

**SECRET**

25 February 1948

**MEMORANDUM FOR SUBCOMMITTEE ON S. S. E.**

**SUBJECT: Organizational Concepts.**

1. I consider that the organizational concept of the national psychological warfare organization along military lines is absolutely sound. The Director should be provided with a general staff corresponding to and charged with the following major functions:

- a. Personnel and administration
- b. Intelligence
- c. Operations and training
- d. Services, supplies, and logistics

2. A separate inspection department, including security functions, should be provided to operate directly under the control of the Director of the organization. The military concept of a general staff has met with enthusiastic favor and acceptance during wartime. The organization under consideration is essentially a wartime organization and the general staff concept will fit adequately into the plan. The great majority of the transactions of the organization will undoubtedly be with the military services. Conversely, the National Military Establishment will have a predominant interest in the wartime activities of the psychological warfare organization. Consistent with this relationship, I am proposing an organization along general staff lines as follows:

Heading the entire organization is a Director, with his Deputy and two Deputy Directors for domestic and overseas operations (or, if preferable, for civilian and military operations). Immediately subordinate to the

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Director and his Deputies is an Administrative Office, headed by an Executive Officer. It should be understood that this office is in no sense a command office or a policy making office; it is purely an administrative function operated for the Director by his Executive. This officer keeps the necessary records and files, hires and fires the clerical assistants, sees that office regulations are promulgated, etc.

Next in the organization structure is the general staff level consisting of the personnel and administration head, the intelligence head, the operations and training head and the services, supply and logistics head. These four Heads, or Assistant Directors, or Assistant Chiefs of Staff -- whatever the Planners care to call them -- are responsible, each in his own field, for all the activities that are grouped under him. For example, legal counsel is a function of administration. The Legal Adviser can well report P-1, Personnel and Administration. Similarly, training of leaflet writers is a training function under P-3, Operations and Training. Securing an adequate amount of news print is a supply function, as is the distribution of it. These activities can and should well be under Service, Supply and Preparation. The number and type of persons needed to man the organization is a function of Personnel. Communications problems could conveniently be handled under Administration. Special offices for inter-departmental coordination, or inter-office coordination and compliance, or any other related functions which at Administrative finesse are not deemed essential in an organization of this type visualized. Coordination, office planning, etc., are inherently basic functions of any capable staff. Each of the Heads of the major divisions, P-1, P-2, P-3, and P-4, should properly be qualified to run his office in close coordination and collaboration with, not only other offices under the

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Director, but also such external agencies as might be necessary. One is tempted to conclude that if the Director finds it necessary to have an executive for inter-departmental coordination, he should also find it necessary to dismiss all other Department Heads. I cannot conceive of, for example, a legal counsel who would advise the Director concerning important problems without first consulting the Army Judge Advocate, Navy Judge Advocate, Air Force Judge Advocate, and, possibly, the Attorney General and the FBI. I believe we can safely conclude that any individuals selected for these jobs will have the fundamental principles of proper staff procedure thoroughly engrained in them. Any assumption that we can make concerning the abilities of these persons must include the fact that they will be men of wide staff experience.

The psychological warfare organization in its lower levels may be made up of operating specialists, but the top structure must be composed of well grounded and thoroughly trained staff heads, capable of coordinating the activities of a large organization with the associated activities of other equally large organizations. To assume that these staff heads must be <sup>UNDER</sup> an "Executive" to insure discharge of their primary functions is to disavow the efficacy of the staff system and to place a low level limit on the ability of these staff officers. They must and they will coordinate their staff activities.

Specialized functions, e.g., recruiting, purchasing, contracts, newsprint, censorship, etc., may properly be organized as special staff sections, operating under the over-all guidance of one of these staff directors, assistant directors, or whatever they may be termed, but the

general staff level and general staff responsibilities of the assistants to the Director of the organization should be preserved.

C. K. RICH  
Colonel, U.S.A.F.  
Chief, Psychological Warfare Division

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COPY NO. 7

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25 February 1948

Pages 1 to 9, Incl.

STATE-ARMY-NAVY-AIR FORCE COORDINATING SUBCOMMITTEE  
FOR SPECIAL STUDIES AND EVALUATIONS

A PROVISIONAL NATIONAL PSYCHOLOGICAL WARFARE ORGANIZATION

Note by the Secretary

The enclosure, a memorandum by the Navy Member, State-Army-Navy-Air Force Coordinating Subcommittee for Special Studies and Evaluations, is circulated for consideration of the Subcommittee.

MAX V. PROKAW  
Secretary

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S E C R E T

S E C R E TE N C L O S U R E

25 February 1946

A PROVISIONAL NATIONAL PSYCHOLOGICAL WARFARE ORGANIZATIONMemorandum by U.S. Navy MemberPROBLEM

1. To outline a provisional national psychological warfare organization within the terms of reference of SWNCC 304/1; 304/2 and SWNCC 304/6 as approved.

FACTS BEARING ON THE PROBLEM

2. SWNCC 304/1 as amended by SWNCC 304/2 contains the Charter for the Subcommittee. This Charter charges the Subcommittee with the preparation of national plans and implementing directives for Psychological Warfare as well as plans for orderly and effective organizational transition from peacetime to wartime status.

3. At present there is no national organization or plans for such organization from which to initiate the transition from peacetime to wartime status as envisaged by the Charter.

CONCLUSIONS

4. A national organization for conducting psychological warfare should be provisionally outlined by the Subcommittee as a matter of first priority. Initially the organization should be outlined in a skeleton manner and submitted to SANACC for approval.

5. As facts become available and guidance is received from SANACC the skeleton organization should be amended accordingly.

6. The national organization should utilize to the fullest extent possible all agencies of the national government that can assist in accomplishing the mission of the psychological warfare organization. Such utilization at all times to be based on

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efficient operations and prevention of unnecessary duplication within the national government.

7. As policies are developed that will assist in the establishment of an efficient workable organization they should be submitted to SANACC for approval in order that solution of the problem may be expedited.

8. The decision as to whether the organization will be under the National Security Council or the reconstituted SWACC has been held in abeyance. It is assumed that all studies may consider an organization under the authority of the National Security Council in order that the work of the Subcommittee may proceed.

9. A rough outline of the Command relationships may be considered to be:-

NATIONAL SECURITY COUNCIL

CENTRAL INTELLIGENCE AGENCY

NATIONAL PSYCHOLOGICAL WARFARE ORGANIZATION

Director:-

Director:-

Deputy for Domestic Relations  
Deputy for Foreign Operations

RECOMMENDATIONS

10. It is recommended that the enclosure be accepted as a basis for discussion by the Subcommittee in order that a skeletonized national organization for conducting psychological warfare may be determined and submitted to the SANACC for approval by 1 April '48.

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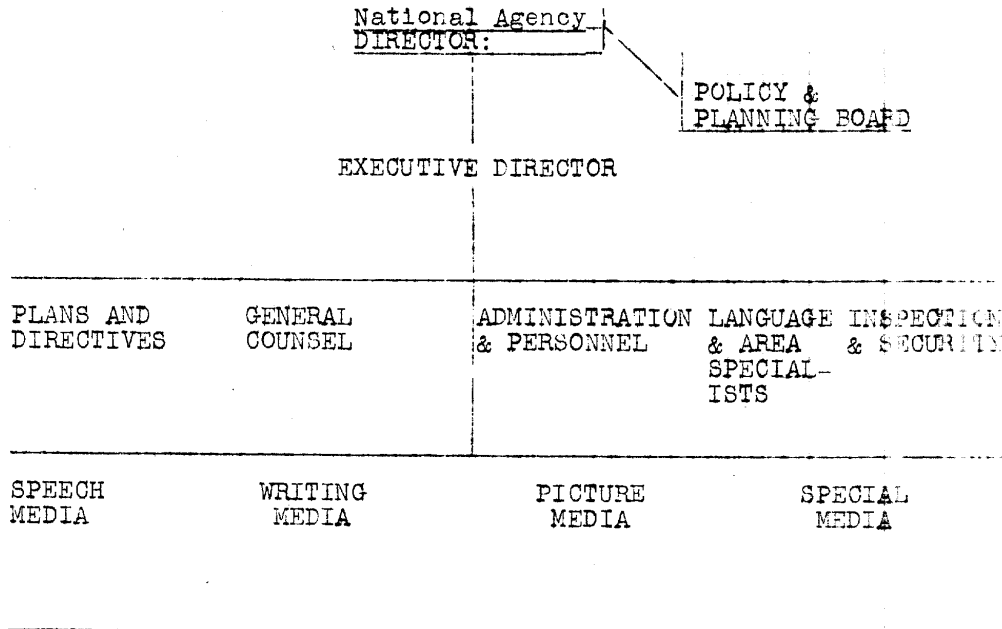
Enclosure

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Draft

25 February 1948

NATIONAL PSYCHOLOGICAL WARFARE ORGANIZATION



DIRECTOR

MISSION: To support national policy with psychological warfare.

Duties: 1. (See Appendix to Progress Report No. 13 of 18 Feb. 1948).

- 2.
- 3.
- 4.
- 5.
- 6.

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POLICY AND PLANNING BOARD

MISSION: To advise the Director on matters of board policy concerning psychological warfare.

Duties: To develop policy for:

- a. Overall agency program planning.
- b.
- c.
- d.
- e.
- f.

MEMBERSHIP

Chairman: Director of Agency

Members: The following or their representatives:

JOINT CHIEFS OF STAFF  
SECRETARY OF STATE  
SECRETARY OF NATIONAL DEFENSE  
SECRETARY OF ARMY  
SECRETARY OF NAVY  
SECRETARY OF AIR FORCES  
DIRECTOR CENTRAL INTELLIGENCE AGENCY  
INDIVIDUALS DESIGNATED BY PRESIDENT  
AND NATIONAL SECURITY COUNCIL

Advisers: Individual advisers, technical advisers, experts, and persons of similar status, consistent with security requirements.

Secretary: Executive Director of Agency

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SPEECH MEDIA  
Asst. Dir. :

ADMINISTRATIVE	SUPPLY & TRANSPORT	PLANS	FINANCE	<u>INTELLIGENCE</u> Area & Lan- guage. Dialect Ex- perts.	TRAINING
VOICE OF AMERICA	OFFICIAL SPEECHES	MUSIC	LOUD-SPEAKERS	TELEPHONE TRANS-MISSIONS	MISCELLANEOUS

ASSISTANT DIRECTOR:

MISSION:

Duties:

- a.
- b.
- c.
- d.
- e.
- f.

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WRITING MEDIA

Asst. Dir. :-

ADMINISTRATIVE	SUPPLY PLANS & TRANS- PORT	FINANCE	<u>INTELLIGENCE</u> Area & Lan- guage. Translation Experts	TRAINING
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LEAFLETS PAMPHLETS WALL STICKERS NEWSPAPERS MAGAZINES BOOKS  
SHEETS

ASSISTANT DIRECTOR:

MISSION:

Duties:

- a.
- b.
- c.
- e.
- f.
- g.

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PICTURE MEDIA

Asst. Dir. :-

ADMINISTRATIVE	SUPPLY & PLANS	FINANCE	<u>INTELLIGENCE</u>	TRAINING
	TRANS- PORT		Area Experts	

POSTERS STILL PICTURES MOVIES MISCELLANEOUS

ASSISTANT DIRECTOR:

MISSION:

Duties:

- a.
- b.
- c.
- d.
- e.
- f.

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SPECIAL MEDIA  
Asst. Dir. :-

ADMINISTRATIVE SUPPLY & PLANS  
TRANSPORT

FINANCE INTELLIGENCE TRAINING

SPECIAL RUMORS  
WEAPONS

'PENCILS'

SMALL  
INCENDIARIES

'NEEDLES'

'SNEEDS'

SPECIAL  
OPERATIONS NOT  
ASSIGNED  
TO OTHER  
GOVERN-  
MENT  
AGENCIES

ASSISTANT DIRECTOR:

MISSION:

Duties:

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.

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Executive:

Mission: Internal planning  
and coordinating.

Duties:

GENERAL COUNSEL

Executive:

Mission: Legal guidance.

Duties: Administrative  
law  
Commercial law  
International  
law  
Admiralty lawADMINISTRATION & PERSONNEL

Executive:

Mission:

Duties: Personnel matters  
Records & files  
Telephone etc. Services  
Secretariat  
Supply  
Transport  
Finances  
BudgetINTELLIGENCE

Executive:

Mission:

Duties: Liaison with CIA  
Languages  
Translation  
Interpretation  
Area Experts  
Psychological  
AnalysisINSPECTION & SECURITY

Executive:

Mission:

Duties: Security Control  
Censorship  
Liaison with FBI  
Inspections  
Personnel SecuritySSE 6

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COPY NO. 6

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25 February 1948

Pages 1 - 3, incl.

STATE-ARMY-NAVY-AIR FORCE COORDINATING SUBCOMMITTEE  
FOR SPECIAL STUDIES AND EVALUATIONS

MAJOR SUBDIVISIONS OF A NATIONAL ORGANIZATION FOR  
PSYCHOLOGICAL WARFARE OPERATIONS

Note by the Secretary

The enclosure, a memorandum by the Navy Member, State-Army-Navy-Air Force Coordinating Subcommittee for Special Studies and Evaluations, is circulated for the consideration of the Subcommittee.

MAX V. BROKAW  
Secretary

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S E C R E T

E N C L O S U R E

MAJOR SUBDIVISIONS OF A NATIONAL ORGANIZATION FOR  
PSYCHOLOGICAL WARFARE OPERATIONS

Memorandum by the Navy Member

THE PROBLEM

1. To determine the major subdivisions of a national organization for conducting psychological warfare under a national director responsible to the National Security Council.

FACTS BEARING ON THE PROBLEM

2. By informal action on 8 January 1948 the SANACC approved SWNCC 304/6 after amending. These documents contained information concerning establishment of a national psychological warfare organization.

3. Paragraph five of the Enclosure to SWNCC 304/6 reads:

"The (national psychological warfare) organization should be directed by a Director".

4. Appendix "A" to Progress Report No. 18 for meeting held on 18 February 1948 outlines tentatively the mission and duties of a director of a national psychological warfare organization. These duties were outlined with the assumption that the Director of such an organization would be subject to the authority of, and directly responsible to, the National Security Council.

5. One psychological warfare organization during World War II had the following subdivisions:

- a. Administrative
- b. Supply and Transport
- c. Media
- d. Plans and Directives
- e. Communications
- f. Finance
- g. Areas
- h. Intelligence
- i. Training

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This organization did not differentiate the staff functions from the specialized phases of operations that support directly the agency's broad mission.

CONCLUSIONS

6. Each subdivision under an assistant director should directly contribute to the fulfillment of the director's responsibilities. Each subdivision therefore should specialize in some phase of the agency's basic broad objective.

7. Collectively all subdivisions will perform the agency's basic functions.

8. The initial organization with operating subdivisions should provide for efficient decentralized administration; decentralized with respect to its own headquarters as well as the headquarters of the National Government.

9. A psychological warfare organization is primarily responsible for the dissemination of information; its functions are therefore best discharged through existing media of mass communications.

10. Mass communications media may be subdivided into four significant categories, viz., Speech, Writing, Pictures and Special. These media may be individually exploited under individual assistant directors in a decentralized administrative manner.

RECOMMENDATIONS

11. That the Subcommittee give consideration to the following major subdivisions for conducting psychological warfare operations under the national director:

- a. Division of Speech Media
- b. Division of Writing Media
- c. Division of Picture Media
- d. Division of Special Media (This subdivision is responsible for clandestine operations).

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12. That each subdivision be supervised and administered by an assistant director, who is a specialist in the media for which he is responsible.

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25 February 1948

Pages 1 and 2

STATE-ARMY-NAVY-AIR FORCE COORDINATING SUBCOMMITTEE  
FOR SPECIAL STUDIES AND EVALUATIONS

POLICY AND PLANNING BOARD

Note by the Secretary

The enclosure, a memorandum by the Navy Member, State-Army-Navy-Air Force Coordinating Subcommittee for Special Studies and Evaluations, is circulated for the consideration of the Subcommittee.

MAX V. BROKAW  
Secretary

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E N C L O S U R E

POLICY AND PLANNING BOARD

Memorandum by the Navy Member

THE PROBLEM

1. To determine the mission and duties of the Policy and Planning Board of a National Organization for psychological warfare.

FACTS BEARING ON THE PROBLEM

2. By informal action on 8 January 1948 the SANACC approved SWNCC 504/6 after amending.

3. Paragraph 5 of the Enclosure to SWNCC 504/6 reads:

"The organization should be directed by a Director"

"the Director:

(4) to be the Chairman of a policy and planning board which will include representation from the Joint Chiefs of Staff, and representatives of the Departments of State, Army, Navy, Air Force and Central Intelligence Agency, whose qualifications and official position warrant their participation both as individuals and as representatives of their respective organizations; and representatives from such other Government agencies whose participation may be found to be appropriate."

CONCLUSIONS

4. In order to enable the Director to establish broad policy and make plans concerning psychological warfare the advice and assistance of the Policy and Planning Board should be obtained from the highest calibre officials practicable.

5. The membership of the Policy and Planning Board, with the Director, NSIA, as chairman, should consist of the following of their representatives:

- a. the Joint Chiefs of Staff
- b. Secretary of State
- c. Secretary of National Defense
- d. Secretary of Army
- e. Secretary of Navy
- f. Secretary of Air Force
- g. Director Central Intelligence Agency
- h. In addition, such additional members whom the President and National Security Council may designate.

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6. The members of the Policy and Planning Board would attend meetings with as many advisers, technical advisers, experts and persons of similar status, consistent with security requirements, as may be required by each member.

RECOMMENDATION

7. It is recommended that the mission and duties of the Policy and Planning Board be:

MISSION:

To advise the Director on matters of broad policy concerning Psychological Warfare.

Duties:

To develop policy for:

- a. overall agency program planning.
- b. --
- c. --
- d. --

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COPY NO. 5

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25 February 1948

Pages 1 - 10, incl.

STATE-ARMY-NAVY-AIR FORCE COORDINATING SUBCOMMITTEE  
ON SPECIAL STUDIES AND EVALUATIONS

RULES OF PROCEDURE FOR SANAC SUBCOMMITTEE  
ON SPECIAL STUDIES AND EVALUATIONS

Note by the Secretary

The enclosure, a memorandum by the Navy Member, State-Army-Navy-Air Force Coordinating Subcommittee on Special Studies and Evaluations, is circulated for consideration of the Subcommittee.

MAX V. BROKAW,  
Secretary

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S E C R E T

SECRETENCLOSURERULES OF PROCEDURE FOR SANAC SUBCOMMITTEE  
ON SPECIAL STUDIES AND EVALUATIONSMemorandum by the Navy MemberTHE PROBLEM

1. To establish Rules of Procedure for the SANAC Subcommittee on Special Studies and Evaluations.

FACTS BEARING ON THE PROBLEM

2. At its 56th Meeting on 29 April 1947, the SANACC approved SWNCC 304/1, as amended by SWNCC 304/2.

3. SWNCC 304/1, as amended by SWNCC 304/2, contains the charter for the SANAC Subcommittee on Special Studies and Evaluations.

4. The Charter, under the title "Procedure", states, "The Subcommittee on Psychological Warfare shall establish its own method of procedure".

5. No rules of procedure are in effect for guidance of the work of the Subcommittee.

CONCLUSIONS

6. The adoption of Rules of Procedure should materially assist the work of the Subcommittee and possibly expedite the resolution of some problems.

RECOMMENDATION

7. It is recommended:

a. That the Appendix, "Rules of Procedure for the SANAC Subcommittee on Special Studies and Evaluations", be used as a basis for discussion in resolving this problem.

b. That a copy of the Rules of Procedure as finally amended and approved by the Subcommittee be forwarded to the SANACC for information.

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SECRETA P P E N D I XRULES OF PROCEDURE FOR SANAC SUBCOMMITTEE  
ON SPECIAL STUDIES AND EVALUATIONSReference: SWNCC 304/1 and 304/3,  
Appendix "A", para. 8(a).

## I - MEETINGS

Rule 1

The subcommittee may discuss any question or any matters within the scope of the present charter (SWNCC 304/1 and 304/2, Appendix "A").

Rule 2

The subcommittee shall hold regular weekly meetings and such special meetings as occasion may require. Special meetings shall be convoked by the chairman at the request of a majority of the Members of the subcommittee.

Rule 3

Meetings shall be held at the State Department unless convened elsewhere in pursuance of a decision of the SANACC or at the request of a majority of the members of the subcommittee.

Rule 4

The subcommittee may decide at any meeting to adjourn temporarily and resume its meeting at a later date.

Rule 5

The Secretary shall notify the Members of the subcommittee at least two days in advance of the opening of a regular meeting.

Rule 6

The Secretary shall notify the Members of the subcommittee at least eight hours in advance of the opening of a special meeting convoked at the request of a majority of the Members of the subcommittee.

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Appendix

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II - AGENDA

Rule 7

The provisional agenda for a regular meeting shall be drawn up by the Secretary.

Rule 8

The provisional agenda for a regular meeting shall be communicated to the Members of the subcommittee at least two days before the opening of the meeting. The provisional agenda of a special meeting, summoned at the request of a majority of the Members, shall be communicated at least eight hours before the opening of the meeting.

Rule 9

The provisional agenda of a regular meeting shall include:

- a. Adoption of the agenda.
- b. Approval of the summary record of the previous meeting.
- c. All items proposed by SANACC for consideration of subcommittee.
- d. All items proposed by any Member of the subcommittee.
- e. All items which the Chairman deems it necessary to put before the subcommittee.

Rule 10

During any regular meeting of the subcommittee items may be revised, and may be added to or deleted from the agenda by a majority of the members present and voting.

Rule 11

When a special meeting is called, the agenda for the meeting shall be confined to the items communicated by the Chairman to the Members of the subcommittee, unless the subcommittee, by a two-thirds majority of the members present and voting, decides to include additional items.

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III - MEMBERS

Rule 12

The subcommittee shall consist of:

- a. One official of the State Department, who will act as Chairman;
- b. One official of the Central Intelligence Agency;
- c. One officer of the Department of Army;
- d. One officer of the Department of Navy;
- e. One officer of the Department of Air Force;
- f. Alternate members to be designated for each of the foregoing members;
- g. A permanent secretary to be provided from the SANACC Secretariat; and
- h. As many advisers, technical advisers, experts and persons of similar status as may be required by the subcommittee.

Rule 13

An alternate Member shall act for the regular Member upon designation by his respective department to do so when the regular member is absent.

IV - CHAIRMAN

Rule 14

The Chairman of the subcommittee shall be the official who represents the State Department at meetings of the subcommittee.

Rule 15

If the Chairman finds it necessary to be absent during a meeting or any part thereof, he shall appoint one of the members to act in his place.

Rule 16

A member acting as Chairman shall have the same powers and duties as the Chairman.

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Appendix

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SECRETRule 17

In addition to exercising the powers which are conferred upon him elsewhere by these Rules, the Chairman shall declare the opening and closing of each plenary meeting, shall direct the discussions in a plenary meeting and at such meetings insure observance of these Rules, accord the right to speak, put questions and announce decisions. He shall rule on points of order, and subject to these Rules, shall have complete control of the proceedings at any meeting.

## V - SECRETARIAT

Rule 18

The Secretary shall:

- a. Make necessary preparations for and attend all meetings of the subcommittee.
- b. Record the minutes of the proceedings of the subcommittee when meetings by themselves or with other governmental or civilian agencies.
- c. Take such action as may be appropriate to implement directives and policies of the subcommittee.
- d. Refer to appropriate agencies any matter which can be handled without reference to the subcommittee or which requires study and recommendations prior to its consideration by the subcommittee.
- e. Follow up action taken in accordance with c and d above in order to assure that appropriate effectuating measures have been or are being taken, and maintain a record thereof.
- f. Ensure that all papers presented for the consideration of the subcommittee are as clear and concise as possible. If in his opinion any revision is necessary, the Secretary is authorized to change the form but not the substance of these papers. He will refer each revised report to the originating member or agency in order that it may be assured that there has been no change in substance.

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g. Provide for the reproduction and distribution of all official papers of the subcommittee, maintain a record thereof, and provide for their security.

h. Prepare a summary record of proceedings of each meeting and provide a copy to each member of the subcommittee within 48 hours of each meeting. Each such record shall be presented for approval at the subsequent meeting of the subcommittee.

i. Prepare and circulate a provisional agenda for each meeting in accordance with these rules.

j. Make a monthly status report to the subcommittee outlining:

(1) The work that has been completed, during the month.

(2) A short abstract of:

(a) problems, studies, etc., awaiting solution by the subcommittee.

(b) items pertinent to the work of the subcommittee awaiting approval by higher authority.

(c) items pertinent to the work of the subcommittee which have been approved by higher authority.

#### Rule 19

The secretariat shall consist of the permanent secretary provided by SANACC and such other personnel designated from the SANACC Secretariat to work with the subcommittee.

#### Rule 20

The secretary shall be responsible for all secretarial duties the subcommittee may prescribe and in addition shall organize and supervise the work of all personnel assigned to the secretariat of the subcommittee.

#### Rule 21

The secretary may at any time upon invitation of the chairman make to the subcommittee either oral or written statements concerning any question which is being considered by the subcommittee.

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SECRETRule 22

The Secretariat, acting under the authority of the Subcommittee shall receive, print, and distribute documents, reports and regulations of the subcommittee; draft, print and circulate summary records of each meeting; have the custody and proper preservation of the documents in the files of the subcommittee, and generally to perform all other work which the subcommittee may require.

Rule 23

When necessary the subcommittee shall establish regulations concerning the staff of the Secretariat.

## VI - RECORDS

Rule 24

Verbatim records of meetings normally shall not be made. A summary record of each meeting shall be drawn up by the Secretary and submitted to the subcommittee for formal approval at the subsequent meeting of the subcommittee.

Rule 25

Resolutions adopted by the subcommittee shall be communicated by the Chairman to the SANACC within two days after the termination of the meeting.

Rule 26

The meetings of the subcommittee shall be in private and unless the subcommittee decides unanimously to the contrary all work of the subcommittee shall be classified as "SECRET".

## VII - CONDUCT OF BUSINESS

Rule 27

A majority of the members of the subcommittee shall constitute a quorum.

Rule 28

The Chairman shall call upon speakers in the order in which they signify their desire to speak. The Chairman may call a speaker to order if his remarks are not relevant to the subject under discussion.

S E C R E TRule 29

During the discussion of any matter, a member may move the adjournment of the debate. Any such motion shall have priority in the debate. In addition to the proposer of the motion, one member may speak in favor of, and one against, the motion.

Rule 30

The subcommittee may limit the time allowed to each speaker.

Rule 31

A member may at any time move the closure of the debate whether or not any other representative has signified his wish to speak. If application is made for permission to speak against the closure it may be accorded to not more than one speaker.

Rule 32

The Chairman shall take the sense of the subcommittee on a motion for closure. If the subcommittee is in favor of the closure the Chairman shall declare the closure of the debate.

Rule 33

Resolutions, amendments and substantive motions shall be introduced in writing and handed to the Secretary, who shall circulate copies to all members. As a general rule, no proposal shall be discussed or put to the vote at any meeting of the subcommittee unless copies of it have been circulated to all members not later than the day preceding the meeting. The Chairman may, however, permit the discussion and consideration of amendments, or of motions as to procedure, without previous circulation of copies.

Rule 34

Parts of a proposal may be voted on separately if a Member requests that the proposal be divided.

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S E C R E TRule 35

If two or more amendments are moved to a proposal, the subcommittee shall first vote on the amendment furthest removed in substance from the original proposal and then on the amendment next furthest removed, and so on, until all the amendments have been put to the vote.

Rule 36

When an amendment revises, adds to or deletes from a proposal, the amendment shall be voted on first, and if it is adopted, the amended proposal shall then be voted on.

## VIII - VOTING

Rule 37

Each member of the subcommittee shall have one vote.

Rule 38

Decisions of the subcommittee on important questions shall have the unanimous agreement of the members present and voting. Where unanimity cannot be achieved, a full report containing the majority opinion and the minority opinion or opinions shall be communicated to the SANACC without delay for decision or guidance.

Rule 39

Decisions of the subcommittee on questions other than those provided for in Rule 38, including the determination of additional categories of questions to be decided by unanimity, shall be made by a majority of the members present and voting.

Rule 40

The subcommittee shall normally vote by show of hands or by standing, but any member in plenary meetings of the subcommittee may request a roll-call which shall then be taken in the alphabetical order of the names of the members.

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Rule 41

If a vote is equally divided on a matter, a second vote shall be taken at the next meeting; this meeting shall be held normally within 48 hours of the first vote. If the second vote also results in equality, the proposal shall be regarded as rejected.

IX - AMENDMENTS

Rule 42

These Rules of Procedure may be amended by a decision of the subcommittee taken by a majority of the members present and voting.

X - COVER NAME

Rule 43

In accordance with the subcommittee decision of 5 June 1947, the SANAC Subcommittee on Psychological Warfare shall be known by the cover name of "SANAC Subcommittee on Special Studies and Evaluations".

SSE 3

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Appendix

S E C R E T