

I. Review of my work

1. Basically the decisions I make relative to the evaluation of my material, the manner of writing, and the judgments I make are not reviewed except in the general way mentioned earlier (all members of the section read the work before it is submitted to editors). Once the copy leaves the section, it is reviewed by a number of people for accuracy and policy. The ~~Sec~~ Intelligence Division reviews parts of the manuscript for security and for downgrading of documents (many of which are secret); US and British ~~historians~~ naval, air and army historians check for accuracy of statements where their activities are concerned; individuals discussed in the book may be asked for an opinion; the Chief Historian may review it on grounds of Army policy, a matter on which he may seek advice from ~~the~~ PID. ~~Most of this work~~

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J. Effect of my work on policy of the division

1. In a general way, naturally, the excellence or poor quality of the work done may effect the ~~general~~ standing of the army. In my particular book because of the various countries and services involved, the lack of care in making interpretations might cause embarrassment to the Division and to the Army. ~~So far as my personal influence on the Division is concerned, the effect is indirect.~~ So far as actual policy making in the Division is concerned, it is difficult to determine the nature of my contribution. Having been associated with the historical program of the army since the spring of 1943, I have gained considerable information about various phases of ~~the organization of~~ gathering and writing training and operational history in the United States and Europe which may prove of value to the Chief Historian in establishing policy, and to the Army in writing regulations on the subject. I have been able on several occasions to ~~suggest~~ furnish information which might be of some value to the Division. ~~Ex:~~

K. Training ~~required~~

My

1. ^{My} ~~The~~ training for the job consists of a Ph.D. in European history, an ~~amateur~~ interest in military history, study and travel in Europe before the war, a year of writing training history of Second Army, a year of combat interviewing with First Army in the European Theater, two years in editorial and writing phases of the ~~Historical~~ Historical Division, ETOUSA; Historical Division, USFET; and Historical Division, War Department; travel during or since the war in ~~England~~ France, Belgium, Holland, Luxembourg, ~~Italy, Austria, Germany,~~ England, Italy, Austria, Switzerland, Czechoslovakia and Egypt, with extensive travel over the battlefields of the first five countries; and considerable experience in interviewing.

In the case of Mr. Royce Thompson, who is aiding me at present, I find it possible to accept many of his suggestions and procedures which he may have ~~evolved~~ evolved. He is permitted the same degree of freedom which I am given as a historian. Our relationship, therefore, is one of consultation as to the effectiveness of his method. I have, of course, final responsibility for incorporating the material into my book and for drawing conclusions from the information given. Nevertheless, I consider the work done by ~~Mr.~~ Mr. Thompson as sufficiently distinctive that I plan to recognize in the book the studies which he has made.

L. Supervision of other personnel

1. The policy of the division is to assign research assistants to the section and then have them aid the various writers on a part-time or full-time basis as may be necessary. In the past years, I have needed only part time assistance. It is my understanding that a full time assistant will later be made available. In the case of two projects this year, I have assigned a project to the assistant, outlined the records to be covered, the information to be sought, and the degree of thoroughness to be ~~fully~~ attained. In the beginning of a project, the assistant is usually given records to cover ~~which~~ with which I am familiar, and I check his work for completeness and accuracy. After that he reports once or week(or more often if needed) and I discuss with him his progress, and point out points which he may have overlooked. ~~is the assistant is a~~ suggestions of his own, and