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COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 1

Establishment of Administration Manual

This memorandum constitutes the first part of an Administration Manual, to which additions will be made.

This memorandum cancels all previous "General Memoranda" issued to the staff and substitutes new Administration memoranda.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 2

The following regulations will be effective from March 1st, the benefits provided thereunder to be retroactive to the employee's first day of duty.

1. Attendance Records
2. Vacation
3. Time off for Illness
4. Casual Time off.
5. Overtime

1. Attendance Records.

As required by California Law, attendance records in respect of all employees will be maintained on standard cards furnished by the Controller's Office. The card record will show daily, for each employee, the number of hours worked (including overtime), hours absent for illness, vacation, and time off without pay. The card records will be entered daily by an employee to be designated by each Chief of Department. The card record will cover a payroll period of 14 days, and will be signed by the Chief of Department and sent to the Payroll Section, Controller's Office, not later than noon of the day following the end of the payroll period covered by the report. Card records must be entered daily and not be allowed to remain unentered for several days and then entered from memory. Failure to submit completed and signed attendance record cards to the Payroll Section may delay payment of salaries for the next pay period.

2. Vacation.

For employees engaged on a full-time annual basis, vacation time with pay will be credited at the rate of 1/2 day per payroll period, i.e. a total of 13 working days per annum. Vacation time, as earned, may be taken in whole or in part, but may not accumulate beyond 13 working days, unless pressure of duties has prevented an employee from taking the full amount of vacation earned in a given year. Such carry-over of unused vacation time will be granted at the request of the Department Chief. Upon separation from employment, any unused credit of vacation time will be paid in cash.

3. Time off for Illness.

Time off for illness will be granted with pay up to a total of 13 working days in any one calendar year, i.e. at the rate of 1/2 day per payroll period. Such time not actually taken may accumulate to a total of 26 working days with pay. Time off for illness taken beyond the maximum of 13 working days in any one calendar year will be charged as time off without pay, or be charged against Vacation, as the employee may select. Time off for illness not taken may not be added to Vacation time, nor will it be paid for. Time off for illness in excess of 3 working days may be required to be supported by medical certificate. Illness involving half a working day or less will not be regarded as time off for illness and will be paid for.

4. Casual Time Off.

When pressing personal affairs necessitate, or for other causes of absence beyond the employee's control, casual time off with pay will be permitted for such absence not in excess of 8 consecutive working hours, provided compensatory hours are worked as may be required by the Chief of Department. Such casual absences when in excess of one working day may be either on a compensatory working time basis or charged to Vacation time, by arrangement between the employee and the Department Chief. It is the responsibility of Department Chiefs and staff supervisors to insure that the privilege of casual absences is not abused. Permission in advance must be sought for all such casual absences from duty.

5. Overtime.

Overtime duty such as to involve compensation will be recognized only if such overtime work has been authorized in advance by the Chief of Department concerned. Compensation of overtime duty, by means of pay, shall be on the basis of payment at $1\frac{1}{2}$ times the normal rate of pay. Payment for overtime is limited to employees receiving less than \$5000 per annum. As much as possible, compensatory time off rather than overtime pay should be arranged by the Chief of Department concerned.

Employees receiving \$5000 per annum and over are expected to meet the requirements of their assignments even though it is necessary, on occasion, to work overtime. However, within the discretion of the employee's supervisor, and provided the effectual discharge of the employee's duties permits, such overtime may be offset by compensatory time off. It will be the responsibility of the Chief of Department to insure a written record of overtime for which compensation is claimed.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 3

Office Hours

The normal hours of duty for all employees shall be from 8:30 a.m. to 5:30 p.m., with 1 hour for lunch, Monday to Friday inclusive, i.e. 5 working days of 8 working hours each per week. Each Department Chief shall ensure the adequate staffing of his Department during the lunch hour so that at least one member of his staff shall be on duty.

The normal working days or duty hours may, however, be varied by agreement between Departments and employees, to suit the needs of the work, subject to prior approval of the Director of Personnel.

Attendance or absence from duty of all employees shall be duly recorded on an "Attendance and Time Record" form.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 4

Maintenance and Closing of Offices

To protect the premises after close of business, and to insure that offices are left in order for the next day's business, all lights, fans or other electrical equipment will be turned off and windows closed. Desks will be cleared of papers and present a neat appearance. Boxes, surplus supplies and unused papers should be kept in storage space and typewriters should be covered.

Files must be closed and locked. Doors which enter upon the elevator and reception space must be closed and locked. The PBX room will be locked by the operator.

All waste stenographic notes and other waste material dealing with confidential matters or relating to contacts whose confidence must be respected must be placed in a special wastepaper basket located in the Communications and Records Section.

After office hours, confidential material of every description must be stored by the responsible secretary in a designated cabinet within the Communications and Records Section or in Room No. 20.

It will be the responsibility of the senior secretary of each department to remind staff of office appearance and closing requirements. Closing the office is the responsibility of the last member of the staff to leave.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 5

Holidays

The following holidays will be observed:

New Year's Day	January 1st
Washington's Birthday	February 22nd
Memorial Day	May 30th
Independence Day	July 4th
Labor Day	First Monday in September
Columbus Day	October 12th
Thanksgiving Day	Normally last Thursday in November
Christmas Day	December 25th

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 6

Telephone Service

Switchboard service will be maintained between the hours of 8:30 a.m. and 6:00 p.m., Monday to Friday, inclusive. The administrative staff will include one switchboard operator whose hours of duty will be from 9:00 a.m. to 6:00 p.m. Assigned members of the clerical staff will open the board at 8:30 a.m. each morning and will relieve the regular operator at the lunch hour and for such relief periods as may be necessary.

Staff are requested to keep personal calls to a minimum and to make them as brief as possible. Arrangements will be made for payment for these calls on a regular basis. All toll and long distance calls are to be reported to the operator prior to placing the call.

The following night lines will be connected each evening at the close of business:

Yukon 2-0221 - Personnel and Office Management
Yukon 2-0222 - Lecture
Yukon 2-0223 - Public Relations
Yukon 2-0224 - Radio Free Asia (News)
Yukon 2-0226 - Radio Free Asia (Elwood)
Yukon 2-0228 - Radio Free Asia (Program)
Yukon 2-0225 - Editorial
Yukon 2-0227 - Student Relations
Yukon 2-0229 - Asian Operations
Yukon 2-1823 - Controller
Yukon 2-1824 - Overseas Chinese Relations

Radio Free Asia direct lines not served thru the regular switchboard:

Yukon 2-3890 - Program
Yukon 2-1895 - Information
Yukon 2-1762 - News

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 7

Communications Procedure

TELEGRAMS AND CABLES

Receipt - All incoming messages will be received in the Communications and Records Section, logged, and immediately routed by special messenger. The designated Department will be responsible for prompt handling, and for transmitting needed information thereon to other Departments concerned. CRS is authorized to check on the Departmental handling of messages to insure prompt attention.

When communications on matters of policy or other importance are routed direct to a Department, it will be the duty of the Department to keep the President promptly and currently informed thereof.

Messages on news or other routine or normal operational subjects within the province of Radio Free Asia may be addressed to "Radio Free Asia, 149 California Street", and will be delivered direct to such address by the cable companies. When messages so addressed and delivered deal inadvertently with matters of policy or other subjects within the proper province of the President's office, it will be the duty of RFA to transmit the message at once to CRS.

Dispatch - Responsibility for determining need of telegraphic or cable facilities will rest with the originating office, and economy will be observed in the preparation of messages.

The message will be prepared in the following number of copies:

- Original - on appropriate commercial form, in accordance with prescribed message style
- White Carbon - for CRS subject file
- White Carbon - for originating office, which will be time stamped at time of dispatch, and will show log number
- Yellow Carbon- for CRS message file
- Blue Carbon - for Department's file (when desired)

The white carbon for CRS subject file will bear the initials of the approving Department Chief or his authorized deputy. The second white carbon will be returned to originating office.

All outgoing telegrams and cables must be signed by a Chief of Department or the President. The originating office will be responsible for obtaining initialed concurrences.

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The original and first three carbons will be hand-carried to CRS by the originating office for dispatch.

MAIL

Receipt - CRS will log all incoming correspondence and first class mail, and will route it to the Department primarily concerned. Re-routing, when necessary, shall be the responsibility of the receiving Department. Material internally circulated need not be returned for record in CRS.

Communications on routine subjects will be routed direct to the appropriate Department for attention.

When communications on matters of policy or other importance are routed direct to a Department, it will be the duty of the Department to keep the President promptly and currently informed thereof.

Confidential mail will be logged by Chief of the CRS and overseas mail cleared with Asian Operations Department before distribution. It is the duty of all employees to insure the discreet handling of all matter that should enjoy confidential treatment, by means of appropriate marking and covering.

Scheduled Messenger Service - Inter-office trips by mail clerks will be made at regular two-hour intervals throughout the day, with first delivery and collection at 9:30 AM, and last trip at 4:00 PM. Each Department will have one point of contact within the office, using "In" and "Out" mail boxes.

Trips to the Post Office for delivery and collection of mail will be made at approximately 8:00 AM, 12 PM, and 3 PM.

Special Service - Inter-office material which requires special handling will be the responsibility of the originating office.

Dispatch - All mail will be forwarded to CRS without folding and unsealed, accompanied by addressed envelope, where it will be reviewed for presence of signature, listed enclosures, attachments, and clearances. Outgoing communications will be prepared with a minimum of:

Original	- on appropriate letterhead
White Carbon	- for CRS subject file
Yellow Carbon	- for CRS reading file
Blue Carbon	- for Department's file (when desired)

Other white carbon copies for distribution to other interested Departments shall be forwarded to CRS for such distribution.

Correspondence signed by a subordinate member of a Department shall be approved by means of initials of the Department chief on the CRS subject file white carbon copy, before dispatch by CRS.

Overseas - Outgoing overseas mail will be cleared with Asian Operations Department before dispatch by CRS.

March 1, 1952

Confidential - Confidential mail shall be prepared in the same manner as other mail, except that all such material will be sent to the Chief, CRS, for processing and dispatch. Transmission of confidential material shall be by means of sealed inter-office envelope, or hand-carried to CRS.

All correspondence, etc., concerning personnel matters or budgetary matters shall be considered as confidential and shall be transmitted by means of inter-office envelopes.

Translations - Mail requiring translation will be forwarded to the Administrative Department for attention.

General - Usage of inter-office envelopes is urged, thereby eliminating possibilities of correspondence becoming detached from routing slips.

Correspondence with the New York office should generally be sent by airmail. Other domestic correspondence, unless it is of an urgent nature, should be sent by ordinary mail.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 8

Personnel Actions

In so large and rapidly developing an organization, it is inevitable that there must be terminations of employees as well as rapid additions. The proper, fair, and tactful handling of such terminations is of the greatest importance to the Committee, and the following regulations should be meticulously followed:

All heads of departments, bureaus and other divisions of the staff should see to it that their assistants, who might by any chance be involved in any matters connected with terminations, be properly informed about these regulations and follow them. To see that they do so, will be the responsibility of their chiefs.

The following regulations apply to all employees except those who are first and second in command of any department, bureau, or other division of the staff (which cases will be handled directly by the senior officers).

Unsatisfactory work.

It is the responsibility of the department or bureau chief to report immediately to the Personnel Director any employee whose work is not wholly satisfactory. The Personnel Director and the department chief may then decide that the department chief will have the first conversation with the employee, but the chief will carefully observe any directions or suggestions as to what to say and how from the Personnel Director. These discussions should be held by the chief of the department or bureau involved, and not delegated to deputies or assistants except in unusual cases.

Termination.

In no case will department or bureau chiefs say or permit to be said anything to an employee which would give that employee any reasons for fearing his or her termination, unless such statements have been clearly authorized by the Personnel Director. If the question of the termination of appointment arises, termination shall be determined only in joint conference between the responsible chief and the Personnel Director. No information concerning such decision to terminate should be given to anyone else, until the Personnel Director has officially informed the employee of the action.

Subsequent conversations with the employee regarding his termination or points connected with it, by any department or bureau officer, should be as infrequent, as brief, and as friendly as possible and everything said should be carefully in line with the statements of the Personnel Director.

Termination (CONT'D.)

The Personnel Director shall be responsible for informing the Special Assistant, Mr. Rinker, concerning any aspects of the case involving him, and will co-ordinate personnel actions with him concerning such cases.

Changes in Employee status.

No officer of the Committee should discuss salary increases, major changes in assignment, or other conditions of employment with an employee, without the prior concurrence of the Personnel Director. This does not mean that an officer may not discuss with an employee that employee's work, pointing out deficiencies and suggesting improvements; but this should be done without implications of termination, salary change, assignment change, to the greatest extent possible. Indeed, employees should be encouraged to discuss with their supervising officer any aspects of their work which bother them or how their work may be improved.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 25, 1952

This replaces Admin. Memo #9 dated March 1st, 1952.

Administration Memo. No. 9

Official Entertainment of Guests

Reimbursement for entertainment by members of the staff for official purposes will, as a general rule, be made by the Committee but only in cases when the guest or guests entertained were chiefly not employees of the Committee and where their entertainment is either clearly a social requirement or of high informational value.

The entertainment of an outside guest is not to be used as a pleasant device for entertainment, at Committee expense, of other members of the Staff.

Reimbursement for expense incurred in entertaining other members of the Staff as supplements to an outside guest should be requested only when such entertainment can be clearly justified as essential to the proper entertainment of an outside guest or essential to the interests of the Committee. Members of the Staff will not normally expect reimbursement for their entertainment of other members of the Staff, without outside guests. The mere fact that it is convenient to conduct Committee business at lunch or dinner is not normally a justification for reimbursement.

Situations may arise where reimbursement in such cases will be justified, but they will be rare. In general, members of the Staff should not count upon reimbursement for the entertainment of other members of the Staff or outside figures of peripheral value to the Committee unless they have the advance approval of the Controller or one of the Vice Presidents.

Claims for reimbursement should be made on the official entertainment voucher forms (which may be obtained from the Accounting Office) giving the following information:-

1. Nature of entertainment (i.e. lunch, dinner, etc. at a public restaurant, club or home)
2. Total number of guests and names of principle guests.
3. Cost (supported by receipted bills when possible)
4. Purpose of entertainment.

The voucher will be certified by the claimant and approved by the claimant's Departmental superior.

All official entertainment should be on a modest scale and in keeping with the purposes and aims of the Committee.

Alan Valentine
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 10

Communications with Governments

Communications to representatives or branches of the United States and foreign Governments shall be signed by the President or his deputy, except in those cases where the President may otherwise authorize.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 11

Periodical Reports of Departmental Activities

A report from each Department of its activities, expenditures and commitments, since the previous report, will be submitted to the Vice-President for Operations (with copies to the Vice-President for Planning and Policy, and the Vice-President for Administration), for transmittal to the President, on the 1st of each month.

Such monthly reports of activities will be restricted to work actually accomplished, including staff additions, changes and assignments, and major present difficulties. The reports will refrain from recommendations or proposals of activities; which should form the subject of separate reports, each of which so far as possible should confine itself to a single subject.

The monthly reports should endeavor to relate the work accomplished, and the expenditures incurred or committed, to the Department program and budget.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 1, 1952

Admin. Memo No. 12

New York Office

The New York Office should be kept informed by all Departments in a general way of Departmental activities, such as by furnishing that office regularly with copies of periodical Department activity reports and other reports summarizing progress or establishing programs or projects; also by sending copies of letters or memoranda relevant to its interests.

Policy matters and policy relationships with the New York Office will, however, be conducted by or through the President, and communications and information on such matters will be signed by or conveyed after clearance with the President.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 11, 1952

Admin. Memo No. 13

Procurement Procedures

1. Procurement of all the following items will be done by the Purchasing Officer in the Department of Administration: -
 - a. Non-expendable office equipment and furniture.
 - b. Expendable office supplies
 - c. Printing, stationery, multilithing, etc.
 - d. Books and publications (except that blanket approval in limited amounts may be given for purchases by Library Section).
 - e. Repairs or alterations.
 - f. Services - e.g. moving office furniture, telephone installation, etc.

Exception to the above will be made in the case of the New York and overseas offices which may be given authority to purchase locally.

2. PROCEDURE

- a. Official Requisition forms, in 3 copies, will be prepared by the requesting section or department and sent to V.P. Administration for approval. The requisition should state the quantity, description and approximate price of the items required (if known), for whose use, and reason for the request. In the case of expendable office supplies kept in stock by the Purchasing Office, requests will be made by Section or Departments, once a week on the Office Supply Request forms.
- b. Upon approval by the V.P. Administration, the Requisition will be sent to the Controller's Office for approval of availability of funds and then to the Purchasing Officer for action. In case of doubt as to cost, the requesting office or the Purchasing Officer should obtain sufficient information to give an estimate on the Requisition before approval.
- c. The approved Requisition is the basis of authority to expend funds. The original is retained by the Purchasing Officer, the second copy is kept in the accounting section and is attached to the receipted copy of the Purchase Order when goods have been delivered. The third copy is returned, after approval, to the requesting Section or Department.

March 11, 1952

- d. Procurement is made by the issue of a Purchase Order, prepared in 3 copies and signed by the Purchasing Officer, naming a particular vendor and giving number, specifications, price, terms and delivery instruction. The original goes to the vendor, the second copy to the Receiving Shipping Section and the third copy is retained by Purchasing Officer.
 - e. All deliveries will be made to the Shipping Section, Department of Administration where the goods will be checked against the Purchase Order which, if the delivery is correct, will be receipted and sent to the Purchasing Officer for his signature.
 - f. The receipted copy of the Purchase Order is then sent to the Accounting Section for payment when the invoice or statement is received. The approved Requisition, the receipted Purchase Order and the invoice constitute the payment voucher.
3. Supplies of Requisition forms and Request for Office Supplies may be obtained from Purchasing Office.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 17, 1952

Admin. Memo No. 14

Statements on Policy

No member of the staff shall make or publish any statement on policy affecting the Committee for Free Asia without the prior authorization of the President or a Vice-President, except where such statement clearly does not conflict with existing policy statements. In case of doubt as to such conflict, responsibility rests upon the staff member concerned to obtain prior clearance of the proposed statement.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 17, 1952

Admin. Memo No. 15

Publicity

All publicity or news releases from the Committee, for consumption in the U.S.A., shall be made by the Public Relations Department, and each of these shall have the initialled advance approval, first of the Chief of the Department or of each Department involved, and then of the President or his deputy.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA

March 28, 1952

Admin. Memo No. 14

Travel Regulations USA and Overseas

1. Official travel is that undertaken by an employee in the execution of official duties and for which the cost will be paid in accordance with the following rules.
2. Official travel will be regarded as falling within three categories:
 - (a) Within the San Francisco Bay area.
 - (b) Within the continental limits of the United States.
 - (c) Overseas.
3. For official travel within the San Francisco Bay area no prior, written approval is necessary, but if reimbursement is desired the traveler will fill out a "Request for Payment" (original only), which will be approved by the Department Chief and by the Controller, for presentation to the Cashier in the Controller's office for payment and receipt.
4. For official travel within the USA or overseas, a Request for Travel will be prepared in three copies by the Department concerned, giving the following information:
 - (a)
 1. Name and official title of traveler.
 2. Purpose of travel.
 3. Destination and/or itinerary.
 4. Approximate dates of departure and return or arrival at destination.
 5. Mode of transport.
 6. Hotel accommodation desired.
 7. Advance required.
 8. Baggage allowances - with special authority desired for excess accompanied baggage, air freight, surface freight, household effects, etc.
 - (b) The Request for Travel must be signed by the chief officer of the requesting employee's Department and be forwarded (all 3 copies) to the Travel Section in the Office Management Division for action. It will then be sent for approval to the Vice President of Operations (in cases of Operational Travel) or to the Vice President of Administration (for Administrative Travel), who will refer to the President for his approval when necessary.
 - (c) Upon approval, all three copies of the Request for Travel will be returned to the Travel Section, where a Travel Authority in three copies will be issued over the signature of the Personnel Director. The completed Travel Authority will be supplemented by a written record of any special information for the traveler such as purchase of tickets, hotel reservations, etc.

The Travel Authority (in 3 copies), accompanied by one copy of the approved Request, will be sent to the Controller's office for funds approved. The Controller's office, after approval, will retain the copy of the Request and one copy of the Travel Authority and will return the original and one copy of the Travel Authority to the Travel Section. The Controller's office will then prepare a check in favor of the traveler for the approved amount of the travel advance.

- (d) The Travel Section will hand the original (and such extra copies as may be necessary) of the Travel Authority to the traveler, together with tickets and such other documents as required. Copies of the Travel Authority and the Request for Travel will be retained by the Travel Section.
- 5.
- (a) Within three working days of the traveler's return to his base or arrival at assigned destination he will prepare a Travel Voucher on the official form in duplicate. The original will be sent to the Controller's office for audit and payment of any amount due to the traveler. If the Voucher indicates an amount due to CFA, a check or cash should accompany the Voucher. The duplicate Voucher should be retained by the traveler for reference.
 - (b) Travelers returning from overseas may not receive credit for foreign currency turned in to the Cashier at Home Office. Such residue balances in foreign currencies should be spent or converted into US currency before leaving a foreign country.
 - (c) Travelers to an overseas office should send Travel Vouchers (covering travel from USA) to the Home Office when reimbursement in dollars is desired.
 - (d) Travelers within an overseas area based upon an overseas office will submit their Travel Vouchers to their overseas office for reimbursement in local currency.

6. Class of Accommodation.

In general, official travel will be authorized by first class (but not extra fare) accommodation on airplane or surface common carriers. Travel by private automobile may be authorized on special occasions when necessary at a cost not to exceed first-class fare and per diem cost of similar travel by common carrier, or at a mileage rate of 7 cents a mile when common carrier rates are not applicable.

7. Baggage Allowances.

- (a) For travel in continental USA no excess baggage allowance will be made, except under special circumstances and with the approval of the President or a Vice President.
- (b) For overseas travel or permanent assignment overseas excess personal baggage allowances will be as follows:

- 50 lbs. accompanied by air.
- 200 lbs. air freight.
- 200 lbs. (crated) by surface.

Household effects up to 5,000 lbs. uncrated per family will be transported to an overseas station at CFA expense, for employees on permanent overseas assignment.

8. Per Diem.

- (a) For travel within the San Francisco Bay area no per diem is allowable.
- (b) For travel within continental USA the per diem is \$12.00.
- (c) For travel overseas the following rates apply:

Philippines	\$20.00
Malaya	14.00
Hongkong	12.00
Japan	12.00
Siam	14.00
Burma	16.00

Claims for per diem will be included in the Travel Voucher.

In transit per diem rates will be as follows:

	<u>Air</u>	<u>Ship</u>	<u>Train</u>
USA	\$5.00	\$3.00	\$10.00
Philippines	5.00	3.00	20.00
Malaya	5.00	3.00	14.00
Hongkong	5.00	3.00	12.00
Japan	5.00	3.00	12.00
Siam	5.00	3.00	14.00
Burma	5.00	3.00	16.00

Items not considered to be included in the per diem allowances and for which claims for reimbursement may be made are:

1. Transportation costs.
2. Visa fees, inoculations, etc.
3. Baggage transfers (not tips).
4. Taxis or limousine from station, docks or airport to hotel.
5. Taxis from hotel to CFA offices.
6. Taxis or other transport from CFA office for official calls.
7. Official telegrams and telephone calls.
8. Entertainment (when approved).

All other costs pertaining to official travel are included in the per diem allowance.

ALAN VALENTINE
President

COMMITTEE FOR FREE ASIA, INC.

REQUEST FOR TRAVEL AUTHORIZATION

TO: TRAVEL SECTION

Date _____

You are requested to issue Travel Authority for official purposes as follows:

1) NAME _____ TITLE _____
DEPT. _____

2) PURPOSE _____

3) DEPARTURE _____ RETURN _____ 4) MODE OF TRAVEL _____

5) TRAVEL FROM _____ TO _____

6) ITINERARY (Give Length of Stay at Each Point - Use Reverse Side
if Necessary) _____ Hotel Reservation _____

7) EXCESS WEIGHT (LBS.): Accompanying _____ Air Freight _____
Surface Baggage _____ Household Effects _____

8) TRAVEL ADVANCE REQUESTED (State Details) _____ 9) SPECIAL PROVISIONS: _____

Recommended by: _____
Director, Personnel &
Office Management

Requested: _____
Department Chief

Approved: _____
Vice President

President

ESTIMATED COST: (Travel Section Only)

Transportation _____
or Diem _____
Other _____

COMMITTEE FOR FREE ASIA, INC.

A U T H O R I T Y T O T R A V E L

Travel Authorization No. _____

Date _____

1) NAME _____ TITLE _____
DEPT. _____

The above person is authorized to perform official travel in behalf of the Committee for Free Asia, Inc. as indicated below:

2) PURPOSE _____

3) DEPARTURE _____ RETURN _____ 4) MODE OF TRAVEL _____

5) TRAVEL FROM _____ TO _____
VIA _____

6) EXCESS WEIGHT (IBS.): Accompanying _____ Air Freight _____
Surface Baggage _____ Household Effects _____

7) TRAVEL ADVANCE _____ 8) SPECIAL PROVISIONS _____

Total Estimated Cost: _____

APPROVED: _____
Director, Personnel and
Office Management

Controller

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 1

Establishment of Operations Manual

This memorandum establishes an Operations Manual.

The Operations Manual will consist of all memoranda issued to CFA overseas offices and personnel and of memoranda covering operations only in the United States.

Operational Memoranda will be issued over the signature of the Vice President for Operations.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 2

CFA Functions in Asia

1. The Committee for Free Asia is an organization of private American citizens working with Asians for the preservation of their national independence and personal freedom.

2. All CFA employees sent overseas should be guided by this concept at all times. These representatives will thoroughly inform themselves regarding the Communist aims and objectives and practices of aggression, suppression, terrorism and imperialism.

3. Basic to the concept of CFA operations in Asia is the constant striving for the closest possible association and cooperation with Asian citizens who recognize the common menace. Insofar as possible, when it is necessary to speak publicly of matters pertaining to the common program, it will be left to the citizens of the country concerned to speak. At no time will CFA representatives publicly criticize the institutions, the laws or the public figures of the country in which they are located.

4. The Committee for Free Asia works:

- (a) Closely with Asians to help develop a feeling of equal partnership among all people of the free world.
- (b) With Asians to support Asian national independence.
- (c) With Asians at all levels to develop resistance to Communist aggression. Asians will lead their own people, not the overseas representatives of CFA. The CFA representatives will be foreigners in every country where they are located, and as such will be the guests of the country concerned. They will never forget the obligations of a guest.

5. There is much other valuable work to be done in Asia which is beyond the financial capacity of CFA. Nor can CFA hope to attack more than a segment of the possibilities within its own defined area. It cannot, therefore, engage in charitable or relief activities, no matter how worthy.

6. CFA overseas representatives will always be alert to discover new means of cooperating with Asians within the stated CFA program and one of the most important responsibilities of the representatives will be to recommend to the San Francisco Office for approval such new projects.

7. There are other public and private agencies, American and other, active in Asia in somewhat the same field of interest. CFA should complement and supplement the activities of these agencies.

March 12, 1952

8. The Committee for Free Asia plans to function in cooperation with the citizens of various Asian countries such as Japan, the Philippines, Burma, Thailand, Korea, Indonesia, Malaya and Singapore, Vietnam, India, Pakistan and Ceylon, and with the Chinese people wherever they may be located. Priorities necessarily will be established by limitations of funds and available personnel.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

Please make the following corrections in the Operations Manual.

Operations Memo No. 3

Under No. 4 please change to read " . . . correspondence between the CFA San Francisco Office and the overseas office . . . ".

Operations Memo No. 6

Under 1 e., delete 1952.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 3

General Instructions

The President will designate a CFA representative with suitable title for each country in which the Committee conducts operations. The Representative will establish an Office, as required.

It shall be the duty of the Representative to (a) carry out the general policies, the functions and the objectives of the Committee, (b) coordinate the activities of the Editorial, the Radio and such other departments as may be created to the extent necessary to insure effectual operation.

The Representative in any country shall be responsible for:

1. The policy of CFA in all relations with the officials of the United States Government or the representatives of other governments including those of the United States; and also the policy of CFA in relations with private organizations in the country to which he is assigned.
2. The administration of the approved plans and projects undertaken in the assigned country.
3. All operations including the supervision of personnel.
4. The transmission and receipt of all correspondence between the CFA San Francisco Office and the Home Office wherever it affects the policy of CFA and/or the current or prospective plans for the country or countries involved.
5. Recommending for approval by the Home Office the names of nationals for membership on a National Committee for Free Asia.
6. Investigating and recommending additional projects which meet the tests laid down in the Memorandum, "CFA Functions in Asia". The Representative will always have in mind the expansion and development of a full and well-rounded CFA program and will make his recommendations accordingly.
7. Developing the CFA program so as to make certain that local participation shall be the major element and that the activities of the Office shall have a lesser outward prominence.
8. Insuring that the CFA programs supplement and complement those of private and government agencies having a purpose similar to that of CFA.
9. Control and administration of all CFA funds allocated to his Office, the maintenance of accounting records and the submission of such fiscal reports as are required by the Home Office.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 28, 1952

Operations Memo No. 4

Overseas Personnel Administration

One officer in each area will be designated as the CFA Senior Representative. The other officers will be designated as CFA Representatives. The chief clerical person will serve as the administrative assistant with additional responsibility for confidential secretarial services. Administrative staffs at each office will be kept to a minimum consonant with efficient and effective operations.

The CFA senior representative, hereinafter referred to as "The Representative", is authorized to employ staff at his office in accordance with the following procedures only:

I. Approval of Position

The Representative will (1) forward to Director, Asian Operations, a description of the function of each proposed position for full-time and continuing part-time employment, (2) make recommendations concerning its salary range, and (3) state whether recruitment by the San Francisco Office (hereafter referred to as the Home Office) is required, or candidate is available and recruitment may be accomplished at the overseas office. The Home Office will review the proposal for uniformity of standards where applicable, for conformance to procedure and in the light of budget and other factors, and will advise the Representative promptly of decision.

II. Recruitment by San Francisco Office

When the Home Office recruitment is requested, the Representative will state any special qualifications desired and how soon employment is required. Action will then be taken in the Home Office in accordance with the usual procedures. When tentative selection has been made and before final commitment to the candidate, a summary biography will be sent to The Representative in order that his concurrence in hiring may be obtained. After the employee has reported for training at the Home Office, copies of the employment authorization, employee contract and other pertinent papers will be forwarded at once to The Representative. When The Representative wishes to propose recruitment of a specific candidate, he will send sufficiently complete information to enable the Home Office to obtain a Personal Information form.

III. Hiring Other than Local Nationals Overseas

When overseas hiring (for previously approved positions) of full-time or part-time employees, other than local nationals, is proposed, The Representative will cable the Home Office the name and brief biographical data of the candidate. Simultaneously reference check with acceptable local sources of information will be initiated by The Representative. The Home Office will

reply as soon as possible after receipt of request. In no case should employment take place until the Home Office reply has been received at the overseas office. If both reference checks are completely satisfactory, the candidate may be hired probationally by The Representative. Copies of the employment authorization (and contract where executed) and of the completed Personal Information form will be forwarded to the Home Office immediately thereafter for further processing in accordance with Home Office procedure. If the overseas reference check is not completely satisfactory and it is desired to pursue the matter further, full information will be forwarded to the Home Office for examination and decision. If the Home Office reference check is not completely satisfactory, The Representative will be informed of the decision of the Home Office.

IV. Hiring Local Nationals Overseas

When local nationals are to be hired overseas, The Representative will make such local reference checks as are feasible and may temporarily employ, according to his best judgment in each case, for a period of not more than sixty days pending Home Office approval. Copies of the employment authority and the completed Personal Information form will be forwarded to the Home Office immediately for further processing.

V. Contractors and Casual Employees

Contractors and casual employees, other than local nationals, will be employed as outlined in III above. Employees of contractors will or will not be processed, at the discretion of The Representative. Local nationals, employed as contractors or casual employees, will be hired in accordance with IV above.

VI. Termination of Services

In many Asian countries the termination of services of local employees is beset with difficulties. Some form of agreement between the Committee (or Representative) and the employee which the latter will sign before a witness should be provided. The agreement should state specifically the terms of termination, how much salary, how much notice required and a further agreement that, provided the Committee lives up to the terms of the agreement, no appeal or protest will be made by the employee.

In addition to the above provisions, termination of services of any employee shall be in accordance with any other instructions which may be issued by the Home Office.

VII. Policies Governing Local Nationals

Salary ranges, promotion, leave and other policies covering local nationals will be in accordance with the local custom and practice. As information is obtained and need for decision concerning these matters becomes apparent, The Representative will submit a proposed procedure or plan and make recommendations to the Home Office for approval. Upon final approval by the Home Office, The Representative will inform the local national employees of such matters as are appropriate. The Representative will be responsible for complying with all local labor laws.

VIII. Policies Governing American Employees

The Home Office procedures and practices, as outlined in the Administrative and/or Operations Manuals, will apply to American employees. All CFA personnel in the area, including Editorial and Radio, will be regarded as members of the staff of the CFA Senior Representative.

Approved:

VPO

President

VPA

VPPP

COMMITTEE FOR FREE ASIA

Operations Memo No. 5

March 11, 1952

ALLOWANCES AND BENEFITS FOR OVERSEAS EMPLOYEES

Allowances and benefits for overseas employees are prescribed below. They are subject to review every six months.

FIELD ALLOWANCES

Manila

Single man -- 80% of base salary
For each dependent -- 10% of base salary

Singapore

Single man -- 60% of base salary
For each dependent -- 10% of base salary

Tokyo

Single man -- 45% of base salary
For each dependent -- 10% of base salary

Hong Kong

Single man -- 50% of base salary
For each dependent -- 10% of base salary

Bangkok

Single man -- 60% of base salary
For each dependent -- 10% of base salary

Rangoon

Single man -- 70% of base salary
For each dependent -- 10% of base salary

*Definition of dependents shall correspond to the definition for income tax purpose.

In addition to field allowances, the following general allowances will be made:

Transportation

CFA will pay transportation of its overseas employees and dependents to San Francisco from place of residence in the United States at the time of employment, thence overseas. Upon termination of employment, transportation will be paid to San Francisco, thence to place of residence at the time of employment. Employee will proceed alone by air to his overseas field office, his family to follow directly from their home base in four months by surface unless other mode of travel can be justified. If at the expiration of that time the employee has found suitable housing, transportation of the family can be requested by the employee through the home office.

March 11, 1952

Household Effects

CFA will pay packing and crating costs, freight to port, ocean freight, delivery from port to residence and forwarding agency charges on the basis of 5,000 pounds uncrated per family. If a single man or woman wishes to set up housekeeping, CFA will allow 2,500 pounds uncrated.

Excess Baggage

Fifty pounds excess baggage air accompanied, 200 pounds air freight, unaccompanied and 200 pounds (crated) by surface is authorized.

Clothing Allowance

Employee proceeding to Asian station will be paid a non-recurrent clothing allowance of \$350 per adult and \$50 per dependent child.

Separation Allowance

Married employees who do not take dependents abroad will receive same field allowance as single men but they will be entitled to a separation allowance of 10% of base salary (payable in US currency at home station) for each dependent.

Per Diem Allowances

<u>Temporary Lodging Status</u>		<u>In Actual Transit</u>		
		<u>Air</u>	<u>Ship</u>	<u>Train</u>
USA	\$12.00	\$5.00	\$3.00	\$10.00
Philippines	20.00	5.00	3.00	20.00
Malaya	14.00	5.00	3.00	14.00
Hong Kong	12.00	5.00	3.00	12.00
Japan	12.00	5.00	3.00	12.00
Siam	14.00	5.00	3.00	14.00
Burma	16.00	5.00	3.00	16.00

Allow ten days on per diem on arrival at official station. Field and Separations Allowances will be effective from date of arrival at official station.

Travel Expenses

Expenses not covered by the above per diem allowances and which may be recovered upon submission of vouchers supported by both are:

1. Transportation costs
2. Visa fees
3. Baggage transfers (not tips)
4. Taxi or limousine from station, docks or airport to hotel
5. Taxis from hotel to CFA office
6. Taxis from CFA office for official calls
7. Telegrams and Telephones

All other costs incidental to official travel are covered by the per diem allowances above.

March 11, 1952

Advances

CFA will allow travelers to draw an advance sufficient to cover estimated costs of transportation, per diem and incidental costs. Such advances must be accounted for on return to, or arrival at official station with five days on official travel vouchers accompanied by receipted bills where possible.

Payments:

Base Salary

To be paid to bank or specific individual in U.S.A. on the basis of 26 pay periods per annum of 14 days each.

Allowances

Freight shipments will be paid on presentation of bills to include freight, transfer, handling and shipping agency fees. Where duty is charged, it will be paid by employee and recovered from CFA.

Field Allowances

Payable on basis of 26 pay periods per annum - 14 days each - in local currency.

Leave

Overseas employees will be entitled to two types of leave:

(1) Local annual leave. This is calculated on the basis of one-half day per payroll period to a total of 13 work days a year. This leave must be taken within the country of assignment or in the general area. No traveling expenses will be paid by CFA. This leave can only be taken with the concurrence of the CFA Representative. Local leave not taken in the field cannot be added to Home Leave. Local leave may not be taken in advance of its being earned but broken periods of leave - say two, five days - may be taken as earned.

(2) Home Leave. Accumulates on the basis of one day for each full payroll period or 26 days per annum. It is taken only upon return of employee to the United States at the end of a two year period or upon return to United States for reassignment or termination of employment. Return transportation for employee and family to United States for leave and reassignment or termination will be paid by CFA. Home Leave may accumulate to a total of not more than 52 days. In the event of return to the United States for termination, the credit due to the employee for Home Leave may be paid in a lump sum or in 14-day period installments as the CFA may decide. In the event the employee wishes to return to the United States by other than the quickest and most direct route he will be allowed transportation and per diem only on the basis of direct air transportation. Any costs above this amount must be borne by the traveler, and the additional travel time will be charged against accumulated home leave.

Sick Leave is earned at the rate of one-half day per pay period or 13 days a year and may accumulate up to 26 days. Sick leave accumulated but not used during term of employment with CFA is cancelled.

March 11, 1952

Local Transportation

The CFA representative in charge of a foreign office will make arrangements for the hiring of one or more automobiles with driver, on a weekly or monthly rental basis. Such arrangements will cover rental of car, full time, with driver on an eight-hour work day. Rental charges usually excludes cost of gasoline and oil which is paid for by renter but local custom will determine these points and the CFA Representative should use his own good judgment. Cars will be used to transport CFA employees to and from residence and office and for official business. The arrangement may be extended to provide recreational transportation for staff members out of office hours and in such case the user may be required to pay a small hourly charge for gas and driver expense, to be determined by the CFA Representative.

Taxes

CFA will reimburse employees for taxes in excess of those they would normally pay in the United States.

CFA will also pay import duty on personal necessities (toilet articles, drugs, cigarettes, tobacco, foods, etc.)

Representation Allowance

This is to be determined in accordance with overseas policy as experience in the field dictates but in all cases will be a matter of special arrangement with the home office.

Insurance

Group participating health, life and dismemberment insurance will be offered to overseas employees. They will also be covered by workmen's compensation, in accordance with the law of California.

Term of Service

Term of service, except in unusual circumstances, will be two year. In the event an employee resigns before the expiration of such termination of service, he and his dependents shall not be entitled to return transportation from his overseas place of employment to his home in the United States.

RAY T. MADDOCKS
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 6

Allocation of, and accounting for,
CFA funds in overseas offices

Financial Procedure

1. When an overseas office of CFA is to be established the Vice President for Operations will prepare a statement which will include the following information:

- a. Location of office
- b. Anticipated number of CFA employees, giving job descriptions and base salaries.
- c. Estimate of initial costs of establishing office, including:
 - (1) Rent of premises (including key money if necessary) partitions, etc.
 - (2) Purchase of office equipment, furniture and supplies.
 - (3) Other miscellaneous expenses.
- d. Estimate of monthly administrative costs, to include:
 - (1) Salaries -- plus allowances
 - (2) Rent of auto
 - (3) Telegraph & telephone
 - (4) Office supplies
 - (5) Utilities
 - (6) Office rent
 - (7) Other expenses
- e. List of proposed projects with estimate of financial requirements for each to the end of fiscal year, 1952.

2. On the basis of the above statement and approved budgets the Controller will arrange to provide:

- a. Expendable funds to cover the costs of c. and e. above.
- b. A revolving fund to cover administrative costs under d. above.

3. Bank Accounts

All CFA funds will be kept in current accounts in the name of the Committee for Free Asia with an approved bank--one account for each fund. American banks will be used as far as possible. Arrangements for the operation of CFA bank accounts may have to be adjusted from time to time in accordance with the size of the staff and the magnitude of the operation, but in the initial stages the accounts will be operated over the sole signature of the CFA Representative. Payments of over \$1,000 for capital and administrative items and over \$2,000 for project items will require prior approval of the Home Office. As far as possible, all expenditures will be by check.

4. Nature of Accounting

Accounting in Overseas offices will consist chiefly in recording the receipt and expenditure of funds received from the Home Office and, possibly, some local contributions.

5. Funds

Funds will be supplied in three categories on the basis of approved budgets and separate bank accounts will be opened for each fund and project. No transfers between funds will be made without prior approval of the Head Office.

- a. A Capital fund to cover costs of establishing and equipping the local office. Charges against this fund will consist of expenditures for non-recurrent items such as key-money (not rent), alterations to premises, (including temporary local labor) office furniture, furnishings and equipment, installation of utilities, purchase of cars - in fact all expenditures of a capital nature. In the event the amount allocated is exhausted, an additional amount should be budgeted and requested.
- b. An Administration Fund. Expenditures against this fund will include all costs of maintaining the office and will be generally of a recurrent nature. Such items as salaries, allowances, fees, per diem, travel, telephone, telegrams and cables, entertainment, freight and express, rent, etc. The amount supplied for this fund will be estimated to cover three months' expenditures and the total expenditures reported each month will be refunded by the Home Office immediately upon receipt of the monthly reports.
- c. Project Funds. A separate fund will be set up on the books for each approved project.

6. Conversion of US Dollar to Local Currency

As commercial individual and official practices vary so widely the decisions on currency conversion of CFA funds must be left to the discretion of the CFA Representative, who shall give full recognition to the importance of observing the laws of the country, and conversely, to the undesirable repercussions that might arise should CFA obtain its supply of local currency by illegitimate means.

7. Accounting Records

The following records will be kept:

- a. Check Register - Showing check number, payee, nature of expense, voucher number and amount.
- b. Expenditure Distribution Register. Forms or books for this register can probably be purchased locally with advantage, as they will provide for local currency entries. There should be a sufficient number of columns to show the separate items required in the monthly report to the Home Office. The entries will be in local currency but the right hand column will show the US dollar equivalents.
- c. Purchase Order Record - Procedure for expenditure of funds should follow that used in the Home Office which is as follows:
 1. Expenditures originates with a Requisition signed by requesting party and approved by the Representative.
 2. When called for, a Purchase Order on a particular supply is made out and approved by the CFA Representative. (This may not be necessary in all cases). This Purchase Order is completed when the goods have been received. It is signed by the receiving party with a copy of invoice attached. These documents together constitute the basis for payment. If no purchase order is considered necessary, then the approved requisition plus the receipted invoice constitute the voucher supporting the payment. Since these vouchers will be sent to the Home Office with the monthly reports it will be necessary to prepare duplicates of Requisitions, Purchase Orders and invoices for the local office records. Purchase orders will be numbered consecutively and a record of them will be kept giving number, name of vendor, items and cost. It is important that purchase orders and invoices show, in addition to the amount in local currency, the rate of exchange used and the US dollar equivalent. A combined check record and purchase order record may be used if desired.

8. Special Accounting Requirement in Foreign Exchange

Since actual expenditures in the field are made in local currency whereas the CFA accounts are maintained in dollars, it is most important that the conversion rate be clearly shown for each payment. When there is a fixed and unvarying rate of conversion there is no particular problem. The dollar equivalents are obtained by dividing the local currency cost by the rate received when the original dollars were converted into local currency. But when conversion of dollars into local currency are made at varying rates a more complex problem of dollar equivalent for local expenditures is involved. It is obvious that the dollar equivalent of a local currency expenditure should be figured at the same rate as that which applied to the conversion of dollars into the actual local currency spent. Thus, when conversions of dollars into local currency are made at differing rates--the local bank account will contain monies of differing dollar equivalents.

Unless the volume of transaction is too great, the best method of dealing with this condition is to keep a card record of each conversion--one card for each rate. The local currency is spent on a "first-in-first-out" basis. This means that all the local currency received from a given conversion is spent before the currency received from the next conversion is spent.

When a voucher is ready for payment, the clerk checks the cards to see how much money he has on the earliest conversion card. He will deduct from the balance shown on the card the amount of the payment to be made and will use a rubber stamp on the voucher in the following form:

Amount approved for payment _____
Rate _____ U.S. Equiv. _____
Date of Payment _____ Invoice _____

In cases where the difference in conversion rates is very small (say less than 1%) it may not be necessary to use the above system. An average rate applying to unspent local funds can be established, but where rates differ considerably it will be very difficult to reconcile the dollar equivalents of local currency payments with the actual dollars to be accounted for unless some system for identifying local currency with its original dollar equivalent is used. In any case it may be necessary to make adjusting entries to affect complete reconciliation.

9. Reports. As soon as possible after the close of each calendar month the CFA Representative will prepare and send to the Head Office the following reports:

1. A financial statement showing the condition of each fund.
2. An Expenditure Report of Capital Expenditures accompanied by receipted vouchers for all items.
3. An Expenditure Report of the Administrative Fund accompanied by vouchers.
4. An Expenditure Report of each Project Fund accompanied by vouchers.
5. Bank Statements for the end of month being reported.

(Sample forms for these aspects will be supplied).

10. General

Although transactions in the early stages of an overseas operation are likely to be few in number, it is important that accurate and complete records be kept from the beginning. Before the Representative begins work or an office is established and books opened, it is advisable that he provide himself with an accounting memo book and a pouch for keeping receipts and vouchers until the time when the accounting system can be opened properly.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 7

Representation Allowances

Officials of the CFA whose duties require them to incur expenses for the entertainment of public officials and private citizens of the United States or other nationality may recover such actual out-of-pocket expenses by submitting the following information:

1. Nature of entertainment (i.e. dinner, lunch, etc. at public restaurant, party at home, etc.)
2. Number of guests
3. Names of principal guests
4. Cost
5. Purpose of entertainment

A copy of the proposed entertainment voucher is attached. Vouchers should be accompanied by receipted bills whenever possible.

The voucher will be certified by the claimant and approved by the claimant's departmental superior.

In the case of senior officials the President of CFA may grant a quarterly allocation of funds for this purpose, subject to the submission of actual entertainment vouchers. Any balances remaining unused in the allocation at the end of a quarter will be cancelled and a new allocation made for the succeeding quarter. The quarterly allowances are therefore not cumulative.

In the matter of entertainment CFA officials should keep in mind that the nature and purposes of the organization make it imperative that any official entertainment given should be strictly confined to the furthering of these purposes and not be allowed to appear as social recreation. Such entertainment should be in a modest scale and confined to just those persons whose interest or influence will assist us in achieving our objectives.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

ENTERTAINMENT VOUCHER

DATE:

Nature of Entertainment:

Number of Guests:

Names and Nationalities of Principal Guests

Amount claimed. Local currency _____ U.S. Dollars _____

I certify that the above claim represents
expenditure of funds in the interest of
CFA and not for private entertainment

Approved for Payment: _____

Date:

COMMITTEE FOR FREE ASIA

March 12, 1952

Operations Memo No. 8

Equipment

Each CFA Representative will take with him one portable typewriter when he departs for his new assignment overseas. At the same time, the following equipment will also be shipped by air freight:

One typewriter

One box of stationery and minor office supplies, including necessary fiscal forms

One box of Committee literature

One tape recorder with extra tape and a transformer

One 16mm Motion Picture projector with transformer

One still camera with flash equipment and extra film

Additional equipment, as required, will be issued to CFA Representative.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

CORRECTED COPY

March 24, 1952

Operations Memo No. 9

Communications

Communications between a CFA representative and the San Francisco office, except as otherwise specifically prescribed, will be through ordinary commercial channels: cable, radio, air mail, air freight. Use of air mail to be normal when using the post.

In the interests of economy the Duo Banking and Commercial Code will be used in all cables.

The Ming Ma Tien Pao code system will be used in all communications when transmitting Chinese surnames.

Each CFA representative will be given a pamphlet containing information on international regulations, classes of service, word count, and foreign and domestic rates.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 18, 1952

Operations Memo No. 10

Overseas Public Relations

1. The Director of Asian Operations is responsible for the initiation and conduct and quality of public relations, including all forms of publicity releases directed at all Asians, in Asia and the Pacific area.

2. The Director of Asian Operations may require that all publicity releases be issued from his office or he may delegate responsibility, subject to the approval of the VPO, to CFA Overseas Representatives, including the initiation and issuance of material for local consumption.

3. In any event, the Director of Asian Operations is responsible that all releases are fully coordinated with other appropriate Departments, including Public Relations, prior to issuance.

Ray T. Maddocks
Vice President, Operations

COMMITTEE FOR FREE ASIA

March 28, 1952

Operations Memo No. 11

Procedure for Initiating, and for Supervising Execution
of, Projects within the Operations Division

Projects may be initiated by the Plans Division, or within the Operations Division.

Projects received from the Plans Division will be forwarded, when received in the Operations Division, to the Department having primary interest. This Department after an analysis will make its recommendations as to execution, obtaining as appropriate concurrences from other Departments.

Projects may be initiated within the Operations Division by one of the following methods or combination thereof:

- (a) By a CFA representative overseas.
- (b) By a Department.

A project initiated by a CFA representative overseas or by a Department will include, as a minimum, the following:

- (a) Name.
- (b) Justification.
- (c) Estimated duration.
- (d) Estimated cost, broken down by major items.
- (e) Funds required to initiate.
- (f) Results to be expected.

Projects developed in the above manner will be forwarded with such concurrences from other Departments as appear appropriate by the Director, Asian Operations, if initiated by a CFA Representative overseas, or by the Department initiating the project to the Vice President for Operations. (After concurrences or comment by VPA and VPP, the VPO will forward the project with his recommendations to the President.)

The responsibility for supervising the execution of an approved project in the United States or in area overseas where there is no CFA Representative will be assigned to the Department having primary interest. (Asian Operations will have responsibility for all overseas projects not otherwise specifically assigned).

March 28, 1952

In areas where there is a CFA Representative a plan for a project will normally be sent to him by the Director, Asian Operations, for comment prior to approval. The supervision of execution of all projects in overseas area where there is a CFA Representative will be assigned to that representative.

The Department having the primary interest in a project will retain responsibility within the San Francisco Office for all staff work in connection therewith. Recommendations from an overseas CFA Representative and approved staff action of a Department to an overseas representative will pass through the office of Director, Asian Operations.

Ray T. Maddocks
Vice President, Operations