

COPY

OFFICE OF THE ADVISOR  
IMPERIAL IRANIAN GENDARMERIE  
TEHRAN, IRAN

U.S. ARMY MILITARY HISTORY INSTITUTE

20 February 1943

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SUBJECT: Plan for the reorganization of the Imperial Iranian Gendarmerie

TO: Military Attache, Tehran, Iran. (Attention - Chief of Staff,  
G-2, G-3)

1. Enclosed herewith please find copy of the plan for the reorganization of the Imperial Iranian Gendarmerie.
2. Since the arrival in Iran, this Mission has made reconnaissances to Bandar Shah, Sari, Shahi, Charour, Meshed, Kazvin, Zenjan, Hamadan, Pol-e-Doghtor, Arak, Isphahan, Andimeshk, Ahwaz, Bandar Shapur, Shiraz, and Bushire.
3. A survey has been made of the railroad facilities and security.
4. A study has been made of industry, agriculture, economics, main supply lines, geography, Army organization, former Swedish organization of the Gendarmerie, present organization, distribution and operation of the Gendarmerie, tribal affairs, border difficulties, and situations regarding occupying armies.
5. The repeated changes in government have afforded an opportunity to observe government activities under stress.
6. Studies have been made of American Police systems and American Army teachings, always with the search for features applicable to the Iranian problem.
7. A study has been made of the Iranians in their home life, in their public life and in their official life; and observations have been made of their customs, characteristics, ethics, expectations, activities and reactions. Contacts have been made, both officially and personally, with Iranian civilians, Army Officers, Gendarmes, Gendarme Officers, Federal Government Officials, Local Government Officials, Police, Police Officers, villagers, tribesmen, tribal Chiefs, Sheiks, ruling families, peasants, contractors, industrialists, workers, farmers, teachers, students, and members of the middle class.
8. Public addresses have been delivered to English speaking Iranian men, women, and children; subjects: Citizenship, Leadership, The Place of Women, and The Attitude Toward Education.
9. Utilizing all information gained, retaining all that is useful in the present organization, recognizing the present emergency and the requirements of the war effort, realizing the necessity of establishing a sound and solid foundation, planning for the future an effective and enduring organization and adapting changes to the receptiveness of the

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Iranians, the enclosed plan has been prepared.

10. It has been explained to and verbally approved by: the immediate past prime Minister, the immediate past Minister of Justice, the immediate past Minister of the Interior, the Minister to the Court, the American Minister, the British Minister, the Russian Military Attache, and American, British and Iranian Army Officers. The plan is now in the possession of the Shah in English, and being translated into Persian for further distribution. The new Cabinet has not been appointed.

11. The plan is particularly designed to fit the Iranian situation, recognize frailties, limit temptations, fix responsibility, be specific, and afford features of flexibility, future development and eventual expansion.

12. Inauguration of the plan is fraught with many difficulties, installation will consume time, and development depends upon the capacity of Iranian Officers. It is believed that success can be attained, provided proper executive authority and enforcement power are vested in the Mission. A great deal depends upon the relationship of the U. S. Army to this endeavor. While security is a civilian problem, its failure involves martial action and assumes major importance to interested nations.

13. This Mission, having been ordered to report for duty to the American Minister in Iran, it is desired particularly to recognize the continuous, comprehensive, cheerful, and willing assistance given to this mission by the American Minister, Mr. Louis G. Dreyfus, and the members of his legation, and by the Military Attache, Major J. G. Ondrick, and his associates. Their keen understanding of local conditions, their generous guidance, and their wise counsel has sped the accomplishments of the Mission and inspired confidence and enthusiasm.

14. The Mission is now preparing a revised edition of the Rules and Regulations for the Gendarmerie, based on the existing editions together with American, Swedish, French, and Spanish texts, and Army regulations. A copy will be forwarded when completed.

/s/  
H. NORMAN SCHWARZKOPF  
Colonel, Inf., U.S.A.

*Found in restricted area 9/22/62*

I N D E X

Command . . . . .	1
Commanding General . . . . .	7
Staff Organization . . . . .	9
Staff . . . . .	9
Chief of Staff . . . . .	13
Asst. Chief of Staff . . . . .	16
Secretary of Staff . . . . .	17
Chiefs of Section . . . . .	18
Headquarters Commandant . . . . .	20
Administrative Officer . . . . .	21
Personnel Officer . . . . .	28
Plans and Operations Officer . . . . .	37
Training Officer . . . . .	50
Inspection Officer . . . . .	59
Tribal Relations Officer . . . . .	69
Supply Officer . . . . .	74
Finance Officer . . . . .	94
Legal Officer . . . . .	107
Motor Transport Officer . . . . .	117
Communications Officer . . . . .	124
Medical and Veterinsry Officer . . . . .	130
Regimental Organization . . . . .	139
Operations . . . . .	139
Chief of Operations . . . . .	144
Commander of Uniformed Force . . . . .	147
Commander Special Services . . . . .	149

Commander Detective Section . . . . .	152
Commander Traffic Section . . . . .	172
Commander Records Section . . . . .	182
Motor Patrol Officer . . . . .	192
Mounted Force Commander . . . . .	195
Air Force Commander . . . . .	197
Railroad Commander . . . . .	198
District Commander . . . . .	200
Regimental Commander . . . . .	203
Battalion Commander . . . . .	207
Company Commander . . . . .	210
Platoon Commander . . . . .	216
N.C.O. Post Commander . . . . .	221
Gendarme . . . . .	231

C O M M A N D

C O M M A N D

Command is the most important function in the <sup>Imperial Iranian</sup> Gendarmerie, and as the Commander is, so is the organization. He is the responsible head and the controlling factor, and must impress himself upon his command by his ability, aptitude, experience, responsibility, integrity, comprehension, leadership, kindness, loyalty, and devotion to duty. He must control the operation, health, supply, morale, and training of his command, evince the utmost interest in the well being of all his personnel, maintain superior discipline, assure understanding and coordination, provide inspiration by personal example, and secure the confidence and devotion of his men and officers. He must maintain close personal contacts with all grades, acquaint himself with and properly adept the capabilities and aptitudes of his subordinates, and develop absolute self control and self discipline. He must so command as to develop efficiency, confidence, and coordination of materiel and personnel; establish a discipline

that will insure cohesion and absolute control under variable and trying conditions; accept responsibility and fix responsibility; develop professional knowledge and skill through continuous training, tests, exercises, inspections and competitions; justify and inspire pride in organization; and accomplish continuous and uncompromising success. He must study, plan, prepare, order, and accomplish execution. He is a molder, a welder, a trainer, a director, a counsel, a guide, a philosopher, a friend, and an inspiration; and he must so influence his command as to imbue each individual with the desire and purpose to do his best. Command and leadership are inseparable and he must develop the highest qualities of leadership in himself and his subordinate commanders. Leadership involves the knowledge of men, integrating individuals into groups, and obtaining with the groups successful accomplishment. The fact that a problem takes long to solve, involves many difficulties, and demands study, application and effort is no excuse

for postponing the solution of that problem. Difficulties of the moment are always dealt with - that is necessity. The prevention of difficulties, the planning and execution of operations, and the realization of success - that is leadership. It encompasses the action of individuals, whereby they guide others, in an organized effort, to the completion of a specific accomplishment; and it depends upon the individual, the followers, and the conditions. As obstacles to accomplishment are encountered, they must be removed, circumvented, overridden, or decimated; they must NEVER be allowed to impede or prevent progress. Never stop. Leadership requires energy, vitality, decisiveness, persuasiveness, acceptance and fixing of responsibility, and the application of brains and common sense. Complete understanding and a comprehensive meeting of minds is indispensable, but this is unobtainable without sincerity, tolerance, and mutuality of interests. Severity tempered with justice, impartiality, consistency, reason, and propriety are

productive of rapid and meticulous accomplishment and lend impetus to compliance. Leadership is not a task of a moment or of an occasion. It is a continuing responsibility, demanding application, analysis and conscientious effort every hour of every day; it manifests itself in every act and in every association, and it must be inspired with the will and determination to win.

The Commander is assisted by his staff, who act as advisors, translate decisions into orders, check on accomplishment, relieve the Commander of details and keep him constantly informed of all he should know. This places on the Commander the responsibility of knowing his staff; understanding their duties; imbuing them with his ideas and ideals, methods and desires; leading them with his energy, enthusiasm, confidence and indefatigability; guiding them with his professional skill, knowledge and experience; encouraging them with his frankness, attention, openmindedness and interrogation; and inspiring them with his determination,

adaptability, decisiveness, and refusal to accept defeat. He must recognize that each staff member is doing what he himself would be doing were it possible for him to be that many individuals, that each staff member is a part of his eyes, ears, hands and brains, and that each staff member must be assisted to attain the proficiency that he himself would demonstrate in the performance of that task. He must maintain staff relationships on a basis of amicability, helpfulness, mutual confidence and respect, coordination, and concerted support. He must cultivate friendliness and avoid intimacy. He must stimulate capability, engender aggressiveness, foster professional improvement, and recognize merit. His staff is what he makes it.

The success of the Imperial Iranian Gendarmerie can be achieved only through the maximum interest and effort on the part of each officer and gendarme in the organization. Earnest and conscientious response to duty, eager assumption of responsibility, and strict adherence to the purposes and ideals

of the organization are imperative. Fidelity, vigilance, and harmony, combined to form a unity of patriotic effort in the interests of Iran as a whole and its lawabiding citizens, individually and collectively, will result in quality of achievement and nationwide Security. All this must be applied with intelligence and understanding to realize the effective and efficient accomplishment of the purposes of the existence of the Gendarmerie, the maintenance of its ideals, and the attainment of its ambitions. To adept means to this end, to assign tasks, to prepare the plans, to provide the impulse, to instill the spirit, to overcome adversity, and to lead on to continuous success - that is the function of Command.

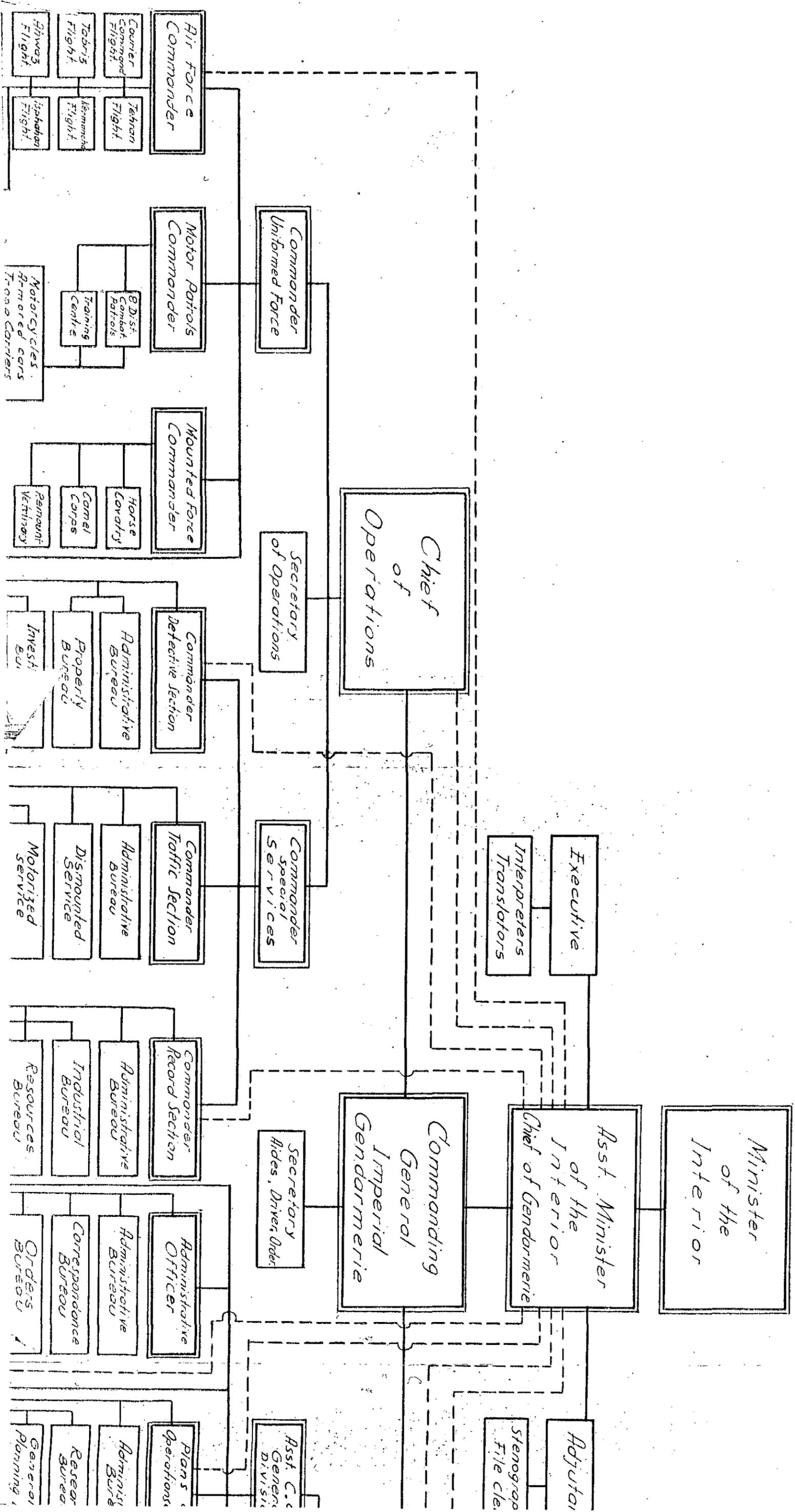
THE COMMANDING GENERAL OF THE  
IMPERIAL IRANIAN GENDARMERIE

Command is the most important element in organizational operations. The Commander makes the unit, whatever its size or strength, and the unit is a direct reflection or projection of the Commander, and as is the Commander, so is the unit. Success can be attained only through the exercise of leadership. A leader must possess professional knowledge, skill, understanding, decision, action, aptitude, interest, attention to duty, inflexibility of purpose and loyalty to superiors and subordinates. He must always consider the nature of the problem, with special regard for its material and human aspects. He must so solve his problems as to conserve his organization, turn to advantage all material potentialities, and attain successful solution. He must gain the loyalty, confidence, respect, devotion and esteem of his officers and men. He must develop morale, skill, confidence, efficiency, attention to duty, love of service, courage, coordination, discipline, adaptability, and a will to

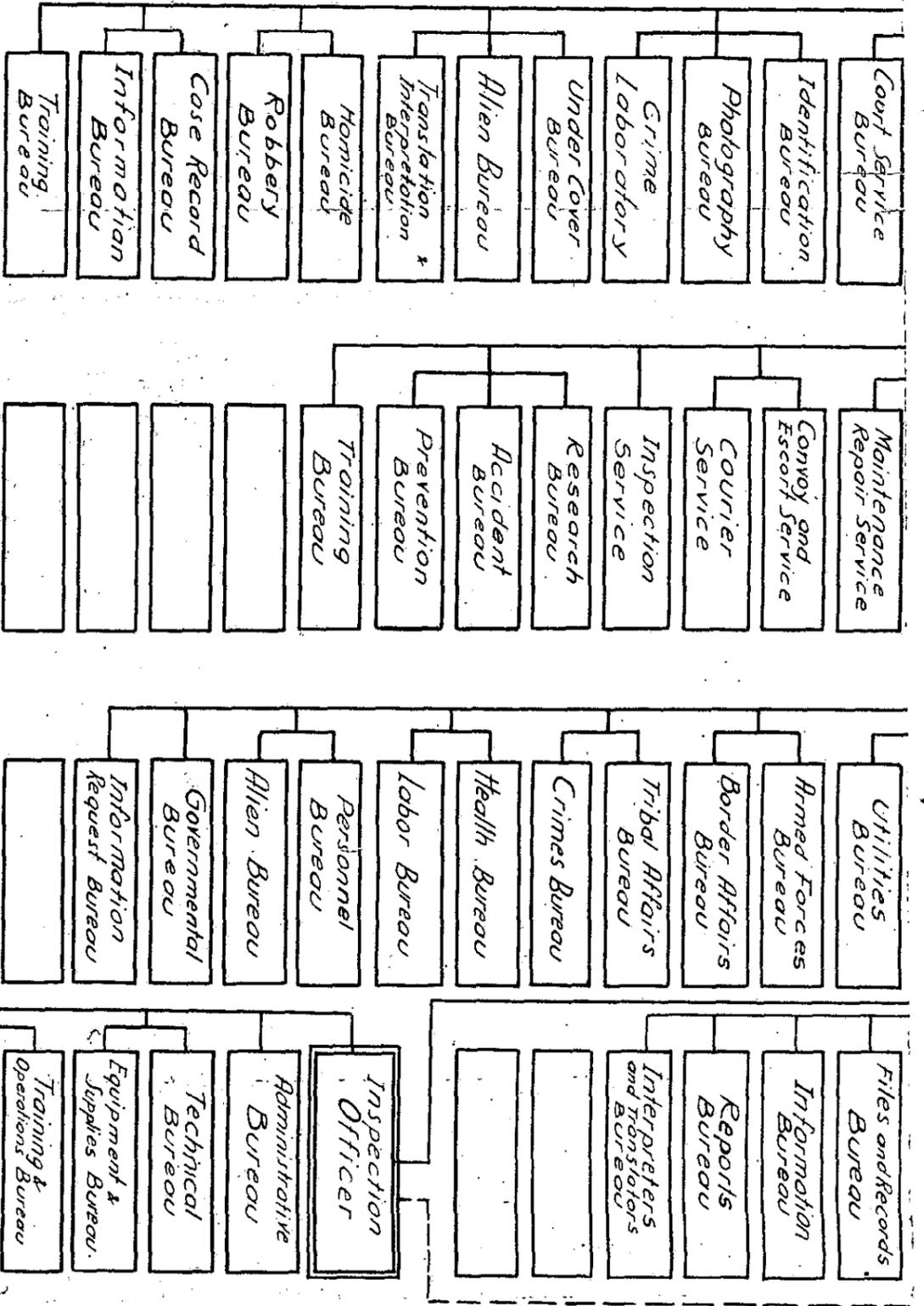
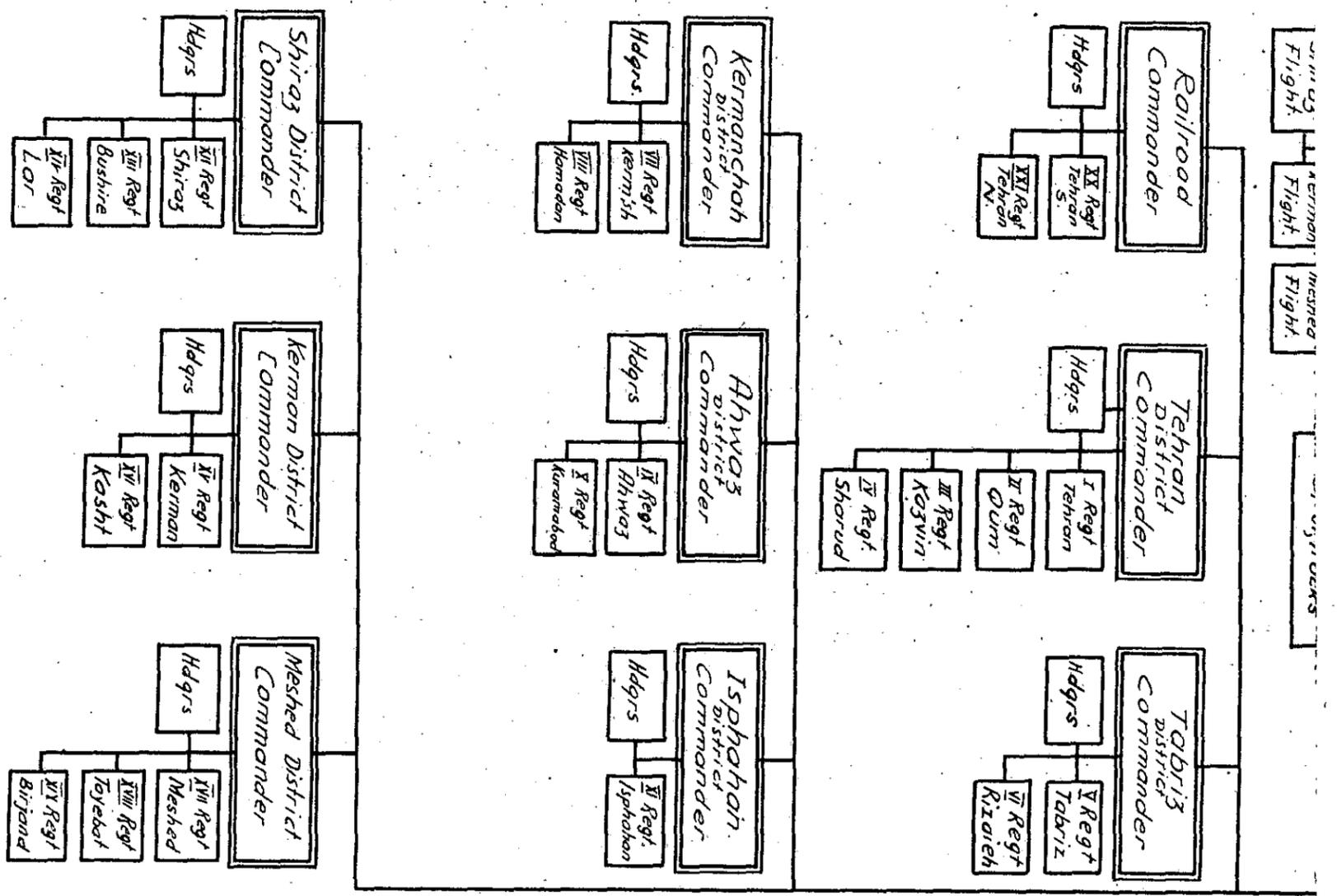
win. He must provide for justice, administration, supply, health, communications, recognition, consideration, and facilities. He must supervise research, control planning, execute operations, and attain success. He must foster public respect, confidence, esteem, and friendship. He must render aid and succor, give understanding, and volunteer assistance. He must coordinate the privilege of service with the responsibility of command. He must fix responsibility and exact meticulous and comprehensive compliance. He must temper discipline with justice, instruction with understanding, exaction with reason, and requirements with consideration. He must recognize in his supreme authority a responsibility, a privilege, an opportunity, and an obligation. He should carefully avoid haste, arbitrariness, arrogance, officiousness, and selfishness, and should rather observe humility, graciousness, determination, application, open mindedness, and consideration.

Command is a privilege, not a right.





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**IMPERIAL IRANIAN GENDARMERIE**

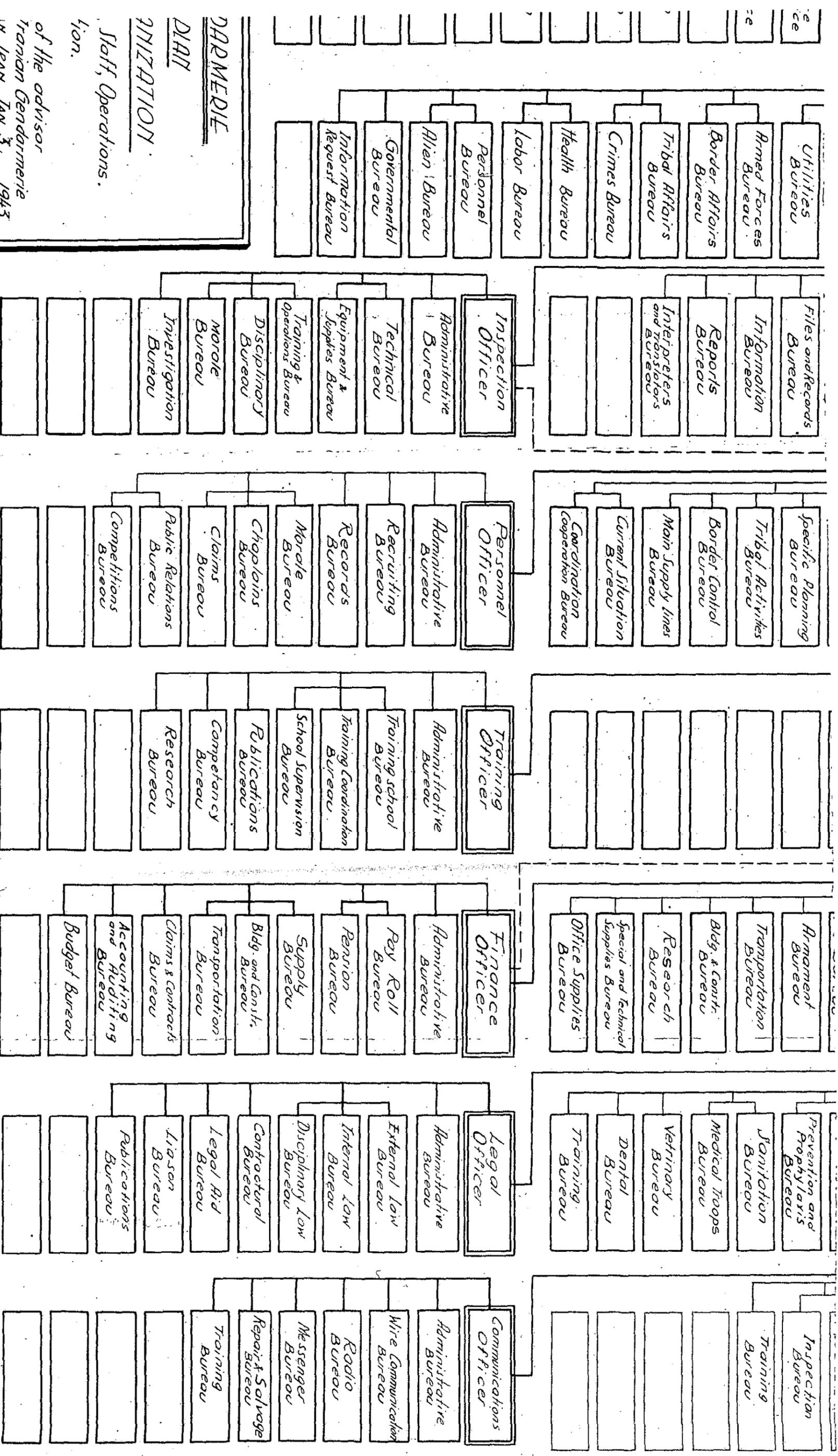
**PLODGANIZATION DIAT**

**BASIC AND STAFF ORGANIZATION**

*Showing Proposed Headquarters, Staff, Operations, Assignments and Distribution.*

Office of the advisor  
Imperial Iranian Gendarmerie  
TEHRAN IRAN JAN. 31, 1945.

Right Lower



**PARMEDIE**  
**DIAN**  
**INIZATION**  
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Chain of Command  
 Reports

S T A F F

S T A F F

The Staff consists of a group of especially trained officers who act as advisors and assistants to the Commander. They translate the Commander's decisions into orders, check accomplishments, disseminate and apply the Commander's policies, relieve him of details, and keep him constantly informed of all he should know.

A Staff Officer must know and understand his Commander, be imbued with his ideas and ideals, and in every way subordinate his personal feelings and actions to the energy, enthusiasm, purpose and desires of his commander. The Staff Officer having the qualities of determination, adaptability, open-mindedness, decisiveness, professional skill and enthusiasm, and who makes himself the eyes, ears, hands, and brains of his Commander, advances the success of his Commander and of the organization.

An Officer of the Staff must attain the proficiency to act for the Commander, and he must maintain staff relationships on a basis of amicability, helpfulness, mutual confidence, respect,

coordination, and cohesion. He must cultivate friendliness, but avoid intimacy. He must stimulate capability, engender aggressiveness, foster professional improvement and inspire loyalty. He must always remember that, as a Staff Officer, he has NO authority to command. All policies, decisions, plans and orders, whether originating with the Commander or with the Staff, must be authorized by the Commander, represent his will, and must be disseminated in his name. By virtue of delegated authority, a Staff Officer may from time to time have to issue orders, but the responsibility remains with the Commanding Officer and the orders are the expression of his will and MUST be issued in his name. It is imperative that fidelity, vigilance, devotion to duty and loyalty to the Commander characterize every action and association of an efficient, zealous and capable Staff Officer.

Members of the Staff must at all times accomplish cooperation and coordination between staff sections and bureaus, and with higher, subordinate

and adjacent units and staffs. They must accomplish prompt dissemination of essential information, decisions and orders within their own and between all other staff sections and bureaus to assure smooth, rapid, efficient and productive functioning of the entire organization. They must possess a thorough and complete knowledge of their own duties and functions, and of the duties and functions of the entire staff, a knowledge of the duties and functions of all branches of the service, and <sup>a knowledge</sup> of the inter-relationship of Command and Staff and Operations. To this end they must continuously study and improve their professional knowledge and skill.

A Staff Officer must be gracious, considerate, tactful, understanding, discerning, logical and approachable. He must be persistent in his determined and unswerving desire and effort to serve the best interests of his Commander and the organization. He must display a high degree of intelligence. He must support and render professional aid to his commander under the most variable

and trying conditions and offer enthusiastic and comprehensive service, regardless of personal sacrifice, privation or inconvenience. He must engender the confidence and devotion of subordinates to their commanders; assure complete understanding, and develop Team Work within the Staff and between the Staff and the Command.

As advisor, coordinator, inspector, helper, harmonizer, confidant and patriot, he bears the important responsibility of maintaining UNITY within the organization and devoting ceaseless and untiring effort to its smooth, capable and successful functioning.

THE CHIEF OF STAFF

The Chief of Staff is the principal assistant and advisor to the Commanding General. He transmits the decisions of the Commanding General to appropriate staff officers for preparation of the necessary orders and transmits orders to appropriate commanders for execution. He is the principal coordinating agent of the entire organization. He formulates and announces policies, directs and coordinates the work of the General Staff ~~Section~~ <sup>Division</sup> and the Technical Staff ~~Section~~ <sup>Division</sup> and supervises the activities of all staff sections. He checks the progress, accomplishment, speed, accuracy, and competency of all staff sections. He keeps the Commanding General informed of the crime, traffic, tribal, and general situations throughout the country and reports the activities and effectiveness of all outside influences. He keeps the Commanding General informed of the status of Administration, Personnel, Supply, Health, Morale, Training, Transportation, and Discipline <sup>throughout</sup> ~~within~~ the <sup>organization</sup> ~~command~~ and reports the activity and effectiveness of all internal influences.

He carries out the decisions of the Commanding General, making such additional decisions as may be necessary to accomplish the directive, and allots detailed work to the staff sections. He insures that all activities are in accordance with established policies. He insures that all orders are promptly and comprehensively executed and that their completion is duly reported. He makes a continuous study of the general situation in the country and recommends action to the Commanding General as the situation changes and necessity requires. He assists and advises all staff and section officers in attaining complete, comprehensive, and exhaustive accomplishment of their directive and purpose. He supervises the activities and accomplishments of the Headquarters Commandant. He receives visiting officers and guests and arranges conferences for the Commanding General. He conducts staff conferences and accomplishes intersectional understanding, coordination, and cooperation. He coordinates with the Chief of Operations and provides the technical and general assistance required to assure

the most comprehensive results in operations. He prepares the basic Standing Operating Procedure for the organization and amends and supplements the same as necessity requires. He requires the preparation of Standing Operating Procedure in all subordinate units, checking the same for conformity with the basic Standing Operating Procedure.

ASSISTANT CHIEFS OF STAFF

The Assistant Chiefs of Staff act for and with the Chief of Staff and perform within their Divisions all of the duties of the Chief of Staff, reporting directly to him in all matters. They assist the Chief of Staff in every way possible and completely coordinate their activities with the Chief of Staff. They give technical and tactical advice when requested and make technical and tactical recommendations as necessity requires. They cooperate with one another to accomplish complete coordination of their mutual as well as their specialized activities. They cooperate and coordinate their mutual activities with the commanders of the Uniformed Forces and with the commanders of Special Services.

SECRETARY OF STAFF

The Secretary of Staff maintains an office for the Chief of Staff and Assistant Chiefs of Staff and handles all correspondence, follow-up files, collection of data, collection of statistics, routing of orders, information, and requests. He ~~also~~ receives reports, information, recommendations, and other communications for the Chief of Staff and presents them to him. He conducts the Headquarters Information Bureau, receives Information Requests from outside sources, and makes appropriate and authorized replies to such requests. He provides an office of temporary record for the Chief of Staff and supervises stenographic, clerical, and messenger service in the office of the Chief of Staff. He is responsible for all administrative details in the office.

CHIEFS OF SECTION

Chiefs of Section coordinate all of their activities with the Assistant Chief of Staff and assist and advise the Assistant Chief of Staff in every way possible. They coordinate the activities of all bureaus in their section. They cooperate and coordinate with all other staff sections and bureaus. They supervise all activities and accomplishments of their subordinate bureaus and check the progress, speed, accuracy, accomplishment, and competency of their bureaus. They prepare analyses, summaries, consolidations, and reports as required and transmit appropriate recommendations to their Assistant Chief of Staff as necessity requires. They keep the Assistant Chief of Staff constantly informed of the situation and carry out the instructions of the Commanding General and Chief of Staff. They assist and advise the bureaus subordinate to them in attaining the most comprehensive and exhaustive results. They continuously study to improve their own professional knowledge and sectional skill. They

conduct conferences of their bureau chiefs and follow their bureau activities through to completion. They coordinate activities pertinent to their section throughout the organization down to and including the lowest unit in which their section is represented in order to assure speed, accuracy, competency, and accomplishment. They receive Information Requests pertaining to their section, promptly obtain the information requested and forward comprehensive replies to the Information Request Bureau.

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HEADQUARTERS COMMANDANT

The Headquarters Commandant provides local security for the Headquarters, <sup>provides</sup> special Headquarters personnel, and he commands the Headquarters Company. He supervises the administration, orderly and messenger service, special administrative and supply personnel; supply, finance, housing, and messing for all personnel under his command, and for all civilians necessary to accomplish his objective. He provides cleaning service, grounds keepers, maintenance and repair of buildings, alterations, and motor pool driver and vehicular service with his own personnel and with civilian help. He establishes and maintains a Headquarters Guard. He provides Orderly Service. He provides Supply Service and Administrative personnel. He regulates traffic in the Headquarters area and controls entrance and exit of all persons and vehicles from the Headquarters area. He provides itinerant mess to casualties and visitors. He supervises the quartering of casualties and visitors. He controls the physical aspects of offices, quarters, buildings, projects, grounds, landscaping, sanitation, appearance,

THE ADMINISTRATIVE OFFICER

The Administrative Officer will handle, in strict accordance with regulations and policy, all official correspondence except that pertaining to operations, orders, and instructions. Where policy has not been established, he will bring the situation to the attention of the Chief of Staff and initiate action to secure its establishment. He will authenticate and distribute all orders except operation<sup>s</sup> orders. He will maintain the Office of Record of the organization. He will prepare and publish blank forms and instructional matter designed to assure uniform administrative procedure throughout the organization. He will supervise and check on administrative procedure in all offices, require absolute uniformity, correct errors, and expedite procedure. He will assure completion of records, proper filing, cross indexing and cross referencing, and he will check strict compliance with rules and regulations. He will receive from other departments requests for reports of action, obtain

such reports; check for competency, thoroughness, completion, and promptness, and transmit completed reports to the requesting agency. He will maintain a staff of interpreters and translators for making requested translations. He will prepare for the Chief of Staff consolidations as requested and obtain and transmit excerpts as directed. In close cooperation with the Chief of Staff, he will gather information for transmission to the public through the Town Crier system, prepare it for distribution, accomplish distribution, require reports of proper distribution, and maintain a cumulative record of information distributed. The nature of this information will be such as to bring about the comprehensive education of the public in the duties of the organization, laws and regulations being enforced, and changes in the law and public requirements; in short, it will endeavor to assist the public in cooperating with the command and in obtaining a thorough and comprehensive understanding of the functioning and activity of the command. He will

supervise the selection and appointment of Town Criers as well as their instruction, distribution, activity, accomplishments and reports. He will prepare in bulletin form public announcements to be read in public places by the Town Criers and will arrange for adequate facilities for them to accomplish the dissemination of the information. He will maintain close cooperation with his Assistant Chief of Staff and the Chief of Staff, make proper and competent recommendations, maintain adequate records and submit a Weekly Analysis Report and a Monthly Situation Report. To this end he will establish:

1. An Administrative Bureau
2. A Correspondence Bureau
3. An Orders Bureau
4. A Files and Records Bureau
5. An Information Bureau
6. A Reports Bureau
7. An Interpreters and Translators Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments,

transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Administrative Section.

The Correspondence Bureau will provide stenographic service, receive and distribute incoming correspondence properly, obtain subject matter for reports, prepare reports, and maintain and properly cross index the correspondence files.

The Orders Bureau will prepare and distribute all organizational orders for authentication by the Administrative Officer. This will include the fundamental law, additional laws, changes, amendments and supplements to the law, rules and regulations, general orders, special orders, specific orders, and all directives except operations orders and directives. It will estab-

lish and maintain adequate files properly cross indexed.

The Files and Records Bureau will establish the Office of Record for the command, receive all official documents of every nature whatsoever and properly classify, index, cross index, and file them. It will properly protect these records and preclude the possibility of any letter, form, document, or record being removed, changed, supplemented or otherwise interfered with except through official channels. It will compile and maintain from the records the chronological history of the command.

The Information Bureau will gather all information for dissemination to the public, prepare it in bulletin form, accomplish distribution of the bulletins to Town Criers, receive reports on dissemination of the information, check the proper dissemination, and report final dissemination to the Administrative Officer.

The Reports Bureau will receive copies of all reports throughout the

organization  
~~and~~ and prepare and transmit all consolidations. It will compile excerpts and extracts as requested. It will prepare blank forms for required daily, weekly, and monthly reports.

It will gather the information and submit consolidations to the Administrative Officer as requested. It will require prompt submission of all reports, and strict compliance with time schedules; and check reports for accuracy, competency, neatness, authentication and strict compliance with regulations and other requirements. Infractions and delinquencies will be promptly reported to the Administrative Officer.

The Interpreters and Translators

Bureau will obtain competent interpreters and translators, test their competency, assign them as requested throughout the command on permanent or semi-permanent assignments, supervise their activities and check on their accomplishments. It may arrange for full time service, for short time appointment and for task performance. It will accomplish translations in accord-

ance with approved requests. It will maintain a complete record of all members of the personnel speaking, reading, and interpreting any foreign language. This will include tribal languages and dialects.

THE PERSONNEL OFFICER

The Personnel Officer will be responsible for the formulation of policy and the supervision and execution of all administrative arrangements pertaining to personnel of the ~~command~~<sup>organization</sup> as individuals. He will institute and develop recruiting campaigns, receive and classify recruits and initiate their personnel records in the command. He will maintain complete records on every man and officer in the command, including personal data, classification, assignments, status, efficiency, family connections, education, qualifications and disciplinary record. He will maintain efficiency reports on all officers. He will be directly responsible for supervision of all morale activities throughout the command including promotions, merit awards, passes, leaves and vacations, changes of location and assignment, family conditions, family problems, discriminations, abuses, exploits<sup>ation</sup>, recreation, comfort, supply and equipment, absence without leave, drug addiction, promptness of pay and anything else

or revealing  
affecting the morale of the command.

He will supervise appointment of Chaplains, ~~and~~ be responsible for the spiritual welfare of the organization and the establishment of religious facilities to assist in the solution of religious and moral problems, and afford spiritual solace and relief on occasions of sickness, bereavement, injury, and misfortune. He will receive and take action on all personal claims of any member of the command. He will be responsible for the maintenance of good public relations and maintain contacts with the press and the radio. He will sponsor and conduct concerts, demonstrations, shows, lectures and competitions for ~~the~~ <sup>presentation</sup> public, participate in public ceremonies and endeavor to present the command to the public in a favorable light. He will arrange and conduct competitions of sport and skill, both intra-organizational and inter-organizational, and will establish appropriate championships and recognitions. He will advise and consult with his Assistant Chief of Staff and keep him apprised of the personnel situation throughout the organization.

He will maintain adequate records and submit to his Assistant Chief of Staff a weekly Analysis Report and a Monthly Situation Report. To this end he will establish:

1. An Administrative Bureau
2. A Recruiting Bureau
3. A Records Bureau
4. A Morale Bureau
5. A Chaplains Bureau
6. A Claims Bureau
7. A Public Relations Bureau
8. A Competitions Bureau.

The Administrative Bureau will handle all correspondence, office record personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Personnel Section.

The Recruiting Bureau will develop recruiting campaigns throughout the country including advertising, demonstrations, lectures, personal contacts and coverage of every public appearance of the organization. It will establish recruiting stations and supervise the acceptance, preliminary examination, transportation to the Replacement Center, and reception at the Replacement Center of all recruits. It will ~~also establish~~ <sup>initiate</sup> recruit personnel records and arrange for the transfer of recruits to the Recruit Training School. It will prepare and distribute circulars bulletins and posters designed to encourage enlistment in the organization.

The Records Bureau will maintain complete records on every man and officer in the organization, including all personal data, classification, assignments, status, change in status, promotions, change of station, education, particular qualifications, family situations, efficiency and disciplinary record. It will maintain efficiency reports on all officers, including in the initial report complete data on family connections,

previous history, educational background, financial status and reputation. All personnel records will be secret and neither the records nor extracts therefrom shall be made available to anyone outside of the Record Bureau except on written permission of the Chief of Staff.

The Morale Bureau will study continuously and comprehensively the question of morale throughout the command and make appropriate recommendations to the Personnel Officer. It will supervise all morale activities throughout the command; it will particularly study the effect on morale and make appropriate recommendations as regards promotions, merit awards, passes, leaves, and vacations, changes of location and assignment, solution of family problems, consideration of family conditions, discriminations, abuses, exploitation, recreation, comfort, supply and equipment, absence without leave, drug addiction, promptness of pay, severity and laxity of discipline and any and all other things affecting the morale of the command.

The Chaplains Bureau will be responsible for the selection and assignment of Chaplains. It will supervise the spiritual elevation of personnel and the establishment of religious facilities throughout the command. It will assist in the solution of religious and moral problems of members of the command and afford spiritual solace and relief on occasions of sickness, bereavement, injury and misfortune. It will conduct religious services. On request, it will conduct funerals, weddings and other religious rites for members of the command. It will arrange for visitation of the sick, injured, and hospitalized members of the command, visitation of bereaved families and correspondence with relatives. It will supervise the work of Chaplains throughout the command and arrange for Chaplains services when organization Chaplains are not available. It will assure that Chaplains' activities are limited to religious, moral, spiritual, and welfare functions and do not enter in any way whatsoever the field of politics or intrigue.

The Claims Bureau will receive the personal claims of all members of the organization, investigate the same, and refer them to the appropriate authority for action. This will include all claims of malpractice, inconsideration, abuses, exploitation, pension rights, injury, death, family conditions, destitution, starvation, temporary emergencies and any other conditions or situations which affect the peace of mind of individuals or the efficiency of the command. In each case it will prepare its findings and present appropriate recommendations to the Personnel Officer.

The Public Relations Bureau will maintain good public relations throughout the country. It will maintain contacts with the press and the radio and prepare for approval of the Personnel Officer press releases, broadcasts, lectures, bulletins, posters, advertisements, propaganda and other subject matter for public release. It will sponsor and conduct concerts, demonstrations, shows, lectures and competitions for ~~the~~ <sup>presentation</sup> public, all so de-

signed as to present the command in a favorable light. It will arrange public ceremonies for funerals of members of the command, for patriotic occasions, for recruit receptions, decorations of members of the command, school graduations, promotion exercises and other ceremonies, so presented as to bring the command before the public in a favorable light. It will arrange to participate in charitable activities, give succor to the needy, render service to the afflicted and ~~to~~ develop a public reaction of friendship and confidence.

The Competitions Bureau will arrange and conduct competitions in sports, games, professional qualifications, efficiency, endurance, scholarship, and all around competency both intra-organizational and inter-organizational. In this connection, it will establish unit championships, organization championships, and provide for adequate recognition of champions. It will obtain necessary equipment, sites, permits, and facilities. In cooperation with the Public Relations Bureau, it will

provide for comprehensive publicity, including photographs. It will prepare rules, appoint judges, and make awards of appropriate prizes in all competitions. It will maintain adequate records and prepare an annual report naming champions in all competitions and giving appropriate credit for exceptional performances.

THE PLANS AND OPERATIONS OFFICER

The Plans and Operations Officer will be directly responsible for the preparation of all basic plans and the interpretation of those plans into operation, action, and accomplishment. He must keep himself constantly and comprehensively informed of all matters relating to the organization, distribution, and competency of the command. He must keep himself similarly informed of all situations and conditions existing in the country and their influence upon the present and possible future situations. It is his responsibility to have available for immediate application comprehensive plans to handle any situation of the moment and to prepare in advance competent plans to handle any situation which may arise in the future. It is his responsibility to be constantly aware of all operations in progress and to engage whatever facilities become necessary to accomplish the successful conclusion of such operations. He must maintain the closest cooperation with his

Assistant Chief of Staff and the Chief of Staff, advise and consult with them, keep them informed of existent and probable situations, and recommend the proper and competent engagement of whatsoever facilities are available to bring about the successful conclusion of operations. He must maintain complete records and a current situation map. He must maintain a continuously current estimate of the situation and be prepared at all times to report upon the state of operations in any and every section of the country. He must be fully aware of every advantage and disadvantage in each situation. He must have explored all possible lines of action, criminal, tribal, or violator, of all elements against which operations may be in progress or against which operations are imminent; and from this knowledge make a comprehensive analysis and appropriate recommendations as to the line of action which bears the greatest likelihood of complete success. His sphere of operations extends over the field of crime, tribal activities, subversive activities, disasters, public reactions, internal

and external influences, and Acts of God. He must coordinate with the Records Sections, gather, authenticate, verify, and interpret vital information, and apply this information to the successful accomplishment of the operation. He must keep himself thoroughly informed of all terrain, climatic conditions, physical conditions, transportation and supply facilities, communication facilities, and efficiency of command, and apply this knowledge to the successful accomplishment of the operation. He must keep himself fully informed of all conditions within the country and of all conditions along the borders in adjacent countries and apply this knowledge to the successful completion of the operation. He must keep himself fully informed of all supply lines, including railroad, motor, boat, animal, and air routes and utilize this information to the successful completion of the operation. He must coordinate all activities of separate units and accomplish complete cooperation between units in all operations. He must thoroughly acquaint himself

with the capabilities of commanding personnel and of operating personnel and appropriately advise higher authority on assignment of units and personnel in order successfully to accomplish the operation. He must maintain close liaison with the Army, inform himself of its distribution and capabilities, and be prepared to include Army activities in his plans whenever situations develop to the point where successful completion of the operation is beyond the capability or capacity of the Gendarmerie. He will maintain adequate records and will submit to his Assistant Chief of Staff a Weekly Analysis Report and a Monthly Situation Report. To this end he will establish:

A. A Planning Section, consisting of

1. An Administrative Bureau
2. A Research Bureau
3. A General Planning Bureau
4. A Special Planning Bureau
5. A Tribal Activities Bureau
6. A Border Control Bureau
7. A Main Supply Lines Bureau

B. An Operations Section, consisting of

1. A Current Situation Bureau

2. A Coordination and Cooperation  
Bureau.

The Planning Section will handle the administration of the Plans and Operations Section, make continuous and comprehensive studies, develop a General Security Plan and prepare specific plans.

The Operations Section will keep itself constantly apprised of current operations and assure coordination of unit activities and cooperation between units.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Plans and Operations Section.

The Research Bureau will coordinate

directly with the Records Section and will gather all vital information needed by the Chief of Section. It will maintain, authenticate, evaluate, and verify proper records and files, appropriately cross indexed. It will interpret all information received and determine the advantages and disadvantages of lines of action open to the command as well as lines of action open to those against whom operations are in progress or against whom action in the future may be instituted. It will gather and study reports on operations and bring to the attention of the Chief of Section instances of extraordinary merit, initiative, judgment, error, failure, and other acts or omissions requiring remedial action or additional instruction and training. It will gather and study, and thereafter make appropriate recommendations to its Chief of Section, all information on crime, banditry, robbery, pilferage, mischief, raids, riots, disorders, tribal activities, subversive activities, public reactions, internal and external influences, disasters, political influences, international inf

ences, financial situations, food failures, droughts, migrations, traffic conditions, terrain and climatic influences, physical influences, transportation and supply facilities, communication facilities, supply lines, railroad routes, motor routes, boat routes, animal routes, air routes, command efficiency, operating efficiency, strategic disposition, technical dispositions, preventative dispositions, patrols, reserves, border activities, across the border activities, blights, epidemics, quarantines, and all other conditions which may in any way cause or influence operations. It will submit a Weekly Analysis Report and a Monthly Situation Report.

The General Planning Bureau will maintain close cooperation with the Research Bureau, make a comprehensive analysis of the security situation throughout the nation, prepare estimates of the situation and, in accordance therewith, prepare the General Security Plan. It will make detailed studies of general problems arising out of distribution, terrain features, supply.

lines, safety, prevention, enforcement, governing policies, organization policies, coordination with occupying forces, and changes in any of the above situations. It will make appropriate and timely recommendations as situations change, anticipating changes where possible, and prepare appropriate plans accordingly.

The Specific Planning Bureau will maintain close cooperation with the General Planning Bureau. It will receive reports on all operations in progress, maintain a continuous estimate of the situation and prepare appropriate plans in each instance. It will anticipate conditions, determine all possible lines of action open to the organization and open to those against whom operations are in progress, and prepare plans for the most rapid and successful accomplishment of the mission. It will be prepared, whenever situations develop to the point where successful completion of the operation is beyond the capabilities or capacity of the Gendarmerie, to request cooperation of the police

or the Army and prepare plans for their use in accomplishing the most rapid and successful completion of the mission. It will maintain close cooperation with municipal, provincial, and governmental authorities for the purpose of the early recognition of problems and their rapid and coordinated solution. It will maintain close cooperation with the Detective Section, the Traffic Section and Unit Commanders, and assure coordination and cooperation in all activities. It will submit a Weekly Analysis Report and a Monthly Situation Report.

The Tribal Activities Bureau will maintain close cooperation with the Tribal Relations Section and make a continuous study of the Tribal situation, maintaining a correct estimate of the situation and anticipating tribal activities. It will prepare plans in close cooperation with the Specific Planning Bureau in anticipation of all tribal activities as well as in all current operations involving tribes. It will maintain close cooperation with the Research Bureau, keep

itself thoroughly informed of every detail of tribal information and competently utilize this information to accomplish successfully each operation involving tribes. It will prepare comprehensive preventative plans and make appropriate recommendations.

The Border Control Bureau will study border conditions and across the border conditions, and maintain close cooperation with the Research Bureau in order to obtain all possible information on existing conditions and to be able to anticipate actions. It will pay particular attention to across the border raids, smuggling, immigration violations, customs violations, across the border migrations, across the border communications, coastal violations and fugitives. It will establish close cooperation and coordination with enforcement and security agencies in adjacent countries and establish mutual understanding and confidence. It will prepare plans in cooperation with the General Planning Bureau in anticipation of possible future operations and in co-

operation with the Specific Planning Bureau to accomplish successfully current operations in all situations along the border.

The Main Supply Lines Bureau will study transportation and supply facilities and prepare plans for security along main supply lines, including railroad routes, motor routes, boat routes, animal routes, and air routes. It will maintain close liaison with interested Government officials, the Army, and occupying forces. It will maintain a continuous estimate of the situation, anticipate changes and prepare plans accordingly. It will make a continuous study of imports, sources of supply, supply bases, means of transportation, routes of transportation, flow of traffic, physical conditions, climatic conditions, maintenance conditions, sabotage, pilferage, banditry, robbery, raids, migrations over the roads, danger points, direction signs, warning signs, traffic control, escorts, guides, relay points, ports of entry and customs control points, and will prepare competent

plans to assure the safe, rapid and secure flow of supplies.

The Current Situation Bureau will maintain situation maps and charts showing distribution of troops, ~~the~~ supply system, ~~the~~ communications system, ~~the~~ traffic system, ~~the~~ crime situation, accident situation, border situation, tribal situation, alien situation, distribution of the Army, distribution of the occupying forces, and current operations. It will submit daily reports of operations to the Chief of Section and immediate reports of important changes. It will submit a Weekly Analysis Report and a Monthly Situation Report. Based on the approved plans of the General Planning Bureau and the Specific Planning Bureau, it will prepare orders for the signature of the Plans and Operations Officer and the approval of the Chief of Staff.

The Coordination and Cooperation Bureau will maintain close liaison with civil authorities, with the municipal police, with the Army, and with occupying forces and will establish mutual coordination, cooperation, understand-

ing and confidence. It will study all operations throughout the command and will enforce coordination and cooperation between units. It will assure understanding and coordinate the activities from higher to lower, and from lower to higher, and to adjacent units within the command.

THE TRAINING OFFICER

The Training Officer will supervise all training of members of the command. He will establish an officers school, a non-commissioned officers school, and a clerks school; prepare curricula; appoint instructors; determine subjects and subject matter to be taught; prepare examinations, qualifications, tests and exercises to determine the qualifications of all individuals attending the schools; and certify to their proficiency upon graduation. He will establish a Replacement Center as a pool for replacements throughout the organization. At the Replacement Center, he will receive recruits and train them, fully and completely in basic subjects, for service in the organization. He will receive from the units Gendarmes declared to be incompetent, give them a refresher course to develop their competency and upon graduation certify to their proficiency. He will conduct instructors' staff conferences to improve the teaching ability of instructors and to coordinate

methods of instruction. He will assist other sections in the conduct of specialist schools, including a Motor School, a Traffic School, a Detective School, an Identification School, a Medical School, and a Communications School. In this activity, he will coordinate methods of instruction, curricula, qualifications, examinations, tests, and exercises. He will supervise the continuous training of Gendarmes within units and the conduct of literacy schools. He will prepare examinations, reviews, qualifications, field exercises, maneuvers, and training competitions to test individuals and units as to competency, proficiency, professional knowledge, professional ability, physical condition, capability, and speed of action. Periodically, he will conduct such tests to ~~ascertain~~<sup>discover</sup> strong points and weaknesses. He will make comprehensive reports as to his findings. He will prepare and publish training bulletins, circulars, memoranda, instructions, and manuals. He will study foreign texts on related subjects, translate excerpts

of value to any phase of training <sup>and operation</sup> in the Gendarmerie and appropriately publish and distribute them. He will comprehensively study the training methods of the Army, the Police, the occupying armies and foreign training institutions, and coordinate training within the command with other services in the country. He will administer all affairs and personnel in the training section. He will maintain close liaison with all departments of the government, obtain instructors from them, and include in his curricula subject matter proposed by them. He will advise and consult with his Assistant Chief of Staff and keep him appraised of the training situation throughout the organization. He will maintain adequate records and will submit to his Assistant Chief of Staff a Weekly Analysis Report and a Monthly Situation Report. To this end, he will establish:

1. An Administrative Bureau
2. A Research Bureau
3. A Training School Bureau
4. A Training Coordination Bureau

5. A School Supervision Bureau

6. A Competency Bureau

7. A Publications Bureau

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, attendance records, proficiency records, qualification records, and other administrative details in the Training Section.

The Research Bureau will make a comprehensive study of training in the Iranian Army, the Iranian Police, occupying armies, foreign armies, and police training centers, or institutions. It will pay particular attention to methods of training, methods of instruction, subject matter, scientific developments, tests, examinations, equipment and qualifications and make

appropriate recommendations to the Training Officer.

The Training School Bureau will organize and conduct an Officers Training School, a Non-Commissioned Officers Training School, a Clerks Training School, and a Replacement Center with a Recruit Training School and Refresher School. It will prepare curricula, obtain and assign instructors, provide for all physical requirements, conduct examinations, tests and qualifications, maintain records of progress and completion and certify for graduation those students successfully completing the course and qualifying for that distinction. It will train officers in all the requirements of the Gendarmerie and in all branches of the service, in command and leadership, in advanced subjects, in national matters and organizational fields. It will train non-commissioned officers in all the requirements of the Gendarmerie and in all branches of the service, in command and leadership and in national matters and organizational subjects. It will train clerks in the basic adminis-

trative system and in specialized administrative activities, in correspondence, records, filing and typing. It will train recruits both mentally and physically in a basic course to prepare them to assume comprehensively the duties of Gendarmes. It will train Gendarmes sent in for Refresher Course in subjects designed to assure their competency as Gendarmes upon graduation. In general this training will follow the basic training course for recruits, but shortened and intensified.

The Training Coordination Bureau will receive recommendations for curricula for the Motor School, the Traffic School, the Detective School, the Identification School, the Medical School, and the Communications School, and will coordinate the activities of all of these schools. It will obtain the cooperation of the Research Bureau in making available to these schools the most recent and most efficient developments as well as subject matter, facilities, and instructors in all general subjects including <sup>and</sup> in the curricula. It will check on uniformity

of methods of instruction, standards of qualification and proficiency requirements. It will maintain close liaison with all departments of government, determine subject matter from those departments which should be a matter of training, and arrange for instructors from those departments.

The School Supervision Bureau will supervise continuous instruction of Gendarmes within units, the establishment of Gendarme schools, subject matter, standards of qualification and proficiency, methods of instruction, completion of instruction and continuity of instruction. Included in the Gendarme schools will be literacy schools for the purpose of teaching illiterates to read and write Persian. It will supervise and verify this instruction, its continuity, proficiency, progress and accomplishment.

The Competency Bureau will prepare reviews, conduct examinations and qualification tests for officers, non-commissioned officers and Gendarmes throughout the organization to assure continued competency in office. It will

conduct literacy tests of graduates from literacy schools and certify literacy of individuals when this is established. It will prepare and conduct field exercises and maneuvers designed to test units as to competency in the field, both in command and execution, and it will prepare and conduct two-sided maneuvers designed to test the relative merits of units. It will prepare and conduct training competitions designed to establish the relative proficiency of individuals, small units, and larger units. All participants in qualifications, field exercises, maneuvers, and training competitions will be graded on their performance and complete reports including grades will be prepared and submitted to the Training Officer. It will act in close coordination and cooperation with the Inspection Section. It will maintain accurate records of proficiency of students as a gauge to the competency of instructors. It will report its findings and appropriate recommendations to the Training Officer.

The Publications Bureau will main-

tain close cooperation with the Research Bureau and will publish bulletins, circulars, memoranda, instructions, and manuals as needed for training purposes and make appropriate distributions of them. It will arrange for the translation of excerpts from foreign texts and for their publication and distribution. It will study, prepare and recommend all blank forms to be used for instruction purposes.

THE INSPECTION OFFICER

The Inspection Officer will arrange for complete inspection of every phase of operation, equipment, supply, training, discipline, technique and morale throughout the command and will investigate all complaints, reports, suggestions, commendations, criticisms and comments from without the command.

He will keep himself thoroughly informed on all conditions and will cause necessary inspections to be made in order to assure such information being prompt, accurate, comprehensive, exhaustive and continuous. He will advise and consult with his Assistant Chief of Staff and keep him apprised of the findings of his inspections. He will study the findings of inspections, analyze their significance and make appropriate recommendations to his Assistant Chief of Staff. He will coordinate his inspections with other inspecting agencies within the command and use his inspections for the dual purposes of critical comparison and correction. He will make reports of findings through his Assistant Chief of Staff to Unit Com-

manders, require corrective action, specify dates for completion of corrections, require reports of accomplishment and subsequently in further inspections check accomplishments. In instances of unsatisfactory results, incompetency, or wilful lack of cooperation or response to requirements, he will make appropriate recommendations to higher authority through his Assistant Chief of Staff. He will supervise the disciplinary system, study charges, records of trial, sentences, and the execution of sentences, and make timely and comprehensive recommendations to the reviewing authority. He will study technical requirements, equipment, supply, training, operations, discipline and morale, make or order necessary inspections to supplement his study and prepare and submit comprehensive recommendations for the improvement of the command. He will submit Weekly Analysis Reports and Monthly Situation Reports to his Assistant Chief of Staff. He will show in such reports comparative efficiency of units and report specific statistics as ordered. He will keep himself continually in-

formed as to the morale of the command, through contacts with the most junior members, as to living conditions, treatment, health, privileges, work requirements, personal attributes and family conditions; based on his findings, he will make appropriate corrective recommendations. To this end he will establish:

1. An Administrative Bureau
2. A Technical Bureau
3. An Equipment and Supply Bureau
4. Training and Operations Bureau
5. Disciplinary Bureau
6. Morale Bureau
7. Investigation Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses and other administrative details in

the Inspection Section.

The Technical Bureau will make a comprehensive study of all technical activities and equipment throughout the command. It will prepare questionnaires, bulletins, instructions, and inspection memoranda. It will make or order technical inspections, receive findings of inspections, prepare corrective requirements, distribute corrective requirements, follow up reports of accomplishment of corrective requirements and, on subsequent inspections, check accomplishments reported. It will analyze the technical situation in all its phases throughout the command and make appropriate reports and recommendations. It will prepare a comparative analysis of units, reporting relative facilities, physical conditions and efficiency. Technical matters include communications, medical facilities, transportation and machinery, financial matters, legal matters, administrative procedure, compliance with rules and regulations, record systems, filing systems, correspondence systems, dissemination of information

through the Town Crier system, and compliance with procedure specified by other departments.

The Equipment and Supply Bureau

will make a comprehensive study of all equipment and supplies, including transportation, used in the command, and of maintenance requirements, depreciation, and sectional or unusual wear and tear. It will study purchasing and all contractual agreements and determine the extent of compliance, specifically as to the elements of time, quality, completion, materials, specifications and finances. It will study salvage and sale in all its phases. It will prepare questionnaires, bulletins, instructions and inspection memoranda. It will make or order inspections, receive findings of inspections, prepare corrective requirements, distribute corrective requirements, follow up reports of accomplishment of corrective requirements and of subsequent inspections check accomplishments reported. It will analyze the equipment and supply situation in all its phases throughout the command and make appropriate reports and recommendations. It will prepare a comparative analysis of units

reporting relative facilities, physical conditions and efficiency. Inspections will include all supplies, equipment, arms, ammunition, vehicles, maintenance equipment, spare parts, tools, fuel, animals, forage, quarters, buildings, grounds, uniforms, food, water, storage, warehousing, protection, inventories, preservation, distribution, salvage, and repair.

The Training and Operations Bureau will make a comprehensive study of all training requirements and all phases of current operations. It will prepare questionnaires, bulletins, instructions and inspection memoranda. It will make or order inspections, receive findings of inspections, prepare corrective requirements, distribute corrective requirements, follow up reports of accomplishment of corrective requirements, follow up reports of accomplishment of corrective requirements and, on subsequent inspections, check accomplishments reported. It will analyze the Training and Operations situation in all its phases throughout the command and make appropriate re-

ports and recommendations. It will prepare a comparative analysis of units, reporting relative facilities, physical conditions and efficiency. Particular attention will be paid to conditions of terrain, climate, outside influences, coordination, and cooperation.

The Disciplinary Bureau will receive all records of trial and reports of disciplinary action and will study and analyze the same, particularly for compliance with existing orders, error, justice, adequate and uniform punishment, execution of sentences, protection of the rights of the accused, outside influences, corruption, perjury and justification. It will prepare questionnaires, bulletins, instructions and inspection memoranda. It will make or order inspections, receive findings of inspections, prepare corrective requirements, distribute corrective requirements, follow up reports of accomplishment of corrective requirements and, on subsequent inspections, check accomplishments reported. It will analyze the Disciplinary situation in all its phases throughout the command and make

appropriate reports and recommendations. It will prepare a comparative analysis of units, reporting relative facilities, physical conditions, and efficiency.

The Morale Bureau will make a comprehensive study of the morale throughout the command, paying particular attention to conditions of comfort, foods, treatment of the men, discrimination, special privileges, absences, hours of work, family conditions, health, vacations, leaves, passes, competitions, recreation, change of assignments and stations, commendations, promotions, classification, corruption or exploitation, discipline, drug addiction, promptness of pay, development of initiative, action on complaints and associated subjects which might favorably or adversely effect morale. It will make or order inspections, receive findings of inspections, prepare corrective requirements, distribute corrective requirements, follow up reports of accomplishment of corrective requirements and, on subsequent inspections, check accomplishments re-

ported. It will analyze the Morale situation in all its phases throughout the organization and make appropriate reports and recommendations.

It will prepare a comparative analysis of units, reporting relative facilities, physical conditions, and efficiency.

The Investigation Bureau will receive all complaints, reports, suggestions, commendations, criticisms and comments coming from without the command and will institute comprehensive investigation in each case to determine accurately the exact circumstances referred to. With the advice and consent of the Inspection Officer, it will apply appropriate remedies to adjust the matter, follow up the adjustment to see that it is completed, and assure that the reporting citizen is advised that action has been taken. It will employ whatever means are necessary to protect the reporting citizen. It will comprehensively analyze each investigation when completed, carefully determine merit, violation of orders, exercise or lack of judgment, error, and any other matter requiring remedial

action and recommend appropriate commendation, instruction, correction, discipline or other action to the Inspection Officer. It ~~shall~~<sup>will</sup> provide itself with adequate means and personnel to take written statements and sworn statements, obtain evidence, and undertake other necessary action to assure complete and comprehensive results.

TRIBAL RELATIONS OFFICER

The Tribal Relations Officer will supervise all activities throughout the organization having anything whatever to do with tribal relations. He will keep himself thoroughly informed on all tribal data and any changes of any kind whatsoever in the tribal situation. He will advise and consult with his Assistant Chief of Staff and keep him appraised of the tribal situation. As changes occur he will analyze their significance and make appropriate recommendations to his Assistant Chief of Staff. He will provide for contacts with tribal leaders, the establishment of mutual understanding and confidence, the building of good will, the explanation of misunderstandings and the determination of reasons behind actions. He will submit to his Assistant Chief of Staff a Weekly Analysis of the tribal situation and a monthly report of changes in the situation. To this end he will establish:

1. An Administrative Bureau
2. A Research Bureau

### 3. An Intelligence Bureau

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supply, requisitions, distributions, orders, bulletins, instructions, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Tribal Relations Section.

The Research Bureau will gather and study all information on all tribes, including name, location, number of members, sub-tribes, families, character customs, traditions, history, leaders, future leaders, animals, arms, ammunition, means of livelihood, products, markets, financial standing, summer quarters, winter quarters, avenues of migration, strongholds, hideouts, morale and any other information which might be helpful to the Chief of Staff and the Commanding General. Comprehensive and appropriate reports will be submitted

to the Assistant Chief of Staff; competent and cross indexed files will be maintained of all information gathered; and appropriate requests for information will be promptly and fully answered. Monthly reports will be submitted of changes occurring during the month.

The Intelligence Bureau will gather and study all information on movements, problems, complaints, government attitude, attitude toward government, possibility of government assistance, exploitation, raids, banditry, feuds, enmities, depredations, foreign influences, inter-tribal relations, inter-tribal coordination, plans, changes in armament, man power, and transportation, economic conditions, agricultural conditions, herding conditions, irrigation and water supply, crop failures, epidemics and all other active conditions affecting the contemporary situation in all the tribes. The bureau will appoint, with the approval of the Chief of Staff and the Commanding General, appropriate Tribal Advisors and Consultants to assist them in keep-

ing fully aware of every detail of tribal activity and to assist them in anticipating tribal activities. It will maintain contacts with representative tribesmen and foster goodwill, understanding, explanation of misunderstandings, cooperation, coordination and control. It will prepare a weekly Analysis Report and a monthly Situation Report and submit them to the Tribal Relations Officer. It will make appropriate recommendations as changes become imminent or occur. It will maintain a situation map and summary of current situations, up to date at all times. It will supervise the activities of Unit Tribal Relations Officers and through them, by proper information requests, coordinate the assembly, verification, evaluation and distribution of tribal information, follow up reports, supplement existing information and develop competent and appropriate recommendations in the solution of existing problems and in anticipation of future problems. Its work must be characterized by ingenuity, activity,

diplomacy, continuous effort, gracious-  
ness, precision, verification, calm-  
ness, and persistency.

THE SUPPLY OFFICER

The Supply Officer will supervise the supply service of the organization and is responsible for its complete and adequate functioning in accordance with all conditions and operations. He will establish a depot system of supply with a central depot at Organization Headquarters and sub-depots at District Headquarters. He will be responsible for the procurement, storage, transportation, and distribution of all supplies and for the salvage and sale of surplus, damaged, useless, inadequate, and other supplies not fitted for further use in the organization. He will keep himself thoroughly informed as to the distribution of troops, operations, special requirements, sources of supply, and emergency situations and coordinate his activities with the respective responsible officers. He will make a continuous and comprehensive study of the supply situation both as to organizational requirements and the procurement of supplies and he will make such analyses as will enable him to anticipate requirements

and prepare advance plans. He will advise and consult with his Assistant Chief of Staff and keep him appraised of the supply situation throughout the organization. He will maintain adequate records and will submit to his Assistant Chief of Staff a Weekly Analysis Report and a Monthly Situation Report. To this end he will establish;

1. An Administrative Bureau
2. A Research Bureau
3. A Food, Water, and Forage Bureau.
4. A Clothing and Equipment Bureau
5. An Armament Bureau
6. A Transportation Bureau
7. A Buildings and Construction Bureau.
8. A Special and Technical Supply Bureau.
9. An Office Supply Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disci-

plinary action and records, changes in status, supplies, requisitions, distributions, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Supply Section.

The Research Bureau will make a continuous and comprehensive study of all items of supply and equipment, paying particular attention to organizational requirements, adaptability and adequacy of supplies to meet these requirements, changes and improvements, specifications, actual performance in service, depreciation, care and maintenance and anticipated needs. It will make a continuous and comprehensive study of locations of supply, amounts available, markets, vendors, prices, transportation requirements, transportation available, transportation costs and tariffs, importations, import tariffs and factors, production and capacity of manufacturing facilities, raw materials, and the significance of changing climatic condi-

tions, droughts, blights, crop failures, production failures, over supply and any other matters which might affect availability, cost or quality of supply. It will keep the Supply Officer constantly appraised of the existing supply situation throughout the country and all anticipated changes. It will maintain proper records and cooperate with all supply Section bureaus in determining and transmitting required information.

The Food, Water, and Forage Bureau will consummate the purchase, delivery, checking and distribution of food, water and forage throughout the organization. It will negotiate as to quantity, quality, delivery, transport, and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts, and supervision of contract completion. It will provide for inspection of the commodities, acceptance or rejection, substitution, and adjustment. It will arrange for advance payments, part pay-

ments, final payments, and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution. In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy, and <sup>the</sup> best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, and that commodities are in good condition and properly accounted for. It will maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and salvage<sup>d</sup> supplies, <sup>all</sup> in strict accordance with the requirements of the Finance Department. It will maintain complete and comprehensive records on its status of supply,

including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surplus, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs, and availability of replenishments. It will keep the Supply Officer continuously informed of the status of food, water, and forage supply and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations, and anticipated needs.

The Clothing and Equipment Bureau will consummate the purchase, delivery, check<sup>ing</sup> and distribution of clothing and equipment throughout the organization. It will negotiate as to quantity, quality, delivery, transport and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts and supervision of contract completion. It will provide for inspection of the commodities, acceptance or rejection,

substitution, and adjustment. It will arrange for advance payments, part payments, final payments and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and when necessary institute prosecution. In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, <sup>and that</sup> ~~are~~ <sup>are</sup> commodities in good condition, and properly accounted for. It will maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and salvaged <sup>all</sup> supplies, in strict accordance with the requirements of the Finance Department. It will main-

tain complete and comprehensive records of its status of supply, including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs and availability of replenishments. It will keep the Supply Officer continuously informed of the status of clothing and equipment supply and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations, and anticipated needs.

The Armament Bureau will consummate the purchase, delivery, checking and distribution of arms, weapons, and ammunition throughout the organization. It will negotiate as to quantity, quality, delivery, transport, and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts, and supervision of contract completion.

It will provide for inspection of the commodities, acceptance or rejection, substitution and adjustment. It will arrange for advance payments, part payments, final payments and releases.

It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution.

In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, <sup>and that</sup> ~~are~~ commodities <sup>are</sup> in good condition, and properly accounted for. It will maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and sal-

usage<sup>d</sup> supplies, <sup>all</sup> in strict accordance with the requirements of the Finance Department. It will maintain complete and comprehensive records of its status of supply, including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs and availability of replenishments. It will keep the Supply Officer continuously informed of the status of arms, weapon, and ammunition supply, and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations, and anticipated needs. It will negotiate with the Army for the procurement of arms, weapons, and ammunition by purchase, loan, memorandum receipt, assignment, exchange, transfer or other necessary procedure.

The Transportation Bureau will consummate the purchase, delivery, check<sup>ing</sup> and distribution of motor powered and animal transport throughout the

organization. It will negotiate as to quantity, quality, delivery, transport, and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts, and supervision of contract completion. It will provide for inspection of the ~~commodities~~ <sup>transportation</sup>, acceptance or rejection, substitution, and adjustment. It will arrange for advance payments, part payments, final payments, and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution. In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy, and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, ~~of commodities~~ <sup>and that transportation is</sup> in good condition and properly accounted for. It will

maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever and it will consummate the sale of surplus, damaged, useless, inadequate, and salvaged supplies, <sup>all</sup> in strict accordance with the requirements of the Finance Department. It will maintain complete and comprehensive records of its status of supply, including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs, and availability of replenishments. It will keep the Supply Officer continuously informed of the status of motor powered and animal transport supply, and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations, and anticipated needs. It will negotiate with the Army

for the procurement of motor powered and animal transport by purchase, loan, memorandum receipt, assignment, exchange, transfer, or other necessary procedure. Included in all the above operations are maintenance materials, tools, spare parts, tires, fuel, and lubrication.

The Buildings and Construction

Bureau will consummate the purchase, delivery, checking and distribution of buildings and construction throughout the organization. It will negotiate as to quantity, quality, delivery, transport, and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts and supervision of contract completion. It will provide for inspection of the <sup>work and</sup> commodities, acceptance or rejection, substitution, and adjustment. It will arrange for advance payments, part payments, final payments, and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution. In all such procedures it will strict-

ly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy, and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, and timely. It will maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and salvage supplies in strict accordance with the requirements of the Finance Department. It will maintain complete and comprehensive records of its status of buildings including condition, repair, alterations, requirements, maintenance, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, buildings, and supplies on bid, on order or on contract, distri-

tribution to depots, distribution to units, costs, and availability of replenishments. It will keep the Supply Officer continuously informed of the status of building and construction supplies and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations and anticipated needs. Included in the above will be all items of maintenance, repair, grounds, improvements, alterations, expansion, rentals, leases, assignments, and confiscation or occupation.

The Special and Technical Supply Bureau will consummate the purchase, delivery, checking and distribution of special and technical supplies throughout the organization. It will negotiate as to quantity, quality, delivery, transport, and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts and supervision of contract completion. It will provide for inspection of the commodities, acceptance

or rejection, substitution and adjustment. It will arrange for advance payments, part payments, final payments and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution. In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy, and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, <sup>and that</sup> ~~of~~ <sup>are</sup> commodities <sup>are</sup> in good condition, and properly accounted for. It will maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and salvage<sup>d</sup> supplies, <sup>all</sup> in strict accordance with the require-

ments of the Finance Department. It will maintain complete and comprehensive records of its status of supply, including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs, and availability of replenishments. It will keep the Supply Officer continuously informed of the status of the supply of special and technical materials and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations, and anticipated needs. It will negotiate with the Army for the procurement of special and technical supplies by purchase, loan, memorandum receipt, assignment, exchange, transfer, or other necessary procedure. Included in all the above operations are maintenance materials, tools, and spare parts.

The Office Supply Bureau will consummate the purchase, delivery, checking and distribution of office supplies

and furniture throughout the organization. It will negotiate as to quantity, quality, delivery, transport and receipt of such items and will prepare specifications setting forth price limits, establish a bidding system, arrange for award of bids, preparation of contracts, award of contracts, and supervision of contract completion. It will provide for inspection of the commodities, acceptance or rejection, substitution and adjustment. It will arrange for advance payments, part payments, final payments and releases. It will enforce guarantees, penalties, forfeitures, withholding of funds and, when necessary, institute prosecution. In all such procedures it will strictly comply with requirements of the Finance Department. It will be responsible that the process of procurement through each of its phases is in full and complete accordance with law, policy, and the best interests of the organization. It will be responsible that distribution is equitable, complete, justified, timely, <sup>and that</sup> ~~the~~ <sup>are</sup> commodities <sub>^</sub> in good condition and properly accounted for. It will

maintain close cooperation with the Research Bureau and obtain all information necessary to effect the most comprehensive results. It will provide for the salvage of all items not useable in the organization but having any retained value whatsoever, and it will consummate the sale of surplus, damaged, useless, inadequate and salvaged supplies, <sup>all</sup> in strict accordance with the requirements of the Finance Department. It will maintain complete and comprehensive records of its status of supply, including requirements, supplies on hand, location of supplies, storage and warehousing, inventories, surpluses, shortages, reserves, supplies on bid, supplies on order or contract, distribution to depots, distribution to units, costs, and availability of replenishments. It will keep the Supply Officer continuously informed of the status of the supply of office supplies and furniture and make appropriate and timely recommendations as to procurement, distribution, disposal, favorable and unfavorable situations and anticipated needs. Included in the

above ~~shall~~<sup>will</sup> be all contracts for printing, photography, blue printing, reproduction, advertising, and special services.

THE FINANCE OFFICER

The Finance Officer will supervise all financial transactions of any and every nature whatsoever of the organization and will be responsible for the legal, proper, justified, accounted, and audited disbursement of all funds. He will establish adequate means of: determining propriety of expenditures, accounting, auditing, investigation, and certification of all payments. He will make comprehensive studies of expenditures, maintain a running record of expenditures made and balances left on all items of the budget, conduct budget investigations, budget hearings, and budget adjustments. In accordance with past experience and anticipated requirements he will prepare the annual budget. He will advise and consult with his Assistant Chief of Staff and keep him apprised of the financial situation throughout the organization. He will maintain adequate records and will submit to his Assistant Chief of Staff a Weekly Analysis Report and a Monthly Situation

Report. To this end he will establish:

1. An Administrative Bureau
2. A Payroll Bureau
3. A Pension Bureau
4. A Supply Bureau
5. A Transportation Bureau
6. A Building and Construction Bureau
7. A Claims and Contracts Bureau
8. An Accounting and Auditing Bureau
9. A Budget Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses, and other administrative details in the Finance Section.

The Payroll Bureau will check all payrolls, including civilian payrolls

for completeness, correctness, deductions, forfeitures, fines, penalties, repayments for equipment or supplies, changes in status, allowances, bonuses, qualification pay, merit award pay, deferred pay, commutation of rations and other details affecting the amount of actual monetary payment due the individual. It will certify payrolls for payment, check on the payment of troops on time, on the completion of payment, on the return of non-payments, and certify to the Finance Officer each month the correctness and date of completion of the pay of the organization. It will receive, investigate and check all monetary claims of any member of the department, including claims for reimbursement, travel allowance, travel mileage, personal expenses and extraordinary expenses. It will check on strict compliance with all requirements of the Finance Department. It will certify for payment proper claims of any member of the department. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of what-

ever nature will be brought to the attention of the Finance Officer for his recommendation and action.

The Pension Bureau will maintain all records on the pension fund, investments, earnings, receipts, disbursements, pensioners, pay deductions, and accumulated pay deductions. It will prepare and check the pension payroll and certify the pension payroll for payment. It will check on the payment of pensioners on time, on the completion of the payment, on the return of non-payments and certify to the Finance Officer each month the correctness and date of completion of the payment of pensioners. It will check death claims, applications for placement on the pension list, age changes and discontinuances. It will check on strict compliance with all requirements of the Finance Department. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of whatever nature will be brought to the attention of the Finance Officer for his recommendation and action.

The Supply Bureau will check all

every kind, including food, water, forage, clothing, personal equipment, organization equipment, armament, office supplies, and technical supplies, and obtain written certification from the respective supply officers of the receipt of the supplies and complete satisfaction. In cases of special orders, emergency orders and extra-routine purchases, a particular check will be made as to the authenticity of the circumstances leading to the purchase. Proper items will be certified for payment and it will check on the payment on time, on the completion of the payment, and on the return of non-payments. It will check on advance payments, part payments, withheld payments, forfeitures, penalties, balances, and deferred payments. It will receive and hold guarantees, check satisfactory accomplishment of the guarantee and certify return of guarantee or credit for guarantee when appropriate. In cases of forfeiture of guarantee, funds will be disposed of as directed by the Finance Department. It will check ~~on the sale~~

and certify any sums to be placed in escrow. It will check on strict compliance with all requirements of the Finance Department. It will check on the sale of supplies or equipment of any kind, on the receipt of the proceeds, and on the proper disposal of the proceeds. It will check on all delivery costs and tariffs and certify proper items for payments. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of whatever nature will be brought to the attention of the Finance Officer for his recommendation and action.

The Transportation Bureau will check all purchases of transportation, both animal and motor, and all equipment pertaining thereto, including maintenance equipment, tools, tires, spare parts, fuel and lubrication, and obtain written certification from the respective supply officers of the receipt of the equipment and complete satisfaction. In cases of special orders, emergency orders, and extra-

routine purchases a particular check will be made as to the authenticity of the circumstances leading to the purchase. Proper items will be certified for payment and it will check on the payment on time, on the completion of the payment, on the return of non-payments. It will check on advance payments, part payments, withheld payments, forfeitures, penalties, balances and deferred payments. It will receive and hold guarantees, check satisfactory accomplishment of the guarantee and certify return of guarantee or credit for guarantee when appropriate. In cases of forfeiture of guarantee, funds will be disposed of as directed by the Finance Department. It will check and certify any sums to be placed in escrow. It will check on strict compliance with all requirements of the Finance Department. It will check on the sale of any supplies or equipment pertaining to this bureau, on the receipt of the proceeds, and on the proper disposal of the proceeds. It will check on all delivery costs and tariffs and certify proper items for

payments. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of whatever nature will be brought to the attention of the Finance Officer for his recommendation and action.

The Building and Construction Bureau will check on payments for all land and any buildings purchased by the organization and obtain written certification from the officers concerned as to the transfer or completion of the land or buildings purchased. In cases of special purchases, emergency purchases and extra-routine purchases a particular check will be made as to the authenticity of the circumstances leading to the purchase. Proper items will be certified for payment and it will check on the payment on time, on the completion of the payment, on the return of non-payments. It will check on advance payments, part payments, withheld payments, forfeitures, penalties, balances and deferred payments, in every particular as above and certify

the same for payment. It will check on all payments for items of maintenance, repair, improvement, alteration and expansion of all grounds and buildings in every particular as above and certify the same for payment. It will receive and hold guarantees, check satisfactory accomplishment of the guarantee and certify return of guarantee or credit for guarantee when appropriate. In cases of forfeiture of guarantee, funds will be disposed of as directed by the Finance Department. It will check and certify any sums to be placed in escrow. It will check on strict compliance with all requirements of the Finance Department. It will check on the sale of any supplies, equipment, land, or buildings pertaining to this bureau, on the receipt of the proceeds and on the proper disposal of the proceeds. It will check on all delivery costs and tariffs and certify proper items for payments. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of whatever nature will be brought to

the attention of the Finance Officer for his recommendation and action. It will cooperate closely with the Claims and Contracts Bureau in the check of all payments on leases, rentals, assignments, confiscation, or occupation.

The Claims and Contracts Bureau will check all claims and contracts of every kind, consult with the Contractural Bureau of the Legal Section as to legality, with the appropriate supply bureau as to adequacy and completion, and with other interested officers for pertinent details to assure justification, completion, satisfaction, legality, and strict compliance with the requirements of the Finance Department, and it will obtain from each of such officers written clearance of the sums and attach the same to its certification for payment. It will check on the payment on time, on the completion of payment and on the return of non-payments. It will check on advance payments, part payments, withheld payments, forfeitures, penalties, balances and deferred payments.

It will receive and hold guarantees, check satisfactory accomplishment of the guarantee and certify return of guarantee or credit for guarantee when appropriate. In cases of forfeiture of guarantee, funds will be disposed of as directed by the Finance Department. It will check and certify any sums to be placed in escrow. It will check on adjustments due to failure to meet time stipulations, violation of contractual conditions, abrogation of contract, amendment of contracts, supplements to contracts and any other changes of any nature whatsoever on contracts. All items certified for payment will be referred to the Accounting and Auditing Bureau. All discrepancies of whatever nature will be brought to the attention of the Finance Officer for his recommendation and action. It will maintain a "Black List" of contractors failing to carry out the terms of contract and of claimants submitting unjustified claims and enter upon such lists all individuals and companies as directed by the Finance Officer.

The Accounting and Auditing Bureau

will establish a comprehensive system of accounting in direct coordination with the requirements of the Finance Department. It will set up all accounts listed in the budget, maintain a running account of expenditures and balances, a proportionate expenditure chart as to units and periods. It will submit a Weekly Analysis Report and a Monthly Situation Report to the Finance Officer with appropriate commentary and recommendations. It will establish a comprehensive system of auditing in direct coordination with the Finance Department and audit every expenditure of the command before payment is authorized. It will conduct periodic inspections of all accounts of whatever nature in the command, including an audit of accounts, report of findings and appropriate recommendations. It will receive, account for, and audit all items certified and submitted for payment. It will fix responsibility for all financial discrepancies of any kind whatsoever occurring anywhere in

the organization and make appropriate recommendations according to the findings.

The Budget Bureau will make a comprehensive study of expenditures and balances of all items, of the expenditures in all units, of periodical expenditures, and it will analyze all financial requirements of all subdivisions of the command. It will particularly study and investigate economy of expenditure in all its phases. It will conduct budget investigations, budget hearings and budget adjustments, and determine the justification, necessity, adequacy, and satisfactory results of every expenditure. It will study past experience and existing conditions ~~for the~~ <sup>determine</sup> probabilities and possibilities, and in accordance with these findings prepare the annual budget, including a brief statement explaining the reason for each item requested and be prepared with comprehensive data to justify each request.

THE LEGAL OFFICER

The Legal Officer will be the advisor to the Commanding General and Staff on all questions of law and also to all other members of the organization as may be necessary. He will study all external law of the land and determine every law that in any way whatsoever affects the organization. This will include all requirements of the Crimes Act, all laws involving any enforcement, all laws covering police authority and jurisdiction <sup>and</sup> ~~of~~ laws covering arrest, court procedure, court appearances and any special requirements and jurisdictions. He will study all internal law covering the basic law of the organization and all amendments, supplements and changes thereto. He will prepare digests of both external and internal law for the advice of the Commanding General and Staff, and for the instruction of the organization. He will supervise all proceedings in the organization <sup>as to</sup> ~~for~~ determination and assurance of legality of proceedings, including discipline, contracts, and

legal aid. He will assist members of the command in investigation, preparation of cases for court, obtaining legal documents, preparing legal statements, preparing legal evidence, and in the presentation of cases before the courts. When necessary, he will assist the prosecu~~tor~~<sup>or</sup> in the prosecution of cases. He will handle all appeals. Whenever authorized, he will represent and give legal aid to members of the organization in defense against legal actions originating outside the organization. He will establish and maintain close liaison with the Department of Justice, with all courts, judges, prosecutors, and other court officers. He will study all proposed legislation in any way affecting the command and will make appropriate recommendations to the Commanding General and Chief of Staff, and will maintain close liaison with the Legal Advisor of the Majlis. He will cooperate with the Training Officer in providing legal instruction in training schools. He will receive and study all contracts, leases, agreements,

stipulations, written documents of every kind whatsoever involving any individual or agency outside of the organization and pass upon them as to legality and proper protection of the organization. He will make interpretations, prepare arguments, present cases and represent the organization before the courts. He will maintain proper records and submit Weekly Analysis Reports and Monthly Situation Reports.

To this end he will establish:

1. An Administrative Bureau
2. An External Law Bureau
3. An Internal Law Bureau
4. A Disciplinary Law Bureau
5. A Contractural Bureau
6. A Legal Aid Bureau
7. A Publications Bureau
8. A Liaison Bureau.

The Administrative Bureau will handle all correspondence, office records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, prepara-

tion and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses and other administrative details in the Legal Section.

The External Law Bureau will study all Federal and local laws for everything in any way affecting the ~~organization~~ <sup>organization</sup>. It will study all interpretations and decisions of the Department of Justice and all decisions of the courts. It will prepare bulletins and instructions designed to assist the organization in complete and comprehensive compliance with all external laws. It will watch all new legislation and determine any new requirements, duties, expectations, enforcement, restriction or other features which effect the command, make appropriate recommendations in support of or in opposition to the proposed legislation, make recommendations as to amendments, supplements and changes in new legislation and upon enactment of new legislation prepare digests of all pro-

visions affecting the organization and promulgate specific instructions to assure compliance therewith.

The Internal Law Bureau will study all internal laws of the organization. It will study all interpretations and decisions. It will prepare bulletins and instructions designed to assist the organization in complete and comprehensive compliance with all internal laws. It will watch all new legislation and determine ~~is~~ any new requirements, duties, expectations, enforcement, restriction or other features, make appropriate recommendations in support of or in opposition to the proposed legislation, make recommendations as to amendments, supplements and changes in new legislation and upon enactment of new legislation prepare digests of all provisions and promulgate specific instructions to assure compliance therewith.

The Disciplinary Law Bureau will develop and study Disciplinary Law within the organization and supervise and participate in all Court Martial procedure. As legal advisor both for the

defense and the prosecution it will assure strict legality in all matters in every case and protect both the department and the accused. In cases of appeal, it will present both sides to higher appellate jurisdiction with complete records of the initial proceeding. It will analyze all cases for improper testimony, improper evidence, subornation ~~of justice~~, outside influence, attempts to influence court decisions, influencing of court decisions, miscarriage of justice, undue leniency, undue severity and anything else which may in any way whatsoever have caused a decision contrary to <sup>the</sup> actual facts and merits of the case. It will present its findings in each instance to the Legal Officer <sup>with</sup> ~~and~~ appropriate recommendations to higher authority.

The Contractural Bureau will receive all contracts, leases, agreements, stipulations, written documents, understandings, or other obligations of any kind whatsoever between the organization and any person or agency without the organization, comprehensively study the same and recommend correction, amend-

ment, supplementation, deletion, interpretation, explanation, and approval or rejection. It will be responsible for the complete protection of the organization in all contractual relationships. It will receive all legal communications, claims, protests, complaints, orders, subpoenas and other written documents and determine authority, authenticity, competency, import, requirements, deficiencies, errors, inferences, interpretations and then determine necessary action, prepare competent answers, meet legal requirements and render appropriate advice and counsel as to subsequent action. It will represent the organization before the courts in all matters of a contractual or claim nature and competently protect the interests of the organization in every way possible. All instances of false claims, improper action, false evidence, influencing of decisions and other improper acts contrary to the best interests of the organization will be investigated and vigorously prosecuted. In all matters involving real property it will require

title searches, warranty investigations, insurance contracts and other requirements peculiar to the transfer of real property.

The Legal Aid Bureau will give legal aid to any member of the organization requiring the same in connection with any investigation being conducted. It will assist in the examination of witnesses, in obtaining statements, in obtaining documents, in obtaining legal evidence, in the preparation of cases for trial and in the presentation of cases. When necessary it will assist the prosecutor<sup>or</sup> in the prosecution of cases. It will handle all appeals, prepare arguments, and represent the organization in defense against appeals. Whenever authorized, it will represent and give legal aid to members of the organization in defense against legal actions arising outside the organization. It will provide special prosecutors and special defense attorneys as needed and supervise their activities and assist them in every way possible. It will be prepared to accompany inves-

tigators whenever necessary, to pass upon quality, conclusiveness and legality of evidence, to determine additional evidence needed, to accomplish corroboration, to develop conclusive proof and equally conclusive disproof.

The Publications Bureau will prepare, edit and publish manuals of legal instruction, bulletins, instructions, changes, and treatises on laws of arrest, rules of evidence, rules of pleading, court procedure, police practice and procedure, enforcement requirements, Federal Crimes Act, local crimes acts, departmental crimes acts, special regulations, court decisions, legal interpretations and other legal information helpful to the command and, upon publication, supervise the distribution to interested units and individuals and assure the proper use and application of the same.

The Liaison Bureau will establish and maintain close liaison with the Department of Justice, the courts, judges, prosecutors and attendants and with the Legal Advisor of the Majlis. It will develop coordination, cooperation, mutual

understanding and mutual confidence.

It will arrange, in cooperation with the Training Section, for the provision of proper legal instructors for the Training School. It will maintain close cooperation with unit commanders and assure that all possible legal aid is given throughout the organization wherever needed to the benefit of the organization.

THE MOTOR TRANSPORT OFFICER.

The Motor Transport Officer will supervise all activities throughout the organization having anything whatever to do with motor transportation. He will keep himself thoroughly informed on conditions of motor equipment, supply and maintenance. He will advise and consult with his Assistant Chief of Staff and keep him apprised of the transportation situation. As changes occur he will analyze their significance and make appropriate recommendations to his Assistant Chief of Staff. He will establish and operate a Major Repair Maintenance Shop and perform the Major Repair maintenance for the organization. He will supervise the establishment of Minor Repair maintenance shops throughout the command. He will institute Preventative Maintenance, promulgate orders and instructions for daily maintenance and supervise the performance of daily maintenance throughout the command. He will conduct Major Repair, Minor Repair, and daily maintenance inspections to assure strict compliance with mainten-

ance requirements throughout the ~~organization~~ <sup>organization</sup>.

He will make a continuous study of the situation and a specific study of climatic conditions, road conditions, adequacy of equipment, improvements in equipment, sources of supply, equipment failures, maintenance failures, unusual and exceptional requirements, new developments and all other things in any way affecting transportation. He will arrange for periodic inspections of vehicles, spot checks of ~~the~~ vehicles, periodic examinations of drivers, spot tests of drivers, checks on supervision by subordinate transport officers and by supervising officers. He will provide for all administration for his section and supervise the supply of maintenance machinery, equipment, tools, shops, and all ordinary and extraordinary expenses in connection with motor transportation throughout the ~~organization~~ <sup>organization</sup>. He will collect and consolidate all <sup>reports of</sup> expenses and prepare comprehensive statistics on <sup>and costs</sup> statistics of supply, maintenance, and operation of motor vehicles throughout the ~~organization~~ <sup>organization</sup>. He will establish a training center for

the training of mechanics, motorcycle riders, and automobile drivers. He will prepare a Weekly Analysis Report and a Monthly Situation Report and submit it to his Assistant Chief of Staff. To this end he will establish;

1. An Administrative Bureau
2. A Research Bureau
3. A Maintenance Bureau
4. An Inspection Bureau
5. A Training Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supply, requisitions, distribution, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files consolidations, analyses, and other administrative details in the Motor Transport Section.

The Research Bureau will gather and study all information on transportation and will make a specific study of cli-

matic conditions, road conditions, adequacy of equipment, improvements in equipment, sources of supply, equipment failures, maintenance failures, unusual and exceptional requirements, new developments, and all other things in any way affecting transportation.

The Research Bureau will make a thorough study of other maintenance systems, preventative maintenance, maintenance records, maintenance control, of new developments in this country and other countries, <sup>and</sup> of ingenious and improvised methods. It will collect and consolidate <sup>records of</sup> all expenses of every kind having to do with transportation and will prepare comprehensive statistics on costs of operation, comparative costs, costs of maintenance, costs of supply, spare parts, fuel and fuel mileage, motor mileage, tire mileage, and oil and oil mileage. It will study transportation failures and determine reasons for failures and make comprehensive recommendations to prevent recurrences. It will maintain competent cross indexed files of all transportation information

and appropriate requests for information will be promptly and fully answered. It will submit Weekly Analysis Reports and Monthly Situation Reports to the Transportation Officer. It will make appropriate recommendations as necessity requires. Its work must be characterized by ingenuity, activity, continuous effort, precision, persistency, technical application, practical application, energy, originality and inquisitiveness.

The Maintenance Bureau will supervise all maintenance. <sup>It will</sup> take appropriate steps to assure rigid compliance with maintenance requirements, to correct and prevent deficiencies, to anticipate and be prepared for failures. It will supervise the supply of all merchandise, machinery and equipment, the proper use of the same, and the distribution and replacement of the same. It will maintain close cooperation with the Inspection Bureau and take prompt and effective action on all conditions revealed by inspection.

The Inspection Bureau will conduct inspections of machinery, vehicles, equipment, tools, and tires as to main-

tenance, cleanliness, operating efficiency, proper use, timely replacements, depreciation and protection. It will conduct examinations of drivers and mechanics to determine their qualifications, competency, strict compliance with regulations, physical condition and appearance.

Inspections and examinations will be of two kinds: namely, Periodic and Spot checks. The Bureau will prepare detailed reports on findings on inspection, inform the unit commanders or responsible officer of the findings, and submit the complete report to the Transportation Officer with an additional copy for the Maintenance Bureau. It will submit a Weekly Analysis Report and a Monthly Situation Report to the Motor Transport Officer and make appropriate recommendations as necessity demands. Its work must be characterized by activity, continuous effort, precision, persistency, severity, integrity, scientific knowledge, attention to detail and searching inquiry.

The Training Bureau will establish

and conduct a motorcycle riders school, and an automobile drivers school and a mechanics school, paying particular attention to maintenance, repair and operation. It will conduct an examination of entrants upon arrival at the school to determine physical qualifications, previous experience, ability to accept the training and interest in motor mechanics. It will conduct an examination of graduates to determine qualification to assume competently full responsibility for his machine under all circumstances.

THE COMMUNICATIONS OFFICER

The Communications Officer will be responsible for all communications within the organization and for communications between the command and agencies outside the command. He will develop "The Communications Plan" and completely coordinate all communications agencies into the Communications Plan. He will closely study all operations, consult with unit commanders, and provide complete communications in the solution of every problem so far as possible. He will establish wire communications, radio communications, ~~and~~ improvise other communications as needed, and maintain and operate a comprehensive messenger service. He will be responsible for the maintenance and repair of all communication materiel and for the salvaging and replacement of all communication materiel. He will study continuously and comprehensively communications and communication developments throughout this country and foreign countries and, wherever possible, improve and extend communication facilities throughout the

organization. He will maintain close liaison with the Department of Posts, Telegraph, and Telephone, with existing commercial radio stations, and radio nets of the Allied forces so that all communications facilities throughout the land may be used to insure prompt and comprehensive communication within the organization. He will train communications personnel and be prepared to use trained personnel in the expansion of communications facilities whenever possible. He will consult and advise with his Assistant Chief of Staff and keep him thoroughly informed of the communications situation. He will maintain proper records and submit Weekly Analysis Reports and Monthly Situation Reports. To this end he will establish;

1. An Administrative Bureau
2. A Wire Bureau
3. A Radio Bureau
4. A Messenger Bureau
5. A Repair and Salvage Bureau
6. A Communications Training School.

The Administrative Bureau will handle all correspondence, office records,

personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses and other administrative details in the Communications Section. It will establish and supervise all necessary Message Centers, prepare Message Center procedure, publish and enforce the same. It will prepare codes and ciphers, prepare instructions and orders for their use and supervise the use of the same.

The Wire Bureau will analyze telephone and telegraph facilities within and without the organization. It will determine requirements, install additional <sup>wire</sup> facilities, maintain all <sup>wire</sup> facilities within the command, operate switchboards and assure prompt, complete, accurate and rapid transmission of messages by wire throughout the command. It will

prepare the Communications Wire Plan and coordinate the same with the Communications Radio Plan. It will coordinate with Message Center requirements. It will conduct continuous and comprehensive studies of improvements in wire communications both in this country and foreign countries and make appropriate recommendations to the Communication Officer.

The Radio Bureau will prepare the Communications Radio Plan and coordinate the same with the Wire Plan. Until such time as radio equipment is available to the command and is in effective operation throughout the command, it will maintain a close liaison with existing commercial stations and radio nets of the army and Allied forces and develop facilities and opportunities for the transmission of radio messages by other agencies as required by the best interests of the organization. It will be prepared to recommend radio installations, giving comprehensive radio communication by voice and key between all units down to and including Battalion

Headquarters. It will study air-ground communication and will work in direct cooperation with the Army in developing the Air-Ground Communication Plan, including both radio and visual communication. It will study communication between fixed stations and mobile units, be prepared to recommend necessary mobile equipment and to put trained operating personnel in the same as soon as obtained.

The Messenger Bureau will provide messenger service as needed by motorcycle, car, railroad, air and mounted messengers and will coordinate with Message Centers. It will study and coordinate inter-unit and intra-unit communications, ~~and~~ supplement other communications agencies with heliograph and flesh service, and establish relay points as needed. It will study, devise and apply improvised communication facilities to supplement other communications agencies.

The Repair and Salvage Bureau will receive all radio, wire and other communication equipment not functioning properly, repair the same and return it to ser-

vice. When impossible to repair properly any piece of equipment, all useable parts will be salvaged and put in the inventory of spare parts stock. It will establish a repair shop and testing stations. It may experiment on improvements, developments, and applications ~~of~~ *methods and equipment* ~~communications~~ and make appropriate recommendations to the Communications Officer. It will make a continuous and comprehensive study of adaptability, quality and use of existing communications materiel and make appropriate recommendations to the Communications Officer.

The Communications Training School will instruct carefully selected personnel in the operation of the telephone, telegraph, radio, heliograph and flash signals and will carry on instruction for linesmen, repairmen, message center operators, switchboard operators and messengers. It will conduct examinations and tests, determine individual qualification and certify competent men for assignment to communications activities.

THE MEDICAL AND VETERINARY OFFICER

The Medical and Veterinary Officer will supervise all health of men and animals, medical training, prevention, prophylaxis, sanitation, hospitalization and treatment of members of the command. He will supervise the activities of all medical officers and men, control their training and their utilization in training the command. He will conduct physical and medical examinations of all applicants for service in the organization and all final examinations before discharge. He will arrange for periodic examinations of men and officers and take appropriate action according to the findings. He will investigate all applications for Disability Discharge and verify extent of injuries and <sup>determine</sup> causes of death. He will cooperate with the Detective Section in performing autopsies and rendering professional advice and service. He will advise and consult with his Assistant Chief of Staff and keep him apprised<sup>a</sup> of the health and sanitation situation throughout the organization. He will

maintain adequate records and will submit to his Assistant Chief of Staff a Weekly Analysis Report and a Monthly Situation Report. To this end he will establish:

1. An Administrative Bureau
2. An Examination Bureau
3. A Hospital Bureau
4. A Prevention and Prophylaxis Bureau
5. A Sanitation Bureau
6. A Medical Troops Bureau
7. A Veterinary Bureau
8. A Dental Bureau
9. A Training Bureau

The Administrative Bureau will handle all correspondence, office records, personnel records, medical records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, reports of time lost through sickness

and injuries, applications for Disability Discharge, reports of injuries or causes of death, consolidations, analyses, and other administrative details in the Medical and Veterinary Section.

The Examination Bureau will arrange for and conduct medical examinations of all applicants for service in the organization and all recruits in training. These examinations will be eliminative. It will conduct periodic medical examinations of men and officers in the command. These will be  $\approx$  preventative examinations. It will conduct final examinations of all men separated from the service. It will conduct examinations of men applying for Disability Discharge. It will conduct examinations of all men killed in the service and all autopsies in all homicide cases. It will keep itself informed of improvements, advances, technical developments and new methods of examination both in this country and foreign countries and apply all information gained to the benefit of the organization.

The Hospital Bureau will arrange for the hospitalization of all members of the command needing the same and will supervise diagnosis, surgery, medication, therapeutic and other treatments, convalescence, sick leaves, assignments to light duty and special or conditional assignments. It will establish the necessary infirmaries and pharmaceutical facilities for the entire organization. It will continuously and comprehensively study the health situation, maintain a close liaison with outside attending physicians and surgeons, hospital authorities, patients and pharmaceutical sources of supply and will assure itself that all sickness and injury occurring to any member of the command at any time is competently, completely, and professionally taken care of. It will arrange for transportation of patients whenever such movement becomes necessary. It will submit a Weekly Analysis Report and a Monthly Situation Report to the Chief of Section.

The Prevention and Prophylaxis Bureau will completely study and determine the preventative and prophylactic

requirements of the command and make appropriate recommendations. It will obtain vaccine, serums, and viruses, it will perform all vaccinations and inoculations and maintain appropriate records. It will establish a prophylaxis station and administer prophylaxis and supervise the enforcement of prophylaxis regulations. It will cooperate with the Hospital Bureau, accomplishing necessary isolations, segregations and quarantines. It will promulgate orders, directives, instructions and information designed to have preventative and beneficial effect throughout the command and recommend the same to the Medical and Veterinary Officer. It will cooperate with the Health Department in all matters pertaining to prevention, prophylaxis and quarantine, <sup>in</sup> ~~the~~ the preparation and administration of prevention and prophylaxis programs and in the dissemination of prevention and prophylaxis education both within and without the command. It will submit a Weekly Analysis Report and a Monthly Situation Report to the Chief of Section.

The Sanitation Bureau will make

a comprehensive study of sanitary conditions and requirements throughout the command. It will prepare and recommend to its Chief of Section a sanitary code and upon adoption, conduct rigid inspections to assure compliance therewith and determine its adequacy and effectiveness. It will arrange for and make continuous inspections of kitchens, food, water, quarters, latrines, disposal, storage, disinfections, drainage, bathing facilities and <sup>presence of</sup> vermin with the purpose of determining sanitary conditions, cleanliness, possibility of contamination, possibility of pollution, conditions subversive to health and conditions of possible epidemic. It will maintain adequate records and will submit to the Chief of Section a Weekly Analysis Report and a Monthly Situation Report.

The Medical Troop Bureau will supervise activities of Medical Troops throughout the command and maintain competent records of distribution and activity. It will continuously conduct through its personnel first aid train-

ing and qualifications throughout the command. It will render initial medical attention, preventive in scope, in all cases of sickness and injury, notify without delay the proper medical authorities in such cases, arrange for the care of the patient until proper disposition is made by the competent medical authorities and, in cases where removal of the patient is required, arrange for the proper protection of his equipment and personal property. It will render first aid to individuals needing the same both within and without the command. It will maintain competent records of all activities and of the health situation within each unit. It will cooperate directly with the Hospital Bureau and the Prevention and Prophylaxis Bureau.

The Veterinary Bureau will supervise the health and condition of all animals and the activities of all Veterinaries. It will cooperate directly with the Remount Depot and examine all animals prior to purchase and certify as to their condition, adequacy and

adaptability to the service. It will supervise the care of animals, the quartering of animals, feeding of animals, shoeing and fitting of equipment. It will take proper steps to assure the prevention of the misuse or abuse of animals. It will examine supplies purchased for animal consumption and assure cleanliness, proper food value, proper distribution and proper storage protection. It will take care of all sick animals and apply proper remedial action. It will continuously inspect animals throughout the command. It will condemn animals unfit for service and negotiate the disposition of such animals by sale or destruction. It will maintain adequate records and submit to the Chief of Section a Weekly Analysis Report and a Monthly Situation Report.

The Dental Bureau will supervise all dental examinations and activities throughout the command. Examinations will be periodic with both curative and preventative purpose. It will determine the necessity for dental treatment, render dental treatment and conduct preventative dentistry. It will

cooperate directly with the Examination Bureau in conducting dental examinations as requested. It will supervise dental supplies and distribution.

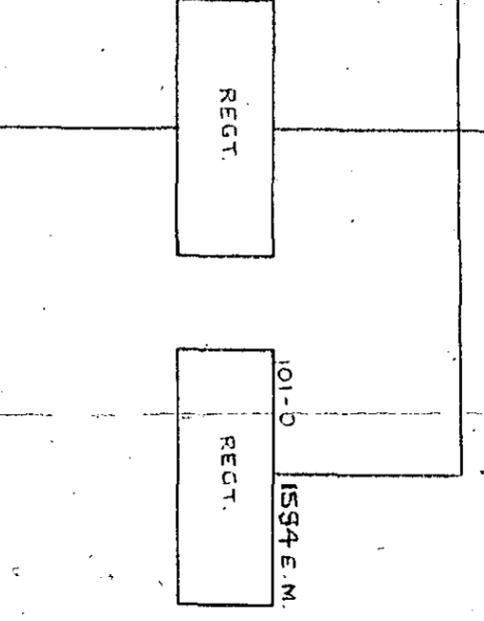
The Training Bureau will establish a training school for the basic training of medical personnel, for the training of medical non-commissioned officers, and for refresher courses. It will cooperate directly with the Medical Troops Bureau in the preparation of first aid courses for the entire command and will assist the Medical Troops Bureau in the supervision of first aid training. It will continuously and comprehensively study developments <sup>in</sup> ~~and~~ medical practice both in this country and foreign countries and from time to time publish instructions, bulletins and manuals, and arrange for their competent distribution, effective use and <sup>for</sup> strict compliance. It will coordinate its training activities with the Training Officer.



14-0. DIST. H.Q.  
 151 E.M.  
 1 COL. OR LT. COL., EX. P&O TR.  
 1 MAJOR, ADJ. PER. SUP.  
 1 MAJOR, LEGAL & C.M.  
 1 CAPT. TRIBAL REL.  
 1 CAPT. FIN.  
 1 1ST LT. AIDE.  
 1 1ST LT. DIST. MOTOR OFFICER.

3 W.O. 1ST CLERKS  
 7 W.O. 2ND CLERKS  
 1 SGT. 2ND. CLERK  
 1 SGT. 3RD. CHAUFFEUR  
 2 PVTs. 1ST. C. ORDERLY  
 2 CORP. ORDERLY  
 7 PVTs. ORDERLY  
 1 SGT. 2ND. MOTOR SHOP SUP.  
 8 PVTs. MOTOR MECHANICS  
 4 PVTs. MTCYL DRIVERS (R)  
 6 PVTs. TRUCK DRIVERS (R)  
 1 SGT. 3RD. RADIO CHIEF  
 2 PVTs. 1ST. RADIO MEN.

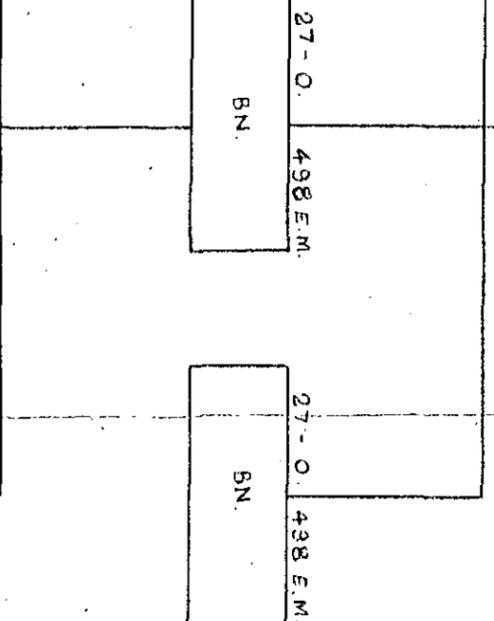
2 MTCYLS W/SC W/PM (COURIER)  
 2 1/4 T. CARS W/PM.  
 1 3/4 T. SW.  
 1 RADIO (250 MI. RAD) 5C 4-47  
 3 OB. AIRPLANES  
 1 RADIO (NO. 32 R.A.)



COL. CO.  
 LT. COL. EX. P&O TR.  
 MAJOR, AD. & PER.  
 MAJOR, SUPPLY  
 MAJOR, MED.  
 CAPT. VET.  
 CAPT. LEGAL  
 CAPT. INSP.  
 CAPT. DENT.  
 CAPT. FIN.  
 CAPT. CHAPLAIN  
 1ST. LT. ASST. ADJ.  
 1ST. LT. TRIBAL REL.  
 2ND. LT. ASST. SUP.  
 2ND. LT. COM. O.  
 3RD. LT. MOTOR OFF.

5 W.O. 1ST ASSTS & CLERKS  
 7 W.O. 2ND. CLERKS  
 2 SGTs. 1ST. ART. & CLERKS  
 3 SGTs. 2ND. CLERKS  
 2 SGTs. 3RD. CLERK & SIGNAL  
 1 CORP. ORDERLY  
 4 PVTs. 1ST. ORDERLY  
 14 PVTs. ORDERLY  
 1 SGT. 2ND. MOTOR SHOP SUP.  
 8 PVTs. MECHANICS  
 4 PVTs. MTCYL DRIVERS (R)  
 8 PVTs. TRUCK DRIVERS (R)  
 1 SGT. 3RD. RADIO CHIEF  
 2 PVTs. 1ST. RADIO

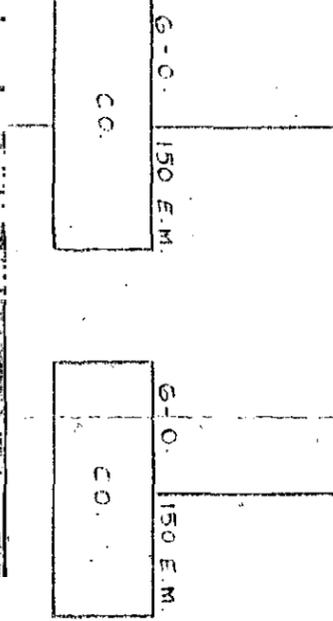
2 MTCYLS W/SC W/PM (COURIER)  
 1 1/4 T. CAR W/PM  
 1 3/4 T. SW.  
 1 3/4 T. TRUCK  
 1 2 T. TRUCK  
 1 RADIO (No 32 R.A.)  
 1240 RIFLES  
 144 AUTO RIFLES  
 29 PISTOLS



MAJOR, C.O.  
 CAPT. EX. P&O & TR.  
 1ST. LT. ADJ. & PER.  
 1ST. LT. INSP & LEGAL  
 CAPT. MED.  
 3RD. LT. COM. O.  
 1ST. LT. SUP.

3 W.O. 1ST. ASSTS.  
 2 W.O. 2ND. ASST. & CLERK  
 1 SGT. 1ST. ART.  
 2 CORP. CHAUFFEUR  
 1 PVT. 1ST. SIG. & TEL.  
 6 PVTs. ORDERLY  
 1 SGT. 3RD. CLERK  
 2 PVTs. MTCYL DRIVERS (R)  
 8 PVTs. TRUCK DRIVERS (R)  
 1 CORP. RADIO.  
 2 PVTs. 1ST. RADIO.

3 1/4 T. CARS W/PM.  
 1 3/4 T. TRUCK (EXCL RR BN)  
 400 RIFLES  
 48 AUTO RIFLES  
 8 PISTOLS  
 1 RADIO (No 32 R.A.)

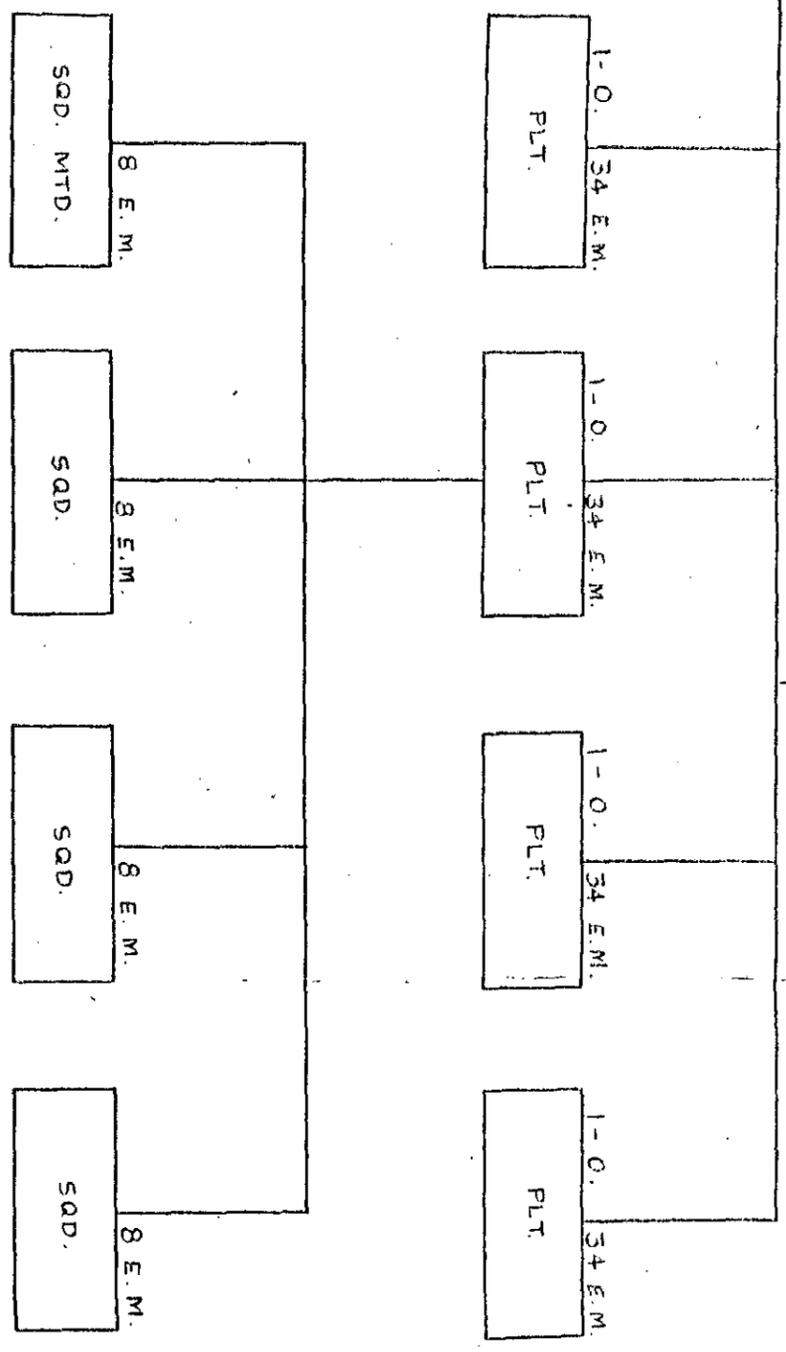


MAJOR, C.O.  
 CAPT. C.O.  
 1ST. LT. 2ND. IN COMD & ADJ.

4 W.O. 2ND ASSTS & CLERKS  
 1 SGT. 1ST. (R)  
 1 SGT. 2ND. SUP (R)  
 1 SGT. 3RD. COBBLER & SADDLER  
 1 CORP. ORDERLY

1 1/4 T. CAR W/PM (EXCL RR COS.)  
 126 RIFLES  
 16 AUTO RIFLES  
 2 PISTOLS

w/p/m



2 PVTs. ORDERLY (R)  
 1 SGT 2ND. TAILOR  
 2 PVTs. TRUCK DRIVERS (R)

1 LT.  
 (1 1ST LT. 1ST PLT.)  
 (2 2ND LTS. 2ND & 3RD PLT.)  
 (1 3RD LT. 4TH PLT.)

1 SGT. 2ND. PLT SGT. & CLERK (R)  
 1 PVT. ORDERLY (R)

30 RIFLES.  
 4 AUTO RIFLES.

1 SGT 3RD OR CORP. (2 SGTs  
 3RD & 2 CORP) SQUAD LDR (R)  
 1 PVT 1ST C. (A.R.)  
 6 PVTs. (R)

7 RIFLES  
 1 AUTO RIFLE

**IMPERIAL IRANIAN GENDARMERIE**  
**REORGANIZATION PLAN**

**DISTRICT AND REGIMENTAL TABLE OF ORGANIZATION**

PROPOSED STRENGTH DISTRICT HEADQUARTERS: 14 OFFICERS, 131 E. M.  
 26 VEHICLES - 3 RADIOS - 3 OB. AIRPLANES  
 ARMAMENT: RIFLES, PISTOLS, M. G. LIGHT ARTILLERY

PROPOSED STRENGTH OF REGIMENT: 101 OFFICERS, 1594 E. M.  
 44 VEHICLES - 4 RADIOS  
 ARMAMENT: RIFLES, PISTOLS, AUTO RIFLES

OFFICE OF THE ADVISOR  
 IMPERIAL IRANIAN GENDARMERIE  
 TEHRAN, IRAN

*Major General*  
 JAN. 1, 1943.

**REGIMENT**

**ENLISTED MEN**

**OFFICERS**  
 1 COLONEL  
 1 LT. COLONEL  
 6 MAJORS  
 23 CAPTAINS  
 33 1ST LTS  
 24 2ND LTS  
 13 3RD LTS

27 W. O. 1ST  
 59 W. O. 2ND  
 15 SGTs. 1ST  
 62 SGTs. 2ND  
 91 SGTs. 3RD  
 99 CORPS.  
 159 PVTs. 1ST  
 1082 PVTs.

**TRANSPORTATION**

1240 RIFLES  
 144 AUTO RIFLES  
 29 PISTOLS  
 ARMS FOR OFFICERS  
 NOT INCLUDED

17 MOTORCYCLES w/sc w/pm  
 1 2 T. TRUCK  
 1 3/4 T. SW  
 4 3/4 T. TRUCKS  
 21 14 T. TRUCKS w/pm

**RADIO**

4 TRANS. & REC. SETS, LOCAL.

PRESENT STRENGTH OF REGIMENTS AS SHOWN ON GENDARMERIE TABLES OF ORGANIZATION.  
 (NOT UP TO ACTUAL TOTALS IN PERSONNEL, JANUARY 1, 1943)

OPERATIONS

## OPERATIONS

Operations is the translation into action of the will of the Commander, the accomplishment of the purpose of the existence of the organization. Security is accomplished through the action of men and the use of materiel. It involves preparation for action, capability of action, engagement in action and successful completion of action.

In preparation for action it must be realized that no one branch of the service provides national security, but rather, the combination of all branches, coordinated into unity of purpose, command and activity, is essential. Station personnel, mounted patrols, traffic directors, detectives and investigators, motor patrols, maintenance and supply agencies, staffs and commanders all combine to form one complete unit pledged to national service, devoted to duty, loyal to citizen and government, and acting to support the right and defeat the wrong. Hence the first preparation must be the establishment

and maintenance of cooperation, coordination, cohesion, concerted effort, mutual understanding, confidence and liaison.

The basic doctrines are few and simple. Defeat crime, banditry, depredation, violence, and misery. Enforce law, insure safety of travel, protect life and property, support government, preserve rights, and serve friendship. Develop and maintain a capable command. Analyze and foresee problems, prepare simple and comprehensive plans, issue direct orders, assure prompt and thorough execution, and drive irresistably to successful conclusion. Maintain unity of effort, concentrate force, observe secrecy and surprise, and ACT. Inaction is worse than error in judgment. Inaction is inexcusable.

Further preparation demands the initiation of research, the anticipation of situations, the analysis of conditions and causes, the rapid recognition of and adaptation to changes, the professional estimation of the situation, and accurate planning and decisiveness.

Capability of action depends upon men and material. Men properly fed, clothed, sheltered, paid, trained, conditioned, and led have high morale, great potentiality, pride in organization and eagerness for successful accomplishment. Hence operations demands primary consideration of their welfare, health, discipline, and freedom from worry. It demands sound basic training, development of skill, establishment of qualifications, inculcation of spirit, pride and selfconfidence, building of endurance and stamina, elevating<sup>or</sup> the concepts of duty and honor and fidelity, and inspiring of initiative and self-reliance.

To realize the benefits to be derived from capable men, they must be armed, transported, directed, and supplied. Hence operations requires the procurement and distribution of arms and ammunition, as well as their skillful use; the procurement, distribution and maintenance of transportation, as well as its skillful operation; the procurement, distribution and maintenance of communications, as well as their

skillful operation; and the procurement and distribution of food, clothing and pay, and the provision of shelter.

Continuous and comprehensive attention to materiel and supplies, and their care, maintenance, replacement and use, develops capability of action.

Engagement in action demands prompt, comprehensive and thorough compliance with orders, continuous supervision, adaptability to change, overcoming of obstacles, maintenance of spirit, morale and determination, decisiveness, aggressiveness, proper employment of all capabilities available, and the will to win. It is <sup>the quality of</sup> the engagement in action that determines the success or failure of the completion of action. The sufficiency and the proficiency of all facilities are revealed during engagement in action, and the very existence of the organization is justified or discredited by the results. Therefore, engagement in action presupposes continuity, persistency, irresistibility, unswerving determination, and unrelenting drive to the complete and successful

accomplishment of the mission. Operations are the supreme test. It is not the preparation, nor the plan, nor the show, nor the story - it is results that count, and they speak for themselves. Beware of the pitfalls.

Strong measures must be taken against indiscipline, corruption, drug addiction, neglect of duty, indecision, misrepresentation, discrimination, injustice, disloyalty, and indifference. It is the quality of performance, not the number of men or quantity of material, that determines the success or failure of operations.

THE CHIEF OF OPERATIONS

The Chief of Operations is the principal assistant to the Commanding General. He translates the decisions of the Commanding General into comprehensive action, carries out orders and insures their execution in lower units. He checks progressive accomplishment, speed, accuracy and competency in the execution of orders and keeps the Commanding General informed of the status of ~~accomplishment~~ *operations* throughout the command. He makes additional decisions as may be necessary to accomplish the directive and allots detailed work to subordinate units. He insures that all activities are in accordance with orders and directed toward the successful completion of the mission. He requires prompt report of completion of missions and duly informs the Commanding General of the same. He makes a continuous study of the general situation in the country and recommends action to the Commanding General as the situation changes and as necessity requires. He contin-

uously studies the effectiveness of the operating forces and keeps himself informed of their state of training and efficiency, their coordination, their activity, their supply, their health, their morale, their distribution and their potentiality. He keeps personal contact with all units and exemplifies the highest qualities of leadership and command. He coordinates with the Chief of Staff and obtains technical and general assistance as required to assure the most comprehensive results in operations. He directly supervises the activities of the Commander of the Uniformed Forces and the Commander of the Special Services and assists and advises these officers in obtaining the complete and exhaustive accomplishment of their directives and purposes. He conducts appropriate conferences of Unit Commanders and assures complete and comprehensive mutual understanding. He assists all unit commanders in achieving comprehensive and exhaustive accomplishment of their missions and inspires in them the qualities of leadership and

command, of initiative, ingenuity, perseverance, attention to duty, integrity, courage and action. He gives sympathetic and understanding attention to subordinates and takes appropriate steps to correct any and all unsatisfactory conditions. He carries full responsibility for all operations.

THE COMMANDER OF UNIFORMED FORCES

The Commander of Uniformed Forces acts for and with the Chief of Operations and performs all of the duties of the Chief of Operations with all units of the Uniformed Force, reporting directly to him in all matters. He assists the Chief of Operations in every way possible and completely coordinates his activities with the Chief of Operations. He advises and consults with the Chief of Operations, makes recommendations as necessity requires, transmits all orders to units and verifies <sup>prompt</sup> complete and comprehensive compliance with orders. He cooperates directly with the Commander of Special Services and assures comprehensive cooperation between uniformed units and attached Special Service units. He cooperates with Chiefs of Sections and coordinates their mutual activities to the successful accomplishment of the mission. He keeps himself thoroughly and completely informed of all details of action and condition in the Uniformed Force and

transmits this information with appropriate recommendations to the Chief of Operations.

THE COMMANDER OF SPECIAL SERVICES

The Commander of Special Services acts for and with the Chief of Operations and performs all of the duties of the Chief of Operations with all units of Special Services, reporting directly to him in all matters. He assists the Chief of Operations in every way possible and completely coordinates his activities with the Chief of Operations. He advises and consults with the Chief of Operations, makes recommendations as necessity requires, transmits all orders to units and verifies <sup>prompt</sup> complete and comprehensive compliance with orders. He cooperates directly with the Commander of the Uniformed Force and assures comprehensive cooperation between Special Service units and the uniformed units to which they are attached. He cooperates with Chiefs of Sections and coordinates their mutual activities to the successful accomplishment of the mission. He keeps himself thoroughly and completely informed of all details of action and condition in the Special

Services and transmits this information with appropriate recommendations to the Chief of Operations.

THE SECRETARY OF OPERATIONS

The Secretary of Operations maintains an office for the Chief of Operations, the Commander of the Uniformed Force, and the Commander of the Special Services and handles all correspondence, follow-up files, collection of data, collection of statistics, routing of orders, information and requests. ~~and~~ He receives reports, information, recommendations and other communications for the Chief of Operations and presents the same to him. He coordinates with the Secretary of Staff in the conduct of the Headquarters Information Bureau, acts on information requests from outside sources, determines replies and makes appropriate and authorized replies to such requests through the Secretary of Staff. He provides an office of temporary record for the Chief of Operations and supervises stenographic, clerical and messenger service in the office of the Chief of Operations. He is responsible for all administrative details in the office.

THE COMMANDER OF DETECTIVE SECTION

The Commander of Detective <sup>Section</sup>~~Unit~~ will be responsible for all detective operations throughout the command. He will supervise all investigations, arrange for adequate and comprehensive court service, maintain and use to advantage case records, establish and operate a training school and continuously study and analyze the crime situation. He will supervise all activities of all detective personnel throughout the command and coordinate activities between units. He will cooperate closely with the commander of the Records Section both in obtaining information requested by the Records Section and in utilizing information accumulated by the Records Section. He will advise and consult with the Commander of Special Services. He will maintain appropriate records and submit Weekly Analysis Reports and Monthly Situation Reports. He will establish contact and maintain close liaison with the Police Department and the Prison Department

and will cooperate and coordinate with them in every way possible. He will establish a comprehensive identification system, properly coordinated with the Police Department and render service to all outside agencies of whatever nature that can benefit by such an identification service. He will establish a single print fingerprint system and render it available to every proper usage throughout the country. He will investigate all crimes and anticipate potential crimes. To this end he will establish:

1. An Administrative Bureau
2. A Property Bureau
3. An Investigation Bureau
4. A Court Service Bureau
5. An Identification Bureau
6. A Photography Bureau
7. A Crime Laboratory
8. An Undercover Bureau
9. An Alien Bureau
10. A Translation and Interpretation Bureau
11. A Homicide Bureau
12. A Robbery Bureau
13. A Case Record Bureau

14. An Information Bureau

15. A Training Bureau.

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses and other administrative details in the Detective ~~Operations~~ Section.

The Property Bureau will receive, identify and mark all property of any kind whatsoever obtained in the investigation of crime. It will maintain competent records including source, description, ownership, amount, value, reason for possession, circumstances of obtaining, by whom obtained, when obtained, where obtained, authority for disposition and final disposition. It

will store and protect all property turned over to it and produce the same when requested for further investigation, presentation in court or disposition. Upon disposition, it will obtain proper receipts and make final report of disposition. It will maintain a continuous inventory of property on hand for court purposes. It will insure the maintenance and verification of the chain of possession and upon change of possession acquire appropriate receipts and affidavits. It will, whenever ordered, arrange for the proper disposition of unclaimed property and in this procedure strictly comply with requirements of the Finance Department. It will be prepared to make any property in its possession available when and as requested together with necessary records and statements.

The Investigation Bureau will supervise the activity of all investigation personnel and other <sup>investigating</sup> personnel in the command, down to and including personnel assigned to companies, in the investigation of crimes and potential

crimes. Investigation personnel will be represented in the investigation of Every crime and will cooperate with but not supersede any member of the command conducting a criminal investigation. It will supervise the submission of initial reports on every crime investigated, the submission of secondary reports showing progress of the investigation, and final reports showing the completion of the case. It will closely follow the progress of investigations and insure competent, rapid, complete, legal and comprehensive procedure. It will check cases in progress as to statements, affidavits, evidence, legality, corroboration, completeness, fingerprints, photographs, identification of documents, employment of scientific investigation and exhaustion of all investigation possibilities. It will assure proper preparation of cases for presentation before the courts and cooperate directly with the Legal Aid Bureau of the Legal Section in providing every possible legal assistance to investigators. It will maintain close

association with the Legal Section and assist in every way possible the proper presentation of cases and the proper prosecution of cases. It will check sentences, appeals and the execution of sentences and will bring to the immediate attention of the Commander of Detective ~~Section~~ <sup>Section</sup> every miscarriage of justice. It will forward reports on completed cases, including initial reports, secondary reports, and final reports, to the Case Record Bureau with an additional copy to the Record Section. It will analyze and study all case records and determine error, omission, failure, ingenuity, commendatory action, perseverance, neglect and judgment; and on the basis of its findings, <sup>it will</sup> issue instructions, recommend recognition of merit and recommend disciplinary action. It will arrange for the employment of experts, as requested, and cooperate closely with the Identification Bureau, the Photography Bureau, the Crime Laboratory and the Information Bureau. It will study the crime situation throughout the country, the Crimes Act, special

acts, customs violations, immigration violations, tribal violations, border violations, seasonal violations and territorial violations, and in connection with this study, anticipate violations, institute appropriate investigation and make preventative recommendations. It will cooperate closely with the Undercover Bureau, the Alien Bureau, the Homicide Bureau, and the Robbery Bureau and will exchange with each competent information.

The Court Service Bureau will keep in constant contact with all courts, determine court requirements, and accomplish their completion. It will receive all processes to be served, supervise the serving of processes and accomplish compliance. It will maintain close contact with judges, prosecutors and court officers, obtain notices for appearances of members of the command and accomplish the appearances. It will receive subpoenas for all witnesses, notify witnesses and ensure the presence of witnesses in court. It will coordinate all assignments of members of the

command to court service and accomplish the completion of the required service.

The Identification Bureau will establish a competent multiple fingerprint system and a single fingerprint system, effect the classification of finger prints and the filing of finger prints. In addition, it will establish a non-criminal finger print file and the taking of finger prints of non-criminals. It will coordinate and cooperate with the Police Department Identification System and arrange for mutually coordinated action. It will cooperate with the immigration department and all other departments requiring any fingerprint identifications whatsoever including single finger prints as signatures. It will maintain close cooperation with the Prison Department, make its facilities available to that Department and, if possible, obtain, classify and file all prints of all prisoners. It will cooperate directly with the Photography Bureau in obtaining photographs of latent prints and thereafter

use to the utmost advantage the information so obtained. It will promote universal fingerprinting and assist in the taking of fingerprints of new born children, school children, bonded employees, bank employees, public service employees and voluntary private citizens. It will be prepared to give lectures on the subject of identification and to give instructions to members of the command and outside agencies in identification methods and science.

The Photography Bureau will prepare itself and maintain itself in condition to take all photographs of whatever nature assisting in the solution of crime. It will be prepared to develop, print and enlarge photographs, to take micrographs, to photograph latent prints, to photograph scenes of crime, to photograph evidence, to photograph laboratory findings, to make ballistics photographs, and to make comprehensive and conclusive comparisons of photographs. It will maintain at all times the chain of possession of films and be prepared to testify accordingly.

The Crime Laboratory will conduct all chemical analyses and identifications, all ballistic analyses and comparisons, all bullet identifications and comparisons, all handwriting analyses and comparisons, all physical analyses and comparisons, all spectrographic analyses and comparisons, all metallurgical analyses and comparisons, and to this end, <sup>it</sup> will make a scientific application of all chemicals, rays, microscopy, spectrography, and photography, the latter in direct cooperation with the Photography Bureau. As required, it will conduct research and submit findings in industry, manufacture, agriculture, geology, castings, physics and electricity. It will place itself in a position to identify and compare products, textiles, dust, blood, hair, skin, combustibles, metals, soils, rubbers, leathers, poisons, gases and other substances important in the solution of crime. It will be prepared to apply all the practice of toxicology and to draw correct inferences from proved physical circumstances. It will render

comprehensive and exhaustive cooperation to the Investigation Bureau.

The Undercover Bureau will work directly with the Investigation Bureau and conduct all investigations in which the fact of investigation must be concealed. While the first function of this bureau is informative, the use of the information may in large measure be preventative. Therefore, speed, accuracy, authenticity of information and secrecy of operation assume major importance. The objects of investigation may cover treason, disloyalty, espionage, subversive activities, corruption, Fifth Column activities, potential crime, and plot and intrigue; and ~~it~~ may involve secret meetings, family connections, political connections, friendship connections, associations, changes in financial status, espionage, power influences, propaganda, extraterritorial communication, cryptography, organized activities, smuggling, drug addiction, labor exploitation, commodity corners, tribal influences, influences on tribes, ordered secret

societies, secret organizations, entertaining, gifts and presents, special privileges, public office, grants and monetary payments. Regardless of obstacles, it must obtain relevant information and employ the necessary means to obtain the same without revealing in any way whatsoever the fact of investigation. It will prepare in great detail comprehensive reports, submit one copy to the Record Section, and maintain adequate files, properly cross indexed. It must at all times protect the identity of its investigating personnel, employ the proper means of verification, maintain absolute secrecy and display initiative, ingenuity, courage, resource, originality, loyalty, thoroughness, and integrity.

The Alien Bureau will maintain close cooperation and coordination with the Undercover Bureau and engage in mutual free exchange of all information concerning aliens. It will maintain a continuous record of all aliens including name, country, address, occupation, activities, movements, assistance, connections, communications, financial

standing, power, sphere of influence, social activities, political activities, industrial activities, excesses, bribery, pressure politics, pressure influences, moral turpitude, statements, activities beneficial to Iran, activities harmful to Iran, subversive activities, Fifth Column Activities, sabotage, espionage, organizational activities, propaganda activities, obstructionist activities, and any other acts in any way varying from normal procedure. It will investigate and study any changes of activities, increase of social, political or industrial activities, formation of societies or units, receipt of large sums of money, expenditure of large sums of money, excessive entertaining, excessive attention to individuals, unusual displays of strength, power, prestige, friendliness, enmity, industrial activity, and the reasons and purposes underlying the same. It will keep itself informed about all aliens, of their movements, destinations, individuals contacted, activities engaged in, associates, monetary transactions

and other significant details of their activity. The entire activity of this bureau must be characterized by absolute secrecy and display of initiative, ingenuity, courage, resource, originality, loyalty, thoroughness and integrity.

The Homicide Bureau will cooperate with every member of the command engaged in the investigation of a homicide. It will cooperate directly with the Investigation Bureau, the Identification Bureau, the Photography Bureau, the Crime Laboratory, the Property Bureau and the Courts Service Bureau and coordinate all activities so as to insure the successful solution of the crime and prosecution of the case. It will receive, review and study initial reports and all secondary reports. Develop errors, omissions and failures, correct the same and assure the complete, accurate and competent investigation of the case, the comprehensive use of science in the development of evidence and the proper preparation of the case for presentation before the courts. It will engage the cooperation of the Legal Aid Bureau and cooperate directly with the Prosecuting

Attorney and court officials in the prosecution of cases. It will carry full responsibility for the solution of all homicide cases and the apprehension of the perpetrators and the presentation of competent cases before the courts.

The Robbery Bureau will cooperate with every member of the command engaged in the investigation of robberies. It will cooperate directly with the Investigation Bureau, the Identification Bureau, the Photography Bureau, the Crime Laboratory, the Property Bureau and the Court Service Bureau, and coordinate all activities so as to insure the successful solution of the crime and the competent prosecution of the case. It will receive, review, and study initial reports and all secondary reports, develop errors, omissions and failures, correct the same and assure the complete, accurate, and competent investigation of the case, the comprehensive use of science in the development of evidence and the proper preparation of the case for presentation before the

courts. It will engage the cooperation of the Legal Aid Bureau and cooperate directly with the prosecuting attorney and court officials in the prosecution of cases. It will carry the responsibility for the solution of all robberies and the apprehension of robbers and the presentation of competent cases before the courts. It will study case histories and determine characteristics and methods of operation of robbers and bandits and draw conclusions as to probable future operations of robbers and bandits, and make appropriate recommendations to the Commander of Detective Operations. It will make a comprehensive study of migrations, routes of migrations, previous experience and, based on this study, it will anticipate possibilities of future robberies and depredations and make appropriate recommendations to the Commander of Detective Operations. In this activity it will cooperate closely with the Tribal Relations Section. It will study economic conditions, agricultural conditions, labor conditions

and climatic conditions with a view to anticipating robbery and depredation and make appropriate recommendations to the Commander of Detective Section. It will study border conditions, inter-tribal relations and village and tribe relationships. It will discover rendezvous, caches, retreats, headquarters, directions of activity, temptations, disposal markets, informants and agents of robbers and bandits and make appropriate recommendations to the Commander of the Detective Section.

The Case Records Bureau will receive all case records and make a comprehensive study of each. It will discover errors, omissions, failures, examples of ingenuity, originality, courage, perseverance, and other exceptional and commendable work. Based on its findings, it will prepare instructional comments, advice, new information and commendations and make appropriate recommendations to the Commander of Detective Section. It will draw parallels and conclusions and make comparisons and predictions. It will maintain an adequate file, properly

cross indexed, of all case records. It will maintain a file of all individuals named in all cases including the accused, suspects, witnesses, investigators, outside investigators, judges, juries, informers, and experts, with a brief notation of the part taken by each in the case. From this file competent conclusions will be drawn and appropriate recommendations made to the Commander of Detective Section.

The Information Bureau will gather all information developed in the Detective Section and transmit the same to the Records Section. It will maintain its own files of all information gathered, properly cross indexed, make informative excerpts for any interested members of the Detective Section and submit proposed memoranda, instructions and bulletins to the Commander of the Detective Section. Important information will be brought immediately to the attention of the Commander. It will maintain close cooperation with the Training School Bureau and make available all information of instructional

value. It will continuously conduct criminal research, paying particular attention to the application of science to the solution of crime and the use of modern methods in the investigation of crime, both in this country and in foreign countries, and disseminate beneficial information to all interested individuals.

The Translation and Interpretation Bureau will work in direct cooperation with the Translators and Interpreters Bureau of the Administrative Section and will accomplish the translation of all foreign documents as needed and provide competent interpreters to investigators as needed. It will prepare reports in multiple in whatever languages required and cooperate directly with the Undercover Bureau and the Alien Bureau. It will insure the loyalty, integrity and secrecy of all interpreters used and protect the secrecy of all translations prepared.

The Training Bureau will establish and conduct, in close cooperation with the Training Officer, a Detective School and an Identification School and will develop trained investigators, finger-

print operators, photographers, undercover investigators, alien investigators, homicide investigators and robbery investigators. All students will be thoroughly trained in all qualities and skills required of investigators, in applicable law, and in required reports and administrative procedure.

It will examine applicants for service in the Detective Section and certify for admission to the training school only such individuals as are competent.

It will prepare examinations and periodic reviews and take such other steps as are necessary to assure the continued competence of investigators.

It will cooperate closely with the Information Bureau and continuously instruct in improved and modern methods.

THE COMMANDER OF TRAFFIC SECTION

The Commander of the Traffic Section will be responsible for traffic control throughout the command. He will make a continuous and comprehensive study of the traffic problem throughout the country, keeping himself thoroughly informed as to routes of traffic, flow of traffic, points of congestion, points of danger, convergence of routes, crossing of routes, road conditions, construction areas and volumes. He will maintain a current accident chart. He will make a detailed study of prevention and in accordance with his findings carry on continuous activities in the interest of prevention and safety. He will keep himself informed of troop movements, produce movements, migrations, convoys and all other movements of large numbers of vehicles and provide appropriate escorts and safety measures. He will establish fixed posts and motor patrols for regular service and provide additional posts and patrols in special cases as needed. He will prepare plans for

all ordinary and anticipated traffic situations and for all special and extraordinary situations and will issue detailed instructions to all personnel engaged. He will conduct regular inspections and spot checks of ~~all~~ vehicles traversing the highways and work in direct cooperation with other Federal agencies for items to be checked. He will conduct a Training School and will develop trained traffic directors and traffic patrol men. He will advise and consult with the Commander of Special Services. He will maintain appropriate records and submit Weekly Analysis Reports and Monthly Situation Reports. He will establish close contact and maintain close liaison with the Police Department and cooperate and coordinate with it in every way possible. To this end he will establish:

1. An Administrative Bureau
2. A Dismounted Service
3. A Motorized Service
4. A Maintenance Repair Service
5. A Convoy and Escort Service
6. A Courier Service
7. An Inspection Service

8. A Research Bureau
9. An Accident Bureau
10. A Prevention Bureau
11. A Training Bureau

The Administrative Bureau will handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files consolidations, analyses and other administrative details in the Traffic Section.

The Dismounted Service will, in cooperation with Unit Commanders, determine the proper location for dismounted posts and establish fixed dismounted posts where needed. It will prepare general orders for the conduct of a fixed traffic post and specific orders for each post. It will arrange a plan for posting and relief of men on fixed

posts and arrange for and conduct necessary inspections of men on posts. It will require competent reports and make comprehensive consolidations thereof.

The Motorized Service will, in cooperation with Unit Commanders, determine the proper locations for motor patrols and establish them where needed. It will prepare general orders for the conduct of motor patrols and specific orders for each patrol. It will arrange a plan for the posting and relief of men on motor patrols and will arrange for and conduct necessary inspections of men assigned to motor patrols. It will require competent reports and make comprehensive consolidations. It will make continuous inspections of daily maintenance and assure the proper care and use of motor vehicles.

The Maintenance Repair Service, in direct ~~and~~ cooperation with the Motor Transport Officer and under his supervision, will establish and operate minor repair maintenance shops and be

prepared in addition to send out maintenance patrols for the service of vehicles disabled on the road. It will arrange and conduct daily maintenance inspections and periodic vehicular inspections. It will arrange ~~for~~ and control fuel and lubrication supply. It will arrange and control tire maintenance, inspection and replacement.

The Convoy and Escort Service

will provide escorts for all movements of large numbers of vehicles, including the guide patrols, crossing guards, advance guards, column riders and pickup service. It will provide escorts for individuals and small official parties. For each escort it will make a route reconnaissance, prepare a plan of escort, and issue specific and detailed orders to every member of the escort. It will make a careful inspection of all men and vehicles before going on escort duty and assure proper appearance of both, proper functioning of the vehicles and proper instruction of the men. It will require complete and detailed reports on all service

rendered and prepare appropriate consolidations.

The Courier Service will, in direct cooperation with the Communications Section, provide motorized couriers for headquarters down to and including regiments. It will supervise the proper dispatching of couriers and vehicles. It will prepare specific orders for couriers, conduct inspections of couriers before going on duty as to appearance of men and vehicles, functioning of vehicles and instruction of the men. It will require detailed reports and make appropriate consolidations.

The Inspection Service will conduct regular inspections and spot checks of vehicles traversing the highways. It will work in direct cooperation with other Federal agencies for items to be checked. It will establish control points and provide the personnel to operate them. It will inspect vehicles for mechanical fitness including brakes and lights, licenses, stolen cars, stolen or unauthorized tires, identi-

fication cards, passes, visas, criminals, contraband drugs, violators of road laws, food laws, health laws, quarantine laws, firearms laws, Army regulations. It will require detailed reports and prepare appropriate consolidations. It will prepare separate reports of findings and action taken for each agency with whom cooperative work is done.

The Research Bureau will make a continuous and comprehensive study of the traffic problem throughout the country, paying particular attention to routes of traffic, flow of traffic, points of congestion, points of danger, convergence of routes, crossing of routes, grade crossings, road conditions, construction areas, volume of traffic, troop movements, produce movements, migrations, convoys and anticipated emergency situations. It will keep the Commander of the Traffic Section thoroughly informed as to the situation and make appropriate recommendations. It will study improvements in traffic control both in this country and in other countries and make appropriate recommenda-

tions. It will study all legislation existing and proposed concerning traffic and in direct cooperation with the Legal Section make appropriate recommendations.

The Accident Bureau will maintain complete records of all accidents, including place of occurrence, circumstances of the accident, persons involved, addresses, licenses, cause of accident, responsibility for accident, injuries, deaths, property damage, first aid rendered, and action taken. In cases of court action, the report will show person convicted, penalty, restitution required and the court trying the case. It will maintain a current accident chart and situation map showing location of accidents, nature of accidents and prevalence of accidents.

The Prevention Bureau will make a detailed study of prevention and carry on continuous activities in the interest of prevention and safety. It will prepare a plan for the placing of road markers, warning signs and direction signs. It will assure proper

marking of detours. It will assure the proper marking, both day and night, of obstacles. It will assure the movement of disabled vehicles to the side of the highway and off the highway. It will make surveys as needed, prepare bulletins, warnings, posters, and educational matter and accomplish their proper distribution, both within and without the command. It will conduct campaigns of safety education designed to foster safety consciousness and cooperation with safety law<sup>enforcement</sup>. It will be prepared to provide lectures in cooperation with the Public Relations Bureau.

The Training Bureau will conduct a training school and will develop trained traffic directors and traffic patrol men. All students will be thoroughly trained in all the qualifications and skills required of traffic directors, <sup>and traffic patrol men</sup> in applicable law, and in required reports and administrative procedure. It will examine applicants for service in the traffic section and certify for admission to the training school only such individuals as are competent. It will prepare examina-

tions and periodic reviews and take such other steps as are necessary to assure the continued competence of traffic directors <sup>and traffic patrol men</sup>. It will cooperate closely with the Research Bureau and continuously instruct in ~~the~~ improved and modern methods. It will issue instructional bulletins and memoranda and accomplish their proper distribution.

THE COMMANDER OF RECORDS SECTION

The Commander of the Records Section will be responsible for the collection, evaluation, confirmation and interpretation of all information of all kinds throughout the organization. He must maintain the closest liaison with all Unit Commanders, Section Commanders and higher commanders, with the dual purpose of establishing cooperation and coordination in the collection of information and of making available to them needed information. He will advise and consult with the Commanding General, the Chief of Operations and ~~with~~ the Chief of Staff and keep them consistently informed of the existing situation, of any changes as they occur and of all anticipated situations. He must obtain all information of whatever nature requested and be prepared to support the authenticity of the information submitted. He will establish a system for receiving requests for information, obtaining the information, and making authorized dissemination thereof. He

may use all agencies in the organization to accomplish his mission. We will maintain proper records, adequately cross indexed, <sup>and</sup> will see that all files are protected in absolute secrecy. We will submit Weekly Analysis Reports and Monthly Situation Reports. He will establish and maintain close contact with the Police Department, the Army, Federal and local governmental agencies and with prominent citizens. To this end he will establish:

1. An Administrative Bureau
2. An Industrial Bureau
3. A Research Bureau
4. A Utilities Bureau
5. An Armed Forces Bureau
6. A Border Affairs Bureau
7. A Tribal Affairs Bureau
8. A Crimes Bureau
9. A Health Bureau
10. A Labor Bureau
11. A Personnel Bureau
12. An Alien Bureau
13. A Governmental Bureau
14. An Information Request Bureau.

The Administrative Bureau will

handle all correspondence, office records, personnel records, assignments, transfers, recommendations for promotion, preparation of charges, disciplinary action and records, changes in status, supplies, requisitions, distributions, preparation and printing of blank forms, orders, bulletins, instructions, manuals, finances, pay cards, special reports, travel orders, special orders, files, consolidations, analyses and other administrative details in the Records Section.

The Industrial Bureau will gather, file and cross index all information on all industries, including type, facilities, number of employees, type of employees, raw materials, finished products, actual production, limits of production, demand, trends, influences, favorable and unfavorable aspects, location, financial standing, ownership, technicians and experts employed, both native and foreign, labor conditions, markets distribution of products, taxation, government control, transportation, investment, imports, exports, seasonal

influences, and any other pertinent data.

The Resources Bureau will gather, file, and cross index all information on natural resources including agriculture, mining, fisheries, forests, and oil. It will determine areas involved, products, volumes, distribution, demand, labor, ownership, favorable and unfavorable aspects, transportation, exports, governmental and other influences, investments, financial standing, storage, franchises, monopolies, grants, state of development, possible improvements, markets, by-products and all other pertinent data.

The Utilities Bureau will gather, file, and cross index all information on all utilities including railroads, roads, power, communications, transportation facilities, press, radio, water, air transportation, electricity, harbors, rates, availabilities, potentialities, requirements, finances, investments, ownership, distribution, volume, ~~and~~ quality, and all other pertinent data.

The Armed Forces Bureau will gather,

file, and cross index all information on national and foreign armed forces including identification, location, strength, armament, motor equipment, communications, supplies, supply lines, characteristics, morale, disposition, activities, movements, efficiency, composition, commanders, fraternization, propoganda, local standing, discipline, and <sup>all</sup> other pertinent data.

The Border Affairs Bureau will

gather, file, and cross index all information on border affairs including patrol on both sides of the border, location, numbers, efficiency, areas covered, customs operations, immigration operations, border violations, raids, smuggling, communications, proximity of armed forces, coastline violations, naval locations, naval equipment, commanders, capabilities, and <sup>all</sup> other pertinent data.

The Tribal Affairs Bureau will

gather, file, and cross index all information on all tribes, including location, name, sub-tribes, leaders, families strength, arms, industry, migrations,

relationship to neighbors, history, tradition, customs, habits, connections, desires, problems, complaints, foreign influences, depredations, exploitation, taxation, loyalty, transportation, directions of activity, rendezvous, caches, retreats, hideouts, markets, supply bases, water, pastures<sup>all</sup> and other pertinent data.

The Crimes Bureau will gather, file, and cross index all information on crimes including case records, criminals, natures of crimes, prevalence, affecting influences, affecting conditions, court decisions, execution of sentences, prison sentences, prosecution, persecution, miscarriage of justice, injustice, bought decisions, subrecovery, malpractice, malfeasance, traffic accidents, road conditions, seasonal conditions, patrol areas, inspection areas and <sup>all</sup> other pertinent information.

The Health Bureau will gather, file and cross index all information on health, including epidemics, prevalence of disease, danger areas, starvation, quarantine, prevention, blights, location of hospitals, infirmaries,

bases of medical supplies, doctors, pharmacists, nurses, training bases, and effectiveness of surgery, medicine, prevention, prophylaxis, quarantine, epidemic control and <sup>all</sup> other pertinent data.

The Labor Bureau will gather, file, and cross index all information on labor, technical, skilled, unskilled, male, female, juvenile, location, wage scales, area demands, seasonal demands, migration, education, training, organization, exploitation, hours and conditions of work, sanitation, health, wage deductions, employment bureaus, payment for jobs, payment in food, payment in produce, and <sup>all</sup> other pertinent data.

The Personnel Bureau will gather file, and cross index all information on all persons of prominence and in official positions, including officers, prominent and other officials, potential officials, large contractors, industrialists, bankers, educators, publishers, doctors and leaders. It will record names, family names, addresses, property holdings, families, associates, financial status, society memberships,

habits, character, reputation, former activities, present activities, connections, business interests, sudden acquisition of means, unusual activities, unusual associates, unusual movements, integrity, dependability, education, temperament, morality, past history and other pertinent data. It will maintain a list of doctors, judges, lawyers, engineers, technicians, specialists, college graduates, foreign college graduates, foreign travellers, bankers, educators, and politicians. It will maintain current lists of members in all societies, clubs and associations. It will maintain a blacklist of known dishonest, unscrupulous, disloyal, vicious, and criminal characters.

The Alien Bureau will gather, file, and cross index all information on aliens, including identity, nationality, local connections, occupations, activities, movements, communications, financial activity, propaganda, organizational activity, pressure tactics, sphere of influence, plots and intrigues, distribution of money, exploitation,

espionage, obstructionism, subversive activities, sabotage, political influences, social activities, moral turpitude, arrival and departure, industrial activities, excesses, bribery, activities beneficial to Iran, activities harmful to Iran, statements, attitudes, policies, changes of activities, receipt of large sums of money, expenditure of large sums of money, excessive entertaining, excessive attention to individuals, unusual displays of power, prestige, friendliness, industrial activity, and other pertinent data.

The Governmental Bureau will gather, file, and cross index all information on members of all departments of national and local government, including names and addresses of officers, political connections, family connections, outside influences, changes in financial status, changes in attitude, loyalty, integrity, statements, reputation, history, competency and attention to duty. This will include members of this organization.

The Information Request Bureau

will establish procedure to receive all requests for information from within or without the section, obtain proper authority for disseminating the information, obtain the information, obtain acknowledgment of receipt of information and keep a proper and complete record of all information requests and of action taken. It will prepare a weekly consolidation of all sources of requests nature of requests and action taken. It will properly protect the secrecy of all records and assure itself that only authorized persons receive authorized information.

THE MOTOR PATROL OFFICER

The Motor Patrol Officer will organize and train motor patrols for use throughout the command. Motor patrols will follow the published organization plan. The Motor Patrol Officer is responsible for the promulgation of detailed instructions for each member of every motor patrol. He is responsible for supervision of maintenance of all motor vehicles used in all motor patrols and will follow up Major Repair Maintenance, assure performance of Minor Repair Maintenance at District and at Motor Patrol Headquarters, and accomplish daily maintenance at all times on each vehicle. He will conduct maintenance inspections, periodic inspections and institute preventative maintenance, all in direct cooperation with the Motor Transport Officer. He will establish a training center which will afford specific training in motorcycle riding, driving, mechanics, marksmanship, tactics, maneuver, marches, encampments and maintenance. To this end he will pro-

gressively form eleven motor patrols, maintain close liaison with district commanders, supervise motor patrol activities, and prepare appropriate plans for the use of motor patrols wherever necessary. He will carry on a continuous and comprehensive study of motor patrols both in this country and in foreign countries and work for the continuous improvement of motor patrol operation. He will maintain appropriate records and submit Weekly Analysis Reports and Monthly Situation Reports. After exhaustive and competent study of current operations, he will recommend to the Commander of the Uniformed Forces the <sup>improved</sup> ~~proper~~ use of motor patrols. He will act as advisor to District Commanders and, upon further assignment, to Unit Commanders in the proper use of motor patrols and will check upon the accomplishment, effectiveness and completion of the mission by every patrol in every operation. He will receive, review, and study all reports from motor patrol commanders on motor patrol operations, make appropriate

corrections, recommend merit awards, conduct necessary instruction, and undertake such necessary improvement as may be evident. He will cooperate closely with the Army and the Allied forces to the greater benefit, accomplishment, and better use of his motor patrols.

THE MOUNTED FORCE COMMANDER

The Mounted Force Commander will supervise the condition and action of all mounted men and animals in the command. He will accomplish the procurement and distribution of appropriate animals, both horses and camels, throughout the command, the procurement, distribution and fitting of animal equipment and the proper adjustment of the same. He will supervise the care and health of all animals and cooperate directly with the Veterinary Bureau. He will arrange and conduct inspections of animals, equipment, fodder, and stables and make appropriate recommendations in accordance with his findings. He will continuously study the use of mounted troops and make appropriate recommendations according to his findings. He will establish a Remount Depot for the accumulation, breeding, care and convalescence, and replacement of animals, and establish appropriate training and preparation of animals for operational duties. He will advise

and consult with the Commander of the Uniformed Force and keep him fully informed at all times of the status of the animals, their care and use. He will submit Weekly Analysis Reports and Monthly Situation Reports.

THE AIR FORCE COMMANDER

The Air Force Commander is directly responsible for all air activities throughout the command. He will provide a courier and command flight, a training flight and eight district flights. He will supervise all activities of all flyers and coordinate flight activities with operations. He will supervise aerial reconnaissance, photographs, patrols, transportation, command missions, messenger service, training, maintenance, operation, supply, inspection and administration. He will advise and consult with the Commander of the Uniformed Force and the Chief of Operations and make appropriate reports and recommendations.

THE RAILROAD COMMANDER

The Railroad Commander is directly responsible for security along the railroad. He will supervise distribution, utilization, supply, inspection, communications, functions, and health of all railroad personnel of the command. He will maintain close liaison with the commander of the Railroad Police, the Director General of Railroads and the Department of Roads and Railways and ~~the~~ coordinate the activities of his units to the successful completion of the mission. He will maintain close liaison with commanders of units stationed near the railway right of way and be prepared to enjoin their support whenever necessity requires. He will continuously study conditions along the railroad, including operational methods, flow of traffic, schedules, possibility of sabotage, danger points, possibility of raids and depredations. He will advise and consult with the Commander of the Uniformed Force and the Chief of Operations.

He will make appropriate plans and  
recommendations and take comprehensive  
action.

THE DISTRICT COMMANDER

The District Commander is responsible for all operations within his district.

He translates the decisions of the higher command into comprehensive action, carries out orders, and insures their execution in lower units. He checks progressive accomplishment, speed, accuracy, and competency in the execution of orders and coordinates the activities of subordinate units into successful accomplishment of the mission.

He requires prompt reports upon completion of missions and duly informs higher authority of the same. He makes a continuous study of the general situation in his district, recommends action to higher authority, prepares plans and orders action as necessity requires.

He continuously studies the effectiveness of his subordinate units and keeps himself thoroughly informed of their state of training and efficiency, their coordination and supply, their health, their morale, their distribution and their potentialities. He maintains

personal contact with all units and exemplifies the highest qualities of leadership and command. He coordinates with staff sections and obtains technical and general assistance as required to assure the most comprehensive results. He directly supervises the activities of Regimental Commanders and assists and advises them in obtaining complete and exhaustive accomplishment of their directives and missions. He conducts appropriate conferences of unit commanders and assures absolute and comprehensive mutual understanding. He fosters leadership, command, initiative, ingenuity, aggressiveness, perseverance, attention to duty, integrity, courage, and successful action. He gives sympathetic and understanding attention to subordinates and takes appropriate steps to correct any and all unsatisfactory conditions. He coordinates activities of attached units, cooperates with staff sections in obtaining information and compliance, coordinates staff functions and operations, arranges and makes inspections, makes corrections,

gives counsel, and advice, takes disciplinary action, recommends commendation, supervises activities, checks on maintenance of vehicles and care of animals, supervises training, assures uniformity of administration, verifies supply, maintenance <sup>and</sup> communications and ~~maintains~~ <sup>promotes</sup> the morale of all troops within his district. He has the triple function of supporting the staff, supervising special services and operating the Uniformed Force. He carries full responsibility for all accomplishments and deficiencies within his district.

THE REGIMENTAL COMMANDER

The Regimental Commander is responsible for everything of whatsoever nature within his regiment. He must take decisive action in the interests of comprehensive success. He must inspire confidence in his subordinates by his decisive action, by his skill, by his aggressive characteristics, by his control, by his acceptance of responsibility, by his timely and proper decisions, by his supervision, by his professional knowledge, by his thorough understanding, by his consideration, by his attention to duty, by his administration, by his morale, by his initiative, by his ingenuity, by encouraging freedom of action, self reliance and initiative on the part of his subordinates, by his proper exercise of authority, by his just discipline, and by his readiness to assist, support, advise, counsel, protect, encourage, and inspire his subordinates. All operations, all conditions and all individuals within his command are his personal interest and responsibility.

and whatever it takes to serve them, accomplish their success, coordinate their achievement and solve their problem he must seek to do and do. He must at all times display the highest qualities of leadership and command, overcome any and all obstacles, gain material advantage for his unit, maintain and build morale, accomplish supremacy, establish cooperation and coordination, exercise guidance and supervision, obtain meticulous compliance with orders, inspire courage, initiative and attention to duty, and coordinate throughout with higher authority in carrying out the policy of the command. When other units are attached, they become a part of the Regimental Commander's command and are subject to his decisions, orders and attention in the same manner as other units under his control. He carries full responsibility for the action of every unit and every individual under his command and he must so train, instruct, and command each individual and unit as to assure himself that the utmost will be accomplished in the successful completion of the

mission. No detail is too small, no problem is too great for the personal attention of the Regimental Commander. He must keep himself thoroughly informed at all times of all conditions of his men, his supply, his operations, his situation, his coordination with adjacent units, his facilities, the terrain, external influences, his public relations and his potentialities. He must exercise all effort, expend all energy and apply all knowledge to unqualified success in the completion of his mission and the attainment of his objective. He must make reconnaissances, prepare plans, make inspections, establish personal contacts, consult and utilize his staff, fix responsibility, check on compliance, make searching inquiries, maintain competent liaison, gain esteem, guidance and loyalty, disseminate information, make competent decisions and insure comprehensive action at all times and in the best interests of his command and the completion of his mission. No office in the command entails more responsibility, closer association with men and offi-

cers, greater opportunities, more applied effort, professional knowledge and experience, more disastrous effects of error and greater credit for accomplishment. Hence, the greatest test of supremacy and the greatest opportunity ~~of~~ <sup>for</sup> failure combine to establish career achievement.

THE BATTALION COMMANDER

The Battalion Commander is directly responsible to the Regimental Commander and at all times carries out his decisions, orders and policies, and insures their execution in the units within his command. He checks progressive accomplishment, speed, accuracy and competency in the execution of orders and keeps the Regimental Commander informed at all times of the status of the efficiency of his Battalion its ~~state~~ of health, morale and progress. He requires prompt reports of completion of missions and duly informs the Regimental Commander of same. He keeps himself thoroughly and completely informed of all details of actions and of conditions within his Battalion and transmits this information with appropriate recommendations to the Regimental Commander. He will maintain contacts with the company and unit commanders of his Battalion and continuously study the effectiveness of the officers and men as well as the operation of the posts and stations within his Battalion

particularly  
area, as to their training, supply,  
health, morale, and cooperation with  
other government agencies. He will  
supervise the activities of the Detec-  
tive and Traffic Squads in his Battalion  
and will insure the effective opera-  
tion of these important units. He  
will directly supervise the activities  
of the Company Commanders in his  
Battalion and assist and advise them  
in obtaining complete and exhaustive  
accomplishment of their directives and  
missions. He <sup>will</sup> give sympathetic and  
understanding attention to subordinates  
and take appropriate steps to correct  
any and all unsatisfactory conditions.  
He will conduct appropriate conferences  
of company and unit commanders and  
assure complete and comprehensive  
mutual understanding within his command  
for the effective employment of his  
Battalion in every phase of its opera-  
tions and activities. He will ensure  
proper medical care and sanitation  
at all times and, through his medical  
Officer, will arrange for proper in-  
spections and examinations of all men  
in his command, for effective medical

treatment, hospitalization and, where  
~~found~~ necessary, separation from the  
service of all men physically unfit  
for duty.

THE COMPANY COMMANDER

The Company Commander is directly responsible to the Battalion Commander for the supervision, control, administration, welfare, morale, training, supply, instruction, health, transportation, distribution, operation, efficiency, and functioning of his command.

He will translate the wishes and the orders of the Battalion Commander into comprehensive and effective action. He will supervise and check progress, speed, accuracy, completeness, and continuity of accomplishment. He will require prompt reports of completion of the mission, and will duly inform the Battalion Commander of the same.

He will make a continuous and comprehensive study of the situation in his area, handle all current problems and plan for and anticipate <sup>future</sup> problems. Whenever possible, he will exercise a preventative influence. He will know personally every officer and Gendarme under his command, study his personality and potentialities and

assure his proper assignment in the work which he is best capable of performing. He will make the welfare of each individual and of his entire command his personal interest and foster morale and eliminate worry in the individual. <sup>R</sup> He will supervise every detail of administration and assure continuous and comprehensive compliance with all administrative requirements. The administrative work of each day will be completed within twenty-four hours and in cases of unavoidable delay, a report of the reason for delay and anticipated time of completion will be submitted to higher authority. <sup>R</sup> He will supervise the feeding, clothing, and housing of all of his men and be personally responsible that their needs are properly taken care of. He will inspect and keep a record of every item of issue whatsoever and personally carry the responsibility for its condition, care, preservation, proper use, protection, identification, replacement when necessary, repair, and cleanliness. He will personally carry the responsibility for all motor vehicles assigned

to his command, their cleanliness, care, maintenance, proper use, and authorized use. He will thoroughly acquaint himself with mechanical requirements, daily maintenance, minor repair maintenance, lubrication, tire care, and all details of meticulous inspection. He will conduct inspections to assure complete and continuous compliance with motor regulations.

He will personally carry the responsibility for all animals, their cleanliness, care, and use. He will personally interest himself in the feeding, watering, housing, and condition of animals. He will assure the proper fitting and adjustment of all equipment on animals. He will control the use of animals and prevent the abuse of animals.

He will supervise the training and instruction of all of the personnel under his command. The reserve platoon will receive intensive training and instruction in accordance with the directives of the Training Section. He will require platoon commanders to carry on continuous instruction of their personnel.

He will require platoon commanders to arrange for daily instruction of all illiterates in reading and writing and will be personally responsible for ~~the~~<sup>the</sup> continuous and comprehensive progress of these students. He will develop skill, precision, proficiency, ability, endurance, stamina, capability, and confidence in all Gendarmes under his command.

He will administer discipline with firmness, justice, impartiality, understanding, and promptness. He will correct errors, advise, instruct, counsel, encourage, commend, reprimand, and guide his men as necessity requires. He must exercise a fine quality of leadership and develop the confidence, respect, and affection of his men.

He will keep himself continuously informed of the activities of each individual under his command. He is specifically charged with supervision of station and post operation, location and operation of patrols, and all necessary special assignments. He is directly responsible for the functioning of his command, for compliance with

all orders received from higher authority, for planning, for operations, for cooperation with civil authorities, for coordination of activities between posts and stations, for the coordination of activities of attached units, for the enforcement of law, for the control of traffic, for the investigation of crime, for the apprehension of criminals, for the prevention of crime, for cooperation with all staff sections, for cooperation with all government departments, for the provision of court service, for the collection, verification, and transmission of information, for the use of his command in emergency, disaster, and disorder, for the cultivation of public goodwill and confidence, and for the prevention of any acts within his command contrary to the best interests of the organization.

The Company Commander has a continuing responsibility and duty peculiar to his position, and may neither shift this responsibility nor shirk his duty with impunity. The acts of every man in his command are his acts and he must

so develop, control, and inspire  
his unit as to assure himself that  
each individual under his command is  
his personal, trusted representative,  
doing his utmost in the best interest  
of the organization and the nation.

THE PLATOON COMMANDER

The Platoon Commander is the assistant to the Company Commander and acts for and with the Company Commander in performing all of the duties and requirements assigned to the Company Commander. As the commander of the platoon, he is the representative of the Company Commander, is directly responsible to his Company Commander, exercises supervision of the platoon for the Company Commander, and accomplishes within the platoon the responsibilities of the Company Commander.

To this end he will conduct and supervise instruction, conduct training, supervise and check progress, speed, accuracy, completion and continuity of accomplishment; he will render required reports of completion of missions, make continuous and comprehensive studies of local situations, handle local problems, exercise a preventative influence, enforce compliance with all orders received from higher authority, cooperate with civil authorities, supervise and coordinate station activities, en-

force the law, control traffic, investigate crime, apprehend criminals, prevent crime, cooperate with staff sections, cooperate with government departments, collect and transmit information, and guide the activities of his personnel to the best interest of the organization and the nation.

He will know personally every Gendarme under his command, study his personality and potentialities, and assure his proper assignment in the work which he is best capable of performing. He will make the welfare of each individual his personal interest and supervise the feeding, clothing, and housing of all of his men and assure that their needs are properly taken care of. He will inspect men, quarters, equipment, supplies, arms, ammunition, vehicles, and animals at regular and frequent intervals and maintain in all the highest state of efficiency. He will supervise administration, supply, sanitation, station operation, patrol activities, investigations, public relations, and individual activities. He will operate platoon headquarters, transmit

required information, prepare and forward reports and records, coordinate with local and government authorities, maintain proper files, and keep the Company Commander thoroughly informed at all times of the situation within his area. He will keep at platoon headquarters a current and up-to-date list of all government officials including judicial, police, military, civilian, and tribal officers, a list of post and telegraph stations, a list of gasoline stations and garages, a list of doctors, nurses, and pharmacists, a list of suspicious characters, a road map showing conditions of roads, a distribution map showing locations of villages, towns, seats of government, Gendarme stations, military establishments, and police departments, and an industrial and resources map showing industries and products in the area.

He will instruct, guide, and assist non-commissioned officers and men in accomplishing the will and the orders of the Company Commander, correct errors, recommend disciplinary action where necessary, recommend commendation,

instill discipline, encourage action, insist upon accuracy and speed, and require completion. Upon inspection of stations and posts, he will read and check every entry made in the post record and take appropriate action according to his findings. Upon completion of the check of the post record, he will sign his name after the last entry and certify his comprehensive examination of the post record since his last visit.

He will supervise and conduct continuous instruction of his personnel and will arrange for daily instruction of all illiterates in reading and writing. He will be personally responsible for the continuous and comprehensive progress of these students. He will develop skill, precision, proficiency, ability, endurance, stamina, capability, and confidence in the Gendarmes under his control. He will cultivate and maintain cordial public relations and engender public esteem, respect, confidence, and friendship throughout the area. He must always remember that he is the representative of and assistant

to his Company Commander and that, while he is responsible to his Company

Commander for his actions, his Company Commander carries the full responsibility for every condition and action within the company. This places upon the Platoon Commander the obligation of loyalty, energy, integrity, activity, and continuous attention to duty.

NON COMMISSIONED OFFICERS IN CHARGE OF  
GENDARME POSTS

The Non-Commissioned Officer in charge of the post will be responsible for the proper functioning, both administrative and professional, of the men under his supervision and will devote his entire efforts and ability to the attainment of this end. He will concern himself directly with the care and comfort of the men under his command and will make appropriate recommendations to his Platoon Commander. He will be responsible for all government property at the post. This responsibility involves proper maintenance, care and protection. He will be a custodian of all confiscated and recovered property and will keep a complete record as to its origin, nature, circumstances as to its confiscation or recovery, and its proper disposition. He will secure the proper receipts in duplicate when the property has been returned to its rightful owner or when it is turned over to the next higher governmental agency upon proper authority. The original receipt will be forwarded

through the proper channels to the Regimental Headquarters. The duplicate receipt will be retained in a receipt file at the Post Headquarters.

He will be held personally responsible for the maintenance of the Post Record. This record will be kept in a book especially provided for this purpose. All entries will be made in ink. No erasures of any kind will be made. If a mistake is made a line will be drawn through the mistake and the proper correction will be inserted. Under no circumstances whatsoever shall pages be removed from this record. In this record will be listed the departure of every man leaving the post, the time of departure, his mission and destination and the time of his return together with a brief summary of where he has been and what he has done. In this post record will also be listed all cases of accidents, first aid rendered, aid to travellers, arrests, investigations, cooperation with other government agencies and other police information. In this Post Record there will also be listed confiscated proper-

ty, names of owners or alleged owners thereof, recovered property, and the names and dates appearing on receipts given or received for same. In this Post Record there will also be listed the departure of Gendarmes on furloughs and passes and the address of the man going on the pass or furlough so that he may be located in case of emergency. There will also be listed all visitors to the post, the purpose of their visits, their names, times of arrival and times of departure. This will include officers of the Gendarmerie and all government agencies. In the case of inspections, a summary of the instructions given and of the criticism of conditions, as given by the officer inspecting, will be recorded. In this Post Record will be listed all specifications, instructions, or orders issued by the Platoon or Company Commander, as well as all infractions, breaches of discipline, violations of rules and regulations of every kind either serious or otherwise and the names of the Gendarmes who committed the violations.

The Non-Commissioned Officer in

in charge of the post will be responsible for the proper maintenance of this Post Record. In the event that he must leave the post he will designate a Gendarme who shall be in charge of the Post Record until his return. Entry will be made in the Post Record of his departure, the name of the Gendarme in charge and, upon his return, he will indicate by an entry in this record the reason for his leaving, the time of his return, action taken, and his review of events since his departure.

The last page of the Post Record will contain the names of all men at the post together with all available information about these men including home address, families, dependents, the persons to be notified in case of accidents, dates of last furlough, and date of entry upon duty at the post.

He will maintain in the Station Record on a page selected for this purpose, general conditions within the area, the attitude of the people, police cooperation, sources of information, names of suspicious characters, road conditions and things to watch

for, particularly as covered by orders from higher authority.

The Non-Commissioned Officer in charge of post will maintain contacts with all government and local officials, the heads of villages, doctors, post and telegraph chiefs and municipal police (when stationed in or near towns where municipal police operate) and will assure them of the desire and readiness of the Gendarmerie to render every service possible and then perform such services when called upon. He will so arrange the duties of his men that, at no time, will all of the personnel of the post be absent at the same time. Should an emergency arise requiring his entire force to leave, one Gendarme will be left at the post who will immediately contact the Platoon Commander and advise him of the emergency.

He will keep a record of all breaches of discipline and will forward a summary of such instances to the Platoon Commander. He will carry out all orders of his superiors in the proper administration of discipline.

He will be responsible for the cultivation of the respect, friendship and goodwill of the law abiding citizens in his Post Control Area and will render every possible service to the public. He will assist in the education of the public in proper compliance with the law and instruct the men under him in this important function. He will be held personally responsible for the courtesy, consideration, and discretion exercised by the men under his command toward the public and he will carry on continuous instruction in these subjects. The Non-Commissioned Officer in charge of the post must set the example of courtesy, consideration, and discretion. Failure to do so will indicate incapacity and lack of qualification for his grade and responsibility, and will be the cause of immediate reduction in rank. He will be held personally responsible for any brutality or for mutilation of prisoners by himself or by any man under his command, and all cases of mistreatment by striking, beating, injury, or duress will be immediately reported to

the Company Commander, through the Platoon Commander.

While maintaining discipline and accomplishing the thorough and prompt performance of duty by the men under his command, he will continually bear in mind the absolute necessity of so treating these men as to maintain their self-respect and dignity.

He will be responsible for the proper assignment of the men under his command on patrol, investigation, apprehension of prisoners, and all other duties pertaining to the successful accomplishment of the mission. Each man must be assigned a specific duty which he must perform. The Non-Commissioned Officer in charge of the post will take into consideration the day and night problem at his post and will so distribute the work of the men as to accomplish the mission within the area in such a way as to best meet the particular problem and to render the best service. He will be responsible for the proper rest, food, and medical attention for his men and he will be responsible for the proper sanitation

and hygiene at his post. He will conduct daily inspections of men and quarters. He will institute classes for teaching illiterates to read and write. He will instruct the men under his command in the rules and regulations, their duties, discipline, and police courtesy. At least once a week, he will inspect all arms and equipment. Should any articles be lost, the fact will be reported immediately to the Platoon Commander and prompt steps will be taken to find them. In the event that any arms or equipment are not found, the individual having lost them will be required to pay for such property, and will be subject to such disciplinary action as may be considered necessary.

He will be responsible that no person whatsoever brings into his station or uses at his station any intoxicating liquors or narcotics (opium).

He will be responsible that all cases of breach of discipline are promptly reported to the Platoon Commander. Failure to make such reports places the full responsibility upon the

Non-Commissioned Officer and makes him a party to the violation.

He will be responsible for the proper appearance, cleanliness, and neatness of the men under his command. No Gendarme will either appear for duty or leave the station unless he is properly shaved, neatly and properly dressed, completely equipped, and in proper uniform. When uniforms are worn and of improper appearance, this fact will be reported to the Platoon Commander so that new uniforms and equipment can be requisitioned.

¶ He will promptly investigate all accidents or injuries to his men, any difficulties or misunderstandings with other governmental authorities, and any other situation or circumstance which may interfere with the proper performance of duty or reflect upon his personnel or command. The results of the investigation will be reported immediately to the Platoon Commander.

He will report to the Platoon Commander all requirements of supplies, uniforms, and equipment.

~~THE ARMY LIBRARY~~ will carefully watch the men

under his command for adaptability to the service and for general efficiency. He will be able to render a report, on demand, giving a detailed statement concerning each individual. He will render Weekly Reports of Station Activities to his Platoon Headquarters, in the form of a classified consolidation of all activities of the post. He will maintain a map showing the Post Area, names of villages and towns, and routes followed by men on patrol. He will maintain a chart showing the frequency with which each patrol is covered.

THE GENDARME

The Gendarme represents the prestige and authority of the law. When on duty he is the visible representative of the government of Iran. For this reason he must be an outstanding example of discipline, efficiency, dignity, courtesy, military bearing, and neatness of appearance. The Gendarme, being a member of a disciplinary organization, will at all times carry out his orders meticulously, faithfully, and to the best of his ability. The comprehensive performance of duty in the public interest will bring credit to his organization and to himself.

Considerable authority is vested in the Gendarme when he is on duty and for this reason he must possess firmness, good judgment, tact, and self-control. He must be honest in all his dealings with the civil population and loyal to his officers and government. The Gendarme's primary duty is to prevent violations, to report and to take into custody law breakers and persons

responsible for improper acts, to serve the public and to support the government. The Gendarme must exemplify good citizenship, recognition of authority, conscientious service, and active patriotism.

The Gendarmerie is a service devoted to the welfare and security of the law abiding citizens of Iran, and as such carries heavy responsibilities, varied and difficult trials, complicated problems, and great opportunities. The Gendarme must be governed in the performance of his duty by a spirit of service, of helpfulness, of obedience, of interest, of loyalty, and of pride and, while on duty he should gain the respect and confidence of all persons with whom he comes in contact.

He puts into execution the plans and orders of the whole organization and upon his performance depends the accomplishment and the reputation of the entire Gendarmerie. Attention to duty, strict compliance with orders, earnest effort, sincere application and loyal service will combine to make a good

Gendarme, to make the Gendarmerie a  
respected and an honored service, and  
to make Iran a greater and a safer  
nation.