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ZIMBABWE STAFF COLLEGE

**JOINT COMMAND AND STAFF COURSE
NUMBER 34**



STAFF DUTIES REVISION

PRE- COURSE WORK

Sponsor DS:

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Revised :

Aug 2020

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SERIAL 1
(WHITE)

STAFF DUTIES REVISION EXERCISE

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SERIAL 2
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STAFF DUTIES REVISION EXERCISE
DISTRIBUTION INSTRUCTIONS

1. Distribution.

Recipient	Cover Sheet	Serials and Paper Colour										
		1	2	3	4	5	6	7	8	9	10	11
		White	White	White	White	White	Pink	White	Green	White	Green	Pink
(a)	(b)	(c)	(d)	(e)	(f)	(g)	(h)	(j)	(k)	(l)	(m)	(n)
<u>Type A</u>												
Comdt	1	1	1	1	1	1	1	1	1	1	1	1
D/Comdt	1	1	1	1	1	1	1	1	1	1	1	1
DOS	1	1	1	1	1	1	1	1	1	1	1	1
CI JCSC	1	1	1	1	1	1	1	1	1	1	1	1
CI AP	1	1	1	1	1	1	1	1	1	1	1	1
GSO1 Plans	1	1	1	1	1	1	1	1	1	1	1	1
Term Leader	1	1	1	1	1	1	1	1	1	1	1	1
Teaching DS	5	5	5	5	5	5	5	5	5	5	5	5
Spare	2	2	2	2	2	2	2	2	2	2	2	2
TOTAL TYPE A	14	14	14	14	14	14	14	14	14	14	14	14
<u>TYPE B</u>												
Students	66	66	66	66	66	66	-	66	66	66	66	-
Spare	2	2	2	2	2	2	-	2	2	2	2	-
TOTAL TYPE B	68	68	68	68	68	68	-	68	68	68	68	
GRAND TOTAL	82	82	82	82	82	82	14	82	82	82	82	14

2. ISSUES

- a. Type A. Issue through DS Folder.
- b. Type B. Serials 1 to 5, 7 and 9 with pre-course reading material. Students are to complete the exercise before the Course begins. Completed work to be handed in to the ZSC library staff **on or before 08 Jan 2021.**

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SERIAL 3
(WHITE)

STAFF DUTIES REVISION EXERCISE

GENERAL INSTRUCTIONS

Reference:

A. JSP Z2.

GENERAL

1. The Staff Duties (SD) Revision Exercise is designed to revise and familiarise students on common facets of Staff Duties as laid down in JSP Z2.
2. The students are to complete the exercise at own time and hand in their work to the ZSC library staff on or **before 08 January 2021**. Their answers will be discussed during the revision periods **1045-1345 on 14 January 2020**.
3. In completing the exercise, students must quote or refer their answers to the relevant sections or chapters of the JSP Z2.

AIM

4. The aim of the exercise is to revise students on Staff Duties.

OBJECTIVE

5. On completion of the exercise, students will be expected to have an in depth understanding of the rules of Staff Duties as laid out in JSPZ2. Students will also be expected to competently refer to the JSP Z2 in solving Staff Duties related problems.

CONDUCT OF THE EXERCISE

6. The exercise is in 4 parts:
 - a. Test on Basic Rules of Service Writing.
 - b. Assimilation Exercise.
 - c. Map Symbol Exercise.
 - d. Abbreviation Quiz.

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7. All exercise instructions and requirements will be issued with the pre-course reading material and students are to complete the exercise at their own time.
8. Students' answers will be discussed during the revision period allotted in the programme.
9. Students will need the JSP Z2 for the completion of the exercise.

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SERIAL 4
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SD REVISION EXERCISE

TIME TABLE

Serial	Date	Time	Activity	Remarks
(a)	(b)	(c)	(d)	(e)
1.	-	-	Students collect Serials 1, 5, 7 & 9 with pre-course reading material.	As indicated in the joining instruction.
2.	-	Own time	Students complete exercise.	
3.	14 Jan 21	1045-1215	Discuss Problem 1 and 2.	Students proffer solutions during revision period.
		1215-1345	Discuss Problem 3 and 4.	

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SERIAL 5
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STAFF DUTIES REVISION EXERCISE

EXERCISE SETTING AND PROBLEM 1

1. You have just been posted as **ASO2 at 12 Mot Bde** based in **Mhangura** and you happen to be the only trained staff officer in AS Branch.
2. Your junior staff officers, despite being fluent in both oral and written English, are not conversant with the basic rules of Service Writing.
3. As an officer known for upholding standards you echo your sentiments to your commander and even advocate for their replacement with trained staff officers.
4. Your commander, whilst appreciating your sentiments and advice, decides otherwise and then suggests you train your junior staff officers on the basic rules of Service Writing before he can send them for the relevant course at Zimbabwe Staff College.
5. Having noted their potential for improvement and assimilation of basic rules of Service Writing, you then decide to set a minor test on basic rules and issue them with a JSP Z2.
6. The test to be completed by your junior officer is at Annex A and you then instruct them to quote the relevant sections of the JSP Z2 when answering the questions.

Annex:

- A. Test on Basic Rules on Service Writing.

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ANNEX A
TO SERIAL 5
(WHITE)

TEST ON BASIC RULES OF SERVICE WRITING

INSTRUCTIONS

- A. As one of the junior officers, you are required to quote the appropriate paragraph when answering the questions.
- B. Examine thoroughly the text of the question or statement when answering since the text might be incorrect.
- C. When answering, state whether the question or statement is either true or false and then provide the correct version where necessary.

QUESTIONS

- 1. The basic difference between operational and non-operational writing is that the latter entails the maximum use of abbreviations whereas in the former, the use of abbreviations is restricted.
- 2. In service writing, opinions, comments and deductions must be distinguishable from facts?
- 3. What are the 3 basic parts of most documents?
- 4. In a 2 - line main heading, if one is necessarily shorter than the other, the second line is to be the shorter and placed centrally under the first.
- 5. A paragraph can have a single sub-paragraph.
- 6. What are the basic rules to be applied to supplementary documents such as annexes?
- 7. In service writing, the identity of the signatory is to be shown in the signature block, together with the title of the authority on whose behalf the document is signed.
- 8. In a document which embodies several self contained sections with different security classifications, the whole document is to bear the highest classification of the most highly classified section it contains.
- 9. All operational and administrative orders are to be copy-numbered irrespective of their security classification.

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10. The first page of a SECRET or TOP SECRET document should indicate the total number of pages in that document?
11. When should capital letters be used in service writing?
12. What are the rules governing the use of abbreviations in non-operational writing?
13. Other than in signal messages, what are the rules governing the writing of numerals?
14. What are the rules governing the writing of cardinal points?
15. What are the rules governing the writing of names of roads, tracks and railways in service writing?

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SERIAL 7
(WHITE)

STAFF DUTIES REVISION EXERCISE

ASSIMILATION OF INFORMATION

1. All commanders and senior staff officers receive a constant flow of information from their subordinates and other agencies. A proportion of this material will be long-winded or will provide too much detail. A commander may only be interested in certain key areas, or he may need to assimilate the substance from which he can make a decision. It follows that he must be able to read a document quickly, identify the key points, either in his mind or in note form, and be able to have a clear picture of the paper as a whole.
2. At Annex A there is a description of the events surrounding the possible postponement, due to bad weather, of the Allied invasion of Europe in June 1944. The main players in this high drama are General Eisenhower, the Supreme Allied Commander, and the 3 service chiefs: Field Marshal Montgomery, Admiral Ramsay and Air Chief Marshal Tedder; Eisenhower's Chief of Staff, General Smith and Group Captain Stagg, the Chief Meteorological Officer. D Day had been set for 5 Jun 44.
3. Read the passage through, then summarise in note form the key events leading up to the final decision. You should aim to use no more than 160 words.

Annex:

- A. Deciding on Operation Overlord.

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ANNEX A TO
SERIAL 7
(WHITE)

DECIDING ON OPERATION OVERLORD

On the evening of June 3, Eisenhower met in the Mess room at Southwick House with his commanders and RAF Group Captain JM Stagg, his chief weatherman. Stagg had bad news. A high pressure system was moving out, and a low was coming in. The weather on June 5 would be overcast and stormy, with a cloud base of five hundred feet to zero and Force 5 winds. Worse, the situation was deteriorating so rapidly that forecasting more than twenty four hours in advance was highly undependable. It was too early to make a final decision, but word had to go out to the American Navy carrying Bradley's troops to Omaha and Utah beaches, since they had the farthest to travel. Eisenhower decided to let them start the voyage, subject to a possible last minute cancellation. He would make the final decision at the regular weather conference the next morning.

At 4:30 am on Sunday, June 4, Eisenhower met with his subordinates at Southwick House. Stagg said sea conditions would be slightly better than anticipated, but the overcast sky would not permit the use of the air forces. Montgomery said he wanted to go ahead anyway. Tedder and Leigh-Mallory wanted a postponement. Ramsay said the Navy could do its part but remained neutral when asked whether or not the whole operation should go. Eisenhower remarked that "OVERLORD" was being launched with ground forces that were not overwhelmingly powerful. The operation was feasible only because of Allied Air superiority. If he could not have that advantage, the landings were too risky. He asked if anyone present disagreed, and when no one did he declared a twenty-four-hour postponement. The word went out to the American fleet by prearranged signal. Displaying superb seamanship, the fleet drove through the incoming storm, regained its ports, refuelled, and prepared to sail again the next day.

That evening, June 4, Eisenhower ate at Southwick House. After dinner he moved into the Mess room. Montgomery, Tedder, Smith, Ramsay, Leigh-Mallory, Strong, and various high-ranking staff officers were already there. The wind and the rain rattled the window frames in the French doors in staccato sounds. The Mess room was large, with a heavy table at one end and easy chairs at the other. Two sides of the room were lined with bookcases, most of which were empty and forlorn. A third side consisted of the French doors: the fourth wall was covered with a huge map of southern England and Normandy, filled with pins, arrows, and other symbols of Allied and German units.

The officers lounged in easy chairs. Coffee was served and there was desultory conversation. Stagg came in at about nine-thirty with the latest weather report. Eisenhower called his associates to order and they all sat up to listen intently.

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Stagg reported a break. Kenneth Strong recalled that at Stagg's prediction "... a cheer went up. You never heard middle-aged men cheer like that!" The rain that was then pouring down, Stagg continued, would stop in two or three hours, to be followed by thirty six hours of more or less clear weather. Winds would be moderate. The bombers and fighters ought to be able to operate on Monday night, June 5 - 6, although they would be hampered by clouds. Leigh-Mallory remarked that it seemed to be only a moderately good night for air power. Tedder, his pipe clenched between his teeth and forcibly blowing out smoke, agreed that the operations of heavies and mediums were going to be "chancy." Eisenhower countered by pointing out that the Allies could call on their large force of fighter-bombers.

The temptation to postpone again and meet the following morning for another conference was strong and growing, but Ramsay put a stop to that idea by pointing out that Admiral Alan G Kirk, commanding the American task force, "must be told in the next half hour if "OVERLORD" is to take place on Tuesday, June 6. If he is told it is on, and his forces sail and are then recalled, they will not be ready again for Wednesday morning. Therefore, a further postponement would be forty eight hours." A two day delay would put everything back to June 8, and by that time the tidal conditions would not be right, so in fact postponement now meant postponement until June 19.

Whatever Eisenhower decided would be risky. He began pacing the room, head down, chin on his chest, hands clasped behind his back. Suddenly he shot his chin out at Smith. "It's a helluva gamble but it's the best possible gamble," Smith said. Eisenhower nodded, tucked his chin away, paced some more then shot it out at Montgomery, huddled in his greatcoat, his face almost hidden. "Do you see any reason for not going Tuesday?" Montgomery straightened up, looked Eisenhower in the eye, and replied, "I would say go!" Eisenhower nodded, tucked away his chin, paced, and looked abruptly at Tedder. Tedder again indicated he thought it chancy. Finally Eisenhower halted, looked around at his commanders, and said, "The question is just how long can you hang this operation on the end of a limb and let it hang there?"

If there was going to be an invasion before June 19, Eisenhower had to decide now. Smith was struck by the "loneliness and isolation of a commander at a time when such a momentous decision was to be taken by him with full knowledge that failure or success rests on his individual decision.' Looking out at the wind-driven rain, it hardly seemed possible that the operation could go ahead. Eisenhower calmly weighed the alternatives, and at 9:45 pm said, "I am quite positive that the order must be given."

Ramsay rushed out and gave the order to the fleets. More than five thousand ships began moving toward France. Eisenhower drove back to his trailer and slept fitfully. He awoke at 3:30 am. A wind of almost hurricane proportions was shaking his trailer. The rain seemed to be travelling in horizontal streaks. He dressed and gloomily drove through a mile of mud to Southwick House for the last meeting.

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It was still not too late to call off the operation. In the now familiar Mess room, steaming hot coffee helped shake the grey mood and unsteady feeling. Stagg said that the break he had been looking for was on its way and that the weather would be clear within a matter of hours. The long range prediction was not good, to be sure, but even as he talked the rain began to stop and the sky started to clear.

A short discussion followed, Eisenhower again pacing, shooting out his chin, asking opinions. Montgomery still wanted to go, as did Smith and Ramsay. Smith was concerned about proper spotting for naval gunfire but thought the risk worth taking. Tedder was ready. Leigh-Mallory still thought air conditions were below the acceptable minimum.

Everyone stated his opinion. Stagg withdrew to let the generals and admirals make the decision. No new weather reports would be available for hours. The ships were sailing into the Channel. If they were to be called back, it had to be done now. The Supreme Commander was the only man who could do it. Eisenhower thought for a moment, then said quietly but clearly, "OK, let's go." And again, cheers rang through Southwick House.

Then the commanders rushed from their chairs and dashed outside to get to their command posts. Within thirty seconds the Mess room was empty, except for Eisenhower. The outflow of the others and his sudden isolation were symbolic. A minute earlier he had been the most powerful man in the world. Upon his word the fate of millions depended. The moment he uttered the word, however, he was powerless. For the next two or three days there was almost nothing he could do that would in any way change anything. The invasion could not be stopped, not by him, not by anyone. A captain leading his company onto Omaha, or a platoon sergeant at Utah, would for the immediate future play a greater role than Eisenhower. He could now only sit and wait.

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SERIAL 9
(WHITE)

STAFF DUTIES REVISION EXERCISE

MAP SYMBOLS EXERCISE

1. A situation map is attached at Annex A. Study it carefully and then write down in note form what it means to you. Do this in 2 parts:
 - a. The overall picture.
 - b. The detailed locations of HQs, OPs, etc.
2. Assume all the markings are in blue, ie everything you see is friendly.
3. Your answers will be discussed during the revision period.

Annex:

- A. Exercise Situation Map.

75 76 77 78 79 80

ANNEX A TO
SERIAL 9

MUKORSI RIVER RANCHE NORTH WEST EXTENSION

