⁾
Commander Maritime Wing
Maritime Base
Murray Town
FREETOWN

February 2014

Sir ⁽³⁾

CAREER PROSPECTS

1. I am directed to refer you, first, to.....
.....
2. I am to say that acceptance of
3. I am to request that you

Yours obediently

MBS KAMARA
Major
for Military Secretary

SECURITY CLASSIFICATION

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Notes:

1. The town may be included if it clarifies the location of the sender unit/formation.
2. Apart from decorations and references, abbreviations are not used in this type of letter.
3. Though a signatory may be of higher rank than the addressee a directed letter must always start with the salutation, "Sir". There are no commas after the salutation and the valediction

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ANNEX B TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A ROUTINE LETTER WITHIN THE MoD

SECURITY CLASSIFICATION⁽¹⁾

IMMEDIATE⁽²⁾

Copy No 5 of 5⁽³⁾

G3/1⁽⁴⁾

HQ 5 Bde
Gondama Station
BO

+232 (33) 444917

See Distribution⁽⁵⁾

Apr 14⁽⁶⁾

VISIT BY CJF – 14 JUN 14⁽⁷⁾

Reference:

A. HQ 5 Bde letter G3/1 dated 8 Mar 14 (NOTAL).⁽⁸⁾

1. The programme for Comd JFC's visit was... A copy of the new visit programme is at Enclosure
1. The briefing will include.....

2. A staff list is at Annex A.

AB KAMARA⁽⁹⁾

Capt
for Comd

Annex:

A. Staff List HQ 5 Bde.

Enclosure:

1. Revised Programme for Visit of Comd JFC – 14 Jun 14.⁽¹⁰⁾

Distribution:⁽¹¹⁾

Copy No

External:

Action:

1Bn

1

2Bn* (12)

2

3BN

3

Information:

JCU

4

Internal:

File

5

SECURITY CLASSIFICATION⁽¹⁾

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Notes:

1. Security classification, in capitals, centered, and in bold. It is omitted if correspondence is not protected.
2. IMMEDIATE and PRIORITY are the 2 precedence markings:
 - a. IMMEDIATE documents take priority over all others in their preparation and dispatch; they are sent by the fastest means available and are given precedence in their handling and action by recipients. IMMEDIATE precedence must be used sparingly and its authorization confined to senior officers and commanders of independent units.
 - b. PRIORITY documents are given preference in handling, after those marked IMMEDIATE, but are dispatched by normal means of delivery. PRIORITY papers can be originated by commissioned officers and civilians of equivalent status. Omit precedence marking if precedence not required.
3. If the document is classified 'TOP SECRET' and 'SECRET', it is copy numbered and the total number of pages noted. This example would be the file copy.
4. File reference, vertically aligned with the first line of the address for routine letters typed on plain papers. For routine letters on letterhead papers, the file reference is right aligned and above the date.
5. Distribution list complicated by the need to record copy numbers and therefore recorded at the end of the document.
6. Date abbreviated under address. The day of the date should be added in manuscript, in which case the month should be left aligned under the address.
7. Subject heading, in capitals aligned with left-hand margin, underlined and in bold.
8. Reference introduced. Further references would be listed, single spaced, after Reference A, continuing the sequence, B, C, D, etc. The abbreviation 'NOTAL' is used when not all the addressees have received the reference.
9. Signature block, aligned with the left-hand margin, name in capitals and bold, rank abbreviated, signing 'for' a superior commander. If AB Kamara used no rank he could therefore be assumed to be a civil servant.
10. Enclosure mentioned in text and listed after the annex to the letter.

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11. Distribution list is created as a table for ease of formatting and it includes identifying copy numbers because of the level of protection. File copy, is as copy numbered.
12. The asterisk * is used where the addressee is contacted by e-mail.

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ANNEX C TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A ROUTINE LETTER TO A CIVILIAN AUTHORITY

DDTER/1222/Trg

Directorate of Defence Training
Ministry of Defence
Tower Hill
FREETOWN

Telephone: +23299718832

February 2014 ⁽¹⁾

Mr Albert Suru
Head of the Civil Service
P O Box 2020
FREETOWN

Dear Mr Suru ⁽²⁾

Thank you very much for your letter HCS/00/01⁽³⁾ dated 20 January 2014 in which you asked for further details on my academic qualifications and experience in Information Communication Technology. I shall be ready at short notice to visit your office to explain the contents of the enclosed documents.

Yours sincerely

AW KAMARA

AW KAMARA

Major
for Director of Defence Training Education and Recruitment

Notes:

1. Date to be typed in full but the day of the month in manuscript is preferred.
2. Could be 'Dear Sir' in which case subscription would be 'Yours faithfully' however use name wherever possible. When the letter is addressed to a Company or Organization, the salutation "Dear Sir" should be used. It is also acceptable that the salutation and subscription be hand written.
3. A more practical method of referring to an earlier correspondence. The method, 'Your reference' and 'My reference' in the superscription is acceptable.

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ANNEX D TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A ROUTINE LETTER TO A CIVILIAN ORGANIZATION

HA/CO/7/1

Horton Academy
Leicester Square
Hill Station
FREETOWN

Telephone: 079000111

Goforka Product Limited
Goderich Village
FREETOWN

January 2014

Dear Sir

PURCHASE OF COMPUTERS

1. The Academy intends to purchase some suitable (computers) from you to replace her old machines. You are therefore requested to send brochures and the price list for the range of IBM computers in your inventory.
2. It would be appreciated if you could also make available to the College brochures and price list for other types of computers you have.



Yours faithfully

MK SESAY
Capt
for Director

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ANNEX E TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A ROUTINE LETTER ON LETTERHEAD

SECURITY CLASSIFICATION		
	HEADQUARTERS 3 INFANTRY BRIGADE ⁽¹⁾ TIMNA BARRACKS, MURRAY TOWN FREETOWN, WESTERN AREA. Telephone: +232 99 275666 Switchboard: 99 275666 ⁽²⁾ Facsimile: +232 99 275666 Email: ftgcomd@sierratel.sl	
See Distribution ⁽⁴⁾	Reference: 3BDE/2662/2/G2 Date: 12 Feb 14 ⁽³⁾	
<u>SECURITY ARRANGEMENTS – MYOHAUNG OFFICERS’ MESS ON ARMED FORCES DAY⁽⁵⁾</u>		
Reference:		
A. JFC/224/1/J2 dated 3 Jan 14. ⁽⁶⁾		
1. Your letter at Reference A asked for comment on JPU’s recent criticism of our VIP security arrangements for the Armed Forces Day at the Myohaung Officers’ Mess.		
2. As you are aware, we have always applied the JPU criteria for VIP security where major social functions are concerned and, to my knowledge, we have had no adverse comments raised on previous occasions. I am disturbed by the implication that our efforts might have resulted in adverse press comment, let alone a PQ. Some of the activities arranged by our Armed Forces Day Committee for the evening were, I admit, a little avant-garde, but I can guarantee that all the ladies present at the Ball were bona-fide wives or guests of Mess members.		
3. I fully support the suggestion that a security seminar, sponsored by your HQ, be held and I confirm that my security staff would attend.		
<i>I L T Kargbo</i> I LT KARGBO ⁽⁷⁾ Col Comd		
Distribution: ⁽⁸⁾		
External:		
Action:		
5 Bn 11Bn 14Bn		
Information		
JLU		
⁽⁹⁾ SECURITY CLASSIFICATION		

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Notes:

1. Letterhead paper may be obtained from a printing firm, but is more normally generated on a word processor. The style of letterhead should be laid down by the unit commander or Head of Department.
2. This is necessary only if Signal Message Addressee (SMA) of unit is unusual.
3. Date abbreviated. The day of the date should be added in manuscript.
4. The postal address should be in full if a 'windowed' envelope is to be used or if clerks are going to have difficulty in finding the full address.
5. Subject heading in capitals, left aligned, underlined and in bold.
6. List references after the heading of the letter using the normal reference procedure as follows:
References:
A.
B.
7. This letter has been signed by the Garrison Commander, whose appointment appears as 'Comd' on routine letters.
8. If more than one addressee is required, a distribution list should be placed at the end of the document.
9. A single-page letter is not given a page number.

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ANNEX F TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A FORMAL DO LETTER

SECURITY CLASSIFICATION

From: Commander G S Koroma MV OOR⁽¹⁾

MOD/3421/Plans⁽²⁾

Ministry of Defence
Tower Hill
FREETOWN⁽³⁾

Telephone: +23299234559
Fax: +2322234567

February 2014⁽⁴⁾

Lieutenant Commander AR Kanu MOR⁽¹⁾
Commanding Officer
Maritime Wing
Cockerill Barracks
FREETOWN

Dear Abu⁽⁵⁾

EXERCISE SHIP SHAPE⁽⁶⁾

1. ⁽⁶⁾ Thank you for your letter ⁽⁷⁾ about Exercise SHIP SHAPE. I⁽⁸⁾ am now getting well ahead with the detailed work and hope to have a draft plan out by the end of this month. Before I can complete the draft, however, I need more information on some of the practical implications of using Forward Operating Base (FOB)⁽⁹⁾ Sulima. In particular, need to know what additional logistics backing the Base will need during the exercise period and whether it can cope with the extra personnel involved.

2. Moses Koroma and I would like to discuss these points during the progress meeting on Thursday 11 March 2014, and it would be helpful if you would arrange for the appropriate representatives from FOB Sulima to attend.

Yours sincerely⁽¹⁰⁾

Gibril

(11)

SECURITY CLASSIFICATION

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Notes:

1. Ranks (for military personnel) and addresses of the originator and the addressee are given in full. Decorations follow the rank and name of both originator and addressee where appropriate.
 2. The file reference is shown opposite the first line of the sender's address.
 3. In an address with a postal town, the town is written in block capitals.
 4. Date, in full, opposite last line of addressee's address.
 5. The choice of salutation depends on the relative ranks of the writer and addressee and how well they know each other. If you are writing to an equal or junior and you know him well, you may use his first forename. If you are writing to an equal or junior and you do not know him well, you have the choice of the 3 following types of salutation:
 - a. Dear Major - somewhat impersonal, but it is correct.
 - b. Dear Bloggs - perhaps rather stiff.
 - c. Dear Major Bloggs - safe and recommended.
- If you are writing to a senior, you have the choice of a or c; both are equally acceptable, but it is customary to use c if you do not know him well. Officers are normally addressed by their generic rank, eg a major general would be addressed 'Dear General' rather than 'Dear Major General', and a lieutenant colonel as 'Dear Colonel'.
6. The subject heading and paragraph numbering are usually omitted when writing to a member of the public.
 7. Footnotes (not endnotes) may be used to quote references or to provide explanation of detail which would otherwise clutter the main text.
 8. DO Letters are written in the first person singular.
 9. Abbreviations are not normally used within DO Letters. You may use generally accepted abbreviations such as 'RSLAF', 'MA', 'MP' etc.
 10. The valediction is a matter of personal choice, but 'Yours sincerely' and 'Yours' are the most common. You should sign a DO Letter with your first forename or nickname but, if the addressee is senior to you or not known to you, add your surname.
 11. Single pages are not numbered.

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ANNEX G TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A LESS FORMAL DO LETTER

SECURITY CLASSIFICATION

From: Commander JOY Turay

DO Comd/21

Joint Communication Unit
Wilberforce Barracks
FREETOWN

Telephone: 078 111000

Commander
5 Infantry Battalion
Wilberforce Barracks
FREETOWN

February 2014

Salutation ⁽¹⁾

I am seriously concerned at the lack of vacancies for promotion.....
.....

Your situation is not as bad as others, but I do believe that
.....

I am writing to all Commanding Officers in the same vein. Ensure in future that very accurate assessment reports are submitted on every officer and.....

Valediction ⁽²⁾

SECURITY CLASSIFICATION

Notes:

1. Inserted in manuscript.
2. First name or nickname is used if the person is familiar or signature if the addressee is senior.

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ANNEX HTO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A FORMAL/CEREMONIAL LETTER

SECURITY CLASSIFICATION	
DALM/1 ⁽¹⁾	Bravo Company ⁽²⁾ 5 Battalion Republic of Sierra Leone Armed Forces Wilberforce Barracks FREETOWN Telephone: (022) 234766 Fax: (022) 231453
The Chief of Staff ⁽²⁾ Headquarters 3 Infantry Brigade Timna Barracks FREETOWN	January 2014 ⁽²⁾
Sir ⁽³⁾	
<u>REPORT UNDER RSLAF REGULATION 1021 – CAPTAIN DAL MASSAQUOI</u>	
Reference:	
A. FTG/SL 1743/P1 dated 1 Jan 14.	
1. I have the honour to refer to ⁽⁴⁾ the report under RSLAF Regulation 1021, Reference A, which has been written about my qualities as an officer and to make the following reply.	
2. The complaint that my drinking too much has had a detrimental effect on my work and social behaviour is founded on opinion rather than fact. While admitting that I drink fairly heavily, I deny that this has impaired my efficiency or made me socially unacceptable, for the following reasons.	
3. I seldom drink anywhere but in the Mess, yet for the 3 months preceding the report my bar bill was substantially lower than that of several other officers, one of whom is known to be of an antisocial disposition. I may have run my company in a slightly unorthodox way but I achieve results; my failure to attend to reports, returns, inventories, publications and letter-writing reflected my policy of relegating paperwork to the bottom of the priority list. I refute the charge that when I drink I am tactless, rude and aggressive. I have always spoken the truth as I saw it and I have cultivated a forceful way of putting things as a way of exercising leadership; now it seems to have been mistaken for rudeness. I should add that I always put my point of view across like this whether I am drunk or sober. I submit that the report under RSLAF Regulation 1021 is no more than the unsubstantiated opinion of a few biased individuals; it is inaccurate and untrue and should be withdrawn.	
I have the honour to be, ⁽³⁾⁽⁵⁾	
Sir, Your obedient officer	
DAL Massaquoi ⁽⁶⁾	
DAL MASSAQUOI Major Staff Officer Grade 2 Administration ⁽⁷⁾	
SECURITY CLASSIFICATION	

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Notes:

1. File Reference.
2. Addressees and dates are typed in full.
3. Salutation and signature blocks are typed in full.
4. All formal letters begin in this manner. The whole letter is normally written in the first person, but it is permissible to use the first person for the opening and closing paragraphs, and the third person for the rest of the text.
5. All formal letters end in this manner.
6. Formal letters are signed by the originator and addressed only to seniors or equals.
7. Single pages are not numbered.

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ANNEX I TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A LOOSE MINUTE WITH ANNEX AND APPENDIX

SECURITY CLASSIFICATION

JLU/HQ/503/2/Admin⁽¹⁾

Apr 14⁽²⁾

OC Tpt Sqn⁽³⁾
OC SSS
RSM

Copy to:

OC EME
Adjt

ANNUAL FORMAL INSPECTION⁽⁴⁾

1. During his recent inspection in preparation for the JFC's Annual Formal Inspection, the CO commented on the amount of tidying up still needed around the buildings under your supervision. A list of the buildings affected is at Annex A.⁽⁵⁾
2. I know that there is always difficulty over finding personnel for this sort of commitment, but time is short. If you need help please let the RSM know as soon as possible so that he can make the best use of his working party.
3. For the Annual Inspection itself, you will need to be aware of the outstanding works services required in your area. I have therefore included this detail at Annex B as a reminder.⁽⁶⁾

KAMARA

SO KAMARA⁽⁷⁾

Maj
2IC
Ext 236435⁽⁸⁾

Annexes:

- A. List of Buildings Requiring External Cleaning.⁽⁹⁾
- B. Details of Outstanding Works Services.⁽⁶⁾

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SECURITY CLASSIFICATION

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Notes:

1. File reference.
2. Date abbreviated, left aligned. The day of the date should be added in manuscript in the margin, in which case the month should be left aligned.
3. Three addressees, followed by 2 'copy to' addressees aligned with left hand margin. If a copy was sent by e-mail, it would be indicated by an asterisk (*).
4. Subject heading in bold, underlined capitals.
5. Annexes included with document; therefore introduced at suitable point in text with the annex identification letter.
6. Annex B is not included in this manual.
7. Signature block, aligned with left-hand margin, name in block capitals, rank, post, and telephone extension included for a loose minute. If a loose minute is being sent to an external address, it is important to indicate the exchange from which the telephone extension comes: eg 7203 FTG.
8. Include e-mail address if appropriate.
9. 'Annex:' or 'Annexes:' a double space below signature block, aligned with left hand margin. First identifying reference, 'A', a double space below 'Annex', aligned with left hand margin.
10. Single page, therefore not numbered.

RESTRICTED

EXAMPLE OF A LOOSE MINUTE WITH ANNEX

SECURITY CLASSIFICATION		
<u>ANNEX A TO</u> <u>JLU/HQ/503/2/ADMIN</u> <u>DATED⁽¹⁾ APR 14</u>		
<u>LIST OF BUILDINGS REQUIRING EXTERNAL CLEANING⁽²⁾</u>		
Ser⁽³⁾	Building	OIC⁽⁴⁾
(a)	(b)	(c)
1	No 1 Garage	OC Tpt Sqn
2	Veh Inspection Pit	OC Tpt Sqn
3	Ammunition Store	OC SSS
4	SSS Office	OC SSS

Details of the necessary work and the date by which completion is required are given in Appendix 1.⁽⁵⁾

Appendix:

1. Details of Work Required and Completion Dates.

A – 1⁽⁶⁾

SECURITY CLASSIFICATION

Notes

1. The date is entered by the person signing the covering document (ie the Loose Minute).
2. The subject heading of the annex must be identical to that given in the list of annexes at the end of the loose minute and in bold.
3. Bold 10 point font, with initial capitals is used in column headings. Where a table continues on another page(s), the column letters (a), (b), (c) etc should be repeated. In documents which may be subject to amendment or cross-referencing, such as operation orders, the use of column titles and letters on subsequent pages will improve clarity of presentation.
4. Standard abbreviations are used in the table. If non-standard abbreviations are used then abbreviations must be spelt out in text or as a footnote (OIC: officer in charge.)
5. Details of any accompanying appendices are listed in numerical order at the end of each annex.
6. If there had been subsequent pages to this annex, they would be numbered ‘A-2’, ‘A-3’ etc.

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EXAMPLE OF A LOOSE MINUTE WITH APPENDIX

<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p style="text-align: right; margin-right: 50px;"><u>APPENDIX 1 TO</u> <u>ANNEX A TO</u> <u>JLU/HQ/503/2/ADMIN</u> <u>DATED FEB 14</u></p> <p><u>DETAILS OF WORK REQUIRED AND COMPLETION DATES</u>⁽¹⁾</p> <p>1. <u>Tpt Sqn.</u></p> <p style="margin-left: 40px;">a. <u>No 1 Garage.</u> All areas around the Garage, out to a distance of 20 m, need to be cleared of litter by 8 May. Litter clearance should be:</p> <p style="margin-left: 80px;">(1) Coordinated through the RSM.</p> <p style="margin-left: 80px;">(2) Carried out using equipment designed for that purpose, which is available from Barrack Stores on request.</p> <p style="margin-left: 40px;">b. <u>Veh Inspection Pit.</u> The area around the pit needs to be cleared of rubbish by 9 May.</p> <p>2. <u>SSS.</u></p> <p style="margin-left: 40px;">a. <u>Ammunition Store.</u> The work, which must be completed by 11 May, is as follows:</p> <p style="margin-left: 80px;">(1) The windows need cleaning.</p> <p style="margin-left: 80px;">(2) The grassed areas need to be cleared of litter. The procedure listed for Tpt Sqn should be followed:</p> <p style="margin-left: 120px;">(a) The activity must also be coordinated with the QM due to pending works service activity in the area.</p> <p style="margin-left: 120px;">(b) The litter-clearing equipment must be returned to Barrack Stores by 12 May.</p> <p style="margin-left: 40px;">b. <u>SSS Office.</u> The area surrounding the SSS Office should be cleared of rubbish by 8 May.</p> <p style="text-align: center; margin-top: 20px;">A1 – 1⁽²⁾</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>

NOTES

1. The subject heading of the appendix must be identical to that given in the list of appendices at the end of the annex to which they relate and in bold.
2. Subsequent pages of this appendix would have been numbered ‘A1-2’, ‘A1-3’ etc.

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ANNEX J TO
DW CHAPTER 3
DATED FEB 14

EXAMPLE OF A MEMORANDUM

MEMORANDUM			
To: DCOS ⁽¹⁾	From: SO2 J7 ⁽¹⁾		
Ref: JFCCR/7000/1			
Date: 14 Mar 14	Tel: Ext 034 ⁽²⁾		
MOD Form 4A			
Subject: <u>CONDUCT OF 4 BBS TRAINING VALIDATION</u>			
<i>Reference:</i>			
<i>A. JFCCR/7000/1 dated 10 Mar 14.</i>			
<i>Please be gently reminded about the conduct of the trg validation ex scheduled to commence on 20 Mar 14 as was contained in Ref A. In lt of this, it is req that you please auth the alloc of veh and fuel to cover the to and fro mov (incl internal runs) of the trg team.</i>			
Rank: Maj	Name: MS TEJAN	Signature: MST	Appointment: ⁽³⁾
<i>Complete this form in manuscript unless there are special reasons for typing</i>			

Note:

1. Appointments are used, not names, unless appointments are not known.
2. Only the extension number is needed when the writer and the addressee are in the same formation and intercom is used.
3. Appointment is not written here because it has already been shown at the superscription.

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(Intentionally Blank)

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CHAPTER 4

WRITTEN BRIEFS, ORAL BRIEFS AND PRESENTATIONS

SECTION 1- WRITTEN BRIEFS

“I must insist on knowing all the essential facts....., pray let me have, on one sheet of paper, a note showing the pros and cons”.

Winston Churchill

INTRODUCTION

1. Senior officers often rely on briefs to acquaint themselves with a subject. The preparation of briefs is therefore one of the most frequent tasks of a staff officer. There are few definite rules governing brief writing; different senior officers require briefs prepared in different ways and this, as well as the widely varying subjects on which briefs are required, leads to considerable flexibility in the form in which they are produced. This means that care and thought must be taken in the preparation of all briefs or they will fail to achieve their aim.

2. A brief is essentially a personal submission giving some scope for an original approach. The use of the first and second person is permissible, where appropriate, and the attention of the reader can be drawn to specific areas for information or emphasis.

AIM

3. The aim of this Chapter is to give guidance on the preparation of written briefs and the conduct of oral briefing and presentations.

PURPOSE

4. Briefs are required for a variety of purposes, usually to give senior officers or staff the necessary background information to enable them to represent an issue at an appropriate level. Any inclination to attach significant amounts of source documentation should be resisted. When preparing briefs, the author should always check with outer-office staff to ascertain the precise requirement.

5. A brief has 2 purposes:

a. To impart information.

b. To present facts in a manner which can be assimilated quickly and easily, saving time for the reader.

CHARACTERISTICS

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

- a. Be accurate.
- b. Be impartial.
- c. Be as short as possible.
- d. Draw attention to the salient points.
- e. Where necessary:
 - (1) Provide constructive criticism and suggest alternative solutions.
 - (2) Offer positive advice or answer specific questions and explain any recommendation.
 - (3) On contentious issues, particularly for meetings or visits, recommend a 'line to take'.
- f. Be presented in the manner required by the senior officer concerned.

GENERAL LAYOUT AND CONVENTIONS

7. Briefs conform to the general layout in Chapter 3. The rules for precedence, copy and page numbering, the layout of the address, date, addressee and signature block all conform to the rules in Chapter 3. The format can be based on either a Loose Minute or a Routine Letter. There are 3 significant variations:

- a. Since briefs are generally only for internal circulation it is unusual to show the address block; the date appears on the left immediately under the reference. The addressees are listed using their abbreviated titles even if there are several of them, rather than the convention 'See Distribution'.
- b. There is a vertical line 40mm from the right edge of the page extending from the first to the last line of text on every page. This margin is used to draw attention to accompanying documents using conventions explained in Paragraphs 9 and 10, and for the addressees to make notes in.
- c. The accompanying documents are not listed as annexes or enclosures but as 'Flags'. Flags are listed in the subscription using the conventions explained in Paragraphs 14 and 15.

FRAMEWORK

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8. The framework of a brief is flexible and depends chiefly on the wishes of the officer for whom it is prepared and on locally accepted practice. However, you should observe the following rules as far as possible:

- a. The text is to conform to the rules of administrative writing.
- b. It is often useful to have a short paragraph reminding the addressee why the brief has been prepared.
- c. The introduction may include background, reference to relevant papers, give any previous decisions which have been reached, and give the scope and purpose of the Brief. When necessary, the relevant papers are flagged. A main or group heading INTRODUCTION is not mandatory; in some Briefs, another heading such as BACKGROUND may be appropriate.
- d. Main, group and paragraph headings should be used liberally but this will depend upon the subject matter being discussed. A brief may require several main or group headings to provide a logical structure.
- e. Sentences should be short and crisp.
- f. Where it is necessary for the writer to add his opinions on facts stated, his views should be shown under the separate heading 'comments'.
- g. In a complicated brief it may be useful to state the aim in order to focus the attention of both writer and reader. It may also require a summary of the main points or a conclusion.
- h. A formal conclusion to a brief is not normally required unless the brief is particularly complicated or the subject is obscure.
- i. All departments consulted (other than the writer's own) should be listed in order of seniority and then alphabetically within seniority. Departments are listed before authorities. An 'authority' is a publication or reference work which is used as a source of information for a subject under brief but not flagged as a supporting document.

FLAGS

9. Flags and side flags are used to refer the reader to detail. It is essential to understand the difference between them:

- a. **Flags.** A flag is used to identify a complete document attached to a brief. This document could be a self-contained extract from a longer document such as a part, section, chapter or annex of it, for example:

Flag A. Defence Writing Hand Book Chapter 1

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Flag B. RSLAF Terms and Conditions of Service Chapter 2.

- (1) Each item attached to the brief, whether document, letter, pamphlet, book or self-contained extract, should have a flag.
- (2) Flags are given letters starting at A and are attached to the top of the first page of each paper. When all papers are assembled the flags should appear alphabetically from left to right.

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

- (1) Side flags are given numbers starting at 1 and must be attached to the right side of the relevant piece of paper, opposite the paragraphs to which they refer. For this reason, side flags attached to one particular document would be unlikely to appear in any sort of numerical order.
- (2) Relevant paragraphs should be sidelined in pencil on the outside edge of the page so that the reader knows the extent of the extract to be read. The sidelining should start and finish with a horizontal bar to mark clearly the relevant passage. In the highly unlikely event that it is not possible to attach the side flag opposite the sidelined text, a pencil line may be drawn from the side flag to the sidelining.
- (3) If the paragraphs referred to are on the reverse of the page, the word 'OVER' should be printed in block capitals on the side flag, so that the reader knows that he has to turn the page.
- (4) If a reference starts on one page and continues on to the reverse of the page or subsequent pages, the words 'AND OVER' should be printed on the side flag. Sidelining continues on the outside edge of subsequent pages as long as necessary.

10. Flags and side flags should:

- a. All be visible when the Brief is being read but should not stick out so far that they easily get torn or crumpled.
- b. Not obscure each other.
- c. Not obscure any writing in the document to which they are attached.
- d. Be mentioned separately in a margin drawn for this purpose down the right hand side of the paper, thus:

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

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- e. Be shown in a separate list for each at the end of the brief. If necessary, the brief can then be re-assembled after it has been broken down or the original documents have been returned to their sources.

FORMAT AND STYLE

11. The format and style of a brief can range from a formal layout to penciled note on a memo pad. The only sure way of deciding the format and style to be used is to adopt the local custom and follow the example of your predecessors. Remember, also, that a change of commander or a new senior staff officer may require you to change your style of brief writing. Briefs produced at the HA are to follow the rules laid down in this Handbook.

TYPES OF BRIEF

12. **Information Briefs.** This type of brief is written for a senior officer who wishes to review a plan or situation, to learn about a visitor or to study the details of a visit which he is to make.

13. **Decision Briefs.** As their name implies, decision briefs are produced for a senior officer who wishes to study a complicated subject or policy matter on which he has to make a decision. Such a subject may have been dealt with in numerous papers, letters and minutes over a period of months. Some of the material on file may be irrelevant, some may have been superseded by more recent papers and some of the files may contain conflicting views and advice.

14. **Meeting Briefs.** A senior officer may require a brief to familiarize himself with the agenda of a meeting. Depending on the subjects to be discussed, such a brief will fall under either or both of the 2 previous headings.

15. **Personality Briefs.** A staff officer will often have to brief his commander about a visitor expected at the headquarters. The contents of such a brief will depend on how well the visitor is known to the senior officer visited and on the nature of his visit. In addition to any other information which

is specially asked for, a personality brief could contain:

- a. Administrative details (times, methods of arrival and departure, accommodation, meals etc).
- b. Questions to be asked of the visitor.
- c. Questions likely to be asked by the visitor, with suggested answers.
- d. Important points to be discussed or emphasized.

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

16. **Briefs for Visits.** The contents of a brief for a senior officer about to make an important visit will largely depend upon the wishes of the officer concerned. Normally the brief should cover points in the chronological order in which they will occur during the visit. Unless otherwise directed the brief could contain:

- a. An outline of the history and organization of the establishment to be visited. An organization chart should be included if appropriate.
- b. Details of current work, training, etc, being carried out.
- c. Short biographies of chief personalities likely to be met and a staff list.
- d. A list of points to be discussed.
- e. A list of questions which the visitor may be asked, with recommended answers.
- f. Any special information that may be of value during the visit.
- g. Details of the administrative arrangements for the visit.

17. **Examples.** For your guidance, examples of briefs are attached to this Chapter as follows:

- a. **Annex A.** Framework of a Brief.
- b. **Annex B.** Example of an Information Brief (which happens to be a Personality Brief).
- c. **Annex C.** Example of a Decision Brief.
- d. **Annex D.** Example of a Meeting Brief.

FOLDER LAYOUT

18. Simple briefs normally cover the supporting papers. More complicated briefs, particularly those covering a paper to be taken in committee, are usually placed in a folder together with the

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supporting papers. A popular layout is to secure the brief to the left cover, with the supporting papers opposite. The paper under discussion would be placed as Flag A on the right, with any additional papers, in the sequence followed in the brief, underneath. The brief and the papers can then conveniently be read in parallel.

19. If a meeting brief has been prepared covering a number of subjects, it should also be placed on the left. The agenda is then the top folio as Flag A on the right. The remaining papers under brief are placed underneath in agenda order. If each agenda item requires its own complicated brief, it is easier to put the papers and brief for each subject into a separate folder, as described in Paragraph 17. The complete brief then consists of a number of folders, one for each subject, and each with its own list of flags and side flags.

20. **Care of Documents.** When preparing a brief it may be necessary to extract papers from their parent file to make copies of them or to attach them to the brief. A suitable note must be made in each file and the papers must be returned as soon as possible.

SECURITY

21. A brief must bear the security classification required by its own contents. Attention is also to be drawn to the grading of any documents attached to it, for instance, 'RESTRICTED COVERING CONFIDENTIAL'. Any folder must be marked with the grading of the most highly protected document within it.

PREPARING THE BRIEF

22. Be clear on your objective. Conduct any necessary research and assembling relevant papers.

23. **What to Include.** The main problem in writing a brief is to decide how much or how little to include. A lengthy and complicated brief with numerous flags may, by its very complexity, may confuse the reader that he will decide to ignore it completely and read all the supporting material for himself. On the other hand, a brief which is too short or which consists of flag references and little else, may also not achieve its aim. The answer is to choose a middle course based on the complexity of the subject, the reader's familiarity with it and the reader's preference which should be ascertained whenever possible. Within these constraints, the brief should be as short and simple as you can make it.

DRAFTING THE BRIEF

24. There are 2 ways of drawing the recipient's attention to the salient facts:

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- a. The reader can be invited to read them from attached source documents.
- b. Facts can be summarized and included in the text of the brief.

25. **Achieving the Correct Balance.** In achieving balance between these 2 methods, the guiding rule is that a brief should stand on its own. Put simply, the reader should be able to grasp the gist of the subject without having to refer to flags and side flags. Clearly when writing a brief on a complicated subject this may not always be easy. Nevertheless, every effort must be made to summarize the salient points in the brief itself before referring the reader to flags and side flags.

26. **Guidelines.** The following guidelines should assist in deciding what material to include in a brief:

- a. Do not reproduce large sections of reference material which can be read just as easily in the original form.
- b. A lengthy argument or viewpoint should, whenever possible, be summarized in a few sentences. Verbatim quotations should be used only to highlight a particular point or to contrast differing views from a number of papers.
- c. The answers to specific questions posed by the person for whom the brief is written must appear in the brief.
- d. A suitable recommendation must be included in the brief if the reader is required to take action or make a decision.
- e. In a brief for a meeting, the agenda should be discussed, if possible in advance, with the person attending the meeting. A brief for a meeting should also attempt to define any controversial points which may arise, provide answers to questions which may be asked and give a 'Line to Take' on controversial issues.

27. **References.** A brief will often summarize, paraphrase or quote verbatim parts of the papers under brief. Such passages must be supported by a reference so that the reader can turn to the relevant portion and study it at first hand. The references are identified by a system of 'flagging' which is discussed in Paragraph 9.

28. **Guidance to the Reader.** When referring the reader to sections of supporting papers, make clear, if it is not obvious, the action which the reader should take and whether these sections are essential to the Brief or are referred to for interest only. These examples demonstrate how flags are introduced in a brief:

- a. MOD policy is laid out at Flag A
which you should read.
- b. Further details are at..... Side Flag 1
if you require them.

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- c. '....and he was particularly concerned about the effect on training. His letter, which you should read, is at Flag B

- d. '....the relevant statement, which you should read, is at..... Side Flag 2
The article, which concentrated on the officer's statement, is at Flag C
if you require further information'.

- e. 'It is not possible to claim expenses in these circumstances. The rules are contained in Chapter 3 of AFR Volume 3, an extract from which is at Flag D
and, if you need it, the specific exclusion affecting this case is at Side Flag 3

- f. 'If you are satisfied that there was no deliberate deceit, then it is open to you to invite him to repay the claim. This complies with the instructions at Side Flag 5
which you should read if you have time. I have prepared the document for your signature at Flag E.

29. **Commonly used Phrases.** Some commonly used phrases are shown below:

- a. Which you should read.
- b. Which you must read.
- c. Which you should scan.
- d. Which you may wish to scan.
- e. To which you may wish to refer.
- f. Which you should read if you have time.
- g. Which you should read if you require further background information.
- h. Which is for your interest only.
- i. Which you may find amusing.
- j. For your consideration.
- k. If you need it.
- l. Should you require it.

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Selection of the correct phrase is important and demands careful thought. The aim must be to help the reader judge to what extent the material will enhance his understanding.

30. **Comment and Recommendation.** You will often have your own views on the subject of the brief. These may be included but, to make it clear that they are personal opinion rather than statements of fact or official opinion, they should appear under the heading 'Comment'. Where you are recommending a particular option that reflects departmental policy, include it under the title 'line to take'.

31. **Post-Brief Actions.** If a brief includes original documents or extracts from documents, the flags and side flags must be recorded in detail (giving reference number, date, page and paragraph numbers where appropriate) so that they may be returned on completion of use and, indeed, so that the brief may be subsequently reconstructed if required. Where photocopies are used, such detailed referencing is not necessary.

32. **Accuracy and Impartiality.** A commander or senior staff officer will often base important decisions on briefs prepared for him by members of his staff. An inaccurate, careless or biased brief can lead to wrong decisions which may have far-reaching consequences. It is all too easy for a staff officer to give added weight to some point about which he feels strongly or to soft-pedal on one about which he does not. The error of omission (failure to include papers giving the other side of the case) can have serious repercussions. Even when done with the best of intentions such a practice is dishonest and its temptations must be resisted.

FURTHER DISTRIBUTION

33. A brief is normally prepared for one individual, so it is rarely necessary to distribute further copies. If additional distributions are required, they should be listed at the foot of the subscription, as shown in Annex A to Chapter 2. Alternatively, it is acceptable to list further individual addressees under the injunction 'Copy, or Copies, to:' as shown in Annex B to Chapter 4.

CONCLUSION

34. The writer should apply these criteria to a brief:
- a. Does it present the information clearly?
 - b. Is it as short as possible?
 - c. Is it impartial?
 - d. Does it save the Commander's time?
 - e. Does it answer all the specific questions posed?

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SECTION 2 - ORAL BRIEFS

ORAL BRIEFING AND PRESENTATION

AIM

35. The aim of an oral briefing or presentation are primarily:
- a. To save time by eliminating the need for a senior officer to read through a large volume of papers.
 - b. To enable the senior officer to question the briefing officer and to discuss a problem or situation with other commanders or with his staff.

SCOPE

36. The scope can range from the short briefing by a junior staff officer on some routine matter, to a full-scale tri-service presentation made to a commander(s) on a plan for a major operation. However, all briefing or presentation will have one or more of these 3 aims:
- a. To impart information.
 - b. To obtain a decision.
 - c. To review a plan or situation.

INFORMATION BRIEF

37. The purpose is to inform the listener. The briefing neither elicits nor requires a decision. Its purpose may be to keep the listener abreast of the current situation or to supply specific information as required. The briefing should normally contain a short introduction, sufficient to orientate the listener. As in any briefing, the presentation of the facts must be orderly, objective, clear and concise.

DECISION BRIEFING

38. A decision briefing will undoubtedly contain an 'information briefing' as one of its components, but it is much more comprehensive in scope and is presented for a different

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purpose. The required response is an answer to a question of a decision on a possible course of action. Points to note are:

- a. At the outset, the briefing officer must announce clearly that he is seeking a decision.
- b. The listener may have to be reminded of all the salient facts in order to arrive at a sound decision.
- c. The briefing officer must be fully prepared for interruptions and questions at any point during the briefing. He must also be prepared to give his own deductions, conclusions and to recommend a course of action.
- d. At the end of the briefing, the briefing officer must ensure that he understands the decision given. Whenever appropriate, the decision is recorded and disseminated to all concerned.

REVIEW OF A PLAN OR SITUATION

39. A review will normally involve a presentation. A presentation is really an expanded decision briefing. When a staff presents to a commander the key factors in a situation, their deductions from them and the various courses open to him, the commander is then required to make decisions and approve an outline plan. Therefore the presentation team must:

- a. Plan the presentation in detail and rehearse it thoroughly.
- b. Confine this presentation to essentials. Commanders are busy men and must not be bothered with unnecessary detail.
- c. Be completely objective in their presentation of the courses open.

PREPARATION OF MATERIAL

40. The preparation of a briefing, presentation, speech, lecture or talk can be split into a number of steps.

STEP ONE - THE SCOPE

41. Decide on the scope:

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- a. **Aim**. Examine the requirement, the terms of reference and decide on the aim.
- b. **Audience**. Consider their knowledge, experience and what they want to know.
- c. **Time**. Consider the time allotted or required.
- d. **Facilities**. Consider the physical facilities available including audio-visual aids.

STEP TWO - THE PLAN

42. Having decided on the scope of the talk:
 - a. Collect all possible relevant information.
 - b. Make an outline plan. Marshal ideas, decide on headings for each stage of the talk and arrange them in a logical sequence. Present the facts as they are and not how you think the listener would want to hear them.
 - c. Decide what audio-visual aids will be required. See Annex A.
 - d. Make preliminary administrative arrangements:
 - (1) Nominate assistants, collect audio-visual aids.
 - (2) Plan rehearsal(s).
 - (3) Arrange for a final review by the relevant authority.

STEP THREE - THE NOTES

43. The type of notes used will vary according to individual taste, the length of the talk and the complexity of the subject. Many speakers find it necessary to draft their presentation in full, although when speaking they may discard the script and speak from notes only without previously composing a full script. Very few have the ability to speak entirely without notes of any kind. For short briefings, notes by themselves will probably suffice.

PREPARATION OF MATERIAL FOR OTHERS

44. Staff officers may be required to prepare briefing notes, a speech or lecture for a senior

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officer. In such circumstances it is essential to consider the personality, outlook and requirements of the senior officer.

45. A possible sequence of events for such a situation is:
- a. Staff officer consults the sponsor or his staff to find out exactly what the audience wants to know.
 - b. The senior officer is consulted and:
 - (1) His first thoughts are obtained.
 - (2) Agreement is reached as to the form of notes required.
 - c. Staff officer drafts the notes as required.
 - d. Senior officer takes the notes and annotates them as he wishes. He should never give his speech direct from the staff officer's notes.
 - e. For an important speech or lecture the senior officers may require a rehearsal.
 - f. Any script for a press handout should be directed by the speaker.

DELIVERY

46. A staff officer will normally speak in public to an audience who want facts and not emotional uplift. He should speak simply and unaffectedly. He must express his thoughts clearly and concisely and say exactly what he means, in simple words that will be readily understood by his audience. While speaking, concentrate upon:

- a. Being heard.
- b. Capturing the attention of your audience by your voice and manner and by looking them in the eye.
- c. Avoiding mannerisms or anything that might distract attention from what you are saying.

BEING HEARD

47. A few rules are:

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- a. Keep your head up and address your remarks to the back of the room.
- b. Pitch your voice to suit the room.
- c. Keep your chest expanded so that you have reserve of breath and your voice does not die away before you have finished a sentence.
- d. Avoid shouting, but speak clearly and annunciate your consonants firmly.

CAPTURING YOUR AUDIENCE'S ATTENTION

48. Provided it is sensibly applied and not overdone, humour normally has its place in most presentations, talks or speeches. You also do much to capture the interest of your audience by varying the pitch and rhythm of your voice to suit and emphasize your words. Try to:

- a. Vary your rate of speaking according to the relative weight or importance of what you say.
- b. Speak more deliberately than you feel to be right, particularly during the first few minutes, so that the audience can become accustomed to your voice.
- c. Give the audience time to grasp each point before you plunge them into the next.
- d. Repetition is often necessary to make major points, and a summing up is usually essential.

DISTRACTING ATTENTION

49. The concentration of an audience will be lost if anything distracts their attention. Remember to:

- a. Stand up straight.
- b. Avoid such annoying mannerisms as playing with spectacles, blackboard chalk or pointer, continually shifting your feet, or scratching your ear.
- c. Keep your hands still except when you are using them in gesture.
- d. Do not walk about while you are talking.

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THE NEED FOR PRACTICE

49. In order to become proficient at this technique, it is essential to practice. Most officers will probably agree that they are not born public speakers and all will admit room for improvement. Unless you feel entirely confident it is worthwhile rehearsing your script. This should be done in a room of similar size and it is best if you have someone listening to you. Some people prefer to record their script on a tape recorder and then play it back to themselves. Whatever method suits you, it is important to prepare any oral brief thoroughly.

Annexes:

- A. Framework of a Brief.
- B. Example of an Information Brief.
- C. Example of a Decision Brief.
- D. Example of a Meeting Brief.

FRAMEWORK OF A BRIEF

SECURITY CLASSIFICATION

PRECEDENCE

Copy No.....of.....⁽¹⁾

Identifying Reference

Date

BRIEF FOR (APPOINTMENT) ⁽²⁾

SUBJECT HEADING

BACKGROUND ⁽⁴⁾

- | | |
|--|---------------|
| <p>1. For a meeting brief, the agenda is included at..... ⁽³⁾
as the first item in the brief. ⁽³⁾</p> <p>2. The background may include the history of the subject, refer to relevant papers and mention any previous decisions that have been reached. When necessary the relevant papers are flagged.</p> | <p>Flag A</p> |
|--|---------------|

AIM ⁽⁴⁾

- | | |
|-------------------------|---------------|
| <p>3.....
.....</p> | <p>Flag B</p> |
|-------------------------|---------------|

DISCUSSION

- | | |
|---|-----------------------------|
| <p>4.
.....</p> <p>5.
.....</p> <p>6.
.....</p> <p>7.
.....</p> | <p>Flag C</p> <p>Flag A</p> |
|---|-----------------------------|

(page number) ⁽⁶⁾

SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

CONCLUSIONS ⁽⁴⁾

8.

9.

RECOMMENDATIONS ⁽⁴⁾

10.

11.

Signature
Signature Block
⁽⁵⁾

List of Flags:

- A. (Title of document or similar identification).
- B.
- C.
- D.

List of Side Flags:

- 1. (Letter of Flag and Paragraphs, etc, number to identify reference).
- 2.
- 3.
- 4.

Departments/Authorities Consulted⁽⁷⁾

.....
.....

Distribution ⁽⁴⁾

Copy No: ⁽¹⁾

(page number)

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Notes.

1. If classified SECRET or above.
2. As an alternative to writing 'BRIEF FOR CDS' here, it is acceptable to write 'CDS' under the identifying reference.
3. Some senior officer may require double-spaced typing, or an extra wide margin, for notes.
4. If required.
5. In large HQ and within MOD it is usual to show the signatory's telephone number.
6. If classified SECRET or above.
7. Normally only used within MOD or HQ JFC.

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ANNEX B TO
DW CHAPTER 4
DATED FEB 14

EXAMPLE OF AN INFORMATION BRIEF

SECURITY CLASSIFICATION

HQ 5BDE/1000/2

Feb 14

BRIEF FOR COMD 5 BDE
VISIT OF MAJ GEN RS CONTEH (rtd)

INTRODUCTION

1. Maj Gen RS Conteh (rtd) has been invited to visit this HQ on 2 Mar 14 to deliver a lecture to all officers on 'Fighting in build Up Areas (FIBUA)'. If the lecture is successful, the CJF believes you may wish to consider repeating it next year.

ADMINISTRATIVE ARRANGEMENTS

2. The following arrangements have been made:
- a. The lecture will be given in the Briefing Room at 1000 hours. Overhead and slide projectors have been arranged. It will last for 2 hours.
 - b. Maj Gen RS Conteh (rtd) will stay with the Mayor of Bo City until the end of his visit. The DCOS will meet him at the Mayor's house and both of them will proceed to this HQ.
 - c. They will arrive at this HQ at around 0945 hours and the retired Maj Gen will be brought to your office. Coffee will be available in the Briefing Room.
 - d. The retired Maj Gen has accepted an invitation to BBQ in the Mess on the last day of his visit at 1900 hours.
 - e. Maj Gen RS Conteh (rtd) has another private appointment in Bo City at 1500 hours, so the utility veh should leave the Mess not later than 1430 hours.

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SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

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BIOGRAPHY

3. Maj Gen RS Conteh (rtd) was born in Makali, Makeni District in 1945 and educated at Magburaka Boys School and the Fourah Bay College – University of Sierra Leone. He was commissioned in 1965 at the Sandhurst Military Academy.
4. He served in several foreign missions including Angola, the Bulkans, Iraq and Kuwait, and was awarded the Order of the Rokel in 1986
5. From 1980 to early 1983 he filled an instructional appointment in Jaji, Nigeria. In 1988 he was appointed to command the Cobra Battalion in Liberia at the time of the Liberian Civil War.
6. He also filled a number of command and staff appointments in RSLAF. His last appointment was at the Armed Forces Training Center in the capacity of Commandant where he received citation for exemplary hard work. He retired in 2002.
7. In retirement he has written several books, the most successful of which, ‘What Life Has Taught Me’, was published in 2004. He is a regular contributor to RSLAF’s Defender Magazine.
8. He lives in Freetown and has two sons in the University. His interests are sports, reading, and he takes great pleasure in arguing about European Football.

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Maj
COS

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SECURITY CLASSIFICATION

EXAMPLE OF A DECISION BRIEF

<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>JFCCR/J7/7000</p> <p>Feb 14</p> <p>CJF</p> <p><u>USE OF TRAINING AREAS IN HASTINGS</u></p> <p><u>HISTORY</u></p> <p>1. Since 1999, RSLAF troops have been allowed to train in Hastings on 2 types of training area:</p> <p style="padding-left: 40px;">a. <u>Permanent Areas.</u> The general area stretching from the third class motor way has been a permanently allotted area to the RSLAF for training purposes. Civilians are excluded from this area and all types of training including live firing, are allowed. Damage is not paid for, and we have not been required in the past to pay any yearly rent to the Koya Rural District Council.</p> <p style="padding-left: 40px;">b. <u>Temporary Areas.</u> The general training area has 4 temporary areas shown on the map at, which you should look at. On these, only dry training is allowed. Damages inflicted must be paid for and all local claims are settled through a Claims Committee which has been effective in its duties. Unfortunately, the training agreement with the Koya District Council specifically excludes the use of these areas for counter revolutionary warfare, counter terrorist or helicopter training.</p> <p>2. Should you require a copy of the training agreement, this could be found at The section which excludes internal security training on the temporary areas is at The clause was inserted to protect local political sensitivities at the time of signing in 1999.</p> <p style="text-align: center;">(page number)</p> <p style="text-align: center;">SECURITY CLASSIFICATION</p>	<p>Flag A</p> <p>Flag B</p> <p>Side Flag 1</p>
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PRESENT SITUATION

3. Since the training area was dedicated to infantry training for United Nations Peace Support Operation, troops have found restrictions placed on the use of the temporary areas to be a serious constraint.

4. Brigade Commanders and the Commander Training Group have a consensus agreement that their troops inserted into the Peace Mission Training Centre must be unrestricted in the use of the temporary areas. The permanent area is already fully booked for 2014. Should you wish to read the views that emanated at the training conference, they are attached as follows:

- a. 3 Inf Bde.....
- b. 4 Inf Bde.....

Flag C
Flag D

RECOMMENDATION

5. An abridged version of the proposals put forward for the re-opening of the temporary training areas to all forms of training are at It is suggested that you read this in detail and, in particular....., you will note that the phrase ‘training for UN operations’ has been used to replace the controversial phrase ‘counter revolutionary training’.

Flag E
Side Flag 2

6. It is recommended that these proposals are forwarded to MOD for consideration, with a view to facilitating an amendment of the 1999 Agreement that is being negotiated at Ministerial level.

JAN ABU

Col
COS

List of Flags:

- A. Map of Temporary Training Areas.
- B. 1999 Agreement (Status of Forces).
- C. HQ 3 Inf Bde Letter 3Bde/G7/1 dated 21 Feb 14.
- D. HQ 4 Inf Bde Letter 4Bde/G7/08 dated 25 Feb 14.
- E. Abridged Version of Proposed Agreement.

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List of Side Flags.

1. Flag B, Section XIX - Temporary Training Areas.
2. Flag E, Paragraph 8 - Training for UN Type Operations.

Departments/Authorities Consulted:

DDTER
Horton Academy

(page number)

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EXAMPLE OF A MEETING BRIEF

<p style="text-align: center;">SECURITY CLASSIFICATION</p> <p>JFCCR/3000/10</p> <p>Feb 14</p> <p><u>BRIEF FOR CDS - EVACUATION OF SIERRA LEONEAN NATIONALS FROM AGGRESSA</u></p> <p><u>INTRODUCTION</u></p> <p>1. FISU INTREP G2/2000/1 dated 6 Feb 14, which is at reveals that Sierra Leonean nationals resident in FARAVIA are being subjected to unprecedented and large scale intimidations and attacks by indigenes. FISU INTREP G2/2000/2 dated 7 Feb 14 at..... indicates that 35 Sierra Leoneans have been brutally murdered and property worth billions of Leones destroyed. Paragraph 2 reveals that despite series of appeals from various governments, NGOs and Amnesty International, FARAVIA has blatantly refused to open the land borders and allow victims free passage through their borders. Government of Sierra Leone has therefore opted to carry out an evacuation of all Sierra Leonean nationals from FARAVIA by land and sea.</p> <p>2. CJF has scheduled a meeting at HQ JFC Conference Room for 3 Mar 14 to deliberate on the evacuation and the possible use of SIR MILTON (PB 105) during the exercise. In preparation for the meeting, you requested for a brief assessing the feasibility of the exercise and outlining the required logistic support. You also wanted to know:</p> <ul style="list-style-type: none">a. The earliest possible date for commencement of the evacuation.b. When the troops tasked to conduct exercise should deploy to meet that date.c. The length of time the assigned troops could be held in Freetown without negatively affecting other operational commitments and training requirements. <p style="text-align: center;">(page number) SECURITY CLASSIFICATION</p>	<p>Flag A</p> <p>Flag B</p>
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d. What the command and control arrangements will be.

EVACUATION BASE

3. Maritime Wing Base Murray Town is the base for the evacuation. The Sierra Leone Embassy in FARAVIA has forwarded a copy of the latest diplomatic communiqué granting clearance which is at.....
for Boat Sir Milton to dock at the port in FARAVIA.

Flag C

SECURITY AT FARAVIA SEA PORT

4. Contingent on the firm stance the AGRESSAN government is maintaining, it is assessed that the security of Boat Sir Milton is not guaranteed. It is therefore expedient that standby troops are placed on short notice to move operational task at the Seaport.

NUMBER OF SIERRA LEONEANS TO BE EVACUATED

5. Approximately 900,000 Sierra Leoneans shall be evacuated. But it is estimated that a total of 150 nationals in critical condition, mostly women and children, are required to be evacuated by air to Freetown. The Sierra Leone High Commission in Ghana has finalized an agreement with the Government of Ghana for the provision of 2 sorties of C130 aircraft for this urgent task. A sea component will lift the rest of the evacuees over a period of 3 days. The Sierra Leonean Embassy in KAMATA will undertake to have the family evacuees camped in and around the sea and airport.

ACCOMMODATION AND CATERING

6. CO JLU should be tasked to arrange accommodation and catering for all military personnel involved in the exercise. A separate task force should be assembled to take care of camping and feeding of the evacuees for the period while in transit in FARAVIA. It is possible that a number of Humanitarian Aid Agencies will be available to render humanitarian assistance.

CASUALTIES

7. It is likely that there we will continue to have casualties among the Sierra Leonean nationals during the evacuation. It seems prudent to have a medical team deployed on this exercise, and an ambulance to be placed at 30 minutes' notice to move.

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MOVEMENT CONTROL (MOVCON) TEAM

8. A MOVCON team to assist in the documentation and loading of passengers at the sea and airport in FARAVIA should be deployed. 2 Forces Mov Unit could provide a team at 24 hours' notice.

FUEL

9. Paragraph 4 of FISU INTREP J2/2000/3 dated 8 Feb 14 at which is at....., indicates that there is no fuel at the FARAVIAN airport. Therefore, the Ghanaian C130 shall be refueling at the Lungi International Airport.

TIMING

10. The earliest time that the evacuation could start would be 0800Z hours 11 Feb 14.

COMMAND AND CONTROL

11. The CJF will retain full command of all troops engaged in the operation. CO Maritime Wing should exercise operational command over the infantry, medical team and other support elements during the operation

CONCLUSION

12. The evacuation of 150 Sierra Leonean nationals from FARAVIA International Airport could be undertaken by C130 provided by Ghana. The remaining 750 will be evacuated by sea.

13. The designated troops, comprising Maritime Wing personnel, and the infantry and support elements should deploy and standby for further directive.

14. CO Maritime Wing should exercise operational command over the designated troops with overall command being retained by CJF.

M LYMON

Brig Gen
ACDS Ops/Plans

List of Flags:

- A. FISU INTREP G2/2000/1 dated 6 Feb 14.
- B. FISU INTREP G2/2000/2 dated 7 Feb 14.
- C. Diplomatic Communiqué.

(page number)

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List of Side Flag(s):

1. Flag B, Paragraph 8

Departments Consulted:

HQ JFC (JOC & SO2 Plans)
HQ Air Wing
HQ Maritime Wing
HQ JMU
HQ JLU

(page number)

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CHAPTER 5

AGENDAS, MINUTES OF MEETINGS AND ACTION PLANS

“Committees, Sir, are Perdition. They are but a Deviser for concealing the Paucity of Thought of those who attend them.”

Sir Gervin Twice (1782-1831)

INTRODUCTION

1. Agendas and minutes are used to organize and record meetings. Meetings are held to allow discussion and the free exchange of ideas and opinions on any subject of current interest or concern. They save time, minimize correspondence, reduce the possibility of misunderstanding and enable quick action to be taken when needed. They are based on either the Loose Minute format or the Routine Letter format, depending upon the intended distribution, with their text normally being presented in tabular form.
2. The officer nominated as the secretary for a meeting is responsible for all preparations, including the issue of an agenda, for writing the minutes and for subsequent distribution. The examples in this Chapter use lines to separate the various sections; this can cause problems with certain laser printers and in such cases the lines may be omitted, but the tabular layout should be maintained.
3. Knowledge of current conventions and techniques which have worked in the past, coupled with thorough preparation, will make the task considerably easier. This chapter includes advice on all aspects of the staff work associated with meetings and minutes.

AIM

4. The aim of this chapter is to give guidance on the organization of a meeting, how to take and produce minutes, and writing of action plans.

PREPARATION FOR A MEETING

5. The success or failure of a meeting will depend to a greater extent on the foresight and planning of the staff officer responsible for its organization. His purpose must be to ensure that those attending are well prepared so that decision making is made easy.

CONVENING A MEETING

6. It may be necessary to summon a meeting by sending out a calling notice. The calling notice must include the following:
 - a. The purpose of the meeting.
 - b. Time, date and place of meeting.
 - c. Who is to attend, whether commanders may bring staff officers, and who is to

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attend from the host headquarters.

7. The agenda may be included in the calling notice, with a list of the papers which should be brought to the meeting. Alternatively, the calling notice may ask those attending the meeting to forward subjects they would like to see on the agenda. The final selection of agenda items must, however, rest with the chairman of the meeting.

AGENDA

8. One of the first duties of the Secretary of a meeting is to issue an agenda. He should agree with the Chairman a list of who will be present at the meeting, the topics to be discussed and why, and who will lead the discussion. It is often wise to contact prospective attendees and enquire whether they have items for the agenda. The agenda should be issued in adequate time for those attending to prepare. Briefs may have to be agreed in advance and issued to those attending.

9. **Layout.** The layout of an agenda, in table format, is shown at Annex A to this chapter. The address of the agenda shows who is convening the meeting, the action part of its distribution list indicates who will attend or be represented, and its heading gives the subject of the meeting and the place, time and date.

10. **Body.** The body of the agenda contains a list of the Items for discussion arranged in a logical order. Each item should contain a brief summary of the scope of the topic, indicating who will lead the discussion; it is also useful to indicate the time allotted to discussion and to state explicitly, the required outcome of the Item. When an Item is one of a continuing series or concerns a paper which has been issued previously, or is attached to the agenda, only the briefest reference need be quoted.

11. **Items.** When the meeting is one of a regular series, the first 2 Items should be 'Minutes of Last Meeting' and 'Matters Arising from Last Meeting' and the last 2 Items should be 'Any Other Business' and 'Arrangements for Next Meeting'. A prudent Secretary is wary of 'Any Other Business', as it is open to abuse by people wishing to avoid the normal courtesies of asking a Secretary to arrange for the matter to be raised formally.

12. **Assistance to the Chairman.** After compiling the agenda, the Secretary may have to prepare a meeting brief for the Chairman. He should in any case draw up a list of those who may be expected or invited to speak about particular agenda items.

ADMINISTRATIVE ARRANGEMENTS

13. The administrative arrangements to be made for a meeting will depend on a number of variables such as its expected length, its location, the rank of those attending, and its formality. The administrative points listed in the next paragraph are not exhaustive, nor will all the points apply to every meeting, but they will serve as a basis from which to work.

14. The Secretary is responsible for all preparations and administrative arrangements that are necessary to ensure the efficient conduct of the meeting. He may therefore need to:

- a. Book a room for the meeting.

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- b. Ensure that the location of the meeting is known to those attending and is clearly signposted. If very senior officers are attending or if the headquarters is very large, reception of officers or Non Commissioned Officers should be detailed.
- c. Arrange a seating plan and provide place cards on the table. The Secretary should allot himself a separate table close to the Chairman, from which he can see those who will speak at the meeting. Some spare seats should be provided.
- d. Prepare a form on which those attending can write their names, appointments and the departments they represent.
- e. Ensure that spare paper and pencils are available, including a supply for himself.
- f. Ensure microphones are available and working (necessary at large meetings).
- g. Arrange for the showing of visual aids.
- h. Arrange refreshments, meals, accommodation and transport.
- i. Arrange for a shorthand writer and tape recorder.
- j. Make adequate security arrangements.

MINUTES

15. The Secretary's work does not finish with the end of the meeting. Indeed, he must then complete what may be his most important task - production of the minutes.
16. Minutes of a meeting summarize relevant discussions, record decisions taken, state the action required and specify who is to act. The aim must be to produce a record of discussion so that a reader who was not at the meeting could understand the reasons for the decisions taken. However, it will often be sufficient to produce a Record of Decisions, which should serve in most day-to-day working situations.
17. **Example Layout.** An example of the layout of the Minutes of a Meeting is given at Annex B to this Chapter.
18. **Subject Heading.**
 - a. The subject heading of the minutes should indicate the purpose of the meeting. Where a meeting is one of a regular series, its purpose will often be implicit in the name of the committee, and there would be no need to indicate the main topic of the discussion. Sometimes, however, the subject heading will include both the name of the committee and a specific subject. Where no specific committee is concerned, the subject heading must always indicate the main topic of the discussion.
 - b. The subject heading always includes the date and place of the meeting. Details of room and time, while required in the subject heading of an agenda, are not required in that of minutes. Care must be taken to prevent any possible ambiguity. **'MINUTES OF A MEETING ON SHORTAGES OF VEHICLE SPARES HELD AT JUBA BARRACKS ON 13 FEB 14'** could, at first glance, have 2 possible

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meanings. A better subject heading would be: ‘MINUTES OF A MEETING HELD AT JUBA BARRACKS ON 13 FEB 14 TO DISCUSS SHORTAGES OF VEHICLE SPARES’.

c. The following subject headings are typical examples:

MINUTES OF AN OFFICERS’ MESS COMMITTEE MEETING HELD AT WELLINGTON BARRACKS ON 16 JAN 14

MINUTES OF A MEETING OF THE RECRUITING GROUP HELD AT MOD ON 18 JAN 14

MINUTES OF A MEETING HELD AT HQ MAR WG ON 22 JAN 14 TO DISCUSS THE CLOSURE OF FOB SULIMA

19. **Those Present**. After the subject heading attendees should be listed, by name and appointment, prefaced by the single word ‘Present’. Post-nominal letters of any of those present or in attendance are not shown:

a. The Chairman is listed first and the Secretary last; ‘Chairman’ and ‘Sec’ should be written after the appointment in a separate column.

b. Others are listed in order of rank/grade. Except to prevent ambiguity, the Service is not to be shown and where ranks are equal, follow the seniority of Services as shown below:

Col TS Carew
Capt (N) AB Dumbuya.
Gp Capt MS Kamara.
Mr IMA Tucker.

c. Where ranks within a Service are equal, names are put in alphabetical order.

d. Where a person attends a meeting as the representative of another, both his own appointment and that of the person represented are shown:

	Maj AD Marah	SO2 Plans (representing SO1 Plans)	
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e. When a person is not present for the whole meeting, the Items for which he attends is shown in one of these 2 ways:

	Lt Cdr VM Milton Flt Lt FG Shaw	Executive Officer (not for Item 1) Air Engineer Officer (Item 2 only)	
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f. When a person who is not a member of the committee is attending the meeting to give specialist advice or to represent higher authority, he should be shown as ‘In Attendance’, and his name should appear after that of the Secretary:

	Flt Lt G Mansary	OC Fixed Wg	Sec
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In Attendance:	Sqn Ldr MK Sesay	SO2 Air Ops, HQ JFC	
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g. Where appropriate, apologies are listed in the same manner after those ‘In Attendance’.

In Attendance:	Sqn Ldr MK Sesay	SO2 Air Ops, HQ JFC	Sec
Apology:	Maj P Kargbo	BALO	

h. Where there are numerous representatives at a meeting, the layout may be amended as follows:

		Appointment	Representing	
Present:	Brig BC Dumubya	ACDS Pers/Trg	CO M/Wing Civ Sec	Chairman
	Air Cdre JK Shenks	ACDS Gender		
	Cdr A Kaita	CO PB 103		
	C Dole	Admin Offr		
	Wg Cdr F Paul	Ch Pers		Sec

20. It is conventional to show Service officers before civilians except in the case of MoD civilians who hold ‘equivalent rank’ status. These are listed according to their ‘equivalent rank’.

21. **Introductory Remarks.** The Chairman’s opening remarks may be included as Item 1 on the Agenda. Such remarks should be included only when they have a bearing on what is to be discussed (for example, when the Chairman states the purpose of the meeting or summarizes what is to be discussed). Do not record that the Chairman opened the meeting at such-and-such a time, or the customary courtesies of welcome. The Chairman’s opening remarks would be recorded as the first Item of the Minutes.

22. **Margins, Security Classification and Action.**

a. **Left Margin.** If items are classified, individual classification is shown in the left margin. The standard 20mm margin will then be insufficient and is increased to 30mm or 40mm as appropriate. The whole minutes then take, at least, the classification of the most highly classified item.

b. **Right Margin.** A 40mm margin headed ‘ACTION’ is ruled on the right of the minutes. Where action is required on a minute those responsible are normally mentioned as such in the text and must be listed in the margin. Where an action addressee comes from the Secretary’s headquarters, the branch rather than the individual, is

listed. For action outside the Secretary’s headquarters, reference should be made to units or HQs, rather than to individuals or branches within them. Action should not generally be allocated to those who were not present or represented at the meeting. If this is necessary, it can be overcome in one of 2 ways:

- (1) To make the unit an action addressee both in the ‘ACTION’ column

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and in the distribution list, but to ensure that an explanatory covering letter is dispatched with the units' copy of the minutes.

(2) For a staff officer, possibly the Secretary, to be shown in the 'ACTION' column and to be responsible for conveying details of the action required to the unit concerned which would be shown as an information addressee on the distribution list.

23. **Abbreviations.** The normal rules for abbreviations in administrative writing apply.

24. **After Minutes.** A decision made after the end of the meeting is sometimes included under the formal heading in an 'after minute' or 'Secretary's note'. This is not recommended. It is better to include it at the end of the relevant discussion section, for instance:

'HQ 3 Bde was asked if the Timna Barracks Gymnasium could be made available for a boxing competition. (HQ 3 Bde has since confirmed that this will be acceptable).'

25. **Items.** Each Item has a heading, copied directly from the agenda. The Chairman will normally deal with the Items in the order given on the agenda; therefore, the numbering of Items in the minutes will reflect that of the agenda. A difficulty may arise over the Items 'Matters Arising from Last Meeting' and 'Any Other Business' when the meeting deals with more than one topic under either or both of these Items. To overcome the difficulty, retain the standard agenda headings and numbers. Under the standard group headings, you should then use separate paragraphs to record the problem and the relevant discussion of each topic. Record all the decisions. When directed by the Chairman, the security classification of individual Items is annotated in the first column of the table.

26. **Content.** Minutes must be accurate, brief, logically arranged and impersonal. They record all decisions and show clearly who is to take action. All significant points discussed must be recorded to show how the decisions were arrived at, but the Secretary should record only as much of the discussion as will enable a reader who was not present to understand the reasons for the decisions. In addition, however, some of the issues raised, but which did not result in decisions, may nevertheless need to be included to put the main points of the discussion into proper perspective and for record purposes.

27. **Structure.** The primary purpose of minutes is to set out the decisions made so that those who have to take action will know precisely what they have to do. It is first necessary to state the problem or topic and the reasons for reaching the decision(s). A minute should, therefore, be written in 3 parts, as follows:

- a. A brief statement of the problem or the topic to be discussed.
- b. A record of the relevant discussion.
- c. A clear statement of the decision(s).

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

29. **The Discussion.** After stating the problem briefly, the minutes summarize the discussion relevant to the subsequent decision, normally without attribution to individuals. Much said at meetings is neither essential nor relevant; moreover, much that was relevant at a certain stage of the discussion may, in retrospect, be found to have no connection with the decision taken. When drafting minutes, first examine the decision, after which the essential points which led up to it can be arranged in a logical order.

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

a. The record should allocate action to one individual only, unless several people are each required to take identical action; otherwise, the result could be duplication of action or no action at all if each individual detailed waited for the other to act. Where one person has several actions allocated, each action is listed separately.

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

c. Decisions are couched in the imperative and give the appointment of the person responsible for the action. When a person who is not under the authority of the committee agrees to take the action decided, however, word the decision to show that he 'agreed to' or 'undertook to' carry out the action.

31. **Recording Action.** When an action has been allocated in a decision, the fact is recorded in the right hand column of the table, titled 'Action'.

32. **Signature.** After the Chairman has approved the minutes the Secretary signs them in his own right, using the appointment and other details appropriate to the appointment of Secretary.

33. **Distribution.** The distribution list layout follows normal DW rules. All those who attended the meeting, including the Secretary, are addressees. When someone is represented at a meeting, both that person and the representative are addressees. Addressees are listed with

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the appointments by which they are first identified in the attendance list at the start of the minutes (and not as, for example, 'Chairman' or 'Sec'). All others to whom the minutes are sent are copy addressees.

34. **Security.** The minutes of a meeting on a subject which merits its own security classification are marked accordingly. When items of varying security classifications are recorded, each item must be marked in the left margin with its own classification. The minutes as a whole then bear the classification of the most highly classified minute.

SUMMARY

35. Minutes are designed to ensure that correct and immediate action is taken on the basis of the decisions reached. The accurate recording of decisions reached is therefore the essential skill of the minute writer.

36. In many headquarters and on the Staff Course, minutes will take the form of a record of the decisions made, supported by the very minimum of introduction and discussion. It is only in higher headquarters, particularly HQ JFC that a detailed report of the discussion is required.

PRODUCTION OF MINUTES

37. **Timing.** Minutes must be produced and distributed as soon as possible after the end of the meeting. Whenever possible, the Secretary should draft the minutes on the same day as the meeting, while the discussion is still fresh in his mind. The draft must be cleared with the Chairman and the revised draft is then sent for typing. As a yardstick you should aim to have minutes dispatched within 48 hours of the end of the meeting.

38. **Requirements of Minutes.** Good minutes possess the following qualities:

a. **Accuracy.** It is essential that what is written is accurate if the correct action is to be taken on the basis of the decisions recorded.

b. **Brevity.** Minutes must include only the essence of the discussion which led to the decision. They are not a substitute for a verbatim record and they should not attempt to cover all that was said at a meeting.

c. **Self-sufficiency.** The reader should be able to understand them without reference to other documents.

d. **Impersonality.** After stating the problem briefly, the minute summarizes the discussion relevant to the subsequent decision. Unless this part of the minute is

impersonal it may be unnecessarily long and give the impression that the discussion was limited only to the speakers named. The form 'A said, 'B replied, and 'C points out, should therefore be avoided. Sometimes, however, views need to be attributed to an individual, for example, when the Chairman dictates the course to be pursued and when a speaker disagrees on a matter of principle. It does not follow that speakers must always be listed by name whenever opinion is divided, although there may sometimes be special

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reasons for doing so. It is usually preferable to make an impersonal record such as 'On this problem views differed; some members believed that, others were convinced that'. Much said at meetings is neither essential nor relevant; moreover, much that was relevant at a certain stage of the discussion may, in retrospect, be found to have no connection with the decision taken. When drafting a minute, the decision must first be examined, after which the essential points which led up to it can be arranged in a logical order.

e. **Incisiveness.** The style of minute writing must be kept crisp and clear. Striking phrases used in the discussion may help to reflect the tone and tempo of the meeting, but they must be carefully chosen.

f. **Style.** By convention, minutes are recorded in the past tense, and in the third person.

39. **Record of Decisions.** The Chairman of a meeting may decide that a Record of Decisions, rather than full minutes, is all that is required. In these circumstances, the use of Item headings, followed by decisions set out in the normal table format, is recommended. It might be necessary to include, within an Item, a paragraph that briefly states the problem or topic discussed. The Secretary should check the requirements with the Chairman. An example of a Record of Decisions is at Annex C to this Chapter.

40. **Summary of Decisions.** A summary of major decisions made at the meeting may be tabulated after the last item under a separate heading. The decisions listed should follow the logical order in which they appeared in the minutes. Though this is a repetition, it serves as a quick check list for the Chairman.

41. **Tape Recorders.** A tape recorder may be used by the secretary as an aid to his note taking. It must never be used as a substitute for written notes. The volume may be too low or some other technical problem may arise. A tape recorder must never be used covertly. Considerable technical effort has to go into production of successful tape recordings and the technique is best reserved for use in meeting rooms which are permanently fitted for the purpose.

42. **Prepared Statements.** When a particular representative is unable to attend a meeting he can, if he wishes, invite another representative at the same meeting to read a 'prepared statement' on his behalf. Such statements are normally confined to matters of fact rather than opinion, for example, equipment delivery dates, or technical data. After the meeting the 'prepared statement' is usually handed to the Secretary for inclusion either wholly or in part in the minutes.

PROCEEDINGS

43. In certain cases, such as negotiations during peace support operations, it may be necessary to maintain a verbatim record of the proceedings. It may also be necessary to note displays of emotion, for example if parties to the negotiation raise their voice or walk out. The Secretary should check the precise requirements with the Chairman. Proceedings follow the same format as minutes.

ACTION PLANS

44. Action plans, or grids, are used to summarize the way forward on a particular subject and

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to set out actions and timetables for lead personnel. The need for an action plan may result from a meeting or series of meetings. An action plan may also be used to support complex processes, such as project management. An action plan often forms an annex to a covering document, with the information presented in a table as follows:

Serial	Item (or Subject)	Action	Due date	Action lead
1	As required	Sets out what has to be done. May also contain a summary of the background or discussion.	dd mm yy	Job title of person leading the action.

Annexes:

- A. Example Layout of an Agenda.
- B. Example of Minutes of a Meeting.
- C. Example of the Record of Decisions made at a Meeting.

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ANNEX A TO
DW CHAPTER 5
DATED FEB 14

EXAMPLE LAYOUT OF AN AGENDA

SECURITY CLASSIFICATION

Copy No..6.. of..6..
Total Pages 1

JLU 01/6/10

JLU
Murraytown Barracks
FREETOWN
Western Area

See Distribution

20 Feb 14

AGENDA FOR A MEETING TO BE HELD IN JUBA BARRACKS AT 1430 ON 17 FEB 14 ON THE AVAILABILITY OF THE TRANSPORT FLEET

Item ⁽¹⁾ (a)	Summary (b)	Lead (c)
1 Veh Availability	Update on veh availability within JLU Tpt Sqn and throughout the remainder of JFC.	OC Tpt Sqn/ J4 ES
6 Spares Requirement	Projected spares requirement for period Mar – Sep 14.	OC EME
9 Arrangements for Next Meeting	Thu 26 Feb 14 suggested.	Sec

W Pessima

W PESSIMA

Capt

Sec

Ext 222134

(page number)

SECURITY CLASSIFICATION

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Distribution:⁽²⁾

Copy No:

External:

Action:

MOD	1
JFC	2
OC Tpt Sqn	3
OC EME	4
CO	5

Internal:

Information:

File	6
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(page number)

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Notes.

1. For simplicity, selected Items (1, 6 and 9) only are shown in this example.
2. Distribution set out as a table to conserve space. The distribution format is used when there are too many 'action' and 'copy to' addressees, and are to be listed sensibly on the first page of the letter. If the space is insufficient to place the whole distribution list on the page bearing the signature block, then list on a fresh page, so that distribution is not split between pages. Recipients listed first below entry 'Distribution', are those who need to take action. The information addressees are those who appear below the 'copy to'.

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ANNEX B TO
DW CHAPTER 5
DATED FEB 14

EXAMPLE LAYOUT OF A MINUTE

SECURITY CLASSIFICATION

Copy No..6.. of..6...
Total Pages 2

JLU 01/6/10

JLU
Murray Town Barracks
FREETOWN
Western Area

See Distribution

20 Feb 14

MINUTES OF A MEETING HELD IN JUBA BARRACKS AT 1430 ON
17 FEB 14 ON THE AVAILABILITY OF THE TRANSPORT FLEET

Present	Col A W Kamara Lt Col X F Kanu Maj V Bockarie Maj J Hesford Capt I C Jamiru Capt W Pessima	DCOS JFC CO JLU OC EME OC Tpt Sqn Ops Offr JLU SO3 J4 ES JFC	Chairman Sec
In Attendance	Cdre W S Taylor	MOD J8 Finance	

Item (a)	Discussion and Decisions (b)	Action (c)
1 Veh Availability CONFIDENTIAL	<p>1. The current state of veh availability has reached critical level and it is obvious that the RSLAF will shortly be unable to fulfil their operational remit if spares are not made available.</p> <p>2. Should spares be made available the EME would be able to double the number of vehicles available within 4 weeks by instigation of a no leave policy.</p> <p>3. Decisions. It was agreed that:</p> <p>a. J8 Finance would immediately seek the funding required for vehicle spares.</p> <p>b. OC EME would instigate a no leave policy immediately spares become available and arrange for surge tasking to regenerate fleet.</p> <p>c. OC Tpt Sqn to minimise tasking to purely operational tasks.</p> <p>(page number) SECURITY CLASSIFICATION</p>	MOD J8 OC EME OC Tpt Sqn

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SECURITY CLASSIFICATION

Item (a)	Discussion and Decisions (b)	Action (c)
<p>6 Spares Requirement</p> <p>RESTRICTED</p>	<p>16. A number of vehicles would be repairable by cannibalisation.</p> <p>17. An accurate picture of veh availability within the field force is required.</p> <p>18. Decision. It was decided that:</p> <p style="margin-left: 20px;">a. Vehs to be repaired by cannabalisation where possible.</p> <p style="margin-left: 20px;">b. Spares requirement to be prioritised and forwarded to MOD J8 for procurement.</p> <p style="margin-left: 20px;">c. Accurate picture of veh availability within field force to be produced.</p>	<p>OC EME/ FSGs</p> <p>OC EME</p> <p>J4 ES</p>
<p>9 Arrangements for Next Meeting</p> <p>RESTRICTED</p>	<p>25. Decision. It was decided that the Sec was to arrange for the next meeting to be held at 1400 on Thu 26 Feb 04 in Juba Barracks to consider the following:</p> <p style="margin-left: 20px;">a. Decision of J8 Finance regarding spares.</p> <p style="margin-left: 20px;">b. Review tasking of Tpt Sqn.</p>	<p>Sec</p>

W Pessima

W PESSIMA

Capt

Sec

Ext 222134

Distribution: ⁽⁶⁾

(page number)

SECURITY CLASSIFICATION

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Notes.

1. Layouts of Agendas and Minutes intended to be similar, so that Secretaries can use the Agenda as the basis for creating the Minutes or the Record of Decisions.
2. Layout based on Loose Minute format, though if appropriate a Routine Letter format could have been used.
3. For simplicity, selected items (1, 6 and 9) only shown in this example.
4. Discussion is written in reported speech and is normally not attributed to individuals (exceptions to this include when a dissenting voice specifically requests that his dissent be recorded).
5. Decisions are written in the active voice as orders.
6. Distribution omitted for reasons of space.

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ANNEX C TO
DW CHAPTER 5
DATED FEB 14

EXAMPLE OF THE RECORD OF DECISIONS MADE AT A MEETING

SECURITY CLASSIFICATION

Copy No..6.. of..6..
Total Pages 2

JLU 01/6/10

JLU
Murray Town Barracks
FREETOWN
Western Area

See Distribution

20 Feb 04

RECORD OF DECISIONS MADE AT A MEETING HELD IN JUBA BARRACKS ON 17 FEB 04 ON THE AVAILABILITY OF THE TRANSPORT FLEET

Present	Col A W Kamara Lt Col X F Kanu Maj V Bockarie Maj J Hesford Capt W Pessima	DCOS JFC CO JLU OC EME OC Tpt Sqn SO3 J4 ES JFC	Chairman Sec
In Attendance	Cdre W S Taylor	MOD J8 Finance	

Item (a)	Discussion and Decisions (b)	Action (c)
1 Veh Availability CONFIDENTIAL	1. J8 Finance to immediately seek the funding required for vehicle spares. 2. OC EME to instigate a no leave policy immediately spares become available and arrange for surge tasking to regenerate fleet. 3. OC Tpt San to minimise tasking to purely	MOD J8 OC EME OC Tpt San
6 Spares Requirement RESTRICTED	1. Vehs to be repaired by cannabalisation where possible. 2. Spares requirement to be prioritised and forwarded to MOD J8 for procurement. 3. Accurate picture of veh availability within field force to be produced.	OC EME/ FSGs OC EME J4 ES

(page number)

SECURITY CLASSIFICATION

RESTRICTED

SECURITY CLASSIFICATION

Item (a)	Discussion and Decisions (b)	Action (c)
9 Arrangements for Next Meeting RESTRICTED	1. The Sec is to arrange for the next meeting to be held at 1400 on Thu 26 Feb 04 in Juba Barracks to consider the following: a. Decision of J8 Finance regarding spares. b. Review tasking of Tpt Sqn. c. Implementation of EME Surge Plan.	Sec

W Pessima

W PESSIMA
Capt
Sec
Ext 222134

Distribution: Copy No:

External:

Action:

JFC 1

Information:

MOD 2

Internal:

Action:

OC Tpt Sqn 3

OC EME 4

Information:

CO 5

File 6

(page number)

SECURITY CLASSIFICATION

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Notes.

1. Layouts of Agenda and Minutes intended to be similar, so that Secretaries can use their Agenda as the basis for creating the Minutes or the Record of Decisions.
2. Layout based on Loose Minute format, though if appropriate a Routine Letter could have been used.
3. For simplicity, selected items (1, 6 and 9) only shown in this example.
4. Decisions are written in the active voice as orders.

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CHAPTER 6

SERVICE PAPERS

“Reading maketh a full man, Conference a ready man and
writing an exact man”.

Francis Bacon

INTRODUCTION

1. The purpose of writing a Service Paper is to inform the reader; that may be the author’s only purpose. He may present facts, opinions or arguments leading to either recommendations or decisions. He may consider the past, the present or the future. He may wish to provoke discussion, to have his ideas considered or to review a situation. He may wish to analyze a problem, to present a solution or to consider the options available. He may write the paper because he wishes to; more often, he will write it because he has to.

2. Experience has shown that very few students are able to write a good Service Paper. Writing is a skill that develops only with constant practice. Students who read and analyze the advice in this chapter and have the self-discipline to apply it, may in time, write good papers; those who ignore it will almost certainly write bad ones.

AIM

3. The aim of this chapter is to give guidance on the writing of Service Papers.

THE REQUIREMENT FOR SERVICE PAPERS

4. Within the RSLAF there are many different requirements for the preparation of Service papers but all follow the same general rules. Service papers are written for the purpose of:

- a. Presenting a subject to a committee, commander or senior staff officer for decision, guidance or information.
- b. Clarifying the situation and arguments on a subject or proposal.
- c. Presenting an idea for consideration and/or discussion.

5. Regardless of which purpose the Service Paper falls into, it usually follows a standard general layout and is subject to the same convention.

HEADINGS

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6. A Service Paper must be structured into parts, with each part having a heading as discussed below:

- a. The headings 'INTRODUCTION' and 'AIM' are always used for the first 2 sections of a Service Paper.
- b. The third section, the 'DISCUSSION', is normally written in several distinct parts and the reader is helped if each of these parts is given a separate main or group heading indicating its content. Examples of the use of these headings are at Annexes B and C.
- c. A section headed 'CONCLUSION' is always included after the discussion section.
- d. When recommendations are required they are set out under a separate heading 'RECOMMENDATIONS' following the Conclusion.
- e. In long or complex papers, main headings as well as group headings may be required to permit a more elaborate breakdown of material. If main headings are used, they should be used consistently throughout the paper, i.e. for 'INTRODUCTION', 'AIM', 'DISCUSSION', 'CONCLUSION' and 'RECOMMENDATION(S)'.
- f. Analytical Service papers may demand the use of main, group and paragraph headings but the use of all these 3 headings is not obligatory and their excessive use can break up the flow of the argument.

USE OF ANNEXES

7. Detailed information or illustrations should be shown in annexes to the Service Paper. However, the reader should not find it necessary to study an annex in order to make sense of the argument. All material essential to the argument must be included in the body of the paper and must also be summarized in the conclusion. In a Service Paper, reserve the annexes for supporting information such as calculations, maps, graphs, detailed information on targets or weapons, forces available, sortie rates and outline plans.

REFERENCE MATERIAL

8. It may be necessary to refer to a number of documents in the paper. This can be done by listing them under the title or subject heading of the paper and identifying them by a reference letter. For example:

References:

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- A. The Armed Forces Act 1961.
- B. RSLAF Fraternization Policy 2013.

9. Alternatively, when there are many reference documents it may be more convenient to show the references as footnotes at the end of each page, for example:

‘3. The CJF’s Directives on the individual training³ of infantry states that ...’

DISTRIBUTION

10. A Service Paper may have a distribution and the distribution should be listed at the end of the Service Paper as shown at Annex B to this Chapter. However, if the Service Paper is sent out as an enclosure or an annex to a covering letter, the letter may include the distribution instead.

STYLE OF WRITING

11. A Service Paper should be written in a style suited to the subject and the reader. The choice is a matter of judgment. It will be influenced by the normal practice of the writer’s Service (where the 3 services exist); the level of the paper and the extent to which he knows the person for whom the paper is being written. Service papers are written in the third person.

12. The writer must aim to convince his reader by ensuring that his facts are accurate and that his conclusions are sound and unbiased. He should use a crisp, lucid style and express himself unambiguously. It is the writer’s opinion and conclusions that are wanted and he should be prepared to state them and to take responsibility for them. Phrases such as ‘It might well be considered, therefore, that the best course is’ are not only bad style but also an attempt to throw off this responsibility; do not use them.

13. The writer should use sentences of simple construction, words of common usage but not slang, and concrete rather than abstract words. The writer should avoid using metaphors and rhetorical questions and be sparing in the use of adjectives.

14. Some subjects lend themselves to the use of sub-paragraphs for the presentation of facts, but as a general rule the writer should try to avoid their over-use because they detract from a fluent style.

15. When writing an argumentative Service Paper, you must distinguish between ‘what is fact’ and ‘what is supposition’ by carefully choosing the correct tenses of verbs. Keep the past, present or future tenses for statements of fact; use the conditional tense (i.e. would, could, should) for what may or may not come true or what will come true if certain conditions were fulfilled, for example:

³ CJF’s Ops and Training Directives 2013 dated 5 Jan 13

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- a. 'The Faravian Army has one T-90 and three T-55 tanks.' The present tense is used as this is a statement of fact.
- b. 'It would cost over Le 200,000,000 to build perimeter wall around all the barracks within Freetown.' The conditional tense (would) is used to indicate that expenses would be incurred if decision was made to build perimeter walls around the barracks within Freetown.

16. Words should be carefully chosen to ensure that the writer says exactly what is intended. Many solutions are not cut and dried, for example, it would be wrong to say that a course of action 'would' achieve something if the writer was not certain that it would do so. In this case qualifying expressions such as 'would probably', 'would possibly' or 'might' should be used. Similarly, 'should' is never used when referring to essential features or 'must' when referring to desirable features.

STAGES

17. The writing of a Service Paper requires much thought, analysis and preparation, a little writing, a lot of editing and an uncomfortable amount of self criticism. Eight ill defined, overlapping stages can be identified. These are:

- a. Definition.
- b. Construction of a framework.
- c. Drafting the body of the paper.
- d. Drafting the conclusion or recommendations.
- e. Redrafting.
- f. Editing.
- g. Writing.
- h. Distribution.

TIME

18. The crucial factor in writing a Service Paper is time. First, decide when the paper must be presented. Therefore, depending on the level of other commitments, work out the maximum time available for completing of the job. This timeline will frequently not be achieved. Consequently, make room for the unexpected and plan on a reserve of time. As a

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rough guide, the time available should be divided equally between the 8 stages in Paragraph 17, after allowing some reserve.

DEFINITION

19. The first phase is arguably the most important. It is the reconnaissance and planning phase. The following must be clearly established:

- a. Why is the paper being written? The purpose will help define the aim.
- b. Who is the paper being written for and what does he know about the subject? This will clarify the assumptions that can be made and the level of detail required.
- c. Does the reader have any prejudices or pre-conceived opinions? This will decide the tone of argument; whether the paper must persuade or present.

20. The subject of the paper must then be considered:

- a. What is to be the paper's aim?
- b. Are there any constraints or limitations?
- c. What is the title of the paper?
- d. Is there a limit on the length of the paper?
- e. What preparation must be made?

AIM

21. Start by examining the terms of reference until you have resolved the task into a definite and concise aim. A Service Paper is normally written for a specific person. You should be clear about his exact requirement and it may be necessary to refer to him and even to clear the aim of the paper verbatim before starting to write. (In the case of Horton Academy's exercises, your syndicate Directing Staff will always be ready to assist you to clarify the requirement).

PREPARATION

22. The primary difficulty in any form of writing is the logical assembly of the content. Do the necessary reading or discussion to obtain your facts and ideas, which should be jotted down as they come to mind. Then go through these haphazard jottings, cross out the irrelevant ones, and group the remainder under a few convenient headings. Finally, marshal these groups of facts and ideas into a logical order. You may now either establish a framework or are ready to write

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the first draft.

FRAMEWORK

23. It may sometimes be necessary to spend some time establishing the skeleton of the paper, which is the framework. Time spent on this is seldom wasted. Sometimes the framework initially chosen may not turn out to be right one. As the paper develops, it may be decided that radical alterations to the paper's pattern are advisable; if so, the writer should not be afraid to make necessary changes even if major rewriting is required. An example of the framework for an analytical Service Paper is shown at Annex E.

24. The first stage in working out a framework is to establish the thread of argument by itemizing the content in the most logical order. Constraints which may be financial, operational or political and set limits to the courses of action open to the writer should be established as the first step in the body of the paper. Having decided on a sequence, the writer should list under each heading the facts and ideas that will be covered there and the order in which they will be discussed. The sequence should be tested for logic and progressive development and any repetition in the argument eliminated. If it is necessary to cross-refer to other parts of the paper, the layout is suspect and should be reconsidered. On completion of these, the writer is ready for a first draft.

DRAFT

25. Once the first draft has been written, it is wise to leave it overnight if possible. It should then be subjected to a highly critical examination. A check-list of points which you should ask yourself is given at Annex A. Some re-drafting at this stage is the rule rather than the exception. The paper should also be checked to see that the English is correct, including spelling and punctuation. The normal rules and conventions of Defence Writing, which are given in Charter 2, apply to Service Paper for example, the use of headings, paragraphs and page numbering, security classification etc.

LAYOUT

26. Examples of the layout of Service Papers are given in Annex B.

THE TITLE

27. Every Service Paper must have a short title using as few words as possible to show what the paper is about. It should reflect the aim of the paper.

THE INTRODUCTION

28. The introduction should tell the reader why the paper has been written and give him the

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background essential to an understanding of the discussion. The writer should include any definitions or assumptions that he has been given or has used, and his terms of reference or, in their absence, the scope of the paper. If he feels that they are necessary to support or justify any facts he presents, he may also include the titles of any authorities he consulted during the preparation of the paper.

29. The introduction should be as brief as possible usually about 10% of the paper's total length. In deciding how much to include, remember that a reader should be able to get the gist of a Service Paper by reading only the introduction, aim and conclusion, for instance, in a paper written for a commander there would be no need to state the primary function of each major component of the units under his command. Bear in mind, however, that a Service Paper is usually read by staff officers other than the person for whom the paper is written, and these officers may not be so familiar with the background. Moreover, a Service Paper usually provides an historical record which will be filled. The introduction should, therefore, be sufficiently comprehensive to fulfill both these purposes.

30. The introduction prepares the way for a statement of the aim of the paper. The purpose of the paper should therefore be stated. It will tell the reader why the paper has been written; the purpose may be similar to the aim, but not necessarily so. Sometimes, there may be little difference in the wording between the 'purpose' and the 'aim' but in complex papers the difference is usually considerable. Hence, the 'purpose' should be included even though it may differ little from the aim.

31. If the scope of the paper is not included in the terms of reference, it should be defined separately. The scope outlines the paper's limitations; it says what the writer is going to write about, and its main value to the reader is that he knows that if certain aspects have been excluded they have been excluded deliberately and not through oversight. In short papers, the scope is included in the introduction. In lengthy papers however, these are tabulated serially under the heading "Scope". The introduction should not pre-empt discussions nor anticipate the conclusion.

THE AIM

32. The aim will stem most frequently from the requirement given to the writer, for example, "let me have a paper on Human Resource Planning in the RSLAF". In this example, the aim would be: 'The aim of this paper is to examine recruitment in the RSLAF with a view to making recommendations. The aim should be as short as possible and should flow directly from the setting given in the introduction. It should state whether or not recommendations are to be made.

THE DISCUSSION SECTION

33. The main body of the paper contains the relevant facts and arguments and must be developed logically, impartially and without emotion. The sequence of thought must be clear and lead with

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the minimum of digression to the conclusion. The following points should be borne in mind when you are drafting this section:

j. As the arguments are developed it may become necessary to make some limited assumptions; because they are limited and arise from the discussion of a particular factor or argument, they should be included in the discussion section.

k. In a long and involved paper it may be helpful to outline at the beginning how the subject will be presented and to summarize the main argument or deductions at the end of each major part, covered by a group heading. Where there is a lot of detailed information, for example, statistical data, it may be preferable to put such detail into annexes in order not to break up the flow of argument. The deductions derived from such information should be included in the discussion section with appropriate references to the annexes.

l. There are no fixed rules for the format or construction of the discussion section. The arrangement of the material varies with the type of Service Paper required. In a paper which is concerned with a factual survey, the facts may fall naturally into a chronological order or some other easily recognized pattern.

m. On the other hand, in a paper which has to present a solution to a problem the first task must be to determine what are the criteria, ie, those factors or requirements against which a solution has to be evaluated. They will probably divide into those which are essential and those which are desirable. The success of the paper will depend largely on the correct selection of these criteria and the order of importance which is placed upon them. Once these criteria have been established the paper should then show to what extent each possible solution meets or falls short of them, for example, by setting out the advantages and disadvantages. Finally, a comparison between the possible solutions should be made; it is normally better to deal with the least likely solution first and leave the most attractive one to the end.

THE CONCLUSION

34. A busy man should be able to get the gist of the whole paper by reading only the introduction, aim and conclusion. The purpose of the conclusion is to draw together the threads of the preceding paragraphs and to summarize what has been argued and deduced in detail in the main body of the paper. The conclusion should be concise and may be tabulated in technical and complex papers. The conclusion summarizes the full argument and should not contain any fresh material. Nothing should appear there which has not been argued in the paper and is not related to the aim.

35. Students are to put in brackets after each of their conclusion the paragraph number from

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the discussion section which is relevant to that particular statement. (This is a requirement for the Staff Course and may not be applicable elsewhere, example Paragraph 19). The conclusion should focus only on the key issues avoiding padding and as a guide should be between 15% and 20% of the Service papers total length.

THE RECOMMENDATION(S)

36. A recommendation may or may not be required. A staff officer writing a paper will either be told or will know from experience whether a recommendation is required. The recommendation gives in outline the next action that the writer of the paper thinks should be taken. The necessity for such action should be clear from the conclusions. For example, a paper might end with the recommendation that ‘battalions should be issued with 2 additional motorcycles’. The conclusions must have shown that these motor cycles are needed and that it is practicable to provide them here except that recommendations should stem from the conclusions. Students are to put into brackets after each recommendation the paragraph number from the conclusion segment which is relevant to a particular recommendation. (This is a requirement for the Staff Course and may not be applicable elsewhere, example, Paragraph 21).

COMMON FAULTS

37. The introduction said that very few students are able to write a good Service Paper. The following paragraphs point out the most common faults. They are:

- a. Poor spelling.
- b. Bad grammar.
- c. Poor style.
- d. Bad composition.
- e. Lack of balance or objectivity.
- f. Poor logic.

38. **Spelling**. Spelling errors are evidence of idleness and lack of care. The remedy is to buy a dictionary and use it.

39. **Grammar**. The most common faults are the use of inconsistent tenses and poor punctuation. All that is required to correct these is care when writing and attention to detail when editing.

40. **Style**. Style is no more than the result of wide reading, much practice, hard work and competent revision. However, students may have been accustomed to model their style of writing

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on a rather different requirement of an essay or magazine article. Because such articles and essays are often intended to entertain as well as instruct, a discursive style with emotional language and other reflections of the author's personality are welcomed. The style should be sufficiently vigorous to maintain the reader's interest. Service Papers should be factual, relatively 'flat' in tone but persuasive in style.

41. **Advice**. Be crisp and lucid. Generally, use the impersonal third person (although in some rare circumstances the first person may be more appropriate). Use sentences of direct construction without a host of dependent or relative clauses. Use words in common usage but not slang. Military writing should be free from exaggeration or false emphasis.

42. **Balance**. Students often argue subject with preconceived opinions and fail to examine the alternatives thoroughly. The use of emotive language weakens credibility.

43. **Logic**. Thorough and rigorous analysis should expose poor logic. Poor logic is generally the result of failing to pursue a line of reasoning to its conclusion or including facts from which no deductions are drawn.

44. **Summary**. The writing of a good Service Paper requires the deployment of reasoned and logical arguments and the use of clear, well-composed English. There are no short cuts to the production of a good Service Paper; the habit is acquired by frequent practice and careful preparation. Examples of Service Papers are at Annexes C and D.

Annexes:

- A. Check List for Revision of Service Papers.
- B. Example of Layout of a Service Paper.
- C. Example of a Service Paper (with a recommendation paragraph).
- D. Example of a Service Paper.*
- E. A suggested Framework for an Analytical Service Paper.
- F. The English Lang.

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ANNEX A TO
DW CHAPTER 6
DATED FEB 14

CHECK LIST FOR REVISION OF SERVICE PAPERS

INTRODUCTION

1. After the first draft of a Service Paper has been written, it is a wise step to re-examine it critically. In particular you should ask yourself if the requirements of the questions shown below have been met.

2. Has the aim been stated clearly and concisely?

ATTRIBUTES OF A GOOD SERVICE PAPER

3. Has the aim been kept in mind throughout?

4. Does the title describe the paper aptly and succinctly?

5. Have all the relevant aspects of the subject been covered?

6. Has all the relevant material been included?

7. Have all the factors been given the correct emphasis and looked at dispassionately and objectively?

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

9. Are the arguments convincing and easy to follow, without making the reader turn back and read passages again?

10. Are all the requirements of the terms of reference answered in the conclusions?

11. Are the conclusions based on the main lines of argument in the main body of the paper?

12. Do the recommendations lead on logically from the conclusions?

13. Can the English be improved?

14. Are the paragraphs properly numbered and the headings correctly written and positioned?

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

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

17. Does the paper make sense and is the aim achieved if only the introduction, aim and conclusions are read?

EXAMPLE LAYOUT OF A SERVICE PAPER

EXAMPLE 1 ⁽¹⁾

SECURITY CLASSIFICATION	
Identifying Reference	Copy No ... of ...
Feb 14	Freetown
Reference:	<u>A NEW BRIDGE ACROSS RIVER ROKEL</u> ⁽²⁾
A.	
<u>INTRODUCTION</u> ⁽³⁾	
1.	(Paragraphs as required to give the background of the paper.)
2.
<u>AIM</u> ⁽³⁾	
3.	The aim of this paper is to.....
<u>SYSTEMS OF TRANSPORT</u> ⁽³⁾	
<u>THE PRESENT SYSTEM</u> ⁽⁴⁾	
4.
5.	<u>Powered Rafts.</u> ⁽⁵⁾
<u>A BRIDGE</u> ⁽⁴⁾	
6.
7.
<u>A TUNNEL</u> ⁽⁴⁾	
8.
9.
<u>ADVANTAGE OF A FIXED SYSTEM</u> ⁽⁴⁾	
10.
(page number)	
SECURITY CLASSIFICATION	

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EXAMPLE 1 (continued)

SECURITY CLASSIFICATION

TECHNICAL PROBLEMS ⁽³⁾

BRIDGE ⁽⁴⁾

- 11. **Design.** ⁽⁵⁾
- 12. **Safety Aspects.** ⁽⁵⁾

TUNNEL ⁽⁴⁾

- 13. **Geological.** ⁽⁵⁾
- 14. **Ventilation.** ⁽⁵⁾

DIPLOMATIC CONSIDERATIONS ⁽³⁾ ⁽⁶⁾

- 15. **ECOWAS.** ⁽⁵⁾
.....
- 16. **Burkina Faso.** ⁽⁵⁾
- 17. **Togo.** ⁽⁵⁾

ECONOMIC PROBLEMS ⁽³⁾

CAPITAL COSTS ⁽⁴⁾

- 18. **Bridge.** ⁽⁵⁾
- 19. **Tunnel.** ⁽⁵⁾

TRAFFIC ⁽⁴⁾

- 20. (Reference to table at Annex A.)
- 21.

FINANCING ⁽⁴⁾

- 22.
- 23.

PROSPECTIVE RATES OF RETURN ⁽⁴⁾

- 24. (Reference to table at Annex B.)

(page number)
SECURITY CLASSIFICATION

EXAMPLE 1 (continued)

SECURITY CLASSIFICATION

COMPARISON OF ECONOMIC ADVANTAGES

25.

a. **Bridge.**⁽⁷⁾

b. **Tunnel.**⁽⁷⁾

26.

GOVERNMENT GUARANTEES⁽⁴⁾

27.

SUMMARY^{(4) (8)}

28.

CONCLUSION⁽³⁾

29.

30.

a.

b.

RECOMMENDATIONS⁽³⁾

31.

a.

b.

DK FALAMA
Col
D Def Estate (9)

Annexes:

- A. Comparison of Forecasts of Traffic.
- B. Summary of Prospective Rates of Return. (10)

Distribution: (11)

Copy No:

(page number)
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Notes.

1. Example 1 shows a paper using main, group and paragraph headings. This is the more flexible of the 2 standard forms. Example 2 shows a paper using only group and paragraph headings; a layout which should be used if the paper is not complicated enough to need an extra tier of headings other than the subject heading. Either layout can be used, whichever is the clearer. It is simple to change from one layout to the other as drafting proceeds.
2. Subject heading.
3. Main headings.
4. Group headings which cover all paragraphs before the next group or main heading.
5. Paragraph headings.
6. Possibly there may be no suitable group heading for Paragraphs 15 to 17 in Example 1. In such a case, beware of reducing 'DIPLOMATIC CONSIDERATIONS' to a group heading. If you do this, Paragraph 15 to 17 will be governed by the main heading 'TECHNICAL PROBLEMS', which would be illogical.
7. Sub-paragraphs may be given headings where appropriate.
8. After much discussion under one main heading it is sometimes convenient to make a summary of the salient points under that heading before going on. Paragraph 28 would summarize Paragraphs 18 to 27.
9. A Service Paper is normally signed by the author.
10. To maintain the flow of argument, put extensive detail, such as statistical data or information, in annexes. Only the deductions derived from the annexes need to be inserted in the body of the paper.
11. The distribution should be listed at the end of the paper. However, if the paper is sent out as an enclosure or an annex to a covering letter, the latter may include the distribution instead.

EXAMPLE LAYOUT OF A SERVICE PAPER

EXAMPLE 2⁽¹⁾

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Identifying Reference

Copy No ... of

Jul 13

Freetown

ROLES OF THE ARMOURED RECONNAISSANCE REGIMENT ⁽²⁾

References:

- A.
- B.

INTRODUCTION ⁽⁴⁾

- 1. The Armoured Reconnaissance Regiment was originally designed.....
- 2.

AIM ⁽⁴⁾

- 3. The aim of this paper is

MAIN CHARACTERISTICS ⁽⁴⁾

- 4. **Mobility and Flexibility.** ⁽⁵⁾
- 5. **Silence and Endurance.** ⁽⁵⁾
- 6. **Fire Power.** ⁽⁵⁾
- 7. **Communications.** ⁽⁵⁾

OFFENSIVE ROLES ⁽⁴⁾

- 8. The offensive roles of the Armoured Reconnaissance Regiment are:
 - a. Flank protection.
 - b. Anti-airborne and anti-helicopter operations.
 - c. Independent raids and deep penetration missions.
 - d.
- 9.
- 10.
- 11.

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DEFENSIVE ROLES ⁽⁴⁾

- 12
- 13

INDEPENDENT TASKS ⁽⁴⁾

- 14.
- 15.

CONCLUSIONS ⁽⁴⁾

- 16. The Armoured Reconnaissance Regiment is
- 17. The main roles are:
 - a. ⁽⁶⁾
 - b.

- 18. The following additional roles can be undertaken by the Regiment:
 - a.
 - b.

RECOMMENDATION ⁽⁴⁾

- 19. The roles of the Armoured Reconnaissance Regiment should be varied to

F SEWA
Col
COS ⁽⁷⁾

Distribution:⁽⁸⁾

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Notes.

1. Example 1 shows a paper using main, group and paragraph headings. This is the more flexible of the 2 standard forms. Example 2 shows a paper using only group and paragraph headings; a layout which should be used if the paper is not complicated enough to need an extra tier of headings other than the subject heading. Either layout can be used, whichever is the clearer. It is simple to change from one layout to the other as drafting proceeds.
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ANNEX C TO
DW CHAPTER 6
DATED FEB 14

EXAMPLE OF A SERVICE PAPER (WITH A RECOMMENDATION PARAGRAPH)

SECURITY CLASSIFICATION

SC 1183-1

Feb 14

Freetown

REVIEW OF THE HORTON ACADEMY SENIOR STAFF COURSE

INTRODUCTION

1. The Training Group Command (TGC) agreed, at the meeting on 23 Sep 13, to recommend provisionally that the next Senior Command and Staff Training (SCAST) at the Horton Academy (HA) should begin in Sep 14. The proposed start date would not only conform with other foreign Staff Colleges, but would also eliminate the interruptions caused by national/religious holidays which will occur during the period of the Course.
2. The main provision was that the TGC had to be assured that Regional Studies could be satisfactorily reprogrammed without disrupting the syllabus. Other proposed alterations to the programme, based on the experiences of Directing Staff (DS) and students on previous courses, were to be reviewed and submitted to the TGC for approval.
3. Thereafter, if approved, the detailed course programme, conforming to the proposals, with associated precis, exercises and other documentation, would be produced 3 months before the next course starts.
4. The review is now complete. The proposals resulting from the review are in this paper and are to be presented in BURMA HALL on 9 Apr 14 to the TGC for their formal approval.

AIM

5. The aim of this paper is to present the proposed restructured HA SCAST for formal approval by the TGC.

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BLOCK PROGRAMME

6. A block programme of terms, based on a suitable start date in Sep 14 with term breaks planned to coincide with mandatory holidays, is at Annex A.
7. **Available Programme Time.** By more efficient allocation of time to topics, the small reduction of overall available term time, resulting from the change of start date, has been minimized. This will have no detrimental effect on the course content or standards.

PROPOSED CHANGES

REGIONAL STUDIES

8. If Regional Studies were retained in the proposed Term 3, then tours would have to take place in the rainy season. The difficulties presented by such an option are well known. Ideally, Regional Studies should be moved to Term 2, thus keeping the tours at approximately the same period of the year as in Course 19. However, Term 2 is the single-Service term and it is not suitable to introduce studies of multi-Service interest.
9. Therefore, it is proposed that Regional Studies are best moved to Term 1 to be programmed at the end of Nov, thus avoiding the rainy season. It also has the added advantage of providing a means of testing the standard of presentation of the students at the end of Term 1, (a requirement which has been lacking previously and is considered necessary before beginning Term 2).

MANAGEMENT STUDIES

10. The insertion of Regional Studies into Term 1 inevitably means that some topics would need to be moved in compensation. Fortunately, the method of teaching Management Studies, spread throughout Term 1, has not been considered satisfactory either by students or DS.
11. A proposal, that a 2-week package be programmed, with the agreement and support of the Institute of Public Administration and Management (IPAM) is strongly supported. Such a package will enable the students to concentrate on management studies and enable more efficient use to be made of transport, accommodation and lecturers over the period.

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12. Further, if it is programmed after Term 1, students will be more confident and capable of assimilating the techniques and principles, because their basic knowledge and practice of staff skills will have been reinforced during that term.

13. Therefore, it is proposed that Management Studies be concentrated in a 2-week package to be programmed at the beginning or end of Term 3, as convenient to IPAM. The argument for not including it in Term 2 is the same as already discussed for Regional Studies.

TERM 2

14. Term 2 is the single-Service term and as such includes many outdoor exercises. The proposed block programme ensures that Term 2 avoids the rainy season. Furthermore, the content of Term 2 has been reviewed and rationalized. It is considered sufficient to justify no drastic change, for example, the insertion or deletion of any major topics.

TERM 4

15. The geo-political content of Term 4, and its lack of any major military or staff skills exercises, prior to the students being returned to their real military world, has been the cause of some concern. It is considered necessary to re-stimulate the students in this term if they, and the military appointments to which they are posted, are to gain the maximum benefit.

16. By combining this requirement with the need to absorb the 2-week Management Studies package in Term 3, it is proposed to move United Nations topics and exercises from term 3 to Term 4. The Routine Staff Work exercise already in Term 4 will be expanded in scope and in pressure placed on the student.

17. It is also proposed to include the lectures on leadership at the higher levels of command to assist in providing this necessary stimulation in this term.

SUMMARY OF PROPOSED TERM CONTENT

18. **General.** Subjects such as National Environment, Africa Studies, Operational requirements, Case Studies etc will continue to be programmed throughout the course.

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19. **Term 1.**
- a. Staff skills, including SD, Service Writing etc.
 - b. Organization and Roles.
 - c. Logistics.
 - d. Leadership and Training.
 - e. Intelligence.
 - f. Regional Studies (new proposal)
20. **Term 2.** Single-Service (no change).
21. **Term 3.**
- a. Counter Revolutionary Warfare.
 - b. Political Studies.
 - c. Management Studies (new proposal).
22. **Term 4.**
- a. Area and International Studies.
 - b. Africa Studies.
 - c. UN (new proposal).
 - d. Leadership in high command (new proposal).

CONCLUSION

23. The proposed block programme at Annex A provides sufficient programme time with no detrimental effect on the course and is in accord with other foreign Staff Colleges. (Paragraphs 6 and 7.)

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24. Regional Studies can be reprogrammed into Term 1 to avoid the rainy season and without disrupting the syllabus. (Paragraph 9)
25. The effectiveness of the course and the benefits to students can be improved further by:
- a. Reprogramming Management into a 2-week package in Term 3. (Paragraphs 11 and 12)
 - b. Reprogramming all United Nations topics and exercises into Term 4. (Paragraphs 15 and 16)
 - c. Expanding the scope of the staff skills exercise in Term 4. (Paragraphs 15 and 16)
 - d. Including lectures on leadership at the higher levels of command in Term 4. (Paragraph 17)

RECOMMENDATION

26. It is recommended that the TGC should be invited to approve formally the above proposals and authorize the HA to produce the necessary course documentation to conform with the proposals.

MD LYMON

Col
DoS

Annex:

- A. Senior STAFF HA Term Dates (Not enclosed in the example).

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EXAMPLE OF A SERVICE PAPER

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SC/102

Jan 14

Freetown

URBAN INSURGENCY IN INDUSTRIALIZED WESTERN DEMOCRACIES

INTRODUCTION

1. Urban insurgency, either as a progression from or an adjunct to rural insurgency, has become increasingly prevalent in western society. The vulnerability of an industrialized society, completely dependent on complex technological services, to attack with relatively simple weapons has and will continue to be exploited by the insurgent.
2. However, many revolutionary theorists and practitioners agree with Fidel Castro that 'the city is a graveyard of revolutionaries and resources'. If this is so, a study of the problems peculiar to urban insurgency, both for the insurgent and the security forces, may offer guidance to the established authority and the security forces on methods to combat successfully such insurgency.

AIM

3. The aim of this paper is to study the problems associated with urban insurgency in an industrialized western democracy to determine those conditions which may be exploited advantageously by the security forces.

THE URBAN INSURGENT AND HIS AIMS

THE URBAN INSURGENT

4. Two distinct groups of urban insurgents operate in western democracies. One group consists of radical students and intellectuals with a belief in the use of violence to promote global revolution, such as the Baader-Meinhof group. The second group consists of cultural and ethnic minorities who use violence to bring attention to and force changes on their situation, such as the Black Panthers in America. Both types lack the ideological direction of the true revolutionary. Of course, if either type of group becomes affiliated with a political organization and therefore receives ideological direction, then the difficulties of combating the group are increased. The battle will then have to be fought on 2 fronts, against:

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- a. The covert terrorist campaign, and
- b. The overt political/social persuasion campaign.

5. This paper concentrates on the latter type of groups, because the conditions relating to them also apply to the other relatively less motivated groups.

REVOLUTION

6. The possibility of urban insurgency tactics forcing a spontaneous revolution against a constitutionally elected government has been discredited both in theory and practice. Even Ché Guevara suggested that a guerrilla revolution has no chance of attracting popular support against such a government because, in the people's view, peaceful means would not have been exhausted. However, if economic chaos developed with mass unemployment and uncontrollable inflation, then the insurgent could exploit it to great effect.

EROSION

7. The alternative to waiting for the exploitable situation is to start the 'erosion' pattern of events proposed by Crane Brinton. First, moderates oust a discredited government by pledging to grant political freedom. Secondly, extremists rapidly overthrow the moderates by using this extra freedom. Normally the extremists are forced to adopt terror tactics against their political opponents which eventually sicken the majority of the populace. From this situation a 'man of order' emerges, usually with dictatorial powers freely approved by the majority.

8. The last phase is an obvious situation for exploitation by extreme political parties, but it is important initially that public awareness is distracted from the ultimate aim. If not, increased loyalty to the democratic system could result.

PUBLIC AWARENESS

9. The insurgent is assisted in his covertness by public political apathy. The efforts and techniques of governments and security forces require improvement in countering the use

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made by the insurgent of this condition. For example, insurgent incidents tend to be reported individually with little attempt to explain the cohesive pattern of erosion and its ultimate purpose.

10. Without continual reminders, the public soon accept political violence as part of urban life. Public awareness not only involves the majority, in the struggle, but may also lead to better understanding and judgment of the actions of the government and the security forces.

THE INSURGENTS' CAUSE

THE REQUIREMENT

11. The ultimate political aim of the insurgent will rarely attract sufficient public support on its own. Therefore it is subordinated to some other cause which may receive sympathy from the majority.

12. The cause, if it is to be used successfully by the insurgent, must not be beyond the realms of possibility or acceptability. Paradoxically, it must be impossible for the existing government to grant without considerable loss of authority or control. The difficulties of finding such a cause in a democratic society, where the constitutional system allows for non-violent methods to correct the existing situation, are self evident.

13. Furthermore, the fears of an urban population are less in conflict with government than their rural counterpart. Loss of work, wages, food or services are the major fears and are allayed only by stable government and law and order. The insurgent is forced therefore to attack the very system which preserves the population.

14. Thus the insurgent is normally limited to minority causes based on emotion, such as race or religion, which may create advantageous conditions for government.

15. **Identifying the Problem.** The government may be unaware that any problem exists or that it is considered acute until urban insurgent action forces them into awareness. The problem for a government then is whether the majority will consider concessions, a form of submission to violence and black-mail.

16. **Eliminating the Cause.** Once a cause is identified, genuine consideration of reforms may remove the basis of the insurgent's plan of erosion. Even if the cause is not eliminated,

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public opinion can be influenced in support of the government by making the public aware of the factors being considered and the effect of any concessions on the majority.

17. **Internal Restrictions.** It is unlikely that social reforms alone will dissuade the insurgent, but it may amplify internal differences between the supporters of the cause. The emotional nature of the cause, together with the insurgent's fear of betrayal and isolation, may even result in splits in the organization. If security forces can increase the tensions between the factions, internal violence against critics, moderates and rivals results, similar to the conflict between Official and Provisional IRA.

THE INSURGENT ORGANISATION

RECRUITING POPULAR SUPPORT

18. The acceptance and even encouragement by universities of youthful rebellion against authority and capitalist philosophy makes recruitment of support from students and intellectuals relatively easy. However, the final political aim will not be achieved without the support of organized labour.

19. The average wage earner, in an industrialized society, does not readily agree to destroy his livelihood for political ideals. It would require a major economic crisis with the existing government unable to control rising unemployment and inflation before an urban insurgent movement could begin to exploit the situation. Further, a well-organized communist element within trade unions would have greater chances of successful revolution than the insurgent. The insurgent's tactics are more likely to aggravate the crisis by showing the government's weakness and polarizing political attitudes.

20. Therefore, it becomes increasingly important for governments to maintain control of these factors for other than economic reasons.

THE PARALLEL HIERARCHY

21. The insurgent organization depends on creating a hierarchy, parallel to existing government organizations to make credible the political policy behind the movement. Unlike the rural counterpart, the urban based hierarchy faces a dilemma.

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22. Urban insurgent cells should be kept small to reduce the chances of betrayal or infiltration; a need which conflicts with the requirements for larger groups to make policy decisions and disseminate doctrine. The technical competency of western urban insurgents tends to be high, but there is general agreement amongst theorists that this conflict makes them weak politically.

23. **Destroying the Hierarchy.** By concentrating on disrupting or destroying the parallel hierarchy, security forces increase the chances of success. First, without political direction, the insurgent rapidly assumes the character of a vicious criminal or dangerous lunatic, neither of which is likely to gain popular support. Secondly, even if the hierarchy is not destroyed, the attentions of security forces cause it to move more often and reduce in size for safety, making it less effective as a directing body.

IDENTIFYING THE INSURGENT

INTELLIGENCE

24. Gathering intelligence, the key to successful counter-insurgency, is in direct conflict with the traditional unease with which democratic society views invasion of privacy and interference with personal liberty. In compensation, the agencies of law enforcement in western democracies are well established and long term collection of intelligence on possible insurgents, as well as criminal elements, is carried out.

25. Problems are created once active insurgency is in operation. Up-dating information and initiating files on new supporters of the movement become difficult, but some conditions of urban life can be used to advantage.

26. **Urban Services.** Urban areas depend on regular services in the forms of electricity, gas, water and food suppliers, which offer opportunities to the security forces for covert surveillance of suspect areas. However, the training of operatives and implementation must be of a high standard if consequences, similar to the murder of the sapper as a laundry deliveryman in Belfast, are not to occur.

27. **Informers.** Identity checks and searches, successful as they may be, use up manpower and arouse hostility with the majority. Modern life styles, including the ease of movement of population and the isolating effects of high rise flats and housing developments, cause the security forces to rely on more formal methods of receiving information. Regular informers infiltrated into the organization and the impersonal 'ansaphone' for telephone informers have proved effective, but require time for confidence to develop.

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28. **Interrogation.** All interrogation methods are suspect and vulnerable to insurgent propaganda in a democratic society. Ultimately, any security force resorting to torture has found it be counter-productive. Even the mild isolation techniques used in Belfast were criticized and made public, thereby destroying the security forces major advantage of the insurgent's fear of the unknown. Therefore it is difficult to determine any conditions in this area which may prove beneficial to security forces.

29. **The Control of Arms.** Rural techniques of food control cannot be applied in an urban context with shops and supermarkets. The security forces have to concentrate on tracing sources of arms and explosives. The police in Great Britain are not armed as a rule and citizen ownership is reduced to a minimum. Not only does this situation assist in tracing arms, but also reduces the possibility of violence escalating to exchanges of fire between police and demonstrators. Contrast this situation with the difficulties of security forces in America where constitutionally all citizens are allowed to own side-arms. The advantage should not be lost and any attempt to permanently arm the police in Great Britain should be resisted.

ISOLATING THE INSURGENT

30. Collective punishments result only in developing group loyalty, the will to resist and sympathy for the minority. A successful campaign relies on persuasion, protection and physical isolation.

31. **Persuasion.** Psychological operations associated with rural counter-insurgency have little effect on the more sophisticated urban society and more subtle techniques are required. Public awareness of insurgent organization weaknesses, such as faction rivalry and coercive terrorism against its own members, can be used to benefit the security forces. The appeal to moderates to use negotiation and democratic process should continue throughout the campaign.

32. **Protection and Physical Isolation.** Unless the police can provide protection against intimidation, any attempt to gain support from the minority involved through social reform will fail. 'Strategic hamlet' techniques are impractical in the urban context and a policy of night curfews, cordons and patrols is adopted to inhibit insurgent movement. Any attempt to set up 'no-go' areas, as in Londonderry in 1972, must be foiled.

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LAW AND ORDER

LEGAL STATUS

33. The security forces and the government are judged by moral and legal standard which are not applied by insurgents to themselves. Therefore no government can defeat the insurgent without recourse to the use of exceptional powers. These powers must be granted by due legal process and the public made fully aware of all the reasons.

34. The public and security forces should have their rights and responsibilities clearly defined to avoid confrontation, especially when exceptional powers have been granted. Great care must be exercised by government not to abuse the repressive measures adopted. Likewise security forces must always operate within the existing law.

MAINTENANCE OF PUBLIC ORDER

35. Overreaction by a government may cause loss of public confidence and support, but inaction or lack of will to maintain law and order produces negative results. Sections from within the community will try to create their own response.

36. The signs are easily recognized and firm repressive action is required early if it is to be checked. A trend in readers' letters columns in newspapers demanding sterner action is normally the first indication, followed by demands for a special constabulary to be formed. Finally, vigilante committees are elected for the protection of families and property. If unchecked the end result is civil war or fascist control.

37. **Police Forces.** The success of counter-insurgency and the return to law and order depends largely on the professionalism and loyalty of the police force. West Germany and France have learned, to their cost, that low wages, inadequate training and the erosion of social status associated with their police forces inhibit their effectiveness in a counter-insurgency role. Belated efforts are now being made to rectify the situation.

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THE MASS MEDIA

38. Attempts by a democratic government to censor or control the information services would be counterproductive; despite the advantages, evident in police states, in suppressing insurgency. The insurgent is trained to use the media to compensate for the limitations imposed by the size of the urban insurgent cell. Security forces have not reacted well and sometimes produced negative results, but experience has indicated areas for improvement.

39. **Inter-relationships.** A more positive and open attitude of cooperation should be developed, within security limits. Assistance should be made available to get reporters to incidents and all the facts provided. Although not all situations will present the security forces favourably, respect for the facts will allow the government to debate its policies openly.

40. **Responsibilities of the Media.** The violence phenomenon, described by Dr. Clutterbuck as 'shoot ten men, terrorize one thousand and fascinate ten thousand' requires responsible handling. It is hoped that with closer cooperation between the security forces and the media, biased and emotional reporting, with its unfortunate effects, can be lessened.

CONCLUSION

41. The possibility of revolution resulting from urban insurgency in western democracies is remote; unless an economic crisis can be exploited or the gradual erosion of government authority and control is not checked (Paragraphs 6, 7 and 8).

INSURGENTS PROBLEMS

42. The problems for the urban insurgent may be summarized as follows:

- a. Diverting public awareness from the ultimate aim of insurgency (Paragraph 8).
- b. Finding and promoting a cause which meets the insurgent's requirements (Paragraphs 11 and 12).
- c. Recruiting popular support, particularly from organized labour (Paragraph 13, 18 and 19).

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- d. Operating an effective parallel political hierarchy (Paragraphs 21 and 22).

43. **Exploitation by Security Forces.** The problems for the insurgent are aggravated by the following policies:

- a. Increasing public awareness of the aims and methods of the insurgents (Paragraphs 9 and 10).
- b. Identification of possible causes and controlled social reform (Paragraphs 15 and 16).
- c. Publicizing and increasing tensions between insurgent factions (Paragraph 17).
- d. Maintaining government control of economic factors (Paragraphs 19 and 20).
- e. Concentrating efforts on destroying the political hierarchy (Paragraph 23).

SECURITY FORCES PROBLEMS

44. The problems for the security forces are summarized as follows:

- a. Gathering intelligence (Paragraphs 24 and 25).
- b. Isolating the insurgent from the population (Paragraphs 30, 31 and 32).
- c. Operating within legal and moral codes (Paragraphs 33 and 35).

45. **Improvements by Security Forces.** The problems can be minimized by adopting operational policies which take account of the following:

- a. The urban reliance on and acceptance of operators of services (Paragraph 26).
- b. Infiltration and impersonal methods of intelligence collection (Paragraph 27).
- c. Continued tight control of arms in those countries fortunate enough to have it established (Paragraph 29).

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- d. The democratic public is basically cooperative and will accept persuasion provided protection and insurgent isolation are effective (Paragraphs 31 and 32).
- e. Public awareness of their legal status and that of security forces reduces the chances of confrontation (Paragraph 34).
- f. The professionalism and loyalty of the police force, if undermined in peaceful periods, will create grave problems when active insurgency begins (Paragraph 37).

THE IMPORTANCE OF THE MEDIA

46. Success in the conflict requires the support of the media. Security forces must improve their image and relationships with the information services and simultaneously, persuade them to adopt a more responsible attitude in the reporting of violence (Paragraphs 39 and 40).

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ANNEX E TO
DW CHAPTER 6
DATED FEB 14

A SUGGESTED FRAME WORK FOR AN ANALYTICAL SERVICE PAPER

SECURITY CLASSIFICATION

Reference

Date

Place

CONTROL OF AIR POWER IN SUPPORT OF LAND FORCES

INTRODUCTION

1. Indivisibility of air power is never wholly accepted. Long term objective to provide air support for land forces. Short term objective to rationalize use of available aircraft. Controversy over control of air power in land battle.
2. Purpose and scope of paper. Republic of Sierra Leone Armed Forces (RSLAF) views on direct and indirect support. Discuss primarily conventional operations. Define term - control.

AIM

3. The aim of this paper is to discuss the RSLAF views on the control of air power in support of land forces.

CENTRALIZED OR DECENTRALIZED CONTROL

4. Outline current policy. Aircraft in support of Land ops fully controlled by Air Force. Tactical air ops joint control.
5. RSLAF view - characteristics of air power best exploited by centralized control at highest level. Decentralization inhibits flexibility and mobility. Allocation in penny packets is wasteful. Need to delegate recognized, as in need for joint control and tasking. RSLAF has organization, expertise and experience.
6. RSLAF accepts centralized control for main elements only. Not for direct support in battle area. Must know what is available. Frequency of air requests for direct support being turned down for various reasons. Need to have AAC for control and immediate usage.

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AIR TASKS IN SUPPORT OF THE LAND BATTLE

- 7. Five main tasks. Relate previous arguments to each.
- 8. **Counter-air Operations.** Counter-air battle often predominant task. Local air superiority needs may demand most of defensive/offensive air forces.
- 9. **Interdiction.** Interdiction operations undertaken to support land forces. Choice of targets determined by GA to some extent
- 10. **Reconnaissance.** Land and air forces require reconnaissance. Air reconnaissance force must not be fragmented because
- 11. **Close Air Support.** Air attacks necessary to assist ground units. Rapid response of prime importance
- 12. **Transport Support.** Fixed-wing transport support arrangements not in dispute
- 13. **Control of Air Power.** Concluding statement relating to aim of paper.

CONCLUSION

- 14. Summarize current policy. Summarize RSLAF main arguments.
- 15. Summarize detailed arguments related to 5 main tasks.
- 16. Summarize deductions in line with aim of paper.

Signature Block

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ANNEX F TO
DW CHAPTER 6
DATED FEB 14

THE ENGLISH LANGUAGE

References:

- A. Notes on Effective Writing.
- B. The Complete Plain Words' by Sir Ernest Gowers (Revised 1973).
- C. Chapter 6 – Service Paper.

BACKGROUND

1. Writing good English is a demanding exercise. We all know this, but few of us have the time or inclination to improve our style. Many authors have written long books on the subject, and the art is ably summarized in References A and B. Sadly, there is little sparkle even in these excellent works; we have searched until now in vain for something short but brilliant as an example of the standard we seek.

2. At Appendix 1 is an essay by George Orwell called 'Politics and The English Language'. It was written in 1946, so the occasional paragraph is outdated, but most of it effervesces with clarity and wit. We have changed nothing. From this example, we all may learn how to write good English.

REQUIREMENT

3. During the course, you will spend a period discussing Service Paper 1 and some time review Service Writing 4. Before this discussion, read George Orwell's essay. Make notes on the examples in it which interest and amuse you, and be prepared to give your opinion on the rules, which he lists in his third to last paragraph. Above all remember his abhorrence of the modern habit of "gumming together long strips of words which have already been set in order by someone else" and the use of trite and popular metaphors and images, normally just to pad out woolly idea. When you write Service Papers, use your imagination to create new word images where these are called for (there is no need to become poetic) and as you read through what you have written, cross out every word, which is pretentious or meaningless. If you can do this, and get balance and rhythm into your sentences, then your style will take on a new dimension.

Appendix:

- 1. Politics and the English Language.

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APPENDIX 1 TO
ANNEX F TO
DW CHAPTER 6
DATED FEB 14

POLITICS AND THE ENGLISH LANGUAGE

Most people who bother with the matter at all would admit that the English language is in a bad way, but it is generally assumed that we cannot by conscious action do anything about it. Our civilization is decadent and our language - so the argument runs - must inevitably share in the general collapse. It follows that any struggle against the abuse of language is a sentimental archaism, like preferring candles to electric light or hansom cabs to aeroplanes. Underneath this lies the half-conscious belief that language is a natural growth and not an instrument which we shape for our own purposes.

Now, it is clear that the decline of a language must ultimately have political and economic causes: it is not due simply to the bad influence of this or that individual writer. But an effect can become a cause, reinforcing the original cause and producing the same effect in an intensified form, and so on indefinitely. A man may take to drink because he feels himself to be a failure, and then fail all the more completely because he drinks. It is rather the same thing that is happening to the English language. It becomes ugly and inaccurate because our thoughts are foolish, but the slovenliness of our language makes it easier for us to have foolish thoughts. The point is that the process is reversible. Modern English, especially written English, is full of bad habits which spread by imitation and which can be avoided if one is willing to take the necessary trouble. If one gets rid of these habits one can think more clearly, and to think clearly is a necessary first step towards political regeneration: so that the fight against bad English is not frivolous and is not the exclusive concern of professional writers. I will come back to this presently, and I hope that by that time the meaning of what I have said here will have become clearer. Meanwhile, here are five specimens of the English language as it is now habitually written.

These five passages have not been picked out because they are especially bad - I could have quoted far worse if I had chosen - but because they illustrate various of the mental vices from which we now suffer. They are a little below the average, but are fairly representative samples. I number them so that I can refer back to them when necessary:

(1) I am not, indeed, sure whether it is not rue to say that the Milton who once seemed not unlike a seventeenth-century Shelley had not become, out of an experience ever more bitter in each year, more alien (sic) to the founder of that Jesuit sect which nothing could induce him to tolerate.

Professor Harold Laski (Essay in Freedom of Expression)

(2) Above all, we cannot play ducks and drakes with a native battery of idioms which prescribes such egregious collocations of vocables as the Basic 'put up with' for 'tolerate' or 'put at a loss' for 'bewilder'.

Professor Lancelot Hogben (Interglossa)

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(3) On the one side we have the free personality: by definition it is not neurotic, for it has neither conflict nor dream. Its desires, such as they are, are transparent, for they are just what institutional approval keeps in the forefront of consciousness; another institutional pattern would alter their number and intensity; there is little in them that is natural, irreducible, or culturally dangerous. But on the other side, the social bond itself is nothing but the mutual reflection of these self-secure integrities. Recall the definition of love. Is not this the very picture of a small academic? Where is there a place in this hall of mirrors for either personality or fraternity?

Essay on Psychology in Politics (New York)

(4) All the 'best people' from the gentlemen's clubs, and all the frantic fascist captains, united in common hatred of Socialism and bestial horror of the rising tide of the mass revolutionary movement, have turned to acts of provocation, to foul incendiaries, to medieval legends of poisoned wells, to legalize their own destruction of proletarian organizations, and rouse the agitated petty-bourgeoisie to chauvinistic fervour on behalf of the fight against the revolutionary way out of the crisis.

Communist pamphlet

(5) If a new spirit is to be infused into this old country, there is one thorny and contentious reform which must be tackled, and that is the humanization and galvanization of the B.B.C. Timidity here will bespeak canker and atrophy of the soul. The heart of Britain may be sound and of strong beat, for instance, but the British lion's roar at present is like that of Bottom in Shakespeare's *Midsummer Night's Dream* - as gentle as any sucking dove. A virile new Britain cannot continue indefinitely to be traduced in the eyes or rather ears, of the world by the effete languors of Langham Place, brazenly masquerading as 'standard English'. When the Voice of Britain is heard at nine o'clock, better far and infinitely less ludicrous to hear aitches honestly dropped than the present priggish, inflated, inhibited, school-ma'amish arch braying of blameless bashful mewling maidens!

Letter in Tribune

Each of these passages has faults of its own, but, quite apart from avoidable ugliness, two qualities are common to all of them. The first is staleness of imagery; the other is lack of precision. The writer has a meaning and cannot express it, or he inadvertently says something else, or he is almost indifferent as to whether his words mean anything or not. This mixture of vagueness and sheer incompetence is the most marked characteristic of modern English prose, and especially of any kind of political writing. As soon as certain topics are raised, the concrete melts into the abstract and no one seems able to think of turns of speech that are not hackneyed: prose consists less and less of words chosen for the sake of their meaning, and more and more of phrases tacked together like the sections of a prefabricated hen-house. I list below, with notes and examples, various of the tricks by means of which the work of prose-construction is habitually dodged:

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DYING METAPHORS. A newly invented metaphor assists thought by evoking a visual image, while on the other hand a metaphor which is technically 'dead' (e.g. iron resolution) has in effect reverted to being an ordinary word and can generally be used without loss of vividness. But in between these two classes there is a huge dump of worn-out metaphors which have lost all evocative power and are merely used because they save people the trouble of inventing phrases for themselves. Example are: Ring the changes on, take up the cudgels for, tow the line, ride roughshod over, stand shoulder to shoulder with, play into the hands of, no axe to grind, grist to the mill, fishing in troubled waters, on the order of the day, Achilles' heel, swan song, hotbed. Many of these are used without knowledge of their meaning (what is a 'rift', for instance?), and incompatible metaphors are frequently mixed, a sure sign that the writer is not interested in what he is saying. Some metaphors now current have been twisted out of their original meaning without those who use them even being aware of the fact. For example, toe the line is sometimes written tow the line. Another example is the hammer and the anvil, now always used with the implication that the anvil gets the worst of it. In real life it is always the anvil that breaks the hammer, never the other way about: a writer who stopped to think what he was saying would be aware of this, and would avoid perverting the original phrase.

OPERATORS OF VERBAL FALSE LIMBS. These save the trouble of picking out appropriate verbs and nouns, and at the same time pad each sentence with extra syllables which give it an appearance of symmetry. Characteristic phrases are: render inoperative, militate against, make contact with, be subjected to, give rise to, give grounds for, have the effect of, play a leading part (role) in, make itself felt, take effect, exhibit a tendency to, serve the purpose of, etc., etc. The keynote is the elimination of simple verbs. Instead of being a single word, such as break, stop, spoil, mend, kill, a verb becomes a phrase, made up of a noun or adjective tacked on to some general-purpose verb such as prove, serve, form, play, render. In addition, the passive voice is wherever possible used in preference to the active, and noun constructions are used instead of gerunds (by examination of instead of by examining). The range of verbs is further cut down by means of the -ize and de - formations, and the banal statements are given an appearance of profundity by means of the not un - formation. Simple conjunctions and prepositions are replaced by such phrases as with respect to, having regard to, the fact that, by dint of, in view of, in the interests of, on the hypothesis that; and the ends of sentences are saved from anticlimax by such resounding common-places as greatly to be desired, cannot be left out of account, a development to be expected in the near future, deserving of serious consideration, brought to a satisfactory conclusion, and so on and so forth.

PRETENTIOUS DICTION. Words like phenomenon, element, individual (as noun), objective, categorical, effective, virtual, basic, primary, promote, constitute, exhibit, exploit, utilize, eliminate, liquidate, are used to dress up simple statement and give an air of scientific impartiality to biased judgements. Adjectives like epoch-making, epic, historic, unforgettable, triumphant, age-old, inevitable, inexorable, veritable, are used to dignify the sordid processes of international politics, while writing that aims at glorifying war usually takes on an archaic colour, its characteristic words being: realm, throne, chariot, mailed fist, trident, sword, shield, buckler, banner, jackboot, clarion. Foreign words and expressions such as cul de sac, ancient regime, deus ex machina, mutatis mutandis, status quo, gleichschaltung, weltanschauung, are used to give an air of culture and elegance. Except for the useful abbreviations ie., eg, and etc., there is no real need for any of the hundreds of

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foreign phrases now current in English. Bad writers, and especially scientific, political and sociological writers, are nearly always haunted by the notion that Latin or Greek words are grander than Saxon ones, and unnecessary words like expedite, ameliorate, predict, extraneous, deracinated, clandestine, sub-aqueous and hundreds of others constantly gain ground from their Anglo-Saxon opposite numbers.* The jargon peculiar to Marxist writing (hyena, hangman, cannibal, petty bourgeois, these gentry, lacquey, flunkey, mad dog, White Guard, etc.) consists largely of words and phrases translated from Russian, German or French; but the normal way of coining a new word is to use a Latin or Greek root with the appropriate affix and, where necessary, the -ize formation. It is often easier to make up words of this kind (de-regionalize, impermissible, extramarital, non-fragmentary and so forth) than to think up the English words that will cover one's meaning. The result, in general, is an increase in slovenliness and vagueness.

*An interesting illustration of this is the way in which the English flower names which were in use till very recently are being ousted by Greek ones, snapdragon becoming antirrhinum, forget-me-not becoming myosotis, etc. It is hard to see any practical reason for this change of fashion: it is probably due to an instinctive turning-away from the more homely word and a vague feeling that the Greek word is scientific.

MEANINGLESS WORDS. In certain kinds of writing, particularly in art criticism and literary criticism, it is normal to come across long passages which are almost completely lacking in meaning.+ Words like romantic, plastic values, human, dead, sentimental, natural vitality, as used in art criticism, are strictly meaningless, in the sense that they not only point to any discoverable object, but are hardly ever expected to do so by the reader. When one critic writes, 'The outstanding feature of Mr X's work is its living quality', while another writes, 'The immediately striking thing about Mr X's work is its peculiar deadness', the reader accepts this as a simple difference of opinion. If words like black and white were involved, instead of the jargon words dead and living, he would see at once that language was being used in an improper way. Many political words are similarly abused. The word Fascism has now no meaning except in so far as it signifies 'something not desirable'. The words democracy, socialism, freedom, patriotic, realistic, justice, have each of them several different meanings which cannot be reconciled with one another. In the case of a word like democracy, not only is there no agreed definition but the attempt to make one is resisted from all sides. It is almost universally felt that when we call a country democratic we are praising it: consequently the defenders of every kind of regime claim that it is a democracy, and fear that they might have to stop using the word if it were tied down to any one meaning. Words of this kind are often used in a consciously dishonest way. That is, the person who uses them has his own private definition, but allows his hearer to think he means something quite different. Statements like Marshal Petain was a true patriot, The Soviet Press is the freest in the world, The Catholic Church is opposed to persecution, are almost always made with intent to deceive. Other words used in variable meanings, in most cases more or less dishonestly, are: class, totalitarian, science, progressive, reactionary, bourgeois, equality.

Now that I have made this catalogue of swindles and pervisions, let me give another example of the kind of writing that they lead to. This time it must of its nature be an imaginary one. I am going to translate a passage of good English into modern English of the worst sort. Here is a well-known verse from Ecclesiastes:

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I returned and saw under the sun, that the race is not to the swift, nor the battle to the strong, neither yet bread to the wise, nor yet riches to men of understanding, nor yet favour to men of skill; but time and chance happeneth to them all.

Here it is in modern English:

Objective considerations of contemporary phenomena compels the conclusion that success or failure in competitive activities exhibits no tendency to be commensurate with innate capacity, but that a considerable element of the unpredictable must invariably be taken into account.

+Example: 'Comfort's catholicity of perception and image, strangely Whitmanesque in range, almost the exact opposite in aesthetic compulsion, continues to evoke that trembling atmospheric accumulative hinting at a cruel, an inexorable serene timelessness ... Wrey Gardiner scores by aiming at simple bull's-eyes with precision. Only they are not so simple, and through this contented sadness runs more than the surface bitter-sweet of resignation' (Poetry Quarterly).

This is parody, but not a very gross one. Exhibit (3), above; for instance, contains several patches of the same kind of English. It will be seen that I have not made a full translation. The beginning and ending of the sentence follow the original meaning fairly closely, but in the middle the concrete illustrations - race, battle, bread - dissolve into the vague phrase 'success or failure in competitive activities'. This had to be so, because no modern writer of the kind I am discussing - no one capable of using phrases like 'objective consideration of contemporary phenomena' - would ever tabulate his thoughts in the precise and detailed way. The whole tendency of modern prose is away from concreteness. Now analyse these two sentences a little more closely. The first contains forty-nine words but only sixty syllables, and all its words are those of everyday life. The second contains thirty-eight words of ninety syllables: eighteen of its words are from Latin roots, and one from Greek. The first sentence contains six vivid images, and only one phrase ('time and chance') that could be called vague. The second contains not a single fresh, arresting phrase, and in spite of its ninety syllables it gives only a shortened version of the meaning contained in the first. Yet without a doubt it is the second kind of sentence that is gaining ground in modern English. I do not want to exaggerate. This kind of writing is not yet universal, and outcrops of simplicity will occur here and there in the worst-written page. Still, if you or I were told to write a few lines on the uncertainty of human fortunes, we should probably come much nearer to my imaginary sentence than to the one from Ecclesiastes.

As I have tried to show, modern writing at its worst does not consist in picking out words for the sake of their meaning and inventing images in order to make the meaning clearer. It consists in gumming together long strips of words which have already been set in order by someone else, and making the results presentable by sheer humbug. The attraction of this way of writing is that it is easy. It is easier - even quicker, once you have the habit - to say In my opinion it is a not unjustifiable assumption that than to say I think. If you use ready-made phrases, you not only don't have to hunt about for words; you also don't have to bother with the rhythms of your sentences, since these phrases are generally so arranged as to be more or less euphonious. When you are composing in a hurry - when you are dictating to a stenographer, for instance, or making a public speech - it is natural to fall into a pretentious, Latinized style.

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Tags like a consideration which we should do well to bear in mind or a conclusion to which all of us would readily assent will save many a sentence from coming down with a bump. By using stale metaphors, similes and idioms, you save much mental effort, at the cost of leaving your meaning vague, not only for your reader but for yourself. This is the significance of mixed metaphors.

The sole aim of a metaphor is to call up a visual image. When these images clash - as in the Fascist octopus has sung its swan song, the jackboot is thrown into the melting pot - it can be taken as certain that the writer is not seeing a mental image of the objects he is naming; in other words he is not really thinking. Look again at the examples I gave at the beginning of this essay. Professor Laski (1) uses five negatives in fifty-three words. One of these is superfluous, making nonsense of the whole passage, and in addition there is the slip alien for akin, making further nonsense, and several avoidable pieces of clumsiness which increase the general vagueness. Professor Hogben (2) plays ducks and drakes with a battery which is able to write prescriptions, and, while disapproving of the everyday phrase put up with, is unwilling to look egregious up in the dictionary and see what it means. (3) If one takes an uncharitable attitude towards it, is simply meaningless: probably one could work out its intended meaning by reading the whole of the article in which it occurs. In (4), the writer knows more or less what he wants to say, but an accumulation of stale phrases chokes him like tea leaves blocking a sink. In (5), words and meaning have almost parted company. People who write in this manner usually have a general emotional meaning - they dislike one thing and want to express solidarity with another - but they are not interested in the detail of what they are saying. A scrupulous writer, in every sentence that he writes, will ask himself at least four questions, thus: What am I trying to say? What words will express it? What image or idiom will make it clearer? Is this image fresh enough to have an effect? And he will probably ask himself two more: Could I put it more shortly? Have I said anything that is avoidably ugly? But you are not obliged to go to all this trouble. You can shirk it by simply throwing your mind open and letting the ready-made phrases come crowding in. They will construct your sentences for you - even think your thoughts for you, to a certain extent - and at need they will perform the important service of partially concealing your meaning even from yourself. It is at this point that the special connexion between politics and the debasement of language becomes clear.

In our time it is broadly true that political writing is bad writing. Where it is not true, it will generally be found that the writer is some kind of rebel, expressing his private opinions and not a 'party line'. Orthodoxy, of whatever colour, seems to demand a lifeless, imitative style. The political dialects to be found in pamphlets, leading articles, manifestos, White Papers and the speeches of under-secretaries do, of course, vary from party to party, but they are all alike in that one almost never finds in them a fresh, vivid, home-made turn of speech. When one watches some tired hack on the platform mechanically repeating the familiar phrases - bestial atrocities, iron hell, bloodstained tyranny, free peoples of the world, stand shoulder to shoulder - one often has a curious feeling that one is not watching a live human being but some kind of dummy: a feeling which suddenly becomes stronger at moments when the light catches the speaker's spectacles and turns them into blank discs which seem to have no eyes behind them. And this is not altogether fanciful. A speaker who uses that kind of phraseology has gone some distance towards turning himself into a machine. The appropriate noises are coming out of his larynx, but his brain is not involved as it would be if he were choosing his words for himself. If the speech he is making is one that he is accustomed to make over and over again, he may be almost unconscious of what he is saying, as one is when one utters the responses in church.

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And this reduced state of consciousness, if not indispensable, is at any rate favourable to political conformity.

In our time, political speech and writing are largely the defence of the indefensible. Things like the continuance of British rule in India, the Russian purges and deportations, the dropping of the atom bombs on Japan, can indeed be defended, but only by arguments which are too brutal for most people to face, and which do not square with the professed aims of political parties. Thus political language has to consist largely of euphemism, question-begging and sheer cloudy vagueness. Defenceless villages are bombarded from the air, the inhabitants driven out into the countryside, the cattle machine-gunned, the huts set on fire with incendiary bullets: this is called pacification. Millions of peasants are robbed of their farms and sent trudging along the roads with no more than they can carry: this is called transfer of population or rectification of frontiers. People are imprisoned for years without trial, or shot in the back of the neck or sent to die of scurvy in Arctic lumber camps: this is called elimination of unreliable elements. Such phraseology is needed if one wants to name things without calling up mental pictures of them. Consider for instance some comfortable English professor defending Russian totalitarianism. He cannot say outright. 'I believe in killing off your opponents when you can get good results by doing so'. Probably, therefore, he will say something like this:

"While freely conceding that the Soviet regime exhibits certain features which the humanitarian may be inclined to deplore, we must, I think, agree that a certain curtailment of the right to political opposition is an unavoidable concomitant of transitional periods, and that the rigours which the Russian people have been called upon to undergo have been amply justified in the sphere of concrete achievement".

The inflated style is itself a kind of euphemism. A mass of Latin words falls upon the facts like soft snow, blurring the outlines and covering up all the details. The great enemy of clear language is insincerity. When there is a gap between one's real and one's declared aims, one turns as it were instinctively to long words and exhausted idioms, like a cuttlefish squirting out ink. In our age there is no such thing as 'keeping out of politics'. All issues are political issues, and politics itself is a mass of lies, evasions, folly, hatred and schizophrenia, when the general atmosphere is bad, language must suffer. I should expect to find - this is a guess which I have not sufficient knowledge to verify - that the German, Russian and Italian languages have all deteriorated in the last ten or fifteen years, as a result of dictatorship.

But if thought corrupts language, language, can also corrupt thought. A bad usage can spread by tradition and imitation, even among people who should and do know better. The debased language that I have been discussing is in some ways very convenient. Phrases like a not unjustifiable assumption, leaves much to be desired, would serve no good purpose, a consideration which we should do well to bear in mind, are a continuous temptation, a packet of aspirins always at one's elbow. Look back through this essay, and for certain you will find that I have again and again committed the very faults I am protesting against. By this morning's post I have received a pamphlet dealing with conditions in Germany. The author tells me that he 'felt impelled' to write it. I open it at random, and here is almost the first sentence that I see:

'(The Allies) have an opportunity not only of achieving a radical transformation of Germany's

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social and political structure in such a way as to avoid a nationalistic reaction in Germany itself, but at the same time of laying the foundations of a co-operative and unified Europe.' You see, he 'feels impelled' to write - feels, presumably, that he has something new to say - and yet his words, like cavalry horses answering the bugle, group themselves automatically into the familiar dreary pattern. This invasion of one's mind by ready-made phrases (lay the foundations, achieve a radical transformation) can only be prevented if one is constantly on guard against them, and every such phrase anaesthetizes a portion of one's brain.

I said earlier that the decadence of our language is probably curable. Those who deny this would argue, if they produced an argument at all, that language merely reflects existing social conditions, and that we cannot influence its development by any direct tinkering with words and constructions. So far as the general tone or spirit of a language goes, this may be true, but is not true in detail. Silly words and expressions have often disappeared, not through any evolutionary process but owing to the conscious action of a minority. Two recent examples were 'explore every avenue' and 'leave no stone unturned', which were killed by the jeers of a few journalists. There is a long list of flyblown metaphors which could similarly be got rid of if enough people would interest themselves in the job; and it should also be possible to laugh the 'not un-formation' out of existence, to reduce the amount of Latin and Greek in the average. One can cure oneself of the not un-formation by memorizing this sentence: A not unblack dog was chasing a not unsmall rabbit across a not ungreen field. Drive out foreign phrases and strayed scientific words, and in general, make pretentiousness unfashionable. But all these are minor points. The defence of the English language implies more than this, and perhaps it is best to start by saying what it does not imply.

To begin with it has nothing to do with archaism, with the salvaging of obsolete words and turns of speech, or with the setting up of a 'standard English' which must never be departed from. On the contrary, it is especially concerned with the scrapping of every word or idiom which has outworn its usefulness. It has nothing to do with correct grammar and syntax, which are of no importance so long as one makes one's meaning clear, or with the avoidance of Americanisms, or with having what is called a 'good prose style'. On the other hand it is not concerned with fake simplicity and the attempt to make written English colloquial. Nor does it even imply in every case preferring the Saxon word to the Latin one, though it does imply using the fewest and shortest words that will cover one's meaning. What is above all needed is to let the meaning choose the word, and not the other way about. In prose, the worst thing one can do with words is to surrender to them. When you think of a concrete object, you think wordlessly, and then if you want to describe the thing you have been visualizing you probably hunt about till you find the exact words that seem to fit it. When you think of something abstract you are more inclined to use words from the start, and unless you make a conscious effort to prevent it, the existing dialect will come rushing in and do the job for you, at the expense of blurring or even changing your meaning. Probably it is better to put off using words as long as possible and get one's meaning as clear as one can through pictures or sensations. Afterwards one can choose - not simply accept - the phrases that will best cover the meaning, and then switch round and decide what impression one's words are likely to make on another person. This last effort of the mind cuts out all stale or mixed images, all prefabricated phrases, needless repetitions, and humbug and vagueness generally. But one can often be in doubt the effect of a word or a phrase, and one need rules that one can rely on when instinct fails. I think the following rules will cover most cases:

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- (i) Never use a metaphor, simile or other figure of speech which you are used to seeing in print.
- (ii) Never use a long word where a short one will do.
- (iii) If it is possible to cut out a word, always cut it out.
- (iv) Never use the passive where you can use the active.
- (v) Never use a foreign phrase, a scientific word or a jargon word if you can think of an everyday English equivalent.
- (vi) Break any of these rules sooner than say anything outright barbarous.

These rules sound elementary, and so they are, but they demand a deep change of attitude in anyone who has grown used to writing in the style now fashionable. One could keep all of them and still write bad English, but one could not write the kind of stuff that I quoted in those five specimens at the beginning of this article.

I have not here been considering the literary use of language, but merely language as an instrument for expressing and not for concealing or preventing thought. Stuart Chase and others have come near to claiming that all abstract words are meaningless, and have used this as a pretext for advocating a kind of political quietism. Since you don't know what Fascism is, how can you struggle against Fascism? One need not swallow such absurdities as this, but one ought to recognize that the present political chaos is connected with the decay of language, and that one can probably bring about some improvement by starting at the verbal end. If you simplify your English, you are freed from the worst follies of orthodoxy. You cannot speak any of the necessary dialects, and when you make a stupid remark its stupidity will be obvious, even to yourself. Political language - and with variations this is true of all political parties, from Conservatives to Anarchists - is designed to make lies sound truthful and murder respectable, and to give an appearance of solidity to pure wind. One cannot change this all in a moment, but one can at least change one's own habits, and from time to time one can even, if one jeers loudly enough, send some worn-out and useless phrase - some jackboot, Achilles' heel, hotbed, melting pot, acid test, veritable inferno or other lump of verbal refuse - into the dustbin where it belongs.

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CHAPTER 7

SUBMISSIONS

1. **Purpose.** The purpose of a submission is to seek a decision or agreement to a proposed course of action on a particular issue:
 - a. You may be asking for a decision on a major policy issue or to start a military operation. Or you may simply want to be sure that someone is aware of a plan or event, and agrees with your proposal to handle it.
 - b. There are several options you can choose to adapt the submission format to suit the recipient's requirement or your purpose.

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2. The first 3 things any reader wants to know are ‘What is it all about?’, ‘What do I have to do?’, and ‘When do I have to do it? Once you have answered these key questions, set out the essential background information, arguments and counter- arguments involved. This approach makes it easier to understand what follows. It also helps the reader decide whether the submission is important or urgent (not always the same thing), or whether to read the rest.
3. Ministerial submissions have an agreed standard format. For other types of submission, you may vary the format and content to suit the recipient or purpose. Always find out what is required before you start writing.
4. Keep your work as short and focused as possible, and include only the main facts. Use headings to clearly identify the different parts. If you need to include supporting material, provide it in annexes to the submission.
5. Structure a submission as follows:
 - c. **Summary section.** The paragraphs entitled Issue(s), Recommendation(s) and ‘Timing’ are called the ‘summary section’. Taken as a whole, the summary section concisely covers the key elements of the submission and stands alone:
 - (1) **Issue(s).** In the first paragraph, with the heading ‘Issue’, set out the matter being addressed, in one or 2 short sentences.
 - (2) **Recommendation(s).** In the second paragraph, with the heading ‘Recommendation(s)’, set out the essence of your recommendations. Make clear to whom you are making the recommendations. Make clear, too, whether you are simply giving information (to ‘take note’), or whether you want support or a decision.

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(3) **Timing.** In the third paragraph, headed 'Timing', state by when a decision is required, from whom, why the timescale has been set and the implications if the deadline were to be missed.

b. **Background (the main text).** Set out the remainder of the submission in the most appropriate way for the issue being addressed. If you have only one section for the main text, use the group heading 'Background'. You could split the main text into more than one section, using apt group headings. Include only essential background information:

(1) Set out clearly the argument leading to the recommendations. Give the reader a balanced view by including important counter-arguments or dissenting views.

(2) Make sure you clearly spell out the implications of the recommendation(s), particularly financial, industrial, political or policy implications.

(3) Use a clear, direct and active style of writing.

(4) Consultation is essential to making sure that a submission covers all aspects of a subject clearly. Consult with all those who have a direct interest in the issue with which you are dealing. Obtain Service or policy advice at an appropriate level. You may raise matters that affect more than one area of your department, or which affect other departments' work. If so, state explicitly that all relevant departments have been consulted and whether or not they agree with the advice you are presenting. Do not automatically make all those you have consulted copy addressees.

c. **Financial implications.** Ministers must be made aware of the full financial implications of all proposals submitted to them. Therefore, all submissions to Ministers must include a section with the group heading 'Financial Implications'. Here, you should state either that there are no financial implications or you must provide information on the affordability, value for money, regularity and propriety of the proposal. You should also identify (by name or appointment) who has given financial approval to the proposal; for example, 'Brigadier General DTO Taluva' or 'ACDS Pers/Trg' for the relevant top level budget.

d. **Sustainable development.** Sustainable development is both a Government and MoD priority. The MoD Sustainable Development Strategy sets direction to ensure sustainable development is an integral part of everything the MoD does. All submissions to Ministers and senior staff, should, where relevant, include a section with a group heading 'Sustainable development'. Here, you should state whether a

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proposal will affect sustainable development, or the MoD's sustainable development objectives. Where there could be an effect, your submission should explain the positive impact and benefits realized, or the negative impact and any mitigating action. Policies, programmes and projects are subjected to environmental assessment or sustainability appraisal, so a submission relating to those activities can draw on the findings. Some issues or aspects of policy may not require full sustainability or environmental appraisal. But they could still be affected by sustainable development considerations and impacts, and must be covered.

e. **Presentational issues.** The department must communicate and present its activities effectively; staff at all levels to focus on these matters. Submissions to Ministers must include a section with the group heading 'Presentational Issues'. Deal with external presentation to Parliament, other government departments, industry or the public. Deal, too, with internal presentation of new or changed policies, operations, contracts, initiatives or achievements. If there are no significant presentational issues, say so. Even if there are no presentational issues in relation to the immediate decision, there may be some later. Therefore, consult the Directorate of Public Relations and Information staff.

Annex:

A. Layout of a Submission (with Options).

LAYOUT OF A SUBMISSION (WITH OPTIONS)

SECURITY CLASSIFICATION ⁽¹⁾		
File reference		
Date ⁽²⁾		
Addressee ⁽³⁾		
Copy to: ⁽⁴⁾		
<u>SUBJECT HEADING</u> ⁽⁵⁾		
S U M M A R Y	<p>1. <u>Issue.</u> The replacement ... needs to be ... (for example, approved, cancelled, agreed, modified) ⁽⁶⁾</p> <p>2. <u>Recommendation(s).</u> I recommended that ...: ⁽⁷⁾</p> <p style="margin-left: 40px;">a. ...</p> <p style="margin-left: 40px;">b. ...</p> <p>3. <u>Timing.</u> ⁽⁸⁾ ...</p>	S E C T I O N
M A I N	<p><u>Background.</u> ^{(9) and (10-Option)}</p> <p>4. ...</p> <p>5. ...</p> <p><u>Summary.</u> ^(11-Option)</p> <p>6. ...</p>	T E X T
<p><u>Financial implications.</u> ⁽¹²⁾</p> <p>7. ...</p> <p><u>Sustainable development.</u> ⁽¹³⁾</p> <p>8. ...</p> <p><u>Presentational issues.</u> ⁽¹⁴⁾</p> <p>9. ...</p> <p>Signature block ⁽¹⁵⁾</p> <p>Annex(es): ⁽¹⁶⁾</p> <p style="text-align: center;">⁽¹⁷⁾</p>		
SECURITY CLASSIFICATION		

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Notes about Submissions.

The grey shading in the example simply highlights structure, and does not feature in a completed submission.

1. **Security Classification.** Include a security classification if required by the content.
2. **Date.** Dates are abbreviated.
3. **Addressees.** Use abbreviated job titles for addressees.
4. **Copy to.** Only include copy to addressees if they are essential, and keep them to the minimum needed for cross-departmental consultation. If there are more than 2, list them in columns across the page to save space.
5. **Subject heading.** Give a short, apt description of subject being considered. Use bold capitals (underlined).
6. **Issue.** In a paragraph of one or 2 short sentences, state matter being addressed or which needs resolving. Narrow down the issue to the nub of the problem.
7. **Recommendation(s).** In a paragraph, state clearly and succinctly what you are recommending and whom you are asking for a decision or action. Use sub-paragraphs if there are 2 or more recommendations.
8. **Timing.** In a paragraph, say when a decision is required, why this timescale has been set and the implications if the deadline were missed. Leave this section out if timing has no bearing on issue.
9. **Background.** Give only essential information and use clear, simple and direct expression. Set out the argument leading to any recommendation(s). Use a logical progression of paragraphs, with headings if necessary. Include important counter-arguments or dissenting views. Clearly spell out the implications of any recommendations, particularly financial, industrial, political or policy ones. Include brief details of any consultation.
10. **Main text options.** The main text may be modified, unless precluded by departmental policy:
 - a. **Introduction.** Use a group heading 'Introduction' to replace 'Background'. Include the purpose ('to update', 'define', 'identify'...), situation or events as the basis of the submission and its scope (topics covered). The introduction may need more than one paragraph.
 - b. **Alternative group heading.** If 'Background' is not a suitable heading, choose another, regardless of whether or not you use 'Introduction'.
 - c. **Split main text.** Use several aptly headed sections within main text, each with headed paragraphs.
11. **Optional main text Summary.** It may be helpful to provide short summary of the main text, or one may be required by departmental policy or the recipient. Allocate one paragraph in a summary for each main text section, and include only key points, in the same sequence as they appear in the main text. At end of each summary paragraph, show in brackets the numbers of the paragraphs that you have covered. The summary should be no longer than 20% the length of the main text.
12. **Financial implications.** See Paragraph 5c.

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13. **Sustainable development.** See paragraph 5d.
14. **Presentational issues.** See Paragraph 5e.
15. **Signature block.** Give your initials, name, abbreviated rank and job title, ext number (or direct- dialling number for external addressees) and an email address (MOD intranet or Internet).
16. **Annexes.** Introduce annexes in the text, with alphabetic identifiers ('... at Annex A. '), and list them in sequence at the close of the submission. Do not use enclosures; summarize material from supporting documents the in text. List annex identifiers and subject headings after the signature block.
17. **Page number.** Multi-page submissions are page numbered. If the security classification is 'TOP SECRET', or 'SECRET', or with a codeword or caveat, copy number document and include total number of pages in page number (for example '1 of 3').

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CHAPTER 8

SIGNAL MESSAGE WRITING

Reference:

- A. Republic of Sierra Leone Armed Forces Standard Abbreviations.

INTRODUCTION

1. Efficiency within the Armed Forces cannot be achieved without accurate and effective communication. Signal message is one of the means of communication used to communicate. Writing the signal message is an important aspect of the Staff Officers' duties. The rules for writing messages are designed to ensure timely dissemination to the correct recipient without breach of security.

USE OF SIGNAL MESSAGES

2. A clear distinction cannot be made as to the types of communication for which signal message may be used. If a letter or a telephone call could be appropriate to relay what is intended, then a signal message should not be sent. Signal messages are used for the following reasons:

- d. Issuing of warning orders.
- e. Acknowledging operation orders and instructions.
- f. Notification of casualties.
- g. Conveying any information when speed is essential.

TERMINOLOGY

3. The following terminologies are used in message writing:

- a. **Originator.** The originator is the commander in whose authority the message is sent.
- b. **Drafter.** The drafter is the person who composes the message for release by the releasing officer.
- c. **Releasing Officer.** The releasing officer is the person who authorizes

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the transmission of the message. In most cases, he signs the message as the releasing officer except where he is unavoidably absent to sign or it was drafted for the signature of his superior officer.

d. **Date Time Group.** The Date Time Group (DTG) is the date and time at which a message is officially released by the releasing officer to the COMMCEN for transmission.

MESSAGE FORMS

4. A sample of a message form is at Annex A. This is the common form that is to be adopted by all formations and units.

USE OF CAPITAL LETTERS

5. Capital letters are used for every letter in and outside the text. This rule applies equally to both handwritten and typewritten messages.

ITEMS OUTSIDE THE TEXT

6. The absolute accuracy of content, layout and spelling of items outside the text of a message is essential for the quick and accurate transmission of the message.

PRECEDENCE

7. **Definition of Precedence.**

a. The 4 degrees of precedence given to messages are: FLASH (Code Z), IMMEDIATE (Code O), PRIORITY (Code P) and ROUTINE (Code R). Either the full word or code letter may be used when drafting messages. The precedence determines the relative order in which messages are to be handled. It also indicates the following:

- (1) The urgency of the message and the speed of delivery required by the sender.
- (2) The relative order of handling and delivery to be used by the communications staff.
- (3) The relative order in which the recipient should note the message.

b. The precedence of the message is determined by the subject matter and the time factor involved. The precedence is not intended to indicate how quickly the addressee should react or what precedence should be assigned to the reply; if such instructions are necessary, they are included in the body of the text.

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8. **Selection of Precedence.** The recognized precedence, together with example of subjects appropriate to each, and the ranks and appointments of officers who may authorize them, are shown at Annex B. To prevent abuse, authorization of precedence higher than routine is limited to specific ranks and appointments. In an operational emergency, any releasing officer may authorize any precedence he is prepared to justify later to higher rank. Under these circumstances, he is to add after his signature: 'Notwithstanding Existing Instructions'. A duty officer may issue any precedence within the authority of the officer he is representing. Precedence given to signal messages are at Annex B.

9. **Communications Staff Responsibilities.** The communications staff is responsible for checking the use of precedence and advising releasing officers accordingly

DTG

10. A DTG consists of 3 pairs of digits, representing the date, the hour and the minutes past the hour, followed by a time zone suffix letter, the first 3 letters of the month and the last 2 numerals of the year; for example, 1230 hours ZULU on 5 Mar 14 is written 051230Z Mar 14. It is the responsibility of the releasing officer to insert the DTG after he signs the message.

11. **Time Zone.** Local time may be used in messages within or affecting only that time zone. GMT (suffix) is used for messages:

- a. Which pass from one time zone to another.
- b. When the text relates to other time zones.
- c. Which include any addressee in another country.

SECURITY CLASSIFICATION/PROTECTIVE MARKING

12. The security classification appropriate to the contents of the message is written in full in the 'SECURITY CLASSIFICATION/ PROTECTIVE MARKING' box on the form. Classified messages are handled in the same way as other classified documents. The classifications and the officers who may authorize their use are as follows:

- a. **Top Secret.** Lieutenant Colonels, Commanders, Wing Commanders and above; including their civil service equivalent. In exceptional cases, majors, lieutenant commanders, squadron leaders in commands of an independent unit could also authorize top secret messages.

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- b. **Secret**. Any commissioned officer or civil service equivalent can send messages classified Secret.
- c. **Confidential**. Any commissioned officer or civil service officer is authorised to send messages classified Confidential.
- d. **Restricted**. Any commissioned officer or warrant officer or civil service equivalent has the authority to send messages classified Restricted.

13. In messages that include a treaty organization authority among the addressees, the appropriate prefix is to be added, for example, 'UN RESTRICTED', 'AU SECRET', AMISOM CONFIDENTIAL.

14. The 'SECURITY CLASSIFICATION/PROTECTIVE MARKING' box is to be completed in accordance with the following rules:

- a. The classification is to be written in full in block capitals.
- b. The classification is to appear on each page of a multi-page message.
- c. The word 'CLEAR' may be used, to replace any security classification except 'TOP SECRET' if the speed of delivery is so essential that time cannot be spared for encryption. The message may then be transmitted in clear over any available means of communication. 'CLEAR' should only be used in tactical operations in which the enemy cannot react to the transmitted information in time to influence current operations.

Reference to Classified Messages.

- a. A reply or reference to a message or document graded restricted or higher may be given a lower security grading than that of the original message or document if the text of the reply permits, but it must be classified at least restricted.
- b. Messages referring to documents, letters or papers graded not higher than restricted may be sent 'UNCLAS' provided they make only brief, innocuous reference to the document, such as quoting the reference number and date.

PRIVACY MARKINGS

15. The privacy terms 'STAFF IN CONFIDENCE', 'MEDICAL IN CONFIDENCE', 'CONTRACTS IN CONFIDENCE', etc, show the message requires careful handling as distinct from protection for security reasons. The terms are not security classifications and are therefore not written in the 'SECURITY CLASSIFICATION/PROTECTIVE MARKING' box but at the beginning of the text. If the content of a message bearing

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a privacy marking also requires a security safeguard, the appropriate classification must be given as well.

ADDRESSES

16. **Signal Messages Addresses.** Normal RSALF rules for abbreviations apply in addressing signal messages.

17. **General Rules for Addresses.** In signal message addresses, the following rules must be applied:

- a. Spaces are left between words (including abbreviated words) and between letters and figures.
- b. No spaces are left between letters of an abbreviation.
- c. The names of departments, branches and appointments may be used at higher formation level but not those of individuals.
- d. The addresses of the originator and addressee in a peacetime location must indicate the headquarters for brigade and above, when completing the message pad. For example:

FROM: HQ 3 BDE

TO: HQ 4 BDE
HQ 5 BDE

- e. When completing the message for units below a Brigade, the location must indicate the unit and not the headquarters. For example:

FROM: 5 BN

TO: HQ 3 BDE

INFO: 11 BN

- f. In times of operations, a formation's headquarters could be split into Main and Rear. When the headquarters is split, care must be taken to distinguish between its main and rear elements, example:

FROM: HQ 3 BDE (MAIN)

TO: HQ 3 BDE (REAR)

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INFO: HQ JFC

This rule is applicable only at brigade level and above.

18. **Originator**. The originator (FROM) section of the message form contains the signal message address or short title of the formation or unit originating the message, for example, 9 BN, 12 BN.

21. **Addresses**. Each signal message address is written on a separate line of the message form. If there is one action addressee, the signal message address is written against 'TO'. If there are many addressees it is necessary to write each address on a separate line. The rule applies for the information addressees.

22. **Multiple Address**. A multiple address consists of formations and units which need to receive the message, some of which may be action addressees listed separately under 'TO', and others information addressees listed separately under 'INFO'. Within each of these groupings, formations and units are listed by seniority, numerical order and alphabetical order. Example:

FROM: HQ JFC

TO: HQ 3 BDE
HQ 4 BDE
AIR WING
ARTY REGT
Engr Regt
FISU

DRAFTER AND RELEASING OFFICER

23. The drafter may release the message provided his rank or his appointment entitles him to do so, or if the authority is delegated to him. The drafter and releasing officer are to complete the boxes showing his rank/s and name/s. The releasing officer is responsible for the following actions:

- a. Confirming that the message is necessary.
- b. Ensuring that the text is correctly drafted.
- c. Approving the security classification.
- d. Confirming the precedence for action and information addressees.
- e. Inserting the DTG.

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- f. Ensuring that 'Refers to Message' box has been completed.
- g. Signing and thus authorizing the message.
- h. Sending the message to the COMMCEN for transmission.

FILE REFERENCE

24. The originator's file reference is inserted in the 'SUBJECT INDICATOR CODE' (SIC) box.

REFERENCE TO OTHER MESSAGES

25. When the text refers to another classified message, the SIC and DTG are made mention of in the text just after the subject. For letters, the reference is noted followed by the date, month and year in which it was signed.

PAGE NUMBER

26. The page number box is completed on all pages.

MULTI-PAGE MESSAGE

27. On the first page of a multi-page message, the page number box and all the items above the body of the text are completed. On the last page, the security classification box and all the items below the body of the text are completed. On all pages between the first and last, only the security classification and page number boxes are completed. If the message is classified, every page must be over-stamped top and bottom, front and back, with the security classification.

SEQUENCE OF TEXT

28. The text of a message consists of some or all of the following elements, listed in the order in which they are generally used:

- a. Privacy marking, for example, 'STAFF IN CONFIDENCE' (see Paragraph 16).

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- b. Code word or nicknames indicating that the message is connected with an operation or exercise; for example, OPERATION KPAMBIE.
- c. Reference to previous messages or documents.
- d. The body of the message.
- e. Any acknowledgement instructions.

REFERENCE

29. The text of a message often starts with reference to a previous message or other documents. The following methods of reference are used:

- a. **Reference to Messages**. References to previous messages consists of MY, YOUR or the correct abbreviations for a third party, followed by the originator's SIC and its DTG. Note that there is no 'of' between the originator's SIC and DTG. For example, in referencing a message sent by, say, HQ JFC (with SIC JFCCR/7000/1) on 12 Feb 14 at 1355 hours, you write, REF YOUR JFCCR/7000/1 DTG 12 1355 Z FEB 14.
- b. **Reference to other Documents**. References to documents other than messages are made in a similar way; the file reference and full date must be quoted, as follows: For example, a letter written from 4 Brigade on 15 Feb 14 with file reference 4BDE/G7/2, should be referenced as 'REF YOUR 4BDE/G7/2 DATED 15 FEB 14'.
- c. **Multiple References**. A message may refer to 2 or more messages or documents as REF A, REF B, etc. They are all listed at the start of the body of the text in the order in which they appear in the message, as follows: REF 'ALFA, MY JFCCR/7000/1 DTG 12 1355 Z FEB 14, AND REF BRAVO, YOUR 4BDE/G7/2 DATED 15 FEB 14'.

TEXT

30. **Methods**. Two methods are used to compose the text of signal messages. These are continuous text and indented text. However, in the RSLAF the continuous text method which requires the body of the message written continuously without indentation of paragraphs is applicable. The text of signal messages are ended by inserting series of

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forward slashes; for example, ///////////////. An example of the continuous text method is at Annex A.

- 31. **General Rules.** The following general rules apply in writing a signal message:
 - a. The text must be unambiguous and concise with no unnecessary words.
 - b. Commonly used conjunctions, prepositions and articles such as ‘and’, ‘for’, ‘in’, ‘on’, and ‘the’ are not used unless essential to the meaning.
 - c. Formal phrases such as ‘please inform me’ should be omitted, and expressions such as ‘it is requested that’ shortened to ‘request’ or ‘grateful’.

- 32. **Format.** The message text should normally be prepared in modified letter format as follows:
 - a. Titles, headings and references are included only if essential.
 - b. Single-line spacing is used throughout.
 - c. The upper case of the alphabets is used throughout.

- 33. **Abbreviations.** Recognized abbreviations, without full stop or spacing between the letters, may be used but only if the originator is satisfied that their meaning will be readily understood by all addressees. The approved list of abbreviations is contained in Reference A.

- 34. **Punctuation.** Punctuation is not to be used unless necessary to the sense of the message. When it is essential to employ punctuations, the following abbreviations or symbols are to be used:

Serial	Punctuation	Abbreviation	Symbol
(a)	(b)	(c)	(d)
1.	Question Mark	QUES	?
2.	Hyphen		-
3.	Colon	CLN	:
4.	Open Parenthesis	PAREN	(

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5.	Close Parenthesis	UNPAREN)
6.	Period/Full Stop	PD	.
7.	Comma	CMM	,
8.	Forward/Backward Slash		/\
9.	Semi Colon	SM CLN	;

In hand-written messages, if the symbols of a full stop and comma are preferred to be used, they should be ringed to make them conspicuous, for example:

Full stop (.)

Comma (,)

If punctuation marks other than those above are necessary, they are to be written out in full; example, QUOTE, UNQUOTE, and APOSTROPHE.

35. **Signs.** All signs are spelt out in words, for example:

Le (LEONES)

\$ (DOLLAR)

° (DEGREES)

% (PER CENT)

36. **Phonetic Alphabets.**

a. The internationally agreed phonetic alphabets are as follows:

ALFA	BRAVO	CHARLIE	DELTA	ECHO
FOXTROT	GULF	HOTEL	INDIAN	JULIET
KILO	LIMA	MIKE	NOVEMBER	OSCAR
PAPA	QUEBEC	ROMEO	SIERRA	TANGO
UNIFORM	VICTOR	WHISKY	XRAY	YANKEY
ZULU				

b. Phonetic equivalents may be used to write letters that do not form a word. They are especially desirable when expressing lettered coordinates in operational orders or when ordering equipment by letter and number. Phonetic equivalents are not to be used for the following:

(1) In initials, for example, ‘ABS MANSARAY or AT KAMARA-

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TAYLOR and not ALFA BRAVO SIERRA MANSARAY or ALFA TANGO KAMARA-TAYLOR.’

- (2) It is prudent to use the actual word when it makes absolute sense instead of using the phonetic alphabets, example, use ‘126 DEGREES WEST’ rather than ‘126 DEGREES WHISKEY’.
- (3) For originators SIC and time zones in DTGs.
- (4) When the abbreviation is readily recognizable and authorized; for example, ‘FRU, ‘HQ’.
- (5) For the pronoun ‘I’ and article ‘A’.

37. **Numbers.**

- a. Numbers are normally written in figures, but words may be used to avoid the chance of misinterpretation.
- b. When written in words, numbers are expressed in digit by digit except that numbers from 10 to 20 are written as one word. Whole hundreds, thousands and millions are written in the form ‘FIVE HUNDRED’, etc.
- c. In handwritten and typed written messages, an expression containing a decimal point may be written either in the form ‘TEN POINT FIVE’ or in the form ‘10.5’. In handwritten messages, the decimal point is to be circled to make it conspicuous; for example, ‘10 \circ 5.
- d. Roman numerals should be avoided but if required, should be written as letters and be preceded by the word ROMAN; for example, ROMAN XXIV.
- e. In hand written messages, the figure, ‘1’ is to be written with a zero in front of it and a diagonal line drawn through it to avoid confusion with the letters ‘I’ and ‘O’; example, \emptyset 1.

38. **Fractions.**

- a. Proper and improper fractions are written as Arabic digits divided by forward slash; example, 1/2, 3/4, 5/7, etc.
- b. Components of a mixed fraction are written by separating the whole number with a hyphen from the proper fraction. For example, 1 $\frac{3}{4}$ is written as 1-

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$\frac{3}{4}$ and $30\frac{1}{2}$ as $30-\frac{1}{2}$. Alternatively, mixed fractions may be spelt out by writing $1\frac{1}{2}$ as 'ONE AND HALF'.

39. **Dimensions.** Dimensions are written as number followed by the linear unit and separated by the word BY; for example, $1\frac{1}{2}$ CM x $\frac{1}{2}$ CM as $1-\frac{1}{2}$ CM BY $\frac{1}{2}$ CM. Alternatively, they may be, spelt out; for example, ONE AND HALF CENTIMETRES BY HALF CENTIMETRE.

40. **Date and Time.**

a. **Date.** In the RSLAF, a date in the text of a message is expressed by 2 digits, followed by the first 3 letters of the month and the 2 last digits of the year. If the date falls between '1' and '9', the rule in Paragraph 38(e) applies, for example, 6 March 2014 is written as Ø6 Mar 14. However, it is necessary to note, for the purpose of a possible future joint operation, that in the Nigerian Army, a date in the text is expressed by 1 or 2 figures indicating the date followed by the first 3 letters or the name of the month; the year is included only if there may be doubt over the year concerned; for example, 8 APR or 8 APR 11. A night is described by the 2 dates over which it extends; for example, NI 29/30 SEP, NI 30 SEP/1 OCT.

b. **Time.** Time is expressed as 4 figures followed by a time-zone suffix. The time 2400 should be avoided unless it is necessary to indicate that particular instant; use 2359 or 0001 instead.

c. **Date and Time Together.** The zone suffix may be omitted in messages containing several times and or DTGs when an all- embracing expression such as 'ALL TIMES ALFA' can be used unless there is any chance of confusion such as a time or DTG being mistaken for grid reference. The month and year may sometimes have to be given to avoid confusion; for example, '26223OZ SEP 11'. Use of the month and year is mandatory in the DTG box of a message.

41. **Repetition.** A word may be repeated to prevent errors but not for the purpose of emphasis. An example of legitimate repetitions is 'VICTOR PAPA'' REPEAT 'VICTOR PAPA'.

42. **Operator's Bit.** The sections in the subscription headed operator's use only must be completed to indicate the details of the transmission of the message.

43. **Acknowledgement Instructions.**

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a. If a recipient is instructed to acknowledge receipt of a message, the acknowledgement indicates that the message has been received and is understood; it should not be confused with a reply. If it is essential that a message be acknowledged, 'ACK', 'ALL ACK' or 'ACK IMM' is written at the end of the body of the text. The meaning of these terms is as follows.

(1) 'ACK' means action addressees are to acknowledge this message as soon as it is understood. Electronic silence, if imposed, is not to be broken and the acknowledgement must be sent by other secure means.

(2) 'ALL ACK' means that both information and action addressees are to acknowledge the message in the same way as (1) above.

(3) 'ACK IMM' means action addressees are to acknowledge this message as soon as it is understood, breaking electronic silence if necessary. Only operational commanders may use this instruction.

b. The text of an acknowledgment message must make reference to the originator's message that instructed the acknowledgement, for example 'YOUR 4BDE/G7/2 DATED 15 FEB 14 IS ACK'. This is to be addressed to the originator.

Annexes:

- A. Sample of Signal Message Form.
- B. Precedence given to Signal Messages.

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ANNEX A TO
DW CHAPTER 8
DATED FEB 14

SAMPLE OF SIGNAL MESSAGE FORM

RSLAF MESSAGE FORM					Sig Form S168	
Revised 07/04						
Precedence Action	Precedence-Info	Date Time Group (DTG)				
		Date:	Time:	Month:	Year:	
IMM	ROUTINE	06	1030 Z	JUN	2014	
FROM:	HQ 5 BN			Protective Marking: RESTRICTED		
TO:	A COY B COY					
INFO:	HQ 3 BDE C COY			Subject Indicator Code (SIC): 5BN/OPS/7/1		
<p>TEXT: RESCUE/RELIEF OPS PD EYE AM DIR TO REQ YOU MOB YR COY FOR SUBJ PD COYS AT ONE HR NTM TO CENTRAL PART OF FREETOWN PD ENGR REGT AND 34 MIL HOSP RESCUE TEAM IN SP OF OPS PD SLP AND SLRC UNDER OPCON WEF 1400 HRS TODAY PD HQ JFC/OPS/14 DATED 040800Z JUN 14 REFERS PD ACK ///////////////</p>						
Page:	Drafter's Rank:	Drafter's Name:	Releasing Officer's Rank	Releasing Officer's Name:	Releasing Officer's Signature:	
1 of 1	CAPT	DT MOMOH	MAJ	JB MURRAY	<i>sign</i>	
Releasing Officer's Appointment: OPS OFFR						
Operator's Use Only						
Time of Receipt	Counter Clerk's Signature	Time of Transmission	System Used	Operator's Signature	Supervisor's Signature	

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ANNEX B TO
DW CHAPTER 8
DATED FEB 14

PRECEDENCE GIVEN TO SIGNAL MESSAGES

Ser	Precedence	Definition	Example	Authorized by
(a)	(b)	(c)	(d)	(e)
1.	FLASH	FLASH precedence is reserved for initial enemy contact messages or operational combat messages of extreme urgency. Brevity is mandatory.	a. Initial enemy contact reports. b. Recall or diversion of friendly aircraft about to bomb targets unexpectedly occupied by friendly forces, or messages initiating emergency action to prevent conflict between friendly forces. c. Warning of imminent large scale attack. d. Extremely urgent intelligence messages.	a. Commander-in-Chief. b. Members of the Defence Council. c. CJF. d. Commanders of operational Units designated by 1 or 2 above. e. Authority may be delegated by those holding it to anyone whose duty it is to report enemy activity.

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(a)	(b)	(c)	(d)	(e)
2.	IMMEDIATE	IMMEDIATE is the precedence reserved for very urgent messages relating to situations which gravely affect the security of national/allied forces.	a. Amplifying report of initial enemy contact. b. Orders to commit a force in reserve without delay. c. Report of grave natural disaster (earth quake, flood, storm etc). d. Urgent intelligence report. e. Report of unusual major movements of military forces of foreign powers in time of peace or strained relations. f. Messages which report enemy counter attacks or which request or cancel additional support. g. Messages concerning logistics support of special weapons when essential to sustain operations. h. Reports of wide-spread civil disturbance. i. Request for or directions concerning distress assistance. j. Urgent intelligence messages. k. Aircraft movement reports (for example, messages relating to requests for news of aircraft in flight, flight plans and cancellation messages to prevent unnecessary search and rescue action).	a. Commanding Officer not below the rank of Lt-Col. b. All Staff Officers and heads of services not below the rank of a Brigadier.

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(a)	(b)	(c)	(d)	(e)
3.	PRIORITY	<p>PRIORITY is the precedence reserved for messages concerning the conduct of operations in progress and for other important and urgent matters when ROUTINE precedence will not suffice.</p>	<ul style="list-style-type: none"> a. Situation reports from theatre of operations. b. Movement of all forces c. Where fire or air support is required. d. Situation reports on the position of a front where attack is impending or where fire and air support will soon be placed. e. Orders to aircraft formations or units to coincide with ground or naval operations. f. Messages concerning immediate movement of naval, air and ground forces. 	<ul style="list-style-type: none"> a. Unit Commanders. b. Head of establishments. c. All Staff Officers. d. Adjutants e. Any signal officer but only on matter affecting communications.
4.	ROUTINE	<p>ROUTINE is the precedence to be used for all types of messages which justify transmission by rapid means but are not of sufficient urgency and importance to require higher precedence</p>	<ul style="list-style-type: none"> a. Personal matters. b. Messages concerning peace-time military operations, plans and projects. c. Messages concerning stabilized tactical operations. d. Operational plans concerning projected operations. e. Periodic or consolidated intelligence reports. f. Troop movement messages except when factors dictate the use of a higher precedence. g. Supply and equipment requisition and movement messages, except when time factors dictate the use of a higher precedence. h. Administrative, logistics and personnel matters. 	<p>Any officer or warrant officer authorized to release messages.</p>

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Note:

1. A duty officer may use any precedence or security classification within the authority of the officer he is representing.

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CHAPTER 9

ESSAY WRITING

INTRODUCTION

1. The simplest way to describe an essay is to think of it as a short book, up to approximately 10,000 words in length. Just as the name 'book' is the broad generic term for many different forms of written composition, so too is the term 'essay'. In academe, the word 'essay' may be used to denote reports, research papers or answers to examination questions. Essays can come in many forms and be written for a variety of purposes. One that is purely descriptive will have limited utility. Most will use evidence to support the analysis, be that in a narrative, expository or argumentative form. Clearly, it is important to select the appropriate kind for the intended purpose.

2. The Service Paper is used primarily for presenting options and recommending solutions to problems. Its conventions and disciplines are intended to force the writer to be objective, systematic, thorough and succinct. It is used exclusively in the working environment of the Armed Services. The essay, on the other hand, is inherently a much more flexible vehicle. It has few conventions; it permits a degree of supposition and speculation which would be out of place in a Service Paper. However, in common with the Service Paper, an essay should not be ornate in style or verbose. It should be clear, concise and convincing. As important objectives are to capture the imagination of the reader and arouse his interest, the writer should use a natural, flowing style. Hence, there is room in an essay for free speech and an imaginative turn of phrase.

AIM

3. The aim of this chapter is to give guidance on the writing of Essays.

GETTING STARTED

4. **Determine the Aim.** Be clear in your own mind what it is you want to achieve. The aim remains the base upon which your work is founded and the standard which will be used in assessing the relevance of its contents. Hence, you must specify clearly the aim of the essay and, if required, limit its scope to a manageable topic and size. As in writing an Appreciation or Service Paper, the aim must be kept in mind throughout the preparation, planning and writing of the essay.

5. **Research Your Topic.** At this stage, the object is to acquire a solid, factual background for the essay. The writer should endeavour to use the best available authorities and sources, and ensure that the facts are current and accurate. This information must then be digested, not merely copied and/or collated, and, most importantly, used to generate fresh insights and original ideas. Your Supervising Tutor OR Directing Staff will be able to assist you in starting off.

6. **Records.** During your search for information, you should systematically record material which you come across and may wish to quote, paraphrase or refer to. One suggestion is to use index cards to record the title, author, library classification number and general comments about each source. The index cards can then be separated into categories and arranged in the appropriate order as you prepare your outline and first draft. After the essay is written, the cards can then be sorted alphabetically by category to create the bibliography. An example of a standard bibliography card is included below:

Author

JONES, James B	7
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 Your Numbering System

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<i>Title</i>	MARINE TECHNOLOGY	
<i>Publisher</i>	LONDON: MACMILLAN CO, 1972	
<i>Library Classification Number</i>	37gy	Covers basics good intro material
		<i>Description of contents and value to your essay</i>

Personal computers can be used in a similar fashion to document your research. *The real point here is that this information takes no time at all to record - at the time it is being used -but consumes great amounts of valuable time when being done retrospectively. Do not leave this task until the last minute.*

DEVELOPING AN OUTLINE PLAN

7. Some people formulate a rough outline plan at the outset, while others leave this until some research has been carried out. Developing an outline as soon as sufficient grasp of the subject is available is highly recommended. This allows you to appreciate, early on, whether additional information is required and provides a progressive record of the evolution of the ideas which went into the essay. As research proceeds, the initial plan may have to be modified to reflect subsequent findings and thoughts.

8. You will need a fairly detailed skeleton plan before starting to draft the essay. This outline is used principally to organize material and establish a logical sequence and the relationships between the different elements and ideas.

9. The outline will also enable you to test the validity of the reasoning and the adequacy of the analysis. In summary, the outline confirms the coherence and thoroughness of your preliminary thinking. Good writing requires clear thinking.

WRITING THE ESSAY

10. **Format.** An essay should be written in standard format using normal English conventions (indent paragraphs, no numbering of paragraphs, no bullet points, and no military acronyms or jargon). Write so that someone without your technical or military expertise can understand the essay. Plain, straightforward use of English is what is required.

11. **Structure.** An essay should include an introduction, a body – which may include several sub-sections – and a conclusion.

a. **Introduction.** The introduction tells the reader briefly what the essay is about, its precise scope, and what you intend to demonstrate (your conclusion(s)). It is important to get this right, because this is what your essay will be judged against. The introduction should also arouse the reader's interest and lead into the subject without any excess verbiage. Begin with a broad review of your subject and end with your conclusion(s). Tell the reader what to expect in the essay: 'This essay will examine'; 'This essay will show that'...; or 'After examining ... this essay will discuss...'

b. **Body or Discussion.** The discussion should develop the topic within the limits the writer has specified and follow the outline given. All material must be pertinent and arranged in such a manner that the reader can readily appreciate the thought flow and realise that the essay is leading directly from the aim to a logical conclusion, a descriptive summary, or a satisfying explanation as appropriate. Avoid the tripartite essay (for, against and conclusions) because this rarely devotes sufficient attention to your conclusion. It is

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important to provide your arguments with authoritative evidence. Telling detail and short quotations are useful for this. (See Paragraph 17 on endnotes).

c. **Conclusion.** The purpose of the conclusion is to summarize the discussion in the most effective way. If the essay is argumentative, the most appropriate ending will be a statement of inferences or conclusions drawn from the text. If the essay is expository, a summary would be suitable. You may wish to end by re-emphasizing a central theme, or finish with something that will stimulate further thought on the subject. A quotation can sometimes be used to do this. In any event, it is essential that the ending leaves the reader in no doubt that you have achieved the stated aim. The conclusion or summary should be brief. As a general rule it should not be more than one tenth the length of the entire essay.

12. **Strive for Balance.** Considerable attention must be given to structuring your thoughts and developing logical arguments. Do not feel that you always have to provide the reader with a factual or historical review. You should be arguing a case, answering a question, not telling a story. Topics should be discussed in proportion to the relative value in achieving the aim; these are yet other reasons for developing an outline plan. The essay is to reflect your views and opinions of the present and future and not be simply an historical record.

13. **Writing the First Draft.** Allow yourself enough time at the end of your research to produce a typed first draft and leave it for a few days or even a week or 2. Going back to it with a fresh eye afterwards will often result in significant improvement of the essay. Reread your initial effort as objectively and critically as possible. Is all the information included necessary? Does one idea lead logically to the next? Does the essay reflect both a sense of purpose and a smooth flow of ideas? Most importantly, does your essay say exactly what you want it to say? The lesson here again is, do not leave everything to the last minute.

a. **Person.** Essays should normally be written in the third person. An experienced essay writer can sometimes make effective use of the first person plural, but there are dangers in this for the unwary and, unless confident in their ability, writers are advised to keep to the third person.

b. **Abbreviations.** Abbreviations must be used sparingly and only where the reader cannot possibly misinterpret their meaning or where the meaning is explained when the abbreviation is first used. Note, once an abbreviation has been introduced, it has to be used in place of the full wording in the remainder of the essay.

c. **Slang.** Avoid slang and colloquial expressions.

d. **Headings.** Headings are not mandatory. Excessive use of headings tends to obscure the themes and relationships that the writer establishes by ordering his topics, and may interrupt the logical flow. If the essay relies on headings for its coherence, it needs to be rearranged.

e. **Quotations.** (See Annex A for guidance on plagiarism.) Whenever you are presenting statements from another's written work, either verbatim or by paraphrasing (when the original statement is still identifiable) you must cite your source. For quotations of fewer than 6 typed lines, use inverted commas and a footnote or endnote reference. For longer quotations, type the quotation in 10 pt as an inset paragraph, single spaced, and give a footnote/endnote reference; no quotation marks are necessary in this case. The paragraph should be inset one tab (½ in or 1.0 cm) from the last tab on the left; the right margin should

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be chosen to balance the text on the page. Footnote or endnote numbers should appear after inverted commas and other punctuation marks.

- (1) A sample of a short quotation is as follows:

Westmoreland goes on to say: 'I suffered my problems in Vietnam because I believed that success eventually would be ours despite them'.

- (2) Here is a sample of a long quotation:

In his discussion of the Vietnam War, British researcher Gregory Palmer points out that:

The official view supported by the advice of Diem's British adviser, Sir Robert Thompson, was that the appropriate strategy was counterinsurgency with emphasis on depriving the enemy of the support of the population by resettlement, pacification, good administration, and propaganda. This had two awkward consequences for American policy: it contradicted the reason given for breaking the Geneva declaration, that the war was really aggression from the North, and, by closely associating the American government with the policies of the government of South Vietnam, it made Diem's actions directly answerable to the American electorate.

f. **Sic**. 'Sic' is Latin for 'so' or 'thus'. It is written in square brackets to indicate that a word, phrase or passage which may appear strange or incorrect has been quoted verbatim deliberately to reproduce the original statement with complete accuracy. For example: 'Columbus discovered America in 1491 [sic]'.

g. **Interpolations**. If you need to add words to clarify the meaning of, or comment on, a direct quotation, insert them in square brackets. For example: 'This [Hamlet] is one of Shakespeare's greatest plays'. Material in ordinary (curved) brackets is considered to be part of the original quotation.

h. **Numbers**. Use numerals, except for 'one' and 'zero'.

14. **Grammar**. Write in clear, direct English. Avoid the passive voice and any tendency towards long-winded, flowery prose. Edit your essay vigorously to eliminate spelling, punctuation and typographical errors. You may find it useful to review points of grammar in 'Usage and Abuse' by Eric Partridge and 'The Complete Plain Words' by Sir Ernest Gowers.

15. **Solicit Reaction and Feedback**. Ask one of your colleagues to review your essay. It is surprising how often what seems explicitly clear to you is not so clear to another reader. Exploit this feedback and revise your essay as required.

16. **Abstract**. When required, an abstract would appear on the first page of the essay, separate from the rest of the essay. It is not another version of the introduction: its function is primarily to aid future researches through accurate library categorization. It should be approximately 100 words in length and define the scope of the whole work, including the research methods employed

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(interviews, literature surveys, etc.) where necessary. Above all, it must outline the conclusions reached. An example is given below:

ABSTRACT

Science in the aggregate has not live up to its promise to work for the benefit of society as a whole. This problem stems from the narrow perspectives that basic and applied researchers typically take to their work. Among the barriers to broadening those perspectives is the myth that the overriding purpose of science in human affairs is prediction, that such predictions are prerequisites for major policy decisions, and that scientific inputs to these decisions are objective and value-free. This article challenges the myth from 3 standpoints – epistemology, the historical context and contemporary case studies – as a step toward improving the responsibility and accountability of science to society.

17. **References, Footnotes, Endnotes and Bibliography.** In an academic essay, references must be grouped together either at the foot of the page as Footnotes or grouped at the end of the essay in the form of Endnotes. Detailed instructions on how to write References, Footnotes and Endnotes and are contained in Annex B. Detailed instructions on how to write a Bibliography are contained in Annex C. Note the differences in format between Footnotes/Endnotes and Bibliographies.

18. **Title Page.** In addition to the title of your essay and your name, the title page must contain the actual word count of your essay. The word count includes the Notes and References but excludes the Abstract and Bibliography.

PRESENTATION AND ASSESSMENT

19. **Typing.** Essays should be typed on A4 paper using one and half spacing (to assist comment and assessment) with a 4cm right margin and on one side only. If you are employing a typist, remember to leave sufficient time for your essay to be produced, proof-read and corrected.

20. **Assembly.** Assemble your submission in the following order: title page, abstract, essay, notes and references, bibliography, and annexes/appendices (if any).

21. **Assessment.** Assessment standards are measured against the requirements of the student's end state. While it is impossible to remove all elements of subjectivity, the key to achieving an excellent essay lies in the following:

- a. The originality of the ideas.
- b. The discovery, selection and assessment of relevant material – i.e. the powers of research and analysis.
- c. An intelligent arrangement of facts and argument in a clear flowing style.
- d. A logical discussion, sustained over thousands of words, leading to convincing conclusions. Students are therefore advised to consider these criteria when choosing a topic for research. A narrow Service topic, which could produce all the hallmarks of a fine Service Paper, may fall some way short of the requirement.

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Annexes:

- A. Plagiarism.
- B. Instructions for References, Footnotes and Endnotes.
- C. Bibliography Instructions.

PLAGIARISM

‘To steal from the writings or ideas of another’.
Chambers Concise 20th Century Dictionary, 1985,
Page 750.

1. Plagiarism is the presenting of statements from another’s work in your written work (essay, thesis or exam script, for example) without acknowledgement or any indication that the statement is in fact a quotation, so that the arguments or comments made are ostensibly your own. Paraphrasing, when the original statement is still identifiable and has no citation, is also plagiarism. Plagiarism, in essence, is a matter of personal integrity.

2. Plagiarism is a serious academic offence and can result in the exam, essay or thesis being failed on these grounds alone.

3. It is, of course, acceptable to use quotations in your work, but they must be clearly identified as such. This can be achieved by the use of quotation marks and a full reference in the notes; longer quotations can be presented as inset paragraphs, again with a full reference. Plagiarism comes in many forms – and tutors are familiar with them all! These are some, although it would of course be plagiarism if we did not acknowledge the following to be the work of Dr Peter Willetts of the City University:

a. **The Mismatched-Jigsaw Syndrome.** The styles of different parts of an essay are not the same, because long quotations from different authors are patched together. This is sometimes evident with foreign students, when their own work is non-standard English and other parts are fluent. However, it is also the case that the majority of English students are not capable of the sophistication and precision in the use of language that is displayed by professional authors. Variation in writing styles should be considered as a potential indicator of plagiarism with any student.

b. **The Split-Personality Syndrome.** The different parts of an essay are not mutually consistent. This is most obvious in social science subjects, where there is a paradigm debate. However, a mix of Checkland’s ideas and those of critical theorists in Systems Science or a mix of scientific evidence leading to different assessments of a problem, without the student’s displaying awareness of the implied contradictions, might also lead to the suspicion that both have been plagiarized.

c. **The Loss-of-Cultural-Identity Syndrome.** This is a more detailed example of the Split-Personality Syndrome. Students who use a mix of books written by authors from different cultures may end up using language within a single essay that one would never expect to be used by a single person. In particular, be on the lookout for American vocabulary or spellings from non-American students.

d. **The Saul-of-Damascus Syndrome.** A student is advocating moral values or political positions that you would expect him/her to reject. Equally, a student may

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implicitly or explicitly adopt moral arguments in different parts of the essay that are incompatible with each other.

e. **The Tangential-Brilliance Syndrome.** A well-written and sophisticated piece of work is not an appropriate response to the course-work that has been set. If the student really had the level of understanding of the subject displayed by the essay, he/she would not have misunderstood the nature of the question. This syndrome may arise in examinations, due to stress, but in course-work it is probably a sign of plagiarism.

f. **The 'Tardis' Syndrome.** The essay has totally inappropriate verb tenses. Books written some years ago mentioning the contemporary consensus on theory or referring to current events or taking for granted that certain attitudes are widely held may seem strangely out of date when read now. Students committing plagiarism sometimes copy material written in the present tense, when they know that they could not write such a sentence now.

INSTRUCTIONS FOR REFERENCES, FOOTNOTES AND ENDNOTES

1. References and Notes are used for 2 purposes. First, references are used to give proper credit to other authors. It is important to be very conscientious in this regard. Many people erroneously believe that this rule applies only to direct quotations. In point of fact, it applies equally when paraphrasing or referring to another person's ideas. When drawing ideas from other sources to support or amplify your arguments, references should be used to give credit to your sources. References, in short, are the means by which the charge of plagiarism is avoided. Secondly, certain statements in the body of an essay sometimes require further explanation supplementary to the major argument. These can be included without interrupting the flow of the argument; frequently, such remarks are included with references.

2. There are 2 accepted methods of supplementing the essay with Notes and References. Choose which system to adopt: either Footnotes or Endnotes. The 2 should not be used in the same piece of written work. Footnotes appear in numerical order, beginning with 1, 2, etc, page by page, at the bottom of each sheet of text. The advantage here is to allow the reader easy access to the references. Endnotes are numbered serially (1, 2, etc) throughout the paper and are listed as a group at the end of the essay. The advantage of this is that the text is free of clutter, especially when tables and diagrams are used. All word-processing packages carry either convention and allow for maximum flexibility. In all cases, both Footnotes and Endnotes should be as brief as possible. Most importantly, each one is to include the page number(s) within the reference document where the material or quote can be found. Formats for both Footnotes and Endnotes are identical: samples are given below.

3. In order to save space in the sequence of Notes, certain abbreviations are used. The DW convention is that italic text is used for words from a foreign language (Latin), but full stops for abbreviations are not; the abbreviations are not underlined. The most common of these are as follows:

- a. **Op Cit.** Following an author's name, *Op Cit* means the same work was quoted previously. (Page number still required.)
- b. **Ibid.** *Ibid* means the material can be found in the same book as the preceding reference but on a different page. (Page number still required.)
- c. **Idem.** *Idem* means the material can be found in the same book and same page as the preceding endnote. (No page number required.)
- d. **Et al.** *Et al* means 'and others' and is used when citing authors of references, where more than 2 authors appear.

4. **Examples of Notes and References.**

a. **Books.**

(1) **One Author.**

John Keegan, *The Face of Battle* (London: Jonathan Cape, 1976), p 185.

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(2) **Two Authors.**

William Jackson and Edwin Bramall, *The Chiefs* (London: Brassey's, 1992), p 309.

(3) **No Author Given.**

The Lottery (London: J Watts [1732]), pp 20-25.

(4) **No Author Given, Name Supplied.**

[Henry K Blank], *Art for Its Own Sake* (Chicago: Nonpareil Press, 1910), p 8.

(5) **Pseudonymous Author, Real Name Supplied.**

Paul Carell [Paul Karl Schmidt], *The Foxes of the Desert* (London: Macdonald, 1960), p 9.

(6) **Association, Institution, or the Like, as 'Author'.**

Royal Institute of International Affairs. *Nigeria: The Political and Economic Background* (Oxford: Oxford University Press, 1960), p 21.

(7) **Author's Work Contained in Collected Works.**

Samuel Taylor Coleridge, 'Aids to Reflection', in *The Complete Works of Samuel Taylor Coleridge*, ed by W G T Shedd, Vol I (New York: Harper & Bros, 1884), p 209.

(8) **Separately Titled Volume in a Multi-volume Work with a General Title and Editor.**

J H Latané, *America as a World Power, 1897-1907*, Vol. XXV of *The American Nation: A History*, ed. by A B Hart (28 vols.; New York: Harper & Bros, 1904-18), p 220.

(9) **Book in a Foreign Language with English Title Supplied.**

Maria Turlejska, *Rok Przed Kleska*, ('*The Year Before the Defeat*') (Warsaw: Wiedza Powszechna, 1962), p 445.

b. **Yearbooks.**

(1) **Department of Government.**

US Department of Agriculture, *Yearbook of Agriculture, 1941* (Washington, DC: Government Printing Office, 1941), p 683.

Great Britain Central Office of Information, *Britain 1997: An Official Handbook* (London, HMSO 1996), p 21.

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(2) **Article in a Yearbook.**

Wilson, 'A Survey of the Social and Business Use of Arithmetic', *Second Report of the Committee on Minimal Essentials in Elementary School Subjects*, Sixteenth Yearbook of the National Society for the Study of Education, Part I (Bloomington, Vol III: Public School Publishing Co, 1917), pp 20-22.

Malcolm Dando, 'Non-lethal Weapons', *Brassey's Defence Yearbook 1996* (London: Brassey's, 1996), pp 393-414.

c. **Articles in Journals or Magazines.**

(1) **Article in a Journal.**

M A Heller, 'Towards a Palestinian State', *Survival*, Vol 39, No 2, 1997, pp 5-22.

(2) **Article in a Magazine.**

J Contrevas, 'Israel: Blasted Dreams', *Newsweek*, 11 Aug 97, pp 20-22.

d. **Articles in an Encyclopaedia.**

(1) **Signed Article.**

J W Comyns-Carr, 'Blake, William', *Encyclopaedia Britannica*, 11th ed, Vol IV, pp 36-38.

(2) **Unsigned Article.**

'Sitting Bull', *Encyclopaedia Americana*, 1962, Vol XXV, pp 48.

e. **Article in a Newspaper.**

Editorial, *The Times*, 5 Aug 97, p 17.

f. **Unpublished Material.**

P C Harvey, *The Operational Effectiveness of United Nations Peacekeeping Forces* (Unpublished PhD dissertation, University of Keele, 1977), p 21.

Schlackman Research Organization, *Regular Commissions Board Monitor 1978-1979*, (London: Schlackman Research Organization, 1979), pp 7-12, (Typescript).

g. **Internet References.**

<http://www.unesco.org/>[plus site details, including date accessed].

Because of the transitory nature of many Internet websites, any reference to material derived from one must be supported by a hard copy of the document, kept on file by the student. Sight of this may be requested by essay-markers or external examiners.

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h. **Additional Material Containing References.**

‘The Price of Foreign Labor’, *Straits Times*, November 19, 1988. It is likely that the actual number is much higher. As Gary Rodan points out, in 1978 the government’s claim that work permit holders numbered 40,000 was contradicted by the Selangor Graduates Society, which estimated that there were as many as 120,000 Malaysians alone in Singapore. Gary Rodan, *The Political Economy of Singapore’s Industrialisation* (London: Macmillan, 1989), p 138.

BIBLIOGRAPHY INSTRUCTIONS

1. A bibliography contains a list of all pertinent sources consulted during your research, even if you did not take material directly from some of the sources. Bibliographies are normally divided into categories, ie Books, Journals, Technical Reports, Government Papers, Unpublished Material, and Other Sources. Within each of these categories, sources are organized alphabetically. Entries in a Bibliography are not numbered. The standard way of citing books and journal articles is fairly straightforward and is illustrated below:

a. **Books.**

Author. *Title*. City: Publisher, Date.

b. **Journals.**

Author. 'Title of Article'. *Journal*, Date, Pages.

2. **Examples of Bibliography Entries.**

a. **Books.**

(1) **One Author.**

Woolf, Leonard. *Beginning Again*. London: Hogarth Press, 1964.

(2) **Two Authors.**

Houghton, Walter E, and Stange, G Robert. *Victorian Poetry and Poetics*. Cambridge, Mass: Harvard University Press, 1959.

(3) **No Author Given.**

The Lottery. London: J Watts [1732].

(4) **No Author Given, Name Supplied.**

[Blank, Henry K] *Art for Its Own Sake*. Chicago: Nonpareil Press, 1910.

(5) **Pseudonymous Author, Real Name Supplied.**

Markham, Mrs [Mrs Elizabeth Cartright Penrose]. *A History of France*. London: John Murray, Ltd, 1872.

(6) **Association, Institution, or the Like, as 'Author'.**

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Special Libraries Association. *Directory of Business and Financial Services*. New York: Libraries Association, 1963.

(7) **Author's Work Contained in Collected Works.**

Coleridge, Samuel Taylor. *Aids to Reflection: The Complete Works of Samuel Taylor Coleridge*. Edited by W G T Shedd. Vol I. New York: Harper & Bros, 1884.

(8) **Separately Titled Volume in a Multi-volume Work with a General Title and Editor.**

Latané, J H. *America as a World Power, 1897-1907*. Vol XXV of *The American Nation: A History*. Edited by A B Hart 28 Vols. New York: Harper & Bros, 1904-18.

(9) **Book in a Foreign Language with English Title Supplied.**

Turlejska, Maria. *Rok Przed Kleska*. ('*The Year Before the Defeat*') Warsaw: Wiedza Powszechna, 1962.

b. **Yearbooks.**

(1) **Department of Government.**

US Department of Agriculture. *Yearbook of Agriculture, 1941*. Washington, DC: Government Printing Office, 1941.

(2) **Article in a Yearbook.**

Wilson, G M. 'A Survey of the Social and Business Use of Arithmetic'. *Second Report of the Committee on Minimal Essentials in Elementary School Subjects*. Sixteenth Yearbook of the National Society for the Study of Education, Part I. Bloomington, Vol III: Public School Publishing Co, 1917.

c. **Article in Journals or Magazines.**

(1) **Article in a Journal.**

Varley, Barbara K. 'Socialization in Social Work Education'. *Social Work*, Vol VIII (Jul 63), pp 103-9.

(2) **Article in a Magazine.**

Marshall, S L A. 'The Fight at Monkey'. *Harper's Magazine*, Nov 66, pp 111-112.

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d. **Article in an Encyclopedia.**

(1) **Signed Article.**

Comyns-Carr, J W 'Blake, William'. *Encyclopaedia Britannica*. 11th Ed Vol IV.

(2) **Unsigned Article.**

'Sitting Bull'. *Encyclopaedia Americana*. 1962, Vol XXV.

e. **Article in a Newspaper.**

Editorial, *Wall Street Journal*. Editorial, 1 Nov 66.

f. **Unpublished Material.**

Phillips, O C Jr. *The Influence of Ovid on Lucan's Bellum Civile*. Unpublished PhD dissertation, University of Chicago, 1962.

American Institute of Planners, Chicago Chapter. *Regional Shopping Centers Planning Symposium*, Chicago, 1942. (Mimeographed).

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CHAPTER 10

PROBLEM SOLVING TECHNIQUE

INTRODUCTION

1. Problems come in different forms, varying degrees of complexity and intervals. Some may be caused by our own lack of foresight, others by some unforeseeable event in our areas of responsibility, and yet others by decisions from higher authorities.
2. We recognize a problem as a difficulty or obstruction that is preventing us from achieving our objective. We can consider a problem or, more explicitly, the cause of a problem as a change from what we would regard as an acceptable condition - a change that has taken place through some distinctive feature or condition to produce a new unwanted effect. To isolate that change, we may have to ask many questions so that by a process of elimination we can find out those conditions or circumstances that may be regarded as abnormal and those that apparently continue to appear normal.
3. 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. How do we go about solving problems? Is there a need to follow a rigid problem solving method? How can we ensure that the solution we have chosen is the best?
4. There are many ways of solving problems; the 'Estimate Process' is one of these. However, the technique which is described in the following paragraphs is that which is widely used in most air forces. This process is called "Problem Solving" (PROSOL). In this chapter, we shall consider the need for a disciplined approach and the application of basic principles when solving a problem.

NEED FOR A DISCIPLINED APPROACH TO PROSOL

5. If we ignore them long enough some problems will go away. However, problems will have to be solved and managers will be judged partly by the success they have in solving those problems that arise in their spheres of responsibility. Quite often, because we have met similar situations before and have remembered which solutions were right and which were wrong, we can solve simple problems without much conscious efforts. Without thinking about it, we probably go through a routine 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. This judgment, based on experience, can be a most useful tool in solving the routine and relatively simple problems. However, even in such cases, our solutions could be wrong because of our failure to recognize and take into account some factors that did not previously exist. Moreover, when we come to a complex problem outside the confines of our experience, we tend

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to flounder. Clearly, a haphazard approach is not good; we need a methodical technique to help us determine which facts to take note of and how to process them. No technique will guarantee that we always get the answer right the first time, for solving problems involving the use of our judgment which may itself be faulty. However, any sound technique will stop us from making a decision before we have logically considered all the facts; it will also help us to avoid being side-tracked by time-wasting irrelevancies.

THE 6 BASIC PRINCIPLES OF PROSOL

6. Many books and articles have been written-about problem solving and although numerous different techniques have been postulated, there is a wide measure of agreement about certain basic principles. The 6 principles outlined below and discussed in the following paragraphs, combine to form a very useful PROSOL method. Any method must ensure a thorough study of the problem and must prevent one from jumping to hasty conclusions. The following 6 principles meet 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.

PRINCIPLE 1 - DEFINE THE PROBLEM

7. Before a problem can be solved, its precise nature must be recognized and clearly defined: this principle is considered the most important in the sequence. The factors involved in this area are:

- a. **Identify the Problem.** What is the problem? What are the causes? What are the effects? Almost every problem has effects that draw it to our attention. A temporary solution may be achieved by removing or treating the effects; but for a permanent solution, the cause itself must be found. For example, a revolt can be subdued but the cause must be found before we can achieve a permanent solution to the uprising. Therefore, it is necessary to analyse the entire situation to establish clearly the cause or causes of the problem. We may ask: 'What is wrong here?' 'What seems to be the difficulty?' 'Why am I concerned?' 'Are, there identifiable causes and effects?' The 'Identify the Problem' phase is most important because it is the basis of everything that follows.
- b. **Limit the Problem.** With the general area established, the limits of the problem must be set. The exact area to be handled must be decided and then the absolute limits

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must be determined. For this, assumptions may have to be made. Some limits beyond which the problem solver cannot go may have been given in the terms of reference. Or the problem may have to be limited to levels that can be handled effectively; that is, areas that are manageable or areas in which authority; to act have been given. It is useless to try to solve problems that are obviously beyond the scope or authority of the problem solver. Unnecessary elements must be deleted. 'Limits' are, therefore, absolute boundaries of the problem.

c. **Define the Problem**. After deciding the limits of the problems, a statement of definition of the problem (the aim) is made. You should ask, 'How can I overcome the cause of the problem within the limits established'. It is important that the problem or aim is clearly and unambiguously defined before starting to look for a solution. It is almost impossible to arrive at the best solution to a problem if the precise area of the problem is not defined.

8. Some pitfalls should be avoided when defining the problem. These are:

a. **Over-simplification**. If the situation is not investigated thoroughly, the effects instead of the causes may be accepted as the problem, or part of the problem may be omitted altogether.

b. **Over-complication**. It is easy to be overwhelmed by the apparent size or difficulty of the problem. Equally, it is easy to become involved in issues far outside the scope of the problem. Having identified the problem accurately and starts to solve it, we find that many of the difficulties usually disappear.

c. **Inertia**. Time and effort are needed to think effectively about a problem. It is much easier to treat problems in a routine and superficial manner than to analyse them to determine effective solutions; for example, 'Near enough is good enough' or 'It will sort itself out in time' type of approach.

A careful definition of the problem is essential. Of course, at any state in the problem solving process, it may be necessary to amend the statement of the problem to take account of any new considerations.

PRINCIPLE 2 – GATHER RELEVANT INFORMATION

9. When you are satisfied that you have clearly defined the problem, you continue gathering information. Much information will have been collected when identifying the problem; but now only that which is strictly relevant to the task and within the limits set, is listed and evaluated. The information will normally fit into 4 categories of evidence:

a. **Fact**. A fact is a statement that can be proved.

b. **Assumption**. An assumption is a statement that may or may not be true.

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- c. **Judgment.** Judgment is a statement that evolves from critical discernment.
- d. **Criteria.** Criteria are requirements that a solution might have to meet.

10. The term 'criteria' needs amplification. If criteria are considered to be requirements that a solution should meet, then they are yardsticks against which to test the solutions to the problem. Criteria can be graded into an order of importance; 'essential criteria' which are those standards that top solution must meet and 'desirable criteria', which are requirements that a solution should meet, if possible.

11. For example, suppose that a solution to a problem calls for completed action as soon as possible, with minimum cost and minimum manpower. These are desirable criteria and the solution that comes closest to meeting them is likely to be the most suitable or best course. However, if a solution must provide for completion within 30 days at cost not exceeding Le 1,000,000.00 with any increase in manpower, then these stipulations are limits or essential criteria. Any solution that does not satisfy one or more limits can be discarded. Of course, if none of the possible solutions can satisfy the essential criteria, the problem is insoluble. If this occurs, you would have to consider whether it is possible to change one or more of the essential criteria to desirable criteria so that a solution could be found.

12. When gathering relevant information, you must also evaluate it and draw deductions. You should ask:

- a. Is the information factual, reliable, pertinent, current, and objective?
- b. Are assumptions supported by further evidence; are they based on an intelligent consideration of the facts? A wrong assumption may create a wrong solution.
- c. Have judgments been used only when facts are not available and when experience in the area is sufficient to substantiate good judgment?
- d. What can be deduced from a piece of information? Having made a deduction, ask 'So what?'; 'How does this affect the situation?', 'So what' until you exhaust that line of thought to try to draw out more relevant deductions.

13. Finally, when evaluating information, the following pitfalls should be avoided:

- a. Accepting judgment as fact.
- b. Partiality; this is gathering data only to support an idea and not to counter it.
- c. Accepting statistics absolutely; for example, 75% serviceability of AE aircraft; therefore, 3/4 of our aircraft are serviceable every day.

14. You will have noticed that so far you have not been asked to consider ways of solving problem. This is deliberate; you have been laying the foundation.

PRINCIPLE 3 - LIST POSSIBLE SOLUTIONS

15. Having assembled and evaluated all the information available, solutions to the problem should be listed. In formulating solutions, the evaluated information should be combined with experience, and creative thinking so as to promote ideas. All possible solutions regardless of merit should be listed. Some solutions may trigger off other ideas and it may be possible to combine these ideas to find other solutions. You must remember to have an open minded approach, be thorough and evolve as many solutions as possible. Once the list is complete, the obviously unworkable solutions should be discarded.

PRINCIPLE 4 - TEST POSSIBLE SOLUTION

16. Each possibility that offers some promise of being a good solution is then tested in turn to see how well it measures up against each criterion. You should not use the criteria until this stage, because you might inhibit creativity in finding possible solutions. However, when testing possible solutions, all criteria must be examined closely with logic, reason and good judgment. By doing this, each solution is evaluated in terms of its feasibility, suitability and acceptability. Points for and against each solution should be noted.

PRINCIPLE 5 – SELECT THE BEST SOLUTION

17. The logical result of the tests that have been applied under Principle 4 is the final or best solution. Perhaps one solution meets all the criteria, but this is rare. Possibly, one solution is obviously the best as it meets many more desirable criteria than any other solution. If this is not so, you might have to determine an order of priority with the criteria to enable you to judge which solution is the best solution. The final choice of a solution will ultimately rest on the problem solver's judgment. He must be as impartial as possible; otherwise the choice might be unduly influenced by personal attitude such as:

- a. The influence of authority – what we think the commander may like or want.
- b. The influence of tradition – we have always done it this way.
- c. Prejudice – this solution might have an adverse effect on my career.

PRINCIPLE 6 – APPLY THE SOLUTION

18. In theory, PROSOL is complete at the end of Principle 5. The decision concerning the best solution tells the solver what should be done. In real life, something must be done about a problem for the solution to have a meaning. The solver must actually reach the goal for the cycle to be completed; therefore, action is necessary and we might decide to:

- a. Seek approval either orally or in writing from higher authorities to implement the solution.

- b. Prepare orders or directives for the most effective implementation of the solution.
19. When the solution is implemented, we would check to ensure that it is effective and that no unforeseen problems have arisen.

APPLYING THE PRINCIPLES

20. In practice, the phases of PROSOL never follow a definite and orderly sequence. More than one principle may be considered at the same time, or you may have to go back to a previous phase because of a new development. For example, the data you collect may force you to redefine your problem. Similarly, while testing solutions, you may think of a new solution or, in the process of selecting a final solution, you may discover a need for additional information. The principles, as outlined, should be considered only as a check list to remind you to bring order to your mental processes. It is neither a substitute for good judgement nor a guarantee that you will solve your problem successfully. There is no substitute for thinking and no system that involves the human mind is foolproof. However, the disciplined approach to PROSOL will ensure that you get the best results possible with your abilities and mental endowment. Example of an approach to problem solving is at Annex A while the Service Paper emanating from the approach is at Annex B.

Annexes:

- A. Solving the Problem.
- B. Example of a PROSOL Service Paper.

SOLVING THE PROBLEM

SECURITY CLASSIFICATION

SELECTION OF 2 ADDITIONAL FOBs FOR AW

ANALYSIS

Long-term Aim: To provide FOBs for all AW Squadrons.

Obstacle: The Wing is short of 2 FOBs because 2 new squadrons have been added to it.

DEFINITIONS AND ASSUMPTIONS

Definitions: Nil

- Assumptions:**
1. The airfields selected will be used as FOBs for 5 years.
 2. Whenever dispersal is ordered, each squadron will consist of 150 AW officers and men.
 3. Money will not be granted for works services except for operational communications.

SHORT TERM AIM

1. To decide which 2 of the following 4 airfields are most suitable as FOBs:
 - a. Hastings.
 - b. Tongo.
 - c. Bo.
 - d. Yele.

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CRITERIA AND POSSIBLE STATIONS

SECURITY CLASSIFICATION					
Serial	Criteria	Possible Station			
		Hastings	Tongo	Bo	Yele
(a)	(b)	(c)	(d)	(e)	(f)
	<u>ESSENTIAL CRITERIA</u>				
1.	Expected to be available for at least 5 years.				
2.	Not earmarked for any other operational sqn.	✓	✓	✓	✓
3.	Runway at least 2000m with LCN of 25 or	✓	✓	✓	✓
4.	Taxiway LCN of 15 or more.	✓	✓	✓	✓
5.	Fuel tanks for at least 300,000L with serviceable pumps.	✓	✓	✓	X
6.	Permanent building near hard standing for crew room and	✓	✓	✓	
7.	Living quarters - permanent or tented for 150 personnel.	✓	✓	✓	✓
8.	Serviceable or repairable operational	✓	✓	✓	✓
	<u>DESIRABLE CRITERIA IN ORDER OF IMPORTANCE</u>	✓	✓	✓	✓
9.	Night-flying facilities.	NO	YES	NO	(1)
10.	Suitable hangar.	NO	YES	YES	
11.	A Service unit nearby.	YES	YES	YES	
12.	Permanent living quarters for 150 personnel.	NO	YES	YES	
13.	Cost of repairing operational communications as low as possible (N).	4,000	0	60,000	
14.	Existing internal communications.	YES	YES	YES	
15.	Refuellers, technical vehicle and sqn transport available on	NO	YES	NO	(1)
16.	Ground-handling equipment available on site.	NO	YES	NO	
17.	Barracks equipment for 150 personnel available on site	NO	NO	YES	
18.	Compressed gases available on site.	NO	YES	NO	
19.	Runway LCN of at least 30 and taxiway LCN of at least 25.	YES	YES	NO	

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Note:

1. Because Yele does not meet all essential criteria, there is no need to consider it in the desirable criteria.

SECURITY CLASSIFICATION

SELECTION OF MOST SUITABLE STATIONS

1. Yele does not meet the essential criterion for fuel storage (300,000L); it is therefore unacceptable as an FOB.
2. In contrast with Bo, Hastings has runway LCN of at least 30 and a taxiway LCN of at least 25. Moreover, unlike Bo, it is already equipped with internal communications. Furthermore, its operational communications would cost Le 40,000,000.00. On the other hand, Bo unlike Hastings, has barrack equipment and permanent living quarters for 150 personnel and it has a suitable hangar. Although each airfield has 3 advantages over the other, Bo's advantages in 2 more important criteria outweigh the advantages of Hastings and make Bo the suitable choice.
3. Bo has only one advantage over Tongo; it has barrack equipment for 150 personnel on site, whereas Tongo does not. Tongo, on the other hand, has 7 advantages over Bo. Its runway has a LCN of at least 30 and its taxiways of at least 25, unlike those of Bo. There is compressed gas available at Tongo but not at Bo. Furthermore, the former can provide ground-handling equipment and refuellers, technical vehicles and squadron transport, whereas the latter cannot provide these. Most importantly, Tongo has night flying facilities, whereas Bo does not. Because of its outstanding advantages, Tongo is more suitable than Bo as an FOB.
4. The 2 stations best suited for use as FOBs, in order of priority, are Tongo and Bo.

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SECURITY CLASSIFICATION

SECURITY CLASSIFICATION

EXAMPLE OF A PROSOL SERVICE PAPER

SELECTION OF 2 ADDITIONAL FOBS FOR ADW

INTRODUCTION

1. Two more FOBs must be selected to complete the plans for the dispersal of Squadrons during the initial stages of war. Only AW Stations Hastings, Tongo, Bo and Yele are geographically suitable for selection as FOBs. Details of these stations are at Annex A.
2. The following assumptions are used in this paper:
 - a. Each squadron will comprise 150 AW officers and airmen at the time of dispersal.
 - b. The stations selected will be used as FOBs for 5 years.
 - c. No money will be granted for works services except for improvement to operational communications.

AIM

3. The aim of this paper is to determine which 2 of the 4 available stations are best suited for use as FOBs.

ACCEPTABILITY OF STATIONS

4. The stations selected must be available for use as FOBs throughout the next 5 years and they must not already have been earmarked as FOBs for other squadrons. The runway must be at least 2,000m long. There must be a bulk fuel installation, including the pumps, which must be fully serviceable. The airfields must have ATC facilities that are currently in use or could be reactivated⁽¹⁾. Good operational communications are essential.
5. Yele is unacceptable for use as an FOB because its usable bulk fuel capacity is less than 300,000L. The other 3 stations have all the essential features.

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SECURITY CLASSIFICATION

SELECTION OF THE SUITABLE STATIONS

6. The most important desirable feature is that the airfields selected should have night-flying facilities. A suitable hangar for squadron aircraft would be a very big advantage. Next in order of importance, is that a Service unit should be nearby. Domestic accommodation should be permanent, but tents and field kitchens would be acceptable. The cost of repairing operational communications should be as low as possible and suitable internal communications should already exist. Of lesser importance, to avoid stock-piling; vehicles, ground-handling equipment, barrack equipment and compressed gases should be available. Finally, and of least importance, the runway and taxiway LCNs should be at least 30 and 25 respectively.

7. In contrast with Bo, Hastings has a runway LCN of at least 30 and a taxiway LCN of at least 25. Moreover, unlike Bo, it is already equipped with internal communications. Operational communications at Hastings cost Le 40,000,000.00 to repair, whereas those at Bo would cost Le 60,000,000.00. On the other hand, Bo has permanent living quarters for 150 personnel and it has a suitable hangar.

8. Although, each airfield has 3 advantages over the other, Bo's advantages in 2 more important desirable features outweigh the advantages of Hastings. Bo is therefore, more suitable than Hastings and should be selected as one of the FOBs. Bo has only one advantage over Tongo, it can accommodate 150 personnel in permanent living quarters, while Tongo cannot. Tongo, on the other hand, has 7 advantages over Bo and the former's operational communications require no expenditure on repair work, whereas those at Bo would cost Le 60,000,000.00 to repair. Lastly and most importantly, Tongo has night-flying outstanding advantage. Tongo is therefore, superior to Bo and should be selected as a suitable FOB.

9. The 2 stations most suitable for use as FOBs, in order of priority, are Tongo and Bo.

CONCLUSION

10. To be acceptable as an FOB, a station must be available for the exclusive operational use of AW squadrons for at least 5 years; it must have a runway of at least 2,000m and the LCNs of runway and taxiways must be adequate. Furthermore, the station must have a serviceable fuel installation of at least 300,000L capacity. It is essential that permanent buildings are available for crew room and storage accommodation; that living quarters are available for 150 personnel; and that operational communications are acceptable. Of the stations available, Yele is unacceptable because its fuel installation is below minimum standard, while the other 3 all have the essential features.

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11. The station should have night-flying facilities; a hangar for squadron aircraft; and the station should be close to another Service unit. The station should have permanent living accommodation for squadron personnel; furthermore, the lowest cost and ready availabilities of suitable communications, and the availability of specialist vehicles, ground-handling barrack equipment and compressed gases would be desirable. Finally, the LCNs of the runway and taxiway should be adequate. Of the 3 stations which have the essential features, Hastings is better than Bo in some minor respects but, as Bo has the important advantages of permanent living quarters for squadron personnel and suitable hangar, it is preferred to Hastings. Tongo has better accommodation than Bo; on the other hand, Tongo has many advantages over Bo including the most important one of being fully equipped for night flying. It is therefore a better choice than Bo.

Of the 4 stations available for selection as FOBs, the 2 stations most suited, in order of priority, are Tongo and Bo.

SC KAILEY
Wg Cdr
SO1 Ops

Freetown
Jul 11

Notes:

1. ATC facilities did not feature as an essential criterion on Page 10A-2 because Kailey's DDO knew that they were available at all 4 airfields. However, as the Service paper may well be seen by officers unaware of the existence of such facilities, the point should be made here.

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CHAPTER 11

ORDERS, INSTRUCTIONS AND DIRECTIVES

INTRODUCTION

1. The Armed Forces are launched into action through the issuance of orders. It is best for a commander to give orders for an operation himself. By so doing, he can impress his will on his subordinates and inspire them. He can ensure that his directives are understood fully by clearing all doubts. However, it is often more expedient to reduce orders into writing and dispatch them to subordinates through appropriate means. Orders, instructions and directives are therefore, the various means by which a commander issues tasks to subordinate elements. Each is applied as follows:

- a. **Orders**. Orders require definite action to be taken to achieve a certain intention. Orders specify the mission and the method of fulfilling it. The commanders exercise control of the situation but without prejudice to initiative and local knowledge of his subordinates. The subordinate commander is, however, bound to comply with the mission and method specified in the orders. Orders could be given for operations (operation orders), as warning in advance of activity (warning orders) and for administrative purposes (administrative orders).
- b. **Instructions**. Instructions outline the commander's intentions and overall plan but leave the detailed course of action to subordinate commanders. They are used when a subordinate is given an independent mission, or in a situation where it is impossible or undesirable to be specific.
- c. **Directives**. Directives give the commander's policy for planning, logistics, tactical doctrine and so on. They provide the staff and subordinates with a guide and framework for their activities.

OPERATION ORDERS

2. Operation Orders (OpO) are issued either in writing or orally. When in writing, they may be issued as formal orders, messages or confirmatory notes after oral orders. They must be issued in sufficient time to allow subordinates at all levels to prepare for and carry out the action required of them. The method selected for issuing OpO will depend on their length and complexity, and the time available.

3. **Written OpO**

- a. **Formal OpO**. When much detail has to be included and time allows, a standard layout is used. A summary of the layout of a written operation order, with amplifying notes, is at Annex A.
- b. **Signal Messages**. Signal messages provide a quick method of issuing orders or changes to previous orders.

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4. **Oral Orders.**
 - a. Oral orders are used more often in the Army than in the other 2 Services.
 - b. When possible, a commander issues his orders in person to his subordinate commanders as he is then able to inspire confidence and enhance morale. When there is no opportunity for all subordinate commanders to be together, the Commander can issue his orders by radio or telephone. Only as a last resort should a commander delegate the responsibility to staff or liaison officers.
5. **Confirmatory Notes.** Confirmatory notes are necessary when oral orders are issued in case some who need to know cannot be present and in case some of those attending become casualties. These notes are also of considerable help to the staff of subordinate commanders when they, in turn, draft their commanders' orders.

CONTENTS

6. An OpO must contain a complete picture of the commander's overall intentions, as well as, clear directions to his subordinate commanders in enough details to enable them issue their own orders and to ensure co- ordination. Details of how supporting and specialized units are to carry out their particular tasks form the subject of the subordinate commander's orders.
7. All OpO, at whatever level they are given and however issued, comprise 5 mandatory sections, the first of which contains 3 mandatory sub-section:
 - a. **SITUATION.**
 - (1) Enemy Forces.
 - (2) Friendly Forces.
 - (3) Attachments and Detachments.
 - b. **MISSION.**
 - c. **EXECUTION.**
 - d. **SERVICE SUPPORT.**
 - e. **COMMAND AND SIGNAL.**

The format for numbering and lettering the paragraphs is shown at Annex A.

8. In written OpO and those sent by signal messages, these sections form paragraphs numbered and headed as shown in Annex A. Additional sub-paragraphs may be used in Paragraph 1 and Paragraphs 3 to 5; but Paragraph 2 is not to be sub-divided. All sub-paragraphs are to be

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given headings. Except in Paragraph 2, the text of the mandatory paragraphs and sub-paragraphs may be restricted to such terms as 'No change', 'See Annex' or 'Nil', or reference may be made to another document. Headings in OpO depart from normal DW conventions in 2 aspects: paragraph headings are written in block capitals with a full stop, and the headings of paragraphs and their sub-divisions may be used to complete the sense of the text that follows. Except for the main paragraph headings; for example, SITUATION, MISSION, etc, abbreviations are to be used throughout and note form may be adopted.

ANNEXES TO ORDERS

9. Annexes contain details when their inclusion in the text of the orders would impede its logical progression and make it unacceptably long. They also allow addresses to be given additional copies of specialized information; for example, movement tables.

10. Most annexes provide information to fighting commanders but some also give direction to supporting and administrative commanders. Although annexes are an integral part of an order, the information and direction given in the parent document may have to be repeated if an annex is given a different distribution from that of the order.

11. An annex or appendix may be a written document or an overlay, over-printed map, sketch plan or table and conforms to the normal conventions of DW in Chapter 2. Annexes issued with, and in the same number of copies as the main order, are identified only as an integral part of the main order. Annexes issued separately from the main order are also to contain a superscription, signature of commander or his representative or other authentication, acknowledgement instructions and a distribution list.

INTELLIGENCE ANNEX

12. The format of an intelligence annex to an OpO is more comprehensive than that of other annexes. It may well be issued before the OpO.

13. **Purpose of the Intelligence Annex.** The intelligence annex:

- a. Disseminates information on enemy forces which is essential to the conduct of operations.
- b. Instructs subordinate commanders to acquire information necessary to the conduct of an operation but which can only be obtained immediately before or during the operation.
- c. Gives other miscellaneous intelligence orders or guidance for an operation.

14. **Content and Format.** The intelligence annex should be kept brief and clear, by reference where possible to supplementary intelligence reports (SUPINTREPS) and Standard Operating Procedures (SOPs). Material of limited interest or containing much material should be included in appendices to the annex.

WARNING ORDERS

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15. When time is short, or the issue of a full order is likely to be delayed, a warning order may be sent. This gives a commander valuable time in which to start preparing forces. The order should contain sufficient relevant information to enable the assigned units/formation to start preparation, while the detailed OpO is being prepared.

16. A warning order (WngO) is normally sent as a signal message and must, therefore, conform to the conventions given in Chapter 8. The content must start with the words 'WNGO' and if applicable, the exercise nickname or code word. There is no firm rule on the sequence of the 2 elements. However, the general practice is to place the 'WNGO' before the exercise nickname or codeword. The WngO should finish with a statement of how the OpO will be issued and its expected time of arrival, together with the word 'ACK' (meaning ACKNOWLEDGE). The text of a typical OpO would end as follows:

'...PD OPO 14/92 BY POST BY 27 1200Z JUL PD ACK'

The rest of the text will depend on the type of operation and the time available to the assigned elements after the arrival of the OpO. Typical content could be:

- a. The exercise or operation code word or nickname.
- b. The scope and date of the operation.
- c. Probable planned tasks or moves.
- d. Map references, aircraft requirements, weapon-loads passenger/freight configuration, special equipment, initial tactics, preliminary routes and special navigation requirement, broad Radio Telephone (RT) policy and special communication consideration.
- e. Specific timings (if they are known), the earliest time at which recipients will be required to act and the degree of notice at which the recipients are placed.

17. Remember that the assigned elements will carry out detailed planning (for example, routes, tactics, RT procedures and recovery) from the content of the OpO. When drafting the content of the WngO, you should put yourself in the position of the recipient and include all that is relevant to enable them to make use of the time available between receipt of the wngO and arrival of the OpO.

INSTRUCTIONS

18. There is a clear difference between an order and an instruction. It should be noted that an instruction is issued to convey the general intention of a commander, leaving the detailed course of action to the subordinate commander. More specifically, instructions are normally issued instead of orders in the following circumstances:

- a. When a commander is tasked with an independent mission.

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- b. Where the likely speed of movement or lack of initial information makes specific orders impracticable or undesirable.
 - c. When a commander wishes to communicate further intentions or to influence events when detailed written orders cease to be appropriate.
 - d. When a commander wishes to meet contingencies that can be only partially foreseen, such as natural disasters or internal security operations.
19. Written instructions follow the general layout of OpO described earlier in this chapter. However, there are no mandatory headings and only those that are required should be included. Whether issued verbally or in writing, instructions must meet the essential requirements listed in Paragraph 18.
20. An instruction is often addressed to a subordinate by name and signed by the commander personally. The recipient will have to act on his own initiative and an instruction gives him wider scope than would an order. For these reasons, an instruction is usually worded less formally than an order. Though the mission is still expressed in the infinitive, the commander's intentions bearing upon its execution are normally expressed by 'should' rather than 'is to' or 'are to'.

DIRECTIVES

21. A directive is a particular form of instruction to a senior commander on appointment. It defines his functional responsibilities and, in peacetime, might include the following paragraphs:
- a. You have been appointed.....
 - b. You are responsible to the..... for the efficiency, readiness, etc... of the forces under your command.
 - c. You are to maintain your forces in peace...with the primary objective....
 - d. Your particular tasks are....
 - e. In war, you may be required to....
22. A policy directive normally relates to a particular aspect of a commander's responsibilities and by definition concerns important policy matters (for example, Division of effort between allied forces). There is no set layout for a policy directive. The style is normally formal without, being abrupt; phrases such as 'you will be required to' and 'your primary objective will be', are often used in preference to 'was to' and 'are to'.

ADMINISTRATIVE/LOGISTICS ORDERS

PURPOSE OF ADMINISTRATIVE/LOGISTICS ORDERS

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23. Administrative/logistics orders are issued either to co-ordinate the action of forces when entirely administrative commitments are involved or to supplement OpO. They cover such matters as organization, supply, transport, personnel and medical services. Like OpO, they should be clear, concise and accurate and issued in good time. The advice on writing technique in Paragraph 9 also applies to the writing of administrative/logistics orders.

24. Administrative/logistics orders are issued on their own on such occasions as the formation or disbandment of units, the transfer of stations from one command to another, and preparation for formal inspections. They are not used on their own for orders relating in any way to the active employment or exercising of air force in the functional role. However, they may be used to supplement OpO orders in such instances.

25. If a separate administrative/logistics order is written to supplement an OpO order, reference is made to the administrative/logistics order in the 'Service Support' paragraph of the OpO. When it is known that the administrative/logistics order will not be published at the same time as the OpO, it is important that the OpO contains any points of administration which subordinate commanders must know immediately for their operational planning.

26. Wherever possible, administrative and logistics arrangements should be included in the 'Service Support' paragraph of an OpO, or issued as a 'Service Support' annex to it, rather than issued as an entirely separate Order.

STANDARD LAYOUT

27. The standard layout for an administrative/logistics order is shown at Annex B. It comprises 2 mandatory paragraph headings ('SITUATION' and 'MISSION') followed by 7 other paragraphs which are optional. The last paragraph will normally be 'COMMAND and SIGNAL'. The paragraph headings are written as follows:

- a. **SITUATION.**
- b. **MISSION.**
- c. **GENERAL.**
- d. **MATERIAL AND SERVICES.**
- e. **MEDICAL.**
- f. **PERSONNEL**
- g. **CIVIL-MILITARY COOPERATION.**
- h. **MISCELLANEOUS.**
- i. **COMMAND AND SIGNAL.**

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28. The paragraph heading 'GENERAL' contains an outline of the administrative and logistics plan. The heading 'MATERIAL and SERVICES' covers such items as:

- a. **Supply.**
- b. **Transportation.**
- c. **Services.**
- d. **Labour.**
- e. **Engineering.**

Any special instruction not covered in the other paragraphs are included under 'MISCELLANEOUS'.

29. The full format for an administrative or logistics order is shown at Annex B. An example of an administrative/logistics order is at Annex C. An administrative/logistics order is signed by the commander or his senior administrative/logistics officer. An officer of the administrative/logistics staff would authenticate the order, if necessary.

CONCLUSION

30. A commander must decide the most appropriate method of conveying his will to subordinates as determined by the circumstances. It is the duty of the staff to ensure that the orders, instructions or directives are prepared in accordance with the stipulated format or form.

Annexes:

- A. Standard Layout for Formal OpO.
- B. Standard Layout for Administrative/Logistic Order.
- C. Example of Administrative/Logistics Order.

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ANNEX A TO
DWH CHAPTER 11
DATED FEB 14

STANDARD LAYOUT FOR FORMAL OPERATION ORDER

SECURITY CLASSIFICATION

(Changes from Oral Orders, if any, had been given)⁽¹⁾

Copy No of⁽²⁾ _ _

TYPE AND SERIAL NO OF OPO⁽⁶⁾

Issuing HQ

Place of Issue⁽³⁾

(may be in code)

DTG of Signature⁽⁴⁾

Message Ref No⁽⁵⁾

Refs: ⁽⁷⁾

Maps, Chart and relevant documents.

Time Zone Used Throughout the Order⁽⁸⁾ (ZULU)

Message

1. ⁽⁹⁾ **SITUATION.** ⁽¹⁰⁾ Give briefly the general picture so that subordinate commanders will understand the current situation, under the following headings:

- a. **En Forces.** ⁽¹¹⁾ Composition, disposition, location, movements, estimated strengths, identification and capabilities.

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- b. **Friendly Forces**.⁽¹²⁾ Information concerning friendly forces other than those covered by the OpO, which may directly affect the action of subordinate commanders.
- c. **Atts and Dets**. List here, or in an annex, units attached to or detached from, the issuing formation/unit together with the time they are effective.
2. **MISSION**.⁽¹³⁾ A clear, concise statement of the task of the command and its purpose. This paragraph is not to be sub-divided.
3. **EXECUTION**.⁽¹⁵⁾ The 'EXECUTION' paragraph is laid out to suit the requirements of the particular operation. Normally, the heading of the first sub-paragraph is 'General Outline' and gives a summary of the plan for the intended operation. Subsequent sub-paragraphs assign specific tasks to each element of the command charged with the execution of tactical duties and give details of co-ordination and the grouping. Instructions applicable to 2 or more elements of the command may be placed in a final sub-paragraph heading titled 'Co-ordinating Instructions'.
4. **SERVICE SUPPORT**.⁽¹⁶⁾ The 'SERVICE SUPPORT' paragraph contains a statement of the administrative and logistics arrangements to support the operation of primary interest to the units and formations being supported. It is also to give the commander's direction to service commanders. If lengthy or not ready for inclusion in the OpO, this detail may be issued separately and referenced here, but matters of immediate concern should be given together with such references. At higher formations, this paragraph will probably state, 'See Administrative/Logistics Order'. At the lower levels of command this paragraph or the Service Support annex may eliminate the need for an Administrative/Logistics order.
5. **COMMAND AND SIGNAL**. The 'COMMAND and SIGNAL' paragraph contains the headquarters location and movements, liaison arrangements, recognition and identification instructions and general rules concerning the use of communications and other electronic equipment, if necessary.

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Acknowledgement Instructions: Ack. ⁽¹⁷⁾

Signature of Staff
Officer Name of Staff
Officer Rank
Appointment

Authentication: ⁽¹⁸⁾

Signature of Commander
Name of Commander
Rank
Appointment

Annexes: ⁽¹⁹⁾

Distribution: ⁽²⁰⁾

Appendix:

1. Amplifying Notes to standard Layout for a Formal OpO.

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APPENDIX 1 TO
ANNEX A TO
DWH CHAPTER 11
DATED FEB 14

AMPLIFYING NOTES TO STANDARD LAYOUT FOR FORMAL OPERATION ORDER

1. **Changes from Oral Orders.** If no orders had earlier been given this space would be left blank. If there had been earlier oral orders, such expressions as 'No change from oral orders', or 'No change from oral orders except for Paragraph 41' are to be used. It is generally desirable that the date and time when oral orders were issued, together with the place of issue, are stated.
2. **Copy Number.** Copy numbers are to be allotted regardless of the security classification of the order. The issuing headquarters is to allot a copy number to each of the order and maintain a record showing the specific copy number of copies published, ie, 'Copy No... of ...
3. **Place of Issue.** The place of issue may be a place name or a grid reference.
4. **Date and Time of Signature.** The current rules in Chapter 2 for describing dates and times in signal message writing are to apply, except that the month and year must also be shown. The date time group in an OpO means the date and time at which the order was signed and authenticated. It is also the date and time at which the order is effective unless stated to the contrary in Paragraph 3 (EXECUTION) of the order. The time used in the date time group of signature is to include a time/zone suffix; for example, 230110Z Jul 14 (0110 hours GMT 23 Jul 14).
5. **Message Reference Number.** The message reference number is the appropriate file reference of the issuing authority. It is used to acknowledge the receipt of an OpO without the possibility of the enemy learning that an OpO has been issued.
6. **Type and Serial Number of the OpO.**
 - a. **Type of OpO.** The type of OpO is to indicate whether it is Army, Navy, Air, combined or joint eg:
 - (1) JOINT ARMY/NAVY OPERATION ORDER 5.
 - (2) ARMY OPERATION ORDER 2.

At single-Service headquarters, it is not necessary to include the type of order as this is

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indicated in the headings 'Issuing Headquarters'. In such circumstances the words 'OPERATION ORDER',,,, are sufficient.

- b. **Number of OpO.** The number of the order normally indicates the cumulative total of orders issued by a headquarters during the year; eg, 'OPERATION ORDER 9/92.

7. **References.** The relevant maps and charts are listed under the heading 'References'. In addition, any other documents that are required by the recipient of the order may be listed here. It is not necessary to list here standard orders, SOPs, etc, that may be referred to in the body of the order. When references are made to maps, the following information is to be given:

- a. Map series (and country or geographic area, if required).
- b. Sheet number (and name, if required).
- c. Edition.
- d. Scale (if required).

8. **Time Zone Used Throughout the Order.** The time zone is to be spelt out in capitals immediately after the heading 'TIME ZONE' used throughout the Orders. For example, ZULU. This is to avoid any possibility of a mistake in transmission. See Chapter 2 for amplification.

9 **Paragraphing.**

- a. OpO consists of 5 paragraphs. Paragraph 1 always contains sub-paragraph a, b and c. Paragraph 2 contains no sub-paragraph. There is no restriction to the number of sub-paragraphs in Paragraphs 3, 4 and 5. All paragraphs and sub-paragraphs are to be given headings.

- b. Though paragraphs 1a, 1b, 1c, 2, 3, 4 and 5 with their corresponding headings always appear in the OpO, terms such as 'No change'. 'See overlay (Trace)'. 'See Annex', etc, and 'Nil' (meaning no information to enter) are permissible opposite all paragraphs but 2. Such terms are to be used as necessary to maintain the integrity or the paragraphing and the brevity of the order.

10. **Situation.** It may be necessary to start this paragraph with a brief introduction, if the

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general picture cannot adequately be covered under 'Enemy Forces', 'Friendly Forces' and 'Attachment and Detachments'. For example, a political situation that may influence the commander's mission or course of action may require to be stated separately.

11. **En Forces**. It may be sufficient to refer to a previous intelligence report. Alternatively, all the information may be included in a separate annex.
12. **Friendly Forces**. Under 'Friendly Forces', give details of friendly forces not under command that will be operating in a supporting or compulsory role to the operation, and of any operations that may affect the action taken by units listed under 'Atts and Dets'. The action to be taken by those friendly forces may be briefly outlined.
13. **Mission**. The mission is to be stated in the infinitive; eg, 'To capture...' Alternative missions, multiple missions, conditional statements depending upon developments, and all qualifications, except those of time and place, are to be avoided. There must be no reference to the method by which the mission is to be achieved.
14. **Page Numbering**. See Chapter 2, of this manual for amplification.
15. **Execution**. Lengthy subject matter may be given in an annex, or issued later as a supplement to the OpO; eg, 'Fire Support Annex' or 'Demolition Plan'. Alternatively, various parts of the execution may be shown on an overlay which will be attached as annex.
16. **Service Support**. The general instructions on 'Service Support' as shown in Annex A are to be followed pending the issue of a Joint Service Logistics and Administrative Order.
17. **Acknowledgement Instructions**. It is normally desirable to require acknowledgement of an OpO. It may be necessary to specify which formations and units are to acknowledge.
18. **Signature of Commander and Authentication**. The name, rank and appointment of the commander appears on all copies of the order. The original copy is to be signed by the commander or his authorized representative. If the commander or his representative signs a master copy, the use of which permits automatic reproduction of the document, reproduction of the signature is not reproduced. Authentication by the appropriate staff officer is required on all subsequent copies and only the name, rank and appointment of the commander appear in the signature block.
19. **Annexes**. Under the heading 'Annexes', are listed the attachments (such as overlays

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and papers) issued with the order, for example:

Annexes:

- A. Operation Overlay.
- B. Communications – Electronics.
- C. Fire Support.

20. **Distribution**. The distribution is to show the copy number of the order issued to each addressee. Where the annexes are issued on a different scale from the body of the order, this is also recorded in the distribution.

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ANNEX B TO
DWH CHAPTER 11
DATED FEB 14

STANDARD LAYOUT OF ADMINISTRATIVE/LOGISTICS ORDERS

SECURITY CLASSIFICATION
(Change from oral orders, if any)

Copy of ...

Issuing Headquarters
Place of Issue (may be in code)
Date Time Group of Signature

Message Reference No

ADMINISTRATIVE/LOGISTICS ORDER

RELATED OPERATION ORDER References:

Maps, charts and relevant documents

Time Zone Used Throughout the Order: (ZULU)

Composition and Location of Administrative and Logistics Service Units. Details of unit may be given here, in the appropriate paragraph of the order, or in a trace or overlay. The heading may be omitted as necessary.

1. **SITUATION.** Give a general statement of administrative and logistics factors affecting support of the operation. Include any information given in Paragraph 1 of the OpO of particular interest to Service units and expand this information as necessary. This paragraph should contain no more than is necessary for understanding the rest of the order. It may therefore be very short if the order is issued in conjunction with an OpO or if details can be given on an overlay. It may, however, be necessary to start the paragraph with a brief introduction,

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if the general picture cannot adequately be covered under 'Enemy Forces', 'Friendly Forces' and 'Attachments and Detachments'. For instance, a political situation influencing the commander's mission or course of action may require to be stated separately. This paragraph should contain the following sub-paragraphs:

- a. **En Forces.**
 - b. **Friendly Forces.**
 - (1) Bdrys.
 - (2) RPs.
 - (3) Combat res.
 - (4) PW Cage.
 - (5) Rfts.
 - c. Atts and Dets.
2. **MISSION.** Give a clear and concise statement of the task and its purpose.
3. **GENERAL.**
4. **MATERIAL AND SERVICES.**
- a. **Supply.**
 - b. **Transportation.**
 - c. **Services.**
 - d. **Labour.**
 - e. **Engineering.**
5. **MEDICAL EVACUATION AND HOSPITALIZATION.**

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6. **PERSONNEL.**
7. **CIVIL MILITARY CO-OPERATION.**
8. **MISCELLANEOUS.**
9. **COMMAND AND SIGNAL.** This section contains the headquarters location and movements, liaison arrangements, recognition and identification instructions, and general rules concerning the use of communications and other electronic equipment, if necessary. An annex may be used when considered appropriate.

Acknowledgement Instruction:

NAME
Signature
Rank
Appointment

Authentication: (if required):

Signature
NAME
Rank
Appointment

Annexes:

Distribution:

(page number)

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EXAMPLE OF ADMINISTRATIVE/LOGISTICS ORDER

SECRET

ADMINISTRATIVE/LOGISTICS ORDER 16/14

References:

- A. DGO/45 dated 2 Feb 14.
- B. TC/12345/76/ORG dated 27 May 14.

Time Zone Used Throughout the Order: ZULU.

1. **SITUATION.** HQ MW, FOB SULIMA, HQ FRU, and FPB GENDEMA will assy to form HQ Strike Force at ZIMMI Crossing Point from 282359 Oct 14. This order details the administrative/logistics arrangements for the disbandment of HQ MW and FOB SULIMA and the move of HQ MW staff of FPB GENDEMA.
2. **MISSION.** To assy HQ MW and HQ FRU to form HQ SF at FPB YENGA with effect from 282359 Oct 14.
3. **MATERIEL AND SERVICES.**
 - a. **Movement Arrangements.** HQ MW staffs are to move to FPB YENGA between 8 Sep 14 and 23 Oct 14 in accordance with detailed instructions to be issued by HQ MW.
 - b. **Establishment.**
 - (1) With effect from 27 Sep 14 the current HQ MW establishment, suitably amended, is to become Closing Down Party establishment for the closure of FOB SULIMA and subsequent handover to the Care and Maintenance Party.
 - (2) This HQ will initiate all necessary changes in the establishment.
 - c. **Parenting.**
 - (1) This HQ will reallocate the parenting responsibilities of FOB SULIMA.

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SECRET

SECRET

(2) FPB GBAA is to assume parenting responsibility for the Closing Down Party at FOB SULIMA.

(3) This HQ will issue parenting responsibilities for the Care and Maintenance Party.

d. **Married Quarters.** This HQ will issue instructions regarding the occupation and parenting of the married quarters at FOB SULIMA.

e. **Works Services.** This HQ will issue separate instructions when plans for the disposal of property at FOB SULIMA are known. Meanwhile, HQ MW is to comply with the existing arrangements.

f. **Files, Records and Documents.** Heads of Depts at HQ MW are to review all files, documents and records relating to the operation, functions, organization and administration of the group in accordance with existing 'instructions. Heads of Depts at HQ MW are to transfer all files, documents and records required by HQ SF to FPB YENGA, together with closed files and documents which are to be retained for statutory periods.

g. **APs.** Heads of Depts at HQ MW are to determine the likely requirements for APs at HQ SF and arrange for the transfer or disposal as appropriate of APs currently held at HQ MW.

4. **PERSONNEL.**

a. **Officers and Soldiers.** This HQ will take posting action in respects of Officers and soldiers transferring from HQ MW to HQ SF.

b. **Civilians.** This HQ will issue posting notices in respect of all established HQ MW civilian staff. 'This HQ, in conjunction with HQ MW, with issue detailed instructions on redeployment of all HQ MW civilian personnel.

5. **CIVIL-MILITARY COOPERATION.** OC HQ MW is to liaise with all interested local authorities concerning the closure of FOB SULIMA.

6. **COMMAND AND SIGNAL.** CO JCU will arrange the closure of the COMMCEN

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SECRET

at HQ MW and the provision of signals and telephone facilities for the Closing Down Party at FOB SULIMA.

Acknowledgement Instruction: Nil.

MF KANNEH
Brig
CJF

Authentications: (1)

Ibrahim
SMA IBRAHIM
Col
COS

Distribution: Copy No:

External:

Action:

HQ FRU	1
HQ MW	2
FOB SULIMA	3
FPB YENGA	4
FPB GBAA	5
FPB GENDEMA	6

Information:

5 Bde 7

Internal:

Action:

HQ JCU 8

Information:

File 9

Notes

1. As CJF was not available to sign the order, it has been authenticated by the most senior officer of the administrative staff who was available. CJF would sign the file copy at the first opportunity. This copy of the order (for HQ MW) would go out as shown.

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CHAPTER 12

ABBREVIATIONS

INTRODUCTION

1. The authorized abbreviations are contained in 5 sections, as follows:
 - a. **Section 1.** Command, formations, units and establishments.
 - b. **Section 2.** Ranks, appointments and branches.
 - c. **Section 3.** National distinguishing letters.
 - d. **Section 4.** General abbreviations.
 - e. **Section 5.** MW abbreviations.

RULES

2. **Operational writing.** Maximum use is to be made of abbreviations in operational writing except for the mandatory paragraph headings in OpO and administrative/logistics orders. Some of the rules on abbreviation for nouns, verbs, plurals and ampersand are:
 - a. **Noun.** The abbreviation for a noun may be used with a prefix or suffix; for example, mob (mobilization), demob (demobilization).
 - b. **Verbs.** The first and third person singular and the past tense of verbs have identical abbreviation; for example, fol (follow, follows, followed).
 - c. **Plurals.** Some abbreviations indicate both the singular and plural terms and do not require the addition of an 's' for example, rat (ration, rations), l (litre, litres). If it is necessary to add 's' it is always placed at the end of the abbreviation; for example, F of Fs (fields of fire). See Encoded list 7 for the rules for units of measurement.
 - d. **Ampersand.** An ampersand '&' is to be used instead of 'and' where appropriate in titles; for example, DAA & QMG. It is not to be used in unit titles; for example, HQ 14 Mech Div and Sig Regt.
3. **Non-Operational Writing.** Apart from Formal, Demi-Official and Directed letters which follow their own special rules, the following are to be abbreviated in non-operational writing:
 - a. Ranks and appointments, regiments and corps, formations and units shown in the encoded list. Unspecified units; for example, 'the brigade', 'platoons' etc and appointments which are used in the general sense, for example, 'divisional commanders', 'company group commanders', are not to be abbreviation except under the rule in Paragraph 3c below.
 - b. Dates are to be abbreviated by using the first 3 letters of the day of the week, followed by the figure(s) of the date, followed by the last 2 figures of the year; for example, 'Wed 2 Jun

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11. When dating a document, the day is to be omitted pending entry in manuscript when the signatory signs the document.

c. Words for which there is a commonly accepted abbreviation; for example, UN, OAU, ECOWAS, UK, HQ, ADC, PO Box, PMB, etc.

d. The words extension 'ext' and number 'No' in connection with telephone numbers, copy number of documents, PO Box and PMB number. When referring to a specific extension the abbreviation should begin with a capital letter. When used in the general sense it begins with a small letter, ie, Ext 37 or several telephone exts.

e. Other words which due to their length and the number of times that they appear in the text waste both the writer's and the typist's time. Such words must be explained the first time they appear in the text; for example, Control and Reporting Centre (CRC). Subsequently, only the abbreviation need be used in the texts or document.

SECTION 1

COMMANDS, FORMATIONS, UNITS AND ESTABLISHMENTS

4. **Commands.**

Ministry of Defence	MoD
Headquarters Joint Force Command	HQ JFC

5. **Static Units and Establishments.**

Air Wing	AW
Armed Forces Agricultural Unit	AFAU
Armed Forces Band	AFB
Armed Forces Education Centre	AFEC
Armed Forces Industrial Tailoring Unit	AFITU
Armed Forces Personnel Centre	AFPC
Armed Forces Physical Training Wing	AFPTW
Armed Forces Training Centre	AFTC
Artillery Battery	Arty Bty
Barracks Services Maintenance Unit	BSMU
Brigade Battle School	BBS
Defence Nursing School	DNS
Electronic Warfare	EW
Electrical and Mechanical Engineers	EME
Engineer Regiment	Engr Regt
Force Intelligence and Security Unit	FISU
Force Reconnaissance Unit	FRU
Forward Operating Base	FOB
Forward Patrol Base	FPB
Forward Support Group	FSG
Forward Repair Team	FRT
Horton Academy	HA
Infantry Training Centre	ITC
Joint Communications Unit	JCU

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Joint Logistics Unit	JLU
Joint Medical Unit	JMU
Joint Provost Unit	JPU
Jungle Warfare School	JWS
Light Aid Detachment	LAD
Maritime Wing	MW
Maritime Wing Training School	MWTS
Mobile Electronic Warfare Team	MEWT
Peace Mission Training Centre	PMTC
Republic of Sierra Leone Armed Forces Command and Staff Academy	RSLAFCSA
Supply Services Squadron	SSS
Transport Squadron	Tpt Sqn

SECTION 2

RANKS, APPOINTMENTS AND BRANCHES

ARMY

6. **Ranks**

Field Marshal	FM
General	Gen
Lieutenant General	Lt Gen
Major General	Maj Gen
Brigadier General	Brig Gen
Colonel	Col
Lieutenant Colonel	Lt Col
Major	Maj
Captain	Capt
Lieutenant	Lt
Second Lieutenant	2Lt
Cadet	Cdt
Warrant Officer Class I	WO I
Warrant Officer Class II	WO II
Staff Sergeant	SSgt
Sergeant	Sgt
Corporal	Cpl
Lance Corporal	LCpl
Private	Pte

7. **Appointments.**

Academy Sergeant Major; Artificial Sergeant Major	ASM
Adjutant	Adjt
Aide-de-Camp, Air Defence Commander	ADC
Ammunition Technical Officer	ATO
Assistant Chief of Defence Staff Gender and Equal Opportunities	ACDS G & EO
Assistant Chief of Defence Staff Operations and Plans	ACDS Ops & Plans

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Assistant Chief of Defence Staff Personnel and Training	ACDS Pers & Trg
Assistant Chief of Defence Staff Support and Logistics	ACDS Sp & Log
Battery Captain	BK
Battery Commander	BC
Battery Quartermaster Sergeant	BQMS
Brigade Artillery Intelligence Officer	BAIO
Brigade Air Liaison Officer	BALO
Brigade Electrical and Mechanical Engineer	BEME
Brigade Imam	Bde Imam
Brigade Signal Officer	BSO
Brigade Transport Officer	BTO
Chief Security Officer	CSO
Chief of Army Staff	COAS
Chief of Defence Staff	CDS
Chief of Logistics	Ch Log
Chief of Operations	Ch Ops
Chief of Personnel	Ch Pers
Chief of Plans	Ch Plans
Chief of Staff	COS
Chief Imam of the Forces	CIF
Chief Instructor	CI
Commandant	Comdt
Commander	Comd
Commander-in-Chief	CinC
Commander Joint Force	CJF
Commanding Officer	CO
Company Quartermaster Sergeant	CQMS
Company Sergeant Major	CSM
Defence Attaché, Defence Adviser	DA
Deputy Chief of Defence Staff	DCDS
Deputy Chief of Staff	DCOS
Director of Defence Communications Information Systems	D Def CIS
Director of Defence Estates	D Def Estates
Director of Defence Intelligence and Security	D Def Int&Sy
Director of Defence Legal	D Def Legal
Director of Defence Logistics	D Def Log
Director of Defence Medical	D Def Med
Director of Defence Personnel	D Def Pers
Director of Defence Public Relations and Information	D Def PR&Info
Director of Defence Training Education and Recruitment	DDTER
Director of Gender and Equal Opportunities	D G&EO
Director of Military Operations	DMO
Director of Music	DOM
Director of Peacekeeping Operation	DPKO
Foreman of Signals	F of S
Intelligence Officer	IO
Liaison Officer	LO

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Mechanical Transport Officer	MTO
Medical Officer	MO
Military Assistant, Military Attache, Military Adviser	MA
Military Intelligence Liaison Officer	MILO
Military Secretary (Army)	MS(A)
Mortar Fire Controller	MFC
Non Commissioned Officer	NCO
Officer Commanding	OC
Paymaster	Pmr
Personal Assistant	PA
Physical Training Instructor	PTI
Provost Marshal	PM
Public Relations Officer	PRO
Quartermaster	QM
Regimental Medical Officer	RMO
Regimental Quartermaster Sergeant	RQMS
Regimental Sergeant Major	RSM
Regimental Signal Officer	RSO
Squadron Quartermaster Sergeant	SQMS
Second-in-Command	2IC
Secretary	Sec
Senior Instructor	SI
Superintendent	Supt
Technical Staff Officer	TSO
Transport Officer	TO
Yeoman of Signals	Y of S

8. **Branches.**

Armoured	Armd
Artillery	Arty
Chaplain	Chap
Education	Edn
Electrical and Mechanical Engineering Engineers	EME Engrs
General Staff Branch May be qualified, for example:	G
Intelligence	G Int
Operations	G Ops
Infantry	Inf
Intelligence	Int
Medical	Med
Military Secretary	MS

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Operations	Ops
Parachute	Para
Provost	Pro
Public Relations	PR
Quartermaster General's Branch	Q
Security	Sy
Signals	Sigs
Staff Duties	SD
Survey	Svy
Training	Trg
Transport	Tpt

NAVY

9. **Ranks.**

Admiral of the Fleet	AF
Admiral	Adm
Vice Admiral	V Adm
Rear Admiral	R Adm
Commodore	Cdre
Captain	Capt
Commander	Cdr
Lieutenant Commander	Lt Cdr
Lieutenant	Lt
Sub Lieutenant	SLt
Midshipman	Mid
Cadet	Cdt
Warrant Officer Class I	WO I
Warrant Officer Class II	WO II
Chief Petty Officer	CPO
Petty Officer	PO
Leading Seaman	LS
Ordinary Seaman	OS

10. **Appointments.**

Armament Stores Officer	ASO
Assistant Command Technical Officer Asst	CTO
Basic Administrative Officer	BAO
Base Engineer Officer	BEO
Base Electrical Officer	BLO
Base Medical Officer	BMO
Base Shipwright Officer	B Spt O
Base Supply Officer	BSO
Base Security Officer	B Sy O
Captain of Flotilla	COF
Chief of Logistics	COL
Chief of Materials	COM
Chief of Naval Staff	CNS

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Chief of Naval Operations	CN Ops
Chief of Naval Personnel	CN Pers
Chief Staff Officer	CSO
Command Education Officer	CEDO
Command Communication Officer	CCO
Commanding Officer	CO
Commanding Officer Naval Armament Depot	CONAD
Command Supply Officer	CSYO
Command Technical Officer	CTO
Command Training Officer	CTRO
Construction Manager	CONST MAN
Director of Naval Operations	DN Ops
Director of Naval Education	DNED
Director of Naval Medical Services	DNMS
Director of Naval Music	DNM
Director of Naval Signals	DNS
Director of Weapon Policy and Tactics	DWPT
Explosive Accounting Officer	EAO
Electrical Manager	ELECT MAN
Engineering Manager	ENG MAN
Executive Officer	XO
Flag Officer Commanding	FOC
Flotilla Medical Officer	FMO
Flotilla Operations Officer	FOO
Flotilla Supply Officer	FSYO
Flotilla Technical Officer	FTO
Medical Officer	MO
Motor Training Control Office	MTCO
Naval Armament Store Officer	NASO
Officer in Charge of Wireless Transmission	OIC WT
Public Relation Officer	PRO
Staff Officer Accounts	SO (A)
Staff Officer Accommodation	SO (Accn)
Staff Officer Construction	SO (Const)
Staff Officer Communication	SO (C)
Staff Officer Engineering	SO (E)
Staff Officer Hydrography	SO (Hydro)
Staff Officer Electrical	SO (Elect)
Staff Officer Movement	SO (Mov)
Staff Officer Stores	SO (S)
Staff Officer Torpedos and Anti-Submarine	SO (TAS)
Senior Officer Sea Training	SOST

AIR FORCE

11. **Ranks.**

Marshal of the Republic of Sierra Leone Air Force	MRSALAF
Air Chief Marshal	Air Chf Mshl

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Air Marshal	Air Mshl
Air Vice Marshal	AVM
Air Commodore	Air Cdre
Group Captain	Gp Capt
Wing Commander	Wg Cdr
Squadron Leader	Sqn Ldr
Flight Lieutenant	Flt Lt
Flying Officer	Fg Offr
Pilot Officer	Plt Offr
Cadet	Cdt

Air Warrant Officer Class I	AWO I
Air Warrant Officer Class II	AWO II
Flight Sergeant	FS
Sergeant	Sgt
Corporal	Cpl
Lance Corporal	LCPL
Aircraftman/Aircraftmen	ACM
Aircraftwoman/Aircraftwomen	ACW

12. **Appointments.**

Air Secretary	Air Sec
Chief of Administration	COA
Chief of Logistics	COL
Chief of Training and Operations	CTOP
Chief of Policy and Plans	COPP
Chief of Standard and Evaluation	COSE
Chief of the Air Staff	CAS
Air Assistant	AA
Commander	Comd
Director	Dir
Director General	DG
Personal Staff Officer	PSO
Principal (in staff appts)	P
Senior (in staff appts)	S
Senior Medical Officer	SMO
Station Commander	Stn Comd
Station Warrant Officer	SWO

13. **Trades.**

Armament	Armt
Catering	Cat
Chaplain	Chap
Communications	Comms
Computer	Comp
Defence	Def
Dental	Dent
Electrical Engineering	Elect Engr
Engineering	Engr
Fighter Control	FC

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Fire Services
General Duties
Ground Defence
Marine
Mechanical Engineering
Pilot
Nigerian Air Force Regiment
Work Study

Fire Svcs
GD
Grd Def
Mar
Mech Engr
Plt
NAF Regt
WS

SECTION 3

NATIONAL DISTINGUISHING LETTERS

PART 3A - AU COUNTRIES

Algeria
Angola
Benin
Botswana
Burundi
Cameroun
Central African Republic
Chad
Comoro Island
Congo Republic
Democratic Republic of Congo (former Zaire)
Egypt
Equatorial Guinea
Ethiopia
Gabon
Gambia
Ghana
Guinea Bissau/Verde Island
Guinea
Ivory Coast
Kenya
Lesotho
Liberia
Libya
Malagasy
Malawi
Mali
Mauritania
Mauritius
Morocco
Mozambique
Niger
Nigeria
Rwanda
Sao Tome and Principe
Senegal

DZ
AG
BN
RB
BD
CM
RC
CD
RO
RC
DRC
EG
RQ
ET
GN
GA
GH
BG
GI
IV
KE
LS
LI
LY
MW
MA
MR
MU
MO
MZ
NR
NR
NG
RW
ST
SN

RESTRICTED

Seychelles	SC
Sierra Leone	SL
Somalia	SO
Sudan	SU
Swaziland	SD
Tanzania	TZ
Togo	TG
Tunisia	TN
Uganda	UG
Upper Volta	UV
Zambia	ZB
Zimbabwe	ZM

PART 3B – OTHER COUNTRIES

Affars and Issaa	AI
Albania	AL
Australia	AS
Argentina	AR
Belgium	BE
Bolivia	BO
Brazil	BZ
Bulgaria	BU
Burma	BM
Canada	CA
Ceylon	CE
Chile	CH
China (Communist)	RC
China (Nationalist)	CI
Columbia	CO
Costa Rica	CR
Cuba	Cu
Czechoslovakia	CZ
Denmark	DA
Dominican Republic	DO
Ecuador	EC
Eire	EI
Salvador	ES
Fernando	Po FP
France	FR
Finland	FI
German Federal Republic	GE
Greece	GR
Guatemala	GU
Guyana	GY
Haiti	HA
Honduras	HO
Hungary	HU
Iceland	IC
India	IN
Indonesia	ID
Iran	IA

RESTRICTED

Iraq	IQ
Israel	IS
Italy	IT
Japan	JA
Korea	KD
Lebanon	LE
Liechtenstein	LT
Luxembourg	LU
Mexico	ME
Monaco	MN
Namibia	NA
Netherlands	NL
New Zealand	NZ
Norway	NO
Nicaragua	NI
Pakistan	PK
Panama	PA
Paraguay	PY
Peru	PV
Philippines	PI
Poland	PH
Portugal	PO
Rumania	RN
Saudi Arabia	SR
Spain	SP
Sweden	SW
Switzerland	SZ
Syria	SY
Thailand	TH
Turkey	TU
United Kingdom	UK
United States	US
Uruguay	UR
Venezuela	VE
Vietnam	VE
Yugoslavia	YS

Notes.

1. When used to identify a national force or component of a national force, the distinguishing letters are bracketed immediately following the force, formation, or unit number, for example '2 (UK) Div'.
2. National distinguishing letters for army elms smaller than a div are only used when this is necessary to avoid confusion.

RESTRICTED
SECTION 4

GENERAL ABBREVIATIONS

Abbreviation	abbr
Above Sea Level	asl
Above Water Warfare	AWW
Absent Without Leave	AWOL
Accept/Refuse(message)	A/R
Accommodation	accn
Accordingly	accdly
Account (s) (ing) Accountant	acct
Acknowledge (d) (ment)	Ack
Acting (with abbreviated title)	Ag
Action Data Automation	ADA
Action Information Organization	AIO
Actual Time of Arrival	ATA
Actual Time of Departure	ATD
Additional	addl
Address Indicator Group	AIG
Adjutant	Adjt
Administrative Area Control Centre	AACC
Administrative Instruction	AI
Administrative Order	AdminO
Administrative/Administration/Administrator	admin
Admiral	Adm
Admiral of the Fleet	AF
Admission	adm
Advance (d) Advancing	adv
Advanced Dressing Station	ADS
Aeromedical Evacuation Unit	AEU
Aide-de-camp; Air Defence Commander	ADC
Air Adviser/Attache; Anti-Aircraft	AA
Air Combat Support Groups	ACSG
Air Combat Support Unit	ACSU
Air Commodore	Air Cdre
Air Contact Officer; Air Cash Office	ACO
Air Control Centre; Army Catering Corps	ACC
Air Control Team	ACT
Air Defence Area	ADA
Air Defence Artillery	AD Arty
Air Defence Artillery Command	ADAC
Air Defence Centre/Commander; Aide-de-Camp	ADC
Air Defence Control Centre	ADCC
Air Defence Control Unit	ADCU
Air Defence Exercise	ADEX
Air Defence Ground Environment	ADGE
Air Defence Identification Zone	ADIZ
Air Defence Notification Centre	ADNC
Air Defence Operation Centre	ADOC

RESTRICTED

Air Defence Unit	ADU
Air Defence/Despatch/Army Department	AD
Air Intercept (radar)	AI
Air Interdiction	AI
Air Liaison Net	ALN
Air Liaison Officer	ALO
Air Marshal	Air Mshl
Air Mounting Centre	AMC
Air Observation Post	AOP
Air Officer Commanding	AOC
Air Officer in charge of Logistics	AOL
Air Officer in charge of Personnel	AOP
Air Publication/Armour Piercing	AP
Air Raid Reporting and Control Centre	ARRCC
Air Raid Reporting Net	ARRN
Air Raid Reporting Officer	ARRO
Air Reporting Net	ARN
Air Space Control Reque	ACR
Air Space Control System	ACS
Air Support Officer	ASO
Air Support Operations Centre	ASOC
Air to Air Guided Weapon	AAGW
Air to Air Missile	AAM
Air to Air Refueling	AAR
Air to Surface Guided Weapon	ASGW
Air to Surface Missile; Artificer Sergeant Major; Academy Sergeant Major	ASM
Air Traffic Control Centre	ATCC
Air Traffic Controller	ATC
Air Transport and Movement Officer	ATMO
Air Transport Liaison (net)	ATL
Air Transport Liaison Officer	ATLO
Air Transport Movement Control Centre	ATMCC
Air Transport Operation Centre	ATOC
Air Transport Request Message	ATRM
Air Vice Marshal	AVM
Airborne	AB
Airborne Early Warning	AEW
Airborne Force Liaison Officer	AFLO
Airborne Warning and Control System	AWACS
Aircraft	ac
Aircraft Maintenance Group (EME)	AMG
Aircraft on ground	AOG
Aircraft Servicing Platform	ASP
Aircraft State	ACSTAT
Aircraft Woman	ACW
Aircraftman	ACM
Airfield Damage Repair	ADR
Airhead Maintenance Area	AMA
Airmobile	Airmob
Airportable	airptbl
Airportable Brigade	APB

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Airspace Control Request	ACR
Airspace Control System	ACS
Airtrooper	Airtpt
Allied Data Publication	ADatP
Allied Procedural Publication	APP
Allied Tactical Publication	ATP
Allocate(d)/allocating/allocation	alloc
Allotment	almt
Allowance	allce
All-up-weight	AUW
All-weather Fighter	AWF
Alternate/Alternative	altn
Ambulance	amb
Ambulance Support Group	ASG
Amendment	amdt
Ammunition	ammo
Ammunition Point; Armour Piercing; Air Publication	AP
Ammunition Technical Officer	ATO
Amphibious	amph
Amphibious Beach Unit	ABU
Amphibious Command Control and Communication Exercise	ACCCEX
Amphibious Forces Notes and Orders	AFNO
Amphibious Operations Officer	AOO
Amplitude Modulated /Amplitude Modulation	AM
Anti Personnel	A pers
Anti-Air Warfare	AAW
Anti-Air Warfare Coordinator	AAWC
Anti-Aircraft	AA
Anti-Aircraft Artillery	AAA
Anti-Ballistic Missile	ABM
Anti-Radar	AR
Anti-Radiation Missile	ARM
Anti-Submarine Warfare	ASW
Anti-Submarine Warfare Air Control Ship	ASWACS
Anti-Tank	atk
Anti-Tank Guided Weapon	ATGW
Anti-Tank Missiles	ATM
Anti-Terrorist	A terr
Appear	appr
Appendix	appx
Appoint(ed) (ing) (ment); Apprentice	appt
Appreciation	appr
Appropriate Superior Authority	ASA
Approximation	appro
Area of Responsibility	AOR
Area Transport and Movement Officer	ATMO
Armament; Armourer	Arm
Armour	Armr
Armour Piercing; Ammunition Point, Allied Publication	AP
Armoured Command Vehicle	ACV
Armoured Delivery Regiment; Airfield Damage Repair	ADR

RESTRICTED

Armoured Fighting Vehicle	AFV
Armoured Personnel Carrier	APC
Armoured Piercing	AP
Armoured Piercing Discarding Sabot	APDS
Armoured Recovery Vehicle	ARV
Armoured Repair and Recovery Vehicle	ARRV
Armoured Vehicle Launched Bridge	AVLB
Armoured Vehicle Royal Engineers, Assault Vehicle Royal Engineer	AVRE
Armoured	armd
Army Aviation	A Avn
Army Helicopter	AH
Army Transition to War Measure	ATWM
Artificer	art
Artillery Reserved Area	ARA
Artillery	Arty
As Soon As Possible	ASAP
Assault	asslt
Assault Vehicle Royal Engineers	AVRE
Assembly	assy
Assign(ed)(ment)	asg
Assist(ant)(ance)(ed)	asst
Assistant (in title)	A
Attach(ed)(ment)	att
Attack(ing) (ed)	attk
Attention	attn
Authority/Authorize(d)	Auth
Automatic Data Processing System	ADPS
Automatic Data Processing	ADP
Available	aval
Aviation	avn
Aviation Gasoline	AV GAS
Aviation Turbine Fuel	AV TUR
Axis of Advance; Angle of Attack	A of A
Azimuth	az
Back Loading Point	BLP
Ballistic Missiles	BM
Ballistic Missiles Early Warning System	BMEWS
Bandsman	Bdms
Base Vehicle Depot	BVD
Battalion	bn
Battery	bty
Battery Captain	BK
Battery Commander	BC
Battery Commander Post	BCP
Battery Group	BG
Battery Quartermaster Sergeant	BQMS
Battery Sergeant Major	BSM
Battle Casualty Replacement	BCR
Battle Command Post	BCP
Battle Group Engineer	BGE

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Battle Management Information System	BMIS
Battlefield Air Interdiction	BAI
Battlefield Damage Repair	BDR
Battlefield Information Collection and Exploitation System	BICES
Battlefield Psychological Activities	BP
Beach Armoured Recovery Vehicle	BARV
Beach Armoured Recovery Vehicle	BARV
Beach Master Net	BMN
Beach-Head	bhd
Beyond Economic Repair	BER
Beyond Local Repair	BLR
Beyond Repair	BR
Biological Chemical Weapon Disposal	BCWD
Biological Warfare	BW
Biological, Radiological and Chemical Information System	BRACIS
Blood Supply Unit	BSU
Bomb Damage Assessment	BDA
Bomb Disposal	BD
Bomb Line	BL
Bombardier	bdr
Bomber (Aircraft)	B
Bombing Navigation System	BNS
Bombing Report	BOMBREP
Book of Reference	BR
Bound	bd
Boundary	bdry
Bravo Zulu	BZ
Bridge; Bridging	br
Bridgehead	brhd
Briefing and Liaison Team	BLT
Brigade	bde
Brigade Administrative Area	BAA
Brigade Air Support Operation Centre	BASOC
Brigade Maintenance Area	BMA
Brigade Provost Unit	BPU
Brigade Support Group	BSG
Brigadier	Brig
Bring Forward	BF
Bring Up	BU
British Defence Doctrine	BDD
Bugler	Bug
Built-In Test Equipment	BITE
Bulk Breaking point	BBP
Bulk Fuel Installation	BFI
Bulk Issue Store	BIS
Cabinet Office Briefing Room	COBR
Cadet	Cdt
Calculate (ing) (ion)	cal
Calibrate/Calibration; Calorie	cal
Camouflage (d)	cam

RESTRICTED

Captain	Capt
Care and Maintenance	C & M
Carrier	Cair
Carrier Air Group/Contingency Action Group	CAG
Carrier Task Group	CTG
Casualty	cas
Casualty Collecting Post	CCP
Casualty Evacuation	CASEVAC
Category	cat
Catering	cat
Cavalry	cav
Centimetre (s)	cm
Central	cen
Central Ammunition Depot	CAD
Central European Pipeline System	CEPS
Central Intelligence and Security Unit	CISU
Central Line	CL
Central Medical Establishment	CME
Central Mess Party; Civilian Medical Practitioner	CMP
Central Ordnance Depot	COD
Central Vehicle Depot	CDV
Central Volunteer Headquarters	CVHQ
Centralised Mission Planning Facility	CMPF
Centre of Gravity	CoG
Change of Operational Control	CHOP
Chaplain	Chap
Chaplain to the Forces	CF
Characteristics and Performance	C&P
Chemical Warfare	CW
Chemical, Chemistry	Chem
Chief	Ch
Chief Administrative Officer	CAO
Chief Engineer	CE
Chief of Army Staff	COAS
Chief of Defence Intelligence	CDI
Chief of Defence Logistics	CDL
Chief of Defence Staff	CDS
Chief of Joint Operations	CJO
Chief of Staff	COS
Chief of Staff Committee	COSC
Chief of Staff Secretariat	COSSEC
Chief of the Air Staff	CAS
Chief of the General Staff	CGS
Chief of the Naval Staff	CNS
Chief Petty Officer	CPO
Chief Press Information Officer	CPIO
Chief Signal (s) Officer; Chief Staff Officer; Chief Security Officer	CSO
Chief Technician	Ch Tech
Chief Transport and Movement Officer	CTMO
Chief, Joint Rapid Deployment Force Operations	CJRDFO
Chiefdom Security Committee	CHISEC

RESTRICTED

Circuit	cct
Circular Error Probable	CEP
Civil Affairs; Combined Arms; Controller Aircraft	CA
Civil Defence	CD
Civil Emergency Planning/Circular Error Probable	CEP
Civil Military Cooperation	CIMIC
Civil Police	Civpol
Civil Secretary	Civ Sec
Civilian	Civ
Civil-Military Co-ordination Centre	CMCC
Civil-Military Support	CMS
Class; Classify(ied); Classification	cl
Clerk	clk
Close Air Picture	CLAP
Close Air Supply Communications Exercise	CASCOMEX
Close Air Support	CAS
Close Observation Platoon	COP
Close Protection	CP
Close Support	CS
Close-In Weapon System	CIWS
Clothing and Stores Branch	CSB
Cluster Bomb Unit	CBU
Collection, Co-ordination and Intelligence Requirements,	CCIRs
Collective Protection	colpro
Colonel	Col
Colour Sergeant	CSgt
Column	coln
Combat	cbt
Combat Air Patrol	CAP
Combat Engineer Tractor	CET
Combat Search and Rescue	CSAR
Combat Service Support Group	CSSG
Combat Service Support; Command Support System	CSS
Combat Supplies	C Sups
Combat Team	CT
Combat Vehicle Reconnaissance (Tracked or Wheeled)	CVR(T) or (W)
Combat Vehicles	CV
Combat Zone	Cbt Zn
Combine	comb
Combined Air Operations Centre	CAOC
Combined Arms	CA
Combined Joint Task Force	CJTF
Command (er)(ing)(s)	Comd
Command Accountant	CA
Command and Control	C ²
Command and Control Communications Systems	C ² CS
Command and Control Information Processing System	C ² IPS
Command and Control Information Systems	C ² IS
Command and Control Warfare	C ² W
Command Control and Information System	CCIF
Command Finance Office	CFO

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Command Formation Exercise	CFX
Command Headquarters Office Technology System	CHOTS
Command Post	CP
Command Post Exercise	CPX
Command, Control, Communications, and Intelligence	C ³ I
Command, Control, Communications, Computers and Intelligence	C ⁴ I
Commandant	Comdt
Commander (Rank)	Cdr
Commander Amphibious Task Group	COMATG
Commander British Forces	CBF
Commander Combined Landing Force	CCLF
Commander in Chief Fleet	CINCFLEET
Commander in Chief; Commanders in Chief	C in C, C in Cs
Commander Joint Force	CJF
Commander Joint Force Operational Readiness and Training	CJFORT
Commander Joint Task Force	CJTF
Commander Land Forces	CLF
Commander Landing Force	CLF
Commander Mine Countermeasures Squadron	CMCG(No of Sqn)
Commander Royal Artillery	CRA
Commander, Amphibious Task Force	CATF
Commander, Combined Amphibious Task Force	CCATF
Commander, Combined Joint Task Force	COMCJTF
Commander's Critical Information Requirements	CCIR
Commanders' Representatives	COMD REP
Commanding Officer	CO
Commando	(cdo)
Commercial Off-The-Shelf	COTS
Committee	Ctee
Commodore	Cdre
Common Communication Environment	CCE
Common Image Baseline	CIB
Common Message Processor	CMP
Common Operating Environment; Contingent Owned Equipment	COE
Common Tactical Grid	CTG
Communicate/Communication	Comm
Communication and Information System Officer	CISO
Communication Centre	COMMCEN
Communication Electronic Instruction	CEI
Communication Head	COMMHD
Communication Intelligence	COMMINT
Communication Zone	Comm Z
Communications and Information Systems	CIS
Communications Centre	COMMCEN
Communications Control Centre	CCC
Communications Electronic Security Group	CESG
Communications Intelligence	COMINT
Communications Plan	COMPLAN
Communications Security	COMSEC
Company	coy
Company Quartermaster Sergeant	CQMS

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Company Sergeant Major	CSM
Complete Equipment Schedule	CES
Composite	Comp
Composite Air Operations	COMAO
Composite Maintenance Group	CMG
Composite rations	compo rat
Composition	composn
Computer Assisted Action Information System	CAAIS
Computer Assisted Force Management System	CAFMS
Computer Security	COMPUSEC
Concentrate (d) concentration	conc
Concept of Operation	CONOPS
Conference	Conf
Confidence and Security-Building Measures	CSBM
Confidential	Confid
Confirm(ed) (ing) (ation)/Confirmatory	cfm
Construct (ed) (ion) (or)	const
Contingency Forces	CF
Contingency Operation Plan	COP
Contingency Plan	CONPLAN
Contingency Planning Team	CPT
Contingency Rear link	CRL
Contingency Rear Link (Satellite)	CRL (S)
Contingency Theatre Automated Planning System	CTAPS
Continue (d) Continuing/Continuation	cont
Control (led) (ler) (ling) (s)	con
Control and Reporting Centre	CRC
Control and Reporting Centre (Air Force)	CRC
Control and Reporting Post	CRP
Control Engineer (ships); Chief Engineer	CE
Controller Aircraft	CA
Convalesce (nt)	conv
Conventional Munition Disposal	CMD
Coordinate (d)/coordinating/coordination/coordinator	coord
Co-ordinated Air Defence Area	CADA
Co-ordinated Air Defence in Mutual Support	CADIMS
Co-ordinated Air/Sea Procedures	CASP
Co-ordination of Supporting Command Function	CSCF
Corporal	Cpl
Corporal of Horse	CoH
Corporate(d) Cooperating/Cooperation	coop
Counter	ctr
Counter (when used with another word eg C attack)	C
Counter Battery Fire	CB
Counter Countermeasure	CCM
Counter Insurgency	COIN
Counter Intelligence	CI
Counter Measure	CM
Counter Revolutionary Warfare	CRW
Country	ctry
Course	Cse

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Course Made Good	CMG
Course of Action	CoA
Course to Steer	CTS
Covert Passive Surveillance/Characters Per Second	CPS
Coxawain	coxn
Craftman	Cfn
Crime Prevention	c prev
Crisis Management Exercise	CMX
Cross Road	SR
Cross(ing) (applied to river, roads etc)	X
Crypto Centre	CRYPCEN
Curriculum Vitae	CV
Daily Ammunition Expenditure Rate	DAER
Daily Combat Supply Rate	DCSR
Daily Maintenance Pack	DMP
Date of Birth	DOB
Date Time Group	DTG
Dated	dtd
Decision Aid/Defence Attaché	DA
Decisive Point	DP
Decontaminate/decontamination	decon
Defence Adviser/Attache	DA
Defence and Overseas Policy Committee	DOPC
Defence Communication Service/Defence Courier Service	DCS
Defence Communications Network	DCN
Defence Communications Services Agency	DCSA
Defence Crisis Management Centre/Committee	DCMC
Defence Crisis Management Organisation	DCMO
Defence Intelligence Analysis Staff	DIAS
Defence Intelligence and Security Centre	DISC
Defence Intelligence and Security School	DIS
Defence Intelligence Global Issues	DI GI
Defence Intelligence Imagery Management	DI IM
Defence Intelligence Message Handling System	DIMHS
Defence Intelligence Naval Collection	DI NC
Defence Intelligence Programmes and Resources	DI P&R
Defence Intelligence Regional Assessments	DI RA
Defence Intelligence Scientific and Technical	DI ST
Defence Intelligence Signal Intelligence	DI SI
Defence Intelligence Staff	DIS
Defence Intelligence Targeting and Current	DI T&C
Defence Mapping Agency	DMA
Defence Planning Assumptions	DPA
Defence Planning Committee	DPC
Defence Planning Questionnaire	DPQ
Defence/defend(ed)(ing)/defensive	def
Defensive Counter Air	DCA
Defensive Fire; Direction Finding	DF
Degree of Assurance	DA
Deliver Indicator Group	DIG

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Deliver(ed)(ing)(s)(y)	del
Demi-official	DO
Demobilisation/Demobilise	demob
Demolish(ed)/demolition	dml
Demonstrate/demonstration	demo
Demountable Rack Offloading and Pick Up System	DROPS
Department of Peacekeeping Operations	DPKO
Department(al)	Dept
Deployable Battle Management Information System	DBMIS
Deployed Centralised Mission Planning Facility	DCMPF
Deployment Operating Base	DOB
Depot	dep
Deputy (in titles (also Director)	Dy
Deputy (in titles) (also Director)	D
Deputy Chief of the Defence Staff (Commitments)	DCDS(C)
Deputy Director Public Relation	DDPR
Designate(d) designation	des
Desired Ground Zero	DGZ
Desired Main Point of Impact	DMPI
Desired Order of Arrival Staff Table	DOAST
Desired Order of Arrival/Dead on Arrival	DOA
Detach(ed)(ment)	det
Diesel Oil	dieso
Direct Support	DS
Direct(ed)(ion)(s)(ive)	dir
Directed Energy	DE
Directing Staff	DS
Direction Findng	DF
Director (in titles) (also Deputy)	D
Director General (in titles)	DG
Director General Intelligence and Geographic Resources	DGIGR
Director Joint Force Training and Standards	DJFTS
Discussion	disc
Dismounted	dismtd
Dispatch Rider	DR
Display Controller	DC
Distribute/distribution	distr
Distribution Authority	DA
Distribution Point	DP
District	dist
District Court-Martial	DCM
District Security Committee	DISEC
Division(al)	div
Divisional Administrative Area	DAA
Divisional Maintenance Area	DMA
Divisional Supply Area	DSA
Divisional Support Group	DSG
Dockyard Assisted Maintenance Period	DAMP
Document	docus
Dressing Station	DS
Driver	dvr

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Driving and Maintenance	D & M
Drop Zone	DZ
Drummer	dmr
Early Warning; Electronic Warfare	EW
East	E
Echelon	ech
Edit (ed) edition	ed
Education	edn
Effective (ness)	eff
Effective Fall-out Wind	EFW
Effective Sonar Range	ESR
Electric Magnetic Pulse	EMP
Electrical and Mechanical Engineers	EME
Electromagnetic Pulse	EMP
Electromagnetic	EM
Electronic Counter Counter Measure	ECCM
Electronic Counter Measure	ECM
Electronic Countermeasure	ECM
Electronic Deception	ED
Electronic Emission Control	EMCON
Electronic Emission Policy	EEM
Electronic Intelligence	ALINT
Electronic Neutralisation	EN
Electronic Protection Measure	EPM
Electronic Security	ELSEC
Electronic Support Measures	ESM
Electronic Warfare Control Ship/Station	EWCS
Electronic Warfare Co-ordination Cell	EWCC
Electronic Warfare Co-ordinator	EWC
Electronic Warfare Mutual Support	EWMS
Electronic/Electrical	elect
Element	elm
Embark (ation) (ed)	emb
Emergency Defence Plan	EDP
Emergency Off-take Point	EOP
Emission Control	EMCON
Emplace(d)(ment)/ Employ	EMP
Enclosed/enclosure	encl
Enemy	en
Enemy Order of Battle/Electronic Order of Battle	EOB
Engine Change Unit	ECU
Engineer	Engr
Engineer Stores	ES
Engineer Support Group	ESG
Engineer Works Organisation	EWO
Equipment	eqpt
Equipment Collecting Point	ECP
Equipment Support	ES
Equivalent Full Charges	EFC
Essential Elements of Friendly Information	EEFI

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Essential Elements of Information	EEI
Establish(ed)(ment)	estb
Estimate(s)(d)/estimation	est
Estimated Time of Arrival	ETA
Estimated Time of Completion	ETC
Estimated Time of Departure	ETD
Estimated Time of Return	ETR
Etcetera	etc
Evacuate (d)(ing)/evacuation	evac
Evacuation Point	EP
Example	eg
Exchange Point	XP
Exclude(d)/Excluding/Exclusive	excl
Exclusive Economic Zone	EEZ
Execute(s)(d)/Execution	exec
Exercise	Ex
Exercise Planning Staff	EPS
Expedite	expd
Expeditionary Campaign Infrastructure	ECI
Explosive Ordnance Disposal	EOD
Explosive Reactive Armour	ERA
Extend(ed)(ing)/extension	ext
Extra High Frequency	EHF
Extra Regimental Employment	ERE
Extra Wide Bailey Bridge	EWDB
Facsimile	fax
Field	fd
Field General Court Martial	FGCM
Field Intelligence Officer/NCO	FIO/FINCO
Field Marshal	FM
Field of Fire	F of F
Field Post Office	FPO
Field Protective Fire	FPF
Field Security	Fd Sy
Field Storage Location	FSL
Field Surgical Term	FST
Field Training Exercise	FTX
Field Transfusion Team	FTT
Fighter (aircraft)	F
Fighter all Weather	FAW
Fighter Control/Controller	FC
Fighter Engagement Zone	FEZ
Fighter Ground Attack	FGA
Fighter Reconnaissance	FR
Figure	fig
Final Assault Position	FAP
Final Protective Fire	FPF
Finance/Financial	fin
Financial Adviser	FA
Fire Base	FB

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Fire Direction Centre	FDC
Fire Support Cell	FSC
Fire Support Coordination Centre	FSCC
Fire Support Coordination Line	FSCL
Fire Support Element	FSE
Fire Support Group, Forward Support Group	FSG
First Aid Mechanical Transport Outfit	FAMTO
First Aid Technical Store Outfit	FATSO
Fitted For Radio	FFR
Fitter	Fitt
Fix and Destroy	F & D
Flag Officer 1st Flotilla (2nd etc)	FOF (2ND etc)
Flag Officer Naval Air Command	FONAC
Flag Officer Sea Training	FOST
Fleet (in title, examples below)	F
Fleet Chief Petty Officer	FCPO
Fleet Clearance Diving Group	FCDG
Fleet Maintenance Group	FMG
Fleet Maintenance Unit	FMU
Flight	flt
Flight Desk Officer	FDO
Flight Level	FL
Flight Lieutenant	Flt Lt
Flight Safety/Sergeant	FS
Flying Officer	Fg Offr
Flying Training School	FTS
Follow (ed) (ing)(s)	fol
Force Air Co-ordination Area	FACA
Force Anti-Air Warfare Commander	FAAWC
Force Element Table	FET
Force Field Admin Office	FFAO
Force Maintenance Area	FMA
Force Unit Designator	FUD
Forces Service Star	FSS
Forces/Field Post Office	FPO
Foreign and Commonwealth Office	FCO
Foreman of Signals	F of S
Fork Lift Truck	FLT
Formation	fmn
Formation Training Exercise	FTX
Formation/unit(Aircraft) Loading Table	F/ULT
Forming up Place	FUP
Forward (ed) (ing)	fwd
Forward Air Base	FAB
Forward Air Controller	FAC
Forward Air Support Operations Centre	FASOC
Forward Air Transport Support (net)	FATS
Forward Airfield Supply, Organization	FASO
Forward Airhead Maintenance Area	FAMA
Forward Ammunition Depot	FAD
Forward Arming and Refuelling Point	FARP

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Forward Base Pay Office	FBPO
Forward Combat Zone	FCZ
Forward Control Post	FCP
Forward Divisional Dump	FDD
Forward Edge of Battle Area	FEBA
Forward Line Own Troops	FLOT
Forward Looking Infra Red	FLIR
Forward Maintenance Area	FMA
Forward Medical Equipment Depot	FMED
Forward Mounting Base	FMB
Forward Observation Officer	FOO
Forward Observation Unit	FOU
Forward Operational Base	FOB
Forward Ordnance Team	FOT
Forward Repair Group	FRG
Forward Repair Section	FRS
Forward Repair Team	FRT
Forward Vehicle Depot	FVD
Fragmentary Order	Frag O
Free Fire Area	FFA
Free Fire Zone	FFZ
Frequency Modulated	FM
Frequency Separation	FREQSEP
Frequency	freq
Frigate	FF
Fusilier	Fus
Future Corporate Infrastructure	FCI
Garrison	gar
Gasoline	gas
General Alert; Ground Attack	GA
General Duties; Ground Defence; Gun Director	GD
General Headquarters	GHQ
General Officer Commanding	GOC
General Officer Commanding in Chief	GOCinC
General Purpose Machine Gun	GPMG
General Purpose Machine Gun (Sustained Fire)	GPMG (SF)
General Purpose War Reserves	GPWR
General Service	GS
General Staff	G
General Staff Branches for example:	
- Civil/Military Cooperation	G5
- Intelligence & Security	G2
- Logistics and Quartering	G4
- Operations and Training	G3
- Personnel	G1
General Support	Gen Sp
General Transport	GT
General	Gen
Geographic Information Services	GIS
Geographic/Hydrographic Intelligence	GEO/HYDRO INT

RESTRICTED

Geographical Reference System	GEOREF
Giant Viper	GV
Global Combat Support System (US)	GCSS
Global Command and Control System	GCCS
Global Positioning System	GPS
Government	Govt
Government Communications Headquarters	GCHQ
Government Funded Equipment	GFE
Grenade	gren
Grid Reference	GR
Ground	grd
Ground Attack	GA
Ground Based Air Defence	GBAD
Ground Controlled Approach	GCA
Ground Controlled Interception	GCI
Ground Defence	GD
Ground Defence Area	GDA
Ground Environment System Manager (Air Force)	GESM
Ground Liaison Officer	GLO
Ground Liaison Section	GL Sect
Ground Radar Environment	GRE
Ground Zero	GZ
Group Captain	Gp Capt
Group Logistic Co-ordinator	GLC
Group(ed) (ing)	gp
Guard (ed)(ing)	gd
Guardsman	Gdsm
Guided Missile	GM
Guided Weapon	GW
Guided Weapon System	GWS
Gun Controller	GC
Gun Fire Area	GFA
Gunner	gnr
Gunnery	Gnry
Hanger/Helicopter Control Office	HCO
Harassing Fire	HF
Harbour	har
Hard standing	HS
Hardened Aircraft Shelter	HAS
Head	Hd
Headquarters	HQ
Heavy	hy
Heavy Anti-Tank Weapon	HAW
Heavy Stressed Platform	HSP
Heavy Tracked Tractor	HTT
Height	ht
Helicopter Armed Action	HELARM
Helicopter Assault Primary (net)	HAP
Helicopter Assault Secondary (net)	HAS
Helicopter Delivery Service	HDS

RESTRICTED

Helicopter Direction Centre	HDC
Helicopter Element Co-ordinator	HEC
Helicopter Operations Net	HON
Helicopter Taken up from Trade	HTUFT
Helicopter	hel
Helicopter(s) Taken Up From Trade	HTUFIF
Hertz	hz
High Altitude High Opening Parachute Technique	HAHO
High Altitude Low Opening Parachute Technique	HALO
High Explosive	HE
High Explosive Anti-Tank	HEAT
High Explosive Squash Head	HESH
High Frequency	HF
High Level Air Defence	HLAD
High Low Low High	HLLH
High Mobility Load Carrier	HMLC
High Power	HP
High Readiness to Move	HRR
High Tension	HT
High Velocity Missile	HVM
Hollow Charge	HC
Horse Power	HP
Hospital	hosp
Host Nation Assistance	HNA
Host Nation Support	HNS
Hour (ly)	hr
Hovercraft	hov
Howitzer	how
Hygiene	hyg
Identification Friend or Foe	IFF
Identification/Identify/Identity	ident
Illuminate(ed)(s) illuminating	illum
Image Intensification/Intensifier	II
Imagery Transmission and Printing System	ITAPS
Imagery Intelligence	IMINT
Imagery Intelligence Support Group	ISG
Imagery Transmission and Printing System	ITAPS
Immediate Photographic Interpretation Report	IPIR
Immediate Reaction Forces	IRF
Immediate Replenishment Group	IRG
Immediate(ly)	imm
Implementing Arrangements	IA
Improvised Explosive Device	IED
Improvised Explosive Device Disposal	IEDD
Improvised Explosive Device	IED
In Charge; Internal Combustion	IC
In Country Resources	ICR
In Favour Of	ifo
In Respect Of	iro
In Set-vice Date	ISD

RESTRICTED

In Theatre Reinforcements	ITR
Inch	in
Include(d)/Inclusive	incl
Independent	indep
Indicators & Warning	I&W
Individual Protection Equipment	IPE
Individual Reinforcement	IR
Individual Reinforcement Plan	IRP
Individual Studies School	ISS
Individual Training Directive	ITD
Individual Weapon	IW
Individual Weapon Sight	IWS
Inertia Navigation Attack System	INAS
Infantry	inf
Inform(ed)(ing)(action)	info
Information Exchange Requirement	IER
Information Operations (NATO)	INFO OPS
Information Security	INFOSEC
Information Technology	IT
Information Warfare	IW
Infra Red Detection System	IRDS
Infra-Red	IR
Infra-Red Line Scan	IRLS
Initial Contact Link	ICL
Initial Operating Capability	IOC
Initial Point	IP
Inspect(ed)(ing)(ion)(or)	insp
Installation	instl
Instruct(ed)(ion)(or)	instr
Instructional Techniques	IT
Instructor in Gunnery	IG
Instrument Flight Rules	IFR
Instrument Meteorological Condition	IMC
Insurgency/insurgent	insurg
Integrated Air Defence System	IADS
Integrated Communications System	ICS
Integrated Contingency Planning	ICP
Integrated Data Base	IDB
Integrated Logistic Support/Instrument Landing System	ILS
Intellectual Property Rights	IPR
Intelligence	int
Intelligence Management Plan	IMP
Intelligence Messaging Network	IMN
Intelligence Officer	IO
Intelligence Preparation of the Battlespace/Battlefield	IPB
Intelligence Report	INTREP
Intelligence Requirement/Infrared	IR
Intelligence Satellite	INTELSAT
Intelligence Summary	INTSUM
Intelligence Support Group	ISG
Intelligence, Surveillance, Target Acquisition and Reconnaissance	ISTAR

RESTRICTED

Intensification Safety Range	ISR
Intercommunication	intercomm
Intercontinental Ballistic Missile	ICBM
Inter-Entity Boundary Line	IEBL
Interim Combined Air Operations Centre	ICAOC
Intermediate	intmed
Intermediate Range Ballistic Missile	IRBM
Internal Combustion	IC
Internal Security	IS
Internal Standard Atmosphere	ISA
International Civil Aviation Organisation	ICAO
International Committee of the Red Cross	ICRC
International Military Staff	IMS
International Private Leased Circuit	IPLC
International Subscriber Dialing Network	ISDN
Interpretation	interp
Interrogation	intg
Inverse Synthetic Aperture Radar	ISAR
Jamming Report	JAMREP
Joint	jt
Joint Air Attack Team	JAAT
Joint Air Reconnaissance Intelligence Board	JARIB
Joint Air Reconnaissance Intelligence Centre	JARIC
Joint Air Transport Establishment	JATE
Joint Airborne Task Force	JATFOR
Joint Amphibious Task Force	JATF
Joint Battlespace Digitisation	JBD
Joint Commander	Jt Comd
Joint Communications Control Centre	JCCC
Joint Communications Exercise	JOCOMEX
Joint Contingency Plan	JCP
Joint Coordination Centre	JCC
Joint Cryptographic	JCG
Joint Electronic Library	JEL
Joint Field Interrogation Team	JFIT
Joint Force	JF
Joint Force Air Component (Commander)	JFAC(C)
Joint Force Amphibious Component Commander	JFAmphCC
Joint Force CIS Officer	JFCISO
Joint Force Commander	JFC
Joint Force Element Table	JFET
Joint Force Field Administrative Office	JFFAO
Joint Force Headquarters	JHQ
Joint Force Land Component (Commander)	JFLC(C)
Joint Force Logistic Component (Commander)	JFLogC(C)
Joint Force Maritime Component (Commander)	JFMC(C)
Joint Force Movement Staff	JFMS
Joint Force Orientation and Briefing Unit	JFOBU
Joint Force Planning Group	JFPG
Joint Force Special Forces Component (Commander)	JFSFC(C)

RESTRICTED

Joint Force Transport and Movement Staff	JFTMS
Joint Headquarters	JHQ
Joint Information and Communications Control Centre	JICCC
Joint Information Bureau (US)	JIB
Joint Integrated Prioritised Target List	JIPTL
Joint Integrated Target List	JITL
Joint Intelligence Committee	JIC
Joint Intelligence Committee	JIC
Joint Intelligence Preparation of the Battlespace	JIPB
Joint Intelligence Staff	J2
Joint Intelligence Support Element (US)	JISE
Joint Maritime Command Information System	JMCIS
Joint Maritime Course/Joint Maritime Centre	JMC
Joint Maritime Operations Training Staff	JMOTS
Joint Movements Co-ordination Centre	JMCC
Joint Operational Command System	JOCS
Joint Operational Intelligence Cell (NATO)	JOIC
Joint Operational Picture	JOP
Joint Operations Area	JOA
Joint Operations Centre	JOC
Joint Operations Tactical System	JOTS
Joint Planning Staff	JPS
Joint Prioritised Integrated Target List	JPITL
Joint Rapid Reaction Force	JRRF
Joint Rescue Co-ordination Centre	JRCC
Joint School of Photographic Interpretation	JSPI
Joint School of Photography	JSOP
Joint Service Defence College	JSDC
Joint Service Explosive Ordnance Disposal	JSEOD
Joint Service Liaison Officer	JSLO
Joint Service Publication	JSP
Joint Service Writing Manual	JSWM
Joint Services Command and Staff College	JSCSC
Joint Services Intelligence Organisation	JSIO
Joint Services Liaison Organization	JSLO
Joint Services Medical Rehabilitation Unit	JSMRU
Joint Services Mountain Training Centre	JSMTC
Joint Services Publication	JSP
Joint Signal Staff	JSS
Joint Statement of Requirement	JSOR
Joint Supply Chain Operations Centre	JSCOC
Joint Surveillance and Target Attack Radar System	JSTARS
Joint Tactical Information Distribution System	JTIDS
Joint Targeting Co-ordination Board	JTCB
Joint Task Force Commander	JTFC
Joint Task Force Headquarters	JTFHQ
Joint Theatre Plan	JTP
Joint Transport and Movements Staff	JTMS
Joint Warfare Committee	JWC
Joint Warfare Liaison Officer	JWLO
Joint Warfare Publication	JWFL

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Joint Warfare Staff	JWS
Joint Warfare Tactical Doctrine Committee	JWTDC
Joint World-wide Intelligence Communications System	JWICS
Judge Advocate General	JAG
Junction	junc
Junior	jnr
Junior Assistant	JA
Kerosene	Kero
Key Deployment Area	KDA
Key Point	KP
Killed in Action	KIA
Kilogram	kg
Kilometre	km
Kiloton	kt
Kinetic Energy	KE
Kingsman	Kgsm
Knot(s)(aeronautical navigation)	knot
Knot(s)(Maritime Navigation)	Kn
Laboratory; Labour	lab
Lance Bombardier	LBdr
Lance Corporal	LCpl
Land Communications Sub System	LANDCSS
Land Intelligence Summary	LANDINTSUM
Landing Craft Assault	LCA
Landing Craft Control Officer	LCCO
Landing Craft Logistics	LCL
Landing Craft Mechanized/Medium	LCM
Landing Craft Tank	LCT
Landing Craft Utility	LCU
Landing Craft Vehicles and Personnel	LCVP
Landing Ground	LG
Landing Platform Dock	LPD
Landing Platform Helicopter	LPH
Landing Point	LP
Landing Pontoon Vehicle	LPV
Landing Ship Marshalling Team	LSMT
Landing Ship Tank	LST
Landing Ship Tank (Helicopter)	LST(H)
Landing Site	LS
Landing Vehicle Tracked	LVT
Landing Zone	LZ
Landing Zone Marshalling Team	LZMT
Laser Guided Bomb	LGB
Laser Range Finder	LRF
Latitude	Lat
Launch Control Post	LCP
Law of Armed Conflict	LOAC
Leader	ldr
Leading Rate (Naval Rating)	L + Specialisation

RESTRICTED

Leading Seaman	LS
Letter	ltr
Letter of Arrangement	LOA
Liaison Officer	LO
Lieutenant	Lt
Lieutenant Colonel	Lt Col
Lieutenant Commander	Lt Cdr
Lieutenant General	Lt Gen
Lift on/Lift off (ship)	LO/LO
Light Aid Detachment	LAD
Light Amplification by Simulated Emission of Radiation	LASER
Light Anti-Aircraft	LAA
Light Line	LL
Light Machine Gun	LMG
Light Tracked Tractor	LTT
Light Wheeled Tractor	LWT
Light	lt
Limited	ltd
Limiting Line of Approach	LLoA
Line of Departure	LD
Line Telegraphy	LT
Lines of Communication	L of C
Liquid Oxygen	LOX
Litre	l
Load Classification Number	LCN
Local Air Defence (Net)	LAD
Local Anti-Air Warfare Co-ordinator	LAAWC
Local Area Network	LANs
Local Operations Plot	LOP
Local Road Transport Controller	LRTC
Local Unit Establishment	LUE
Locally Engaged Civilian	LEC
Locally Enlisted Personnel	LEP
Locate(d)(s)/locating/locality/location	cloc
Location State	LOCSTAT
Logistic Requirement Signa	LOGREQ
Logistic Support Command	LSC
Logistics Exercise	LOGEX
Logistics Staff Branch	G4
Logistics State	LOGSTAT
Logistics Support Group	LSG
Logistics, Logistical	log
Long Range	LR
Long Range Anti-Tank Guided Weapon	LRATGW
Long Range Maritime Reconnaissance	LRMR
Longitude	long
Low Frequency	LF
Low Intensity Conflict	LIC
Low Level Air Defence	LLAD
Low Level Engagement Zone	LOMEZ
Low Mobility Load Carrier	LMLC

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Low Power	LP
Low Tension, Line Telegraphy	LT
Lower Side Band	LSB
Lubrication/lubricate	lub
Machine Gun	MG
Magnetic Variation	MV
Magnetic/magazine	mag
Main Battle Tank	MBT
Main Defence Force	MDF
Main Dressing Station	MDS
Main Effort	ME
Main Operating Base	MOB
Main Repair Group	MRG
Main Supply Route	MSR
Maintain(ed)(ing)(s)/maintenance	maint
Maintenance Advisory Group	MAG
Maintenance Area; Military Adviser/Assistant/Attache	MA
Maintenance Unit (RAF)	MU
Major	Maj
Major General	Maj Gen
Major NATO Command	MNC
Major NATO Commander (see Strategic Commander)	MNC
Major Subordinate Command	MSC
Major Subordinate Commander (see Regional Commander)	MSC
Manage (d)(r)(ment)	mge/mgr/mgt
Manning and Record Office	MRO
Manning Branch	M
Manoeuvre	mnvr
Man-Portable Air Defence System	MANPADS
Manpower Planning Branch	MPB
Manpower Planning Target	MPT
Map Reading; Maritime Reconnaissance	MR
Map Supply Point	MAPSP
Map Supply Point	MAPSP
Marine	mne
Maritime Air Operations Centre	MAOC
Maritime Exclusive Zone	MEZ
Maritime Headquarters	MHQ
Maritime or Master (title etc)	M
Maritime Patrol Aircraft	MPA
Maritime Rear Link	MRL
Mark(ed)(ing)	Mk
Master Air Attack Plan	MAAP
Master Air Plan	MAP
Master Radar Station; Medical Reception Station	MRS
Master Scenario Events List (US)	MSEL
Master/Missile Controller	MC
Material Handling Equipment	MHE
Material Support System	MSS

RESTRICTED

Material/Materiel	mat
Maximum	max
Mean Line of Advance	MLA
Mean Low Water Springs	MLWS
Measurement and Signature Intelligence	MASINT
Mechanic Handling Equipment	MHE
Mechanic(al)/mechanist/mechanization/mechanized	mech
Mechanical Infantry Combat Vehicle	MICV
Mechanical Transport Gasolene (NATO Specification)	MOGAS
Mechanical Transport Gasoline (Commercial Grade)	MTGAS
Mechanical/Motor Transport	MT
Mechanical/Motor Transport Officer	MTO
Mechanised Combat Vehicle	MCV
Medical Evacuation	MEDEVAC
Medical Inspection (Room)	MI(R)
Medical Officer	MO
Medical Provisioning Point	MPP
Medical Reception Station	MRS
Medical Service	MS
Medical Supply Section	MSS
Medical/medicine	med
Medium	med
Medium Anti-Tank Weapon	MAW
Medium Frequency	MF
Medium Girder Bridge	MGB
Medium Mobility Load Carrier	MMLC
Medium Range	MR
Medium Range Anti-Submarine Torpedo-Carrying Helicopter	MATCH
Medium Range Ballistic Missile	MRBM
Medium Stressed Platform	MSP
Medium Tracked Tractor	MTT
Medium Wheeled Excavator	MWE
Medium Wheeled Tractor	MWT
Meeting Point	MP
Megaton	MT
Memorandum	memo
Memorandum of Agreement	MOA
Memorandum of Understanding	MOU
Message	msg
Message Identification	MSGID
Meteorological/Meteorologist/Meteorology	met
Metre	m
Micro Air Vehicle	MAV
Micro, Tactical Expendable Vehicle	MITE
Mid-Life Upgrade	MLU
Midshipman	Mid
Military	mil
Military Adviser/Assistant/Attache	MA
Military Agency for Standardisation	MAS
Military Aid to the Civil Authority/Community/Ministry/Power	MACA/C/M/P
Military Air Traffic Operations	MATO

RESTRICTED

Military Assistance Overseas	MAO
Military Committee	MC
Military Exclusion Zone Missile Engagement Zone	MEZ
Military Information	MILINFO
Military Intelligence Liaison Officer	MILO
Military Intelligence Officer	MIO
Military Liaison Officer	MLO
Military Load Classification	MLC
Military Operations Other Than War	MOOTW
Military Police	MP
Military Provost Staff	MPS
Military Representative	MILREP
Military Route Reconnaissance Service/Staff	MRRS
Military Secretary	MS
Military Support Team	MST
Military Vehicles and Engineering Establishment	MVEE
Military Vigilance	MV
Military War Book	MWB
Military Works Force	MWF
Millimetre(s)	mm
Mine Counter Measure	MCM
Mine Counter Measures Vessel	MCMV
Mine Counter Vessel	MCV
Mine Countermeasures	MCM
Mine Warfare and Clearance Diving	MCD
Mine Warfare Co-ordinator	MWC
Mine Warfare	MW
Minefield	Minefd
Minimum; Minute (time)	min
Ministry of Defence	MoD
Miscellaneous	misc
Missile	msl
Missile Engagement Zone	MEZ
Missing in Action	MIA
Mission	msn
Mission Report	MISREP
Mixed Service Organization; Main Signal Office	MSO
Mobile Air Movement Staff	MAMS
Mobile Air Operations Team	MAOT
Mobile Reaction Force	MRF
Mobile Reporting Post	MRP
Mobile/mobilize/mobilization	mob
Mobilization Centre	mob C
Mobilization Stores Depot	MSD
Modernised Integrated Database	MIDB
Modification/Modify	mob
Momentum	mmtum
Month	nth
Mortar	mor
Mortar Bombing Report	MORTREP
Mortar Fire Controller	MFC

RESTRICTED

Motor Cycle; Movement Control	MC
Motor Launch	ML
Motor Rifle	MR
Motor Torpedo Boat	MTB
Motor/Mechanical Transport/Megaton	MT
Mounted	mtd
Move (ing)(ment)	mov
Movement Control	MC
Movement Control Check Point	MCCP
Movement Control Officer	MCO
Movement Co-ordination Centre	MCC
Movement Order	MovO
Movement; Movements (Staff Branch)	mov
Moving Target Indicator	MTI
Much Regrets Unable	MRU
Multinational Commander	MNC
Multinational Division	MD
Multinational Joint Logistic Centre	MJLC
Multinational Logistic Commander/Centre	MNLC
Multinational Maritime Force	MNMF
Multiple Rocket Launcher	MRL
Musician	Musn
Mutual Support Arrangement	MSA
National Contingent Commander	NCC
National Council Coordination Group	NSCCG
National Defence	ND
National Intelligence Cell	NIC
National Joint Operations Centre	NJOC
National Military Representative	NMR
National Security Coordinator	NS Coord
National Security Council	NSC
National SIGINT Organisation (GCHQ)	NSO
National Support Element	NSE
NATO Airborne Early Warning Force	NAEWFOR
NATO Emitter Data Base	NEDB
NATO Expanded Task Force	NETF
NATO Integrated Communication System	NICS
NATO Precautionary System	NPS
NATO Task Force	NTF
NATO Task Group	NTG
NATO Wide Communications System	NWCS
Nautical Mile	nm
Naval Adviser/Attache	NA
Naval Air Command	NAC
Naval and Maritime Tactical (Code)	NAMAT
Naval Control of Shipping	NCS
Naval Gunfire Operations Centre	NGOC
Naval Gunfire Support Forward Observer	NGSFO
Naval Gunfire Support Liaison Officer	NGSLO
Naval Gunfire Support Senior Liaison Officer	NGSSLO

RESTRICTED

Naval Gunfire Support Staff Officer	NGSSO
Naval Gunfire Support	NGS
Naval Headquarters	NHQ
Naval Liaison Officer	NLO
Naval Surface Fire Support	NSFS
Navigate/navigation/navigator	nav
Navy, Army and Air Force Institutes	NAAFI
Necessary	nec
Nerve Agent Immobilized Enzyme Alarm and Detector	NAIAD
Net Identification Sign	NIS
Next of Kin	NOK
Night	ni
Night Visibility Plan	NVP
Night Vision Goggles	NVG
No Fire Area	NFA
No Move Before (Time/Date)	NMB
Nomination	Nom
Non-Combatant Evacuation Operation	NEO
Non-Commissioned Officer	NCO
Non-Governmental Organisation	NGO
Normal Vetting	NV
North	N
North Atlantic Co-operation Council	NACC
North Atlantic Council	NAC
North Atlantic Treaty Organisation	NATO
Not later than	NLT
Not to all addresses	NOTAL
Nothing to Report	NTR
Notice to Airmen	NOTAM
Notice to Move	NTM
Nuclear	nuc
Nuclear Biological and Chemical	NBC
Nuclear Biological and Chemical Defence Regiment	NBC Def Rgt
Nuclear Killing Zone	NKZ
Nuclear Reserved Area	NRA
Nuclear Weapon Disposal	NWD
Nuclear, Biological and Chemical	NBC
Number	no
Numerical Code	NUCO
Objective	obj
Observation Post	OP
Observation/Observe/Observer	obsn
Obstacle (s)	obs
Offensive Air Support	OAS
Offensive Counter Air	OCA
Offensive Support; Orderly Sergeant; Ordnance Services/Survey	OS
Office of National Security	ONS
Officer	offr
Officer Commanding	OC
Officer in Charge	OIC

RESTRICTED

Officer In Tactical Command, Officers Training Corps	OTC
On the Scene Commander	OSC
Open Source Intelligence	OSINT
Operate(d)(s)/operational/operator/operation/operating	op
Operation Plan	OPLAN
Operational Analysis	OA
Operational Command	OPCOM
Operational Control	OPCON
Operational Conversion Unit	OCU
Operational Defect	OPDEF
Operational Demands	OPDEMS
Operational Intelligence	OPINTEL
Operational Manpower Information System	OMIS
Operational Readiness Platform	ORP
Operational Requirement	OR
Operations (Staff Branch)	G3
Operations Order	OpO
Operations Other Than War	OOTW
Operations Planning Group	OPG
Operations Security	OPSEC
Operations Team	OT
Opposing Force	OPFOR
Oral Order	OO
Order (When used in conjunction with other words)	O
Order of Battle	ORBAT
Order of March	OOM
Orderly Sergeant	OS
Ordnance	Ord
Ordnance Field Park	OFP
Ordnance Support Unit	OSU
Organisation for Security and Co-operation in Europe	OSCE
Organization and Development	O & D
Organization and Methods	O & M
Organized (d)(s) Organization	org
Other Government Department	OGD
Out of Area	OOA
Over Target Requirement	OTR
Over The Horizon	OTH
Overseas Fixed Telecommunication Service	OFTS
Parachute, paragraph	para
Park	pk
Pass Junior Staff Course	pjsc
Pass Staff Course	psc
Passengers	pax
Passive Defence	PD
Patrol	ptl
Paymaster	Pmr
Peace Establishment	PE
Peace Support Operations	PSO
Peace Support Psychological Activities	PSPA

RESTRICTED

Penetrate (d)(s)/Penetrating/Penetration	PA
Permanent Joint Headquarters	PJHQ
Permanent Representative	PERMREP
Permanent Under Secretary	PUS
Personal Assistant	PA
Personal Locator Beacon	PLB
Personal Staff Officer; Personnel Selection Officer	PSO
Personnel	pers
Personnel and Administration	PANDA
Personnel Occurrence Report	POR
Personnel Radio Communication	PRC
Personnel Selection Training School	PSTS
Personnel Service Branch	PSB
Personnel Services	PS
Personnel, Mail and Cargo	PMC
Petroleum depot	pet dep
Petroleum Oil and Lubricants	POL
Petroleum Pipehead	PPH
Petroleum Point	PP
Petty Officer	PO
Phase Line; Pipeline	PL
Photographic Reconnaissance	PR
Photograph(er)(ic)(y)	photo
Photographic Interpretation/Interpreter	PI
Physical Education	PE
Physical Training	PT
Physical Training Instructor	PTI
Physical Training Officer	PTO
Pilot	plt
Pilot Officer	Plt Offr
Pioneer and Labour	P & L
Planning and Logistics	Plan & Logs
Plastic Explosive	PE
Platoon	pl
Point	pt
Point Defence Missile System	PDMS
Point of Contact	POC
Police	Pol
Policy	pol
Political Advisor	POLAD
Political Policy Indicator	PPI
Population	pop
Port Defence Area	PDA
Port Headquarters	PHQ
Port of Disembarkation	POD
Portable	ptbl
Position	posn
Position, Course and Speed	PCS
Positive Vetting	PV
Possible/possibility	poss
Post Strike Reserve	PSR

RESTRICTED

Postal and Courier Service	PCS
Postal and Courier	PC
Pound	Lb
Practice	prac
Precision Guided Munitions	PGM
Preliminary	prelim
Preliminary Technical Report	PRETECHREP
Preparation/preparatory/prepare(d)(s)	prep
Press Information Centre	Plc
Press Information Officer	PIO
Prestocked Unit Equipment	PUE
Prevention/-Preventive	prev
Primary War Headquarters	PWHQ
Principal Medical Officer	PMO
Principal Staff Officer	PSO
Principal Subordinate Commander	PSC
Principle Accounting Officer(s)	PAO
Priority	pri
Priority Intelligence Requirement	PIR
Prisoner of War	PW
Private Voluntary Organisation	PVO
Procurement Executive	PE
Produce/Production	Prod
Prohibited Area/Public Address	PA
Projectile	proj
Protective Security	PS
Provincial Security Committee	PROSEC
Provost	Prov
Provost and Security Liaison Officer	PSLO
Provost Marshal	PM
Psychological	psy
Psychological Operations	Psy Ops
Psychological Operations Group	POG
Psychology	psy
Public Information	P info
Public Relation	PR
Public Relation Officer	PRO
Public Service Telephone System	PSTN
PULHEEM Employment Standard	PRS
Pulse Repetition Frequency	PRF
Quadripartite Standing Agreement	QSTAG
Quantity	qty
Quartermaster Service Branch	QS
Quartermaster	QM
Quartermaster General	QMG
Quartermaster Sergeant Instructor	QMSI
Quartermaster Sergeant Instructor	QMSI
Quick Reaction Force	QRF
Radar Intelligence	RADINT

RESTRICTED

Radiation Hazard	RADHAZ
Radio Active	rad A
Radio Direction Finder	RDF
Radio Link Shelter	RLS
Radio Relay	RR
Radio Telephone/Telegraphy	RT
Radio Teletype	RATT
Rail Port of Disembarkation	RPOD
Rail Ports of Embarkation	RPOE
Rail Transfer Equipment	RTE
Railhead	rhd
Railway	rly
Railway Traffic/Transport Officer	RTO
Range(r)(ring)	rge
Rapid Catering	RCat
Rapid Demolition Device	RDD
Rapid Reaction Forces	RRF
Rapid Runway Repair	RR
Rating	Rtg
Ration	rat
Ration Cash Allowance	RCA
Ration Point	rqtP
Reaction Forces	RF
Readiness and Preparation Time	RPT
Readiness In Theatre	RIT
Ready to Move	RTM
Rear Area Support Unit	RASU
Rear Combat Zone	RCZ
Rear Maintenance Area	RMA
Rear Support Group	RSG
Rebroadcast	rebro
Réclamation	reclam
Recognised Air Picture	RAP
Recognised Logistic Picture	RLP
Recognised Maritime Picture	RMP
Reconnaissance Exploitation Report	RECCEXREP
Reconnaissance Intelligence Centre	RIC
Reconnaissance, Intelligence, Surveillance and Target Acquisition	RISTA
Reconnaissance/reconnoitre	recce
Recover(ed)(s)(y)	rec
Regimental Police; Replenishment Park; Rocket Projectile	RP
Regional Planning Guide	RPG
Reinforced Alert	RA
Reinforced Theatre Plan	RTP
Release Other Than (NBC) Attack	ROTA
Remotely Piloted Vehicle	RPV
Replenishment at Sea	RAS
Represent(ative)(ed)(ing)(s)	rep
Request for Information	RFI
Request(ed)(ing)(s)	Req
Required Delivery Date	RDD

RESTRICTED

Requisition	rqn
Rescue Co-ordination Centre	RCC
Restricted Frequency List	RFL
Retired Officer Grade 1 (2 or 3) RO1 (2 or 3)	ROG
Retired	retd
Roll on Container (ship)	ROCON
Roll on/Roll off (ship)	RO/RO
Royal Air Force	RAF
Royal Fleet Auxiliary/Restrictive Fire Area	RFA
Royal Marines Reserve	RMR
Royal Marines	RM
Royal Navy	RN
Royal Navy Mobile Air Operations Team	RN MAOT
Rules of Engagement	ROE
Runway	RW
Sapper	Spr
Satellite Communication	SATCOM
Scatterable Mine	SM
School	schl
Sea Launched Ballistic Missile	SLBM
Sea Lines of Communications	SLoC
Sea Port of Disembarkation	SPOD
Sea Ports of Embarkation	SPOE
Search and Attack Unit	SAU
Search and Clear	S & C
Search and Rescue	SAR
Second	sec
Second in Command	2iC
Second Lieutenant	2Lt
Secondary Surveillance Radar	SSR
Secondary/Selective Identification Feature (see IFF)	SIF
Secretarial/secretariat/secretary	sec
Section/Sector	sect
Sector Operations Centre; Secure Orders Card	SOC
Secure Telephone Unit	STU
Security	sy
Security Intelligence	SI
Selective Identification Feature	SIF
Self Loading Dump Truck	SLDT
Self Loading Rifle	SLR
Self Maintenance Period	SMP
Self Propelled	SP
Senior	snr
Senior Air Staff Officer	SASO
Senior Civil Emergency Planning Committee	SCEPC
Senior Non-Commissioned Officer	SNCO
Senior Officer Present Afloat	SOPA
Senior, Station, Stores or Supply and Secretariat	S (titles only)
Sergeant	Sgt
Serial	ser

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Service(d)/Serving	svc
Shallow Dive Bombing	SDB
Shelling Report	SHELREP
Ships Taken Up From Trade	STUFT
Shore Fire Control Spotting (net)	SFCS
Short Range	SR
Short Range Air Defence	SHORAD
Short Range Air Defence Engagement Zone	SHORADEZ
Short Range; Station Radio, Sponsored Reserves	SR
Short Take-Off and Landing	STOL
Short Take-Off Vertical Landing	STOVL
Short Tow	ST
Sick on Leave	SOL
Sick on Shore	SOS
Sideways Looking Airborne Radar	SLAR
Signal (ler)	sig
Signal Branch	Sigs
Signal Dispatch Service	SDS
Signal Intelligence	SIGINT
Signal Message Address	SMA
Signal Net Information and Position Reporting	SNIP
Signal Operation Instructions	SOI
Signalman	Sigm
Simple Alert	SA
Single Channel Radio Access	SCRA
Single Shot Probability	SSP
Single Side Band	SSB
Situate/Situation	sit
Situation Report	SITREP
SLIDEX,Call Signs,Address Groups Net Identification	SCANTLIST
Small Arms	SA
Small Arms Ammunition	SAA
Smoke	smk
Societe Inteinationale du Telegraphique Aeronautique	SITA
Soldier	sldr
Sound ranging	srg
Sovereign Base Area	SBA
Special Boat Detachment	SBD
Special Boat Section/Service	SBS
Special Branch	SB
Special Dispatch Rider	SDR
Special Forces	SF
Special Instructions	SPINS
Special Investigation Branch	SIB
Special Operations Force	SOF
Special Purpose Force	SPF
Special Purpose War Reserves	SPWR
Specialist/Specialize(d)/Specializing/ Specification	spec
Speed of Advance	SOA
Squadron	Sqn
Squadron Headquarters	SHQ

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Squadron Leader	Sqn Ldr
Squadron Quartermaster Sergeant	SQMS
Squadron Sergeant Major	SSM
Stabilisation Force	SFOR
Staff Captain	SC
Staff Communications Officer	SCO
Staff Duties	SD
Staff Message Control	SMC
Staff Officer	SO
Staff Officer Air	SO(Air)
Staff Officer in charge of Administration	SOA
Staff Officer in charge of Engineering	SO Engr
Staff Officers' Handbook	SOHB
Staff Operation Officer	SOO
Staff Sergeant	SSgt
Staff Sergeant Instructor; Standing Signal Instruction	SSI
Staff/Squadron Quartermaster Sergeant	SQMS
Staff/Squadron Sergeant Major	SSM
Stand(ing) Standard	std
Standard Distribution List	SDL
Standard Operating Procedure	SOP
Standardisation Agreement	STANAG
Standing Intelligence Requirement	SIR
Standing Naval Force	SNF
Standing Operation Procedure	SOP
Stand-off Land Attack Missile	SLAM
Start Line	SL
Start Point	SP
Station	stn
Station Duty Officer	SDO
Station Headquarters	SHQ
Station Routine Order	SRO
Station Staff Officer	SSO
Station Warrant Officer	SWO
Statistics	stats
Status of Forces Agreement	SOFA
Stereoscope/stereoscopic	stereo
Store Sub-Depot	SSD
Strategic Defence Review	SDR
Strategic Transport (Aircraft)	ST
Strategic	strat
Strength	str
Stretcher Bearer	SB
Sub High Frequency	SHF
Sub Lieutenant	SLt
Sub Marine Gun	SMG
Subject	subj
Subject Indicator, Identification Code	SIC
Submarine Operations Co-ordinating Authority	SOCA
Submarines	SM
Super High Frequency	SHF

RESTRICTED

Superintend(ed)(ent)(ing)	supt
Superintendent of Works	Supt Wks
Supervising	Supv
Supplementary Intelligence Report	SUPINTREP
Supply	sup
Supply and Secretariat	S & S
Supply and Transport	S & T
Supply Loading Airfield	SLA
Supply Management	S Man
Support (ed)(ing)(s)	sp
Support Helicopter	SH
Support(ed)(ing)(s)	sp
Supporting Arms Coordinating Centre	SACC
Suppression of Enemy Air Defences	SEAD
Supreme Allied Commander Atlantic	SACLANT
Supreme Allied Commander Europe	SACEUR
Supreme Headquarters Allied Powers Europe	SHAPE
Surface Action Group	SAG
Surface to Air Guided Weapon/Missile	SAGW/M
Surface to Air Missile	SAM
Surface to Surface Guided Weapon/Missile	SSGW/M
Surgeon/Surgery	surg
Surveillance	surv
Surveillance and Target Acquisition Radar	STAR
Surveillance and Target Acquisition	STA
Surveillance and Target Acquisition Plan	STAP
Survey	svy
Survival to Operate	STO
Sustained Fire	SF
Switchboard	swbd
Table of Organisation and Equipment	TOE
Tabulate(ed)(ing) tabulation	tab
Tactic(al)(s)	tac
Tactical Air Command(net)	TAC
Tactical Air Control Party	TACP
Tactical Air Direction(net)	TAD
Tactical Air Management (Net)	TAM
Tactical Air Reconnaissance (net)	tac air recce
Tactical Air Request(net)	TAR
Tactical Air Support for Maritime Operations	TASMO
Tactical Air Traffic Control(net)	TATC
Tactical Air Transport (Net)	TAT
Tactical Area of Operational Responsibility	TAOR
Tactical Command	TACOM
Tactical Communications Wing	TCW
Tactical Control	TACON
Tactical Direction	TACDI
Tactical Doctrine	TD
Tactical Exercise Without Troops	TEWT
Tactical Report	TACREP

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Tactical Supply Wing	TSW
Tactical Transport Command(net)	TTC
Tactical Transport(Aircraft)(Medium/Short Range)	TAC T(MR/SR)
Tactical-logistic (net)	tac/log
Tank	tk
Tank Laser Sight	TLS
Tanker Truck Fuel	TTF
Target	tgt
Target Illuminating Radar	TIR
Task Element	TE
Task Force	TF
Task Group	TG
Task Unit	TU
Technical Maintenance	TM
Technical Quartermaster Sergeant	TQMS
Technical Stores Sub-Depot	TSSD
Technical, Technician	tech(Rank/ Appt T)
Telegram, Telegraph (ic) (ist)(y)	tg
Telegraph Automatic Routing Equipment	TARE
Telegraph Automatic Switching System	TASS
Telegraphic Automatic Relay Equipment	TARE
Telephone Conversation	telecon
Telephone/Telephonist/telephony	tel
Teleprinter	telep
Temporary/Temporarily	temp(Rank T)
Territorial Army	TA
Terrorist	terr
That is	ie
Theatre Ballistic Missile Defence System	TBMD
Theatre Ballistic Missile	TBM
Theatre Drawdown Unit	TDU
Theatre Missile Defence	TMD
Theatre Movement Control Centre	TMCC
Theatre Wide Area Communications Network	TWACN
Thermal Imager(y)/Imaging	TI
Thermal Observation and Gunnery Sight	TOGS
Time of Dispatch	TOD
Time of Receipt	TOR
Time on Target(Artillery)/Time over Target(Aircraft)	TOT
To be notified	TBN
Tomahawk Land Attack Missile	TLAM
Ton/tonne	t
Top Secret	TOPSEC
Topographic/Topography	topo
Torpedo Anti-Submarine	TAS
Torpedo Anti-Submarine Instructor	TASI
Torpedo Anti-Submarine Officer	TASO
Total Asset Visibility	TAV
Toward	twd
Toxic Incident Report	TOXREP
Track	tr

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Tractor	tr
Traffic	tfc
Traffic Accident Analysis System	TAAS
Traffic Control Post	TCP
Traffic Control; Training Camp; Training Centre	TC
Traffic Patrol Base	TPB
Traffic Point	TP
Traffic Post	TP
Trailer	tlr
Training	trg
Transfer of Authority	TOA
Transition to War	TTW
Transmission Security	TRANSEC
Transport	tpt
Transport and Movements Branch	Tpt & Mov
Transport Control Officer	TCO
Transport Support	SP
Transport Support Unit	TSU
Transportation	tn
Transported	tptd
Transporter	tptr
Trigonometical/Trigonometry	trig
Troop	tp
Troop Carrying Vehicle	TCV
Troop Contributing Nation	TCN
Trooper	Tpr
Truck Tanker Fuel	TTF
Truck Utility (Heavy) (Medium) (Light)	TU(H) (M) (L)
Turn-In-Point	TIP
Ultra High Frequency	UHF
Ultra Low Frequency	ULF
Unclassified	UNCLASS
Under Construction	UC
Unmanned Aircraft	UMA
Unmanned Aerial Vehicle	UAV
United Kingdom	UK
United Nations	UN
United Nations Children's Fund	UNICEF
United Nations Department of Humanitarian Affairs	UNDHA
United Nations Department for Peacekeeping Operations	UNDPKO
United Nations Emergency Force	UNEF
United Nations High Commission for Refugees	UNHCR
United Nations Security Council	UNSC
United Nations Secretary General	UNSG
Unexploded Ordinance	UXO
Unit Routine Order	URO
Universal Transverse Mercator (Grid)	UTM
United Kingdom Air Defence Ground Environment	UKADGE
Unmanned Ground Vehicle	UGV
Under Water Warfare	UWW

RESTRICTED

Unexploded Bomb	UXB
Unit Education/Embarkation/Explaining Officer	UEO
Unit Equipment Table	UET
Unit Finance Officer	UFO
Unit Landing Officer	ULO
Unit Routine Order	URO
Urgent Maintenance Requirement	UMR
Unserviceable	U/S
Urban Guerilla	UG
Utility	ut
Variable Time	VT
Vehicle	veh
Vehicle Collection Point; Vehicle Check Point	VCP
Vehicle Loading Officer	VLO
Vehicle (s) Off the Road	VOR
Vehicle Radio Communications	VRC
Vehicle Per Kilometre	V/Km
Vehicle on Mobilisation Plan	VMP
Vehicle Launched Scatterable Mine System	VLSMS
Vertical/Short Take-off and Landing	V/STOL
Very High Frequency (23-76 MHz) (FM)	VHF (1)
Very Many Thanks	VMT
Vertical Replenishment	VERTREP
Very Short-Range Air Defence	VSHORAD
Vehicle Sub-Depot	VSD
Vertical Take –off and landing	VTOL
Very High Frequency	VHF
Very Important Person	VIP
Very Low Frequency	VLf
Very Seriously ill	VSI
Very Short-off and Landing	VSTOL
Veterinary	Vet
Vice	V (titles)
Vice Admiral	V Adm
Video Teleconference	VTC
Video Teleconference Link	VTL
Village	vill
Visibility/Visible; Visual	vis
Visual Display Unit	VDU
Visual Flight Rules	VFR
Visual Identification	Visdent
Visual Metrological Conditions	VMC
Vulnerable Point	VP
Volunteer (in titles only)	V
War Establishment Reserve	WER
War Maintenance Reserve	WMR
War Reserves	WR
Wardroom	WR
War Establishment	WE

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Warning	wng
Warning Order	WngO
Warrant Officer	WO
Water Point	WP
Weapon	wpn
Weapon Holding Area	WHA
Weapon Training	WT
Weapon Engagement Zone	WEZ
Weapons of Mass Destruction	WMD
Western European Union	WEU
Weapon Training Officer	WTO
Week	wk
Weight	wt
Wheel(ed)(ing)	wh
White phosphorous	WP
Wing	wg
Wing Commander	Wg Cdr
Wireless Telegraphy	WT
With Effect From	WEF
Withdraw (s)(al)(ing)	wdr
World Health Organisation	WHO
World Meteorological Organisation	WMO
Works	Wks
Workshop	Wksp
Wounded In Action	WIA
Year	yr
Yeoman of Signals	Y of S
Zone	Z
Zonal Headquarters	ZHQ
Zonal Military Commander	ZMC

SECTION 5

MW ABBREVIATIONS

Armament Depot	AD
Communication	C
General Operation Ploy	GOP
Local Operation Plot	LOP
Main Signal Officer	MSO
Operation Training Group	OTG
Sierra Leone Naval Ship	SLNS
Spare Parts Distribution Centre	SPDC
Wireless Transmission/Transmitting	WT