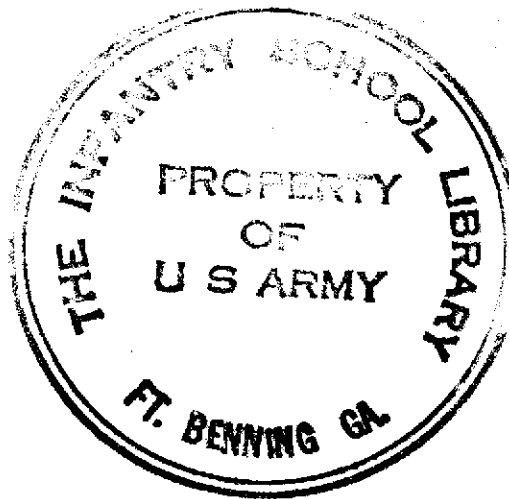


UNITED STATES ARMY INFANTRY SCHOOL

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THE PERSONNEL SITUATION IN THE  
1st BATTALION, 48th REGIMENT, 10th INFANTRY  
DIVISION, REPUBLIC OF VIETNAM ARMED FORCES.  
(PERSONAL EXPERIENCE OF AN INFANTRY BATTALION ADVISOR.)



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## INTRODUCTION

During the year 1965 - 1966, the Army of the Republic of Vietnam (ARVN) began to feel the necessity to change its battle tactics. As is the case with the United States Army, a change in our tactical concepts requires changes in our personnel procedures, so was it necessary for the Army of the Republic of Vietnam.

Any officer or non-commissioned officer (NCO) in any army is entrusted with the care and direction of his army's greatest asset - its soldier. His management both collectively and individually, directed toward the assigned mission, will determine the caliber of performance of a unit. "Administrative discipline, which requires management of personnel and personal affairs in conformance with stated principles, must assume co-equal status with combat discipline." (1:1)

My purpose is to provide a general background on some of the major functions and activities handled by the Vietnamese Joint General Staff and its related combat and administrative agencies as it applied to the 1st Battalion, 48th Regiment, 10th Infantry Division (ARVN). I will present an Infantry Battalion Advisor's view toward the difficult and demanding job of personnel administration. Additional information relating to functions and activities of other Republic of Vietnam Armed Forces (RVNAF) Personnel Officer, e.g., J1, Mobilization Directorate, and Ministry of Defense will be incorporated with views of the ARVN personnel situation. The thoughts and ideas presented with respect to the manner in which the Vietnamese Armed Forces executes personnel management and affairs represent a personal

view and in no way reflect the views of the Department of Defense, Department of the Army, or the United States Army Infantry School.

#### NARRATION

General George S. Patton, Jr. once said "Administrative discipline is the index of combat discipline. Any commander who is unwilling or unable to enforce administrative discipline will be incapable of enforcing combat discipline. Any experienced officer can tell by a very cursory administrative inspection of any unit, the caliber of its commanding officer." (1:1)

As the Assistant and Battalion Advisor of the 1st Battalion, 48th Regiment, 10th Infantry Division, 3d Corps Tactical Zone, Army Republic of Vietnam (ARVN), from August 1965 to March 1966, our main problem was not proficiency on the battlefield, but the ability to correctly and expeditiously administer to the needs of our soldiers and written requirements from higher headquarters. Parkinson, the noted British commentator on bureaucratic life, correctly assessed my dilemma when he stated, "The number of officials and the quantity of work to be done are not related at all." After several weeks I began to realize that I was not there to change everything the Vietnamese did and slowly realized that many things were not meant to be changed under the prevailing situation. Consequently, when I offered suggestions I had to stop and think of the impact they would make on the Vietnamese culture and their long established way of operating.

In August 1965, the battalion I was advising was located at Tan Uyen, a district headquarters of Bien Hoa Province. Tan Uyen is located north of the city of Bien Hoa on the edge of War Zone "D".

The 10th Infantry Division (now the 18th Infantry Division, ARVN) was located at Xuan Loc in Long Khanh Province. The distance between the battalion/regimental command post and division headquarters caused numerous problems, making an already difficult personnel situation more complex.

## SECTION I - PERSONNEL MANAGEMENT

### MISSION ORGANIZATION OF AG/JGS

Prior to attempting an administrative assessment of the Republic of Vietnam Armed Forces (RVNAF), one must understand both the Vietnamese and the advisory organization. The Adjutant General Advisory Organization serves as advisor to the Deputy Chief of Staff, Personnel, and Chief of Staff, Joint General Staff (JGS), in matters pertaining to personnel procedures and general administration of the Armed Forces of Vietnam. At this level those procedures necessary in governing all personnel actions and administrative services throughout the Armed Forces of Vietnam are issued. (See TAB A and TAB B) Its organization allows for the control and/or supervision of the following subordinate offices: Aptitude Test Center, Data Processing Center, Records Center, Printing and Publications Center, Postal Center, and Adjutant General School. It is interesting to note that prior to 8 April 1966, ARVN consisted of branches (Infantry, Armor, Rangers, etc.,) supported by various agencies (Ordnance, Quartermaster, Medical, etc.,) at JGS level. The major problem was that the personnel performing the administrative duties were not members of either branches or agencies. Understandably, the training, control, and administration of a professional administrator was extremely difficult. Consequently,

on 8 April 1966, Prime Minister Ky issued Decree #205/CT/LDQG/SL, (B,C,D,E,F), Restricted, officially establishing the Adjutant General's Corps for RVNAF. The establishment of such a corps of professional administrators and personnel managers was vitally necessary to provide personnel qualified to administer to the expanding combat requirements coupled with increased personnel requirements for RVNAF.

#### TESTING AND CLASSIFICATION

After being drafted or enlisting in RVNAF, each officer, non-commissioned officer (NCO), and some selected volunteers are tested based on their type of enlistment. The primary tool in classification is the Military Occupational Specialty (MOS). The MOS is usually awarded to the Vietnamese soldier after he has been assigned to a unit, job, or after he has finished an MOS producing school. The reference to unit and job is intentional because RVNAF has many jobs within a unit nor authorized by TOE. Examples are cooks, houseboys for the advisors, and interpreters. Volunteers' enlistment is normally to a technical service and that service determines the assignment and MOS. Conscripts are sent to the Infantry! In the officers' MOS system, those awarded by commanders are not always based on the qualifications of the officer, but on the duties to which he is assigned.

#### ASSIGNMENT AND REASSIGNMENT

Within the 10th Infantry Division (ARVN), allocations were made by bulk with specific assignments made by division, regiment, and battalion, Directive 620-400, Assignment of Personnel in

RVNAF, (A,B,C,D,E,F,G), General, 14 February 1965, prescribed officer assignments to be controlled by the respective service branch, except for Infantry officers who, like all conscripts, are allocated in bulk and assigned by the gaining units. There is no overall reassignment system for NCO's and EM . Most of the replacements received in the battalion were a direct result of operational necessity, not validated requisitions. RVNAF does have a program for reassignment. Officers, NCO's and EM . who are wounded or otherwise incapacitated for combat duty may apply for reassignment to a National Training Center or JGS. If their qualifications are acceptable they are reassigned. Other than this program, reassignments are largely determined with the corps, division, or regiment. Although the battalion never experienced any failures to comply with reassignment orders, many ARVN soldiers are subjected to punishment for AWOL or desertion because of personnel mismanagement by their respective battalions.

#### TRAINING

Prior to any conscripts reporting to the battalion, most, with the exception of those "hired" by the battalion commander, had undergone training at a National Training Center. Those who volunteered to serve with the battalion had to wait at division or regiment until a space was available at Division's Training Center or a National Training Center. After his basic combat training the soldier returned to the battalion where he had to serve six months to be eligible to attend an advanced training course. Any training the soldier receives after this is based on

unit nominations and selection by the appropriate Directorate at the JGS level. Our Infantry NCO's were trained at the NCO Academy in Nha Trang and could attend service schools, if selected, after serving with the battalion for six months. Armor, Artillery, Ranger, Airborne, Engineer, and Signal have their own NCO-producing courses. Out-of-country schools are requested by applicants and nominations are made by appropriate Branch Chiefs. The final decision rests with the Commanding General, Central Training Agency. There are many complications confronting an advisor who tries to obtain additional schooling for an officer or NCO. After writing many letters to both the Vietnamese and appropriate American Advisory Command, I was able, after two years of frustrations, to get the battalion commander (ARVN) to the United States Army Infantry School Advanced Course. Initial officer training is offered at the Dalat Military Academy for Regular Officers and at Thu Duc Academy for Reserve Officers. Thu Duc also has the Officer Candidate School Program. As is the case with the American Army, the Central Training Agency (RVNAF) is under the J3 section of JGS.

#### PROMOTIONS

Decree Law 013-CT/LDQGQL/SL, dated 20 October 1964, Regular Servicemen's Regulations stated that "promotion is the privilege entitled to the service personnel who meet prerequisites on service seniority and technical capabilities, or who have made special achievements. The promotion depends on the number of vacancies in each grade of the yearly established strength plan." Prior to any officers in the battalion getting promoted, several "peculiar" criteria had to be met.



There are two types of promotions, annual and special. The annual promotion is based on the fixed requirements on seniority and professional capabilities prescribed separately for each officer corps and grade. Our problem was registering officers with the Joint General Staff, since we were constantly on operations or attached to another regiment for operational control. No officer gets promoted if his name is not registered in the annual promotion list. Once the promotion board has convened, officers may be promoted three ways for annual promotion: promotion by selection, seniority, and automatically. If an officer is promoted by selection, he must have a minimum time in grade of two years. Officers having five to seven years in grade are placed on the promotion list by seniority and seniority promotions include twenty-five percent of the total vacancies in each grade. The greatest distinction in officers' promotions comes in the form of automatic promotions. Those officer graduates of the Officer School (aspirants) will be automatically promoted to second lieutenant after 18 months in grade and to first lieutenant after two years in grade. Graduates of the Vietnamese Military Academy (VNMA) are promoted to first lieutenant after 18 months in the grade of second lieutenant. Even the Vietnamese officer is selected for promotion based upon the Officer Annual Review Card and the efficiency report. The point score for the individuals to be classified for promotion covers such areas as efficiency rating score, seniority in grade, position assumed, military diploma, decorations, time of service with a combat unit, and punishment points.

Special promotions are given to personnel who have achieved meritorious deeds. The two types of special promotions are battlefield and non-battlefield. Special promotions were widely used in the battalion to promote junior enlisted men to the NCO rank. The requirement was simple in that to receive a special promotion the enlisted member must have received any level of the Gallantry Cross (to be discussed in detail in later pages). Not only was this an effective means to promote combat discipline but it provided the battalion with a more professional fighting force.

The NCO or enlisted man does not have the advantage, as does the officer corps, of functional promotions. Due to position requirements or emergency cases, officers can wear a functional rank higher than their official rank. Their only requirements are that they have one year in grade and 6 months in their current position while holding a position one or two grades lower than authorized by TO and E. Functional promotions may be withdrawn by the authorities delegated authority to promote. By far the most important promotion is annual promotion. During 1967, of all officers promoted, 85% were promoted by annual promotions. Battlefield and non-battlefield special promotions accounted for only 15% of those promoted. The greatest concern I had was to find an honest method of insuring that worthy officers and enlisted men received promotions. The nadir of my efforts was seeing the Province Chief of Binh Tuy, Major Tran Van Chi, promoted to Lieutenant Colonel and made the Commanding Officer of RF/PF, 3d Corps after he had been caught and proven guilty of embezzling three million piasters (Vietnamese currency).

## EFFICIENCY REPORTS

As previously stated, officer promotions are considered on the basis of efficiency reports and the Annual Review Card. Letter, MACJ14, subject: "RVNAF Officer Efficiency Reports," 17 April 1966, now provides the advisor with an effective check on raters and indorsers complying with JGS Directive 600-100. Efficiency reports became effective to all RVNAF officers on 1 January 1966. There are three types of reports: (1) Annual-90 days or over, (2) Partial - less than 90 but over 59 days, and (3) Academic - training at military or civilian schools. The problem with the new system was primarily getting used to it and secondarily, insuring that raters were forwarding reports to JGS 30 days from the initiation date.

## SEPARATION

The new general mobilization law will probably have lasting effects on separations. Decree Law 013/CT/LDQGQL/SL, Regular Servicemen's Regulations, General, 20 October 1964, was the current system under which the battalion operated. There are three types of separations: medical, disciplinary, and completion of service. Separation must be requested by the individual as opposed to an automatic separation. The battalion had numerous personnel separated under the terms of the medical provisions, but only two for discipline reasons. Generally, individuals are eligible for separation after three years of service for EM and four years for officers and NCO's. The completion of service separation is uniquely designed to control RVNAF manpower needs. Service

obligations are terminated at the discretion of the JGS which bases its decision on the course of the war. Needless to say, since the battalion had an outstanding combat record, few soldiers were being separated upon completion of service. The interpreter assigned to the advisory team was one of the few soldiers separated upon completion of service only because his command of English was more useful at a higher level of government. Just prior to my leaving Vietnam, JGS had announced a policy of an automatic expiration of term of service concept. Unable to get any information on the new system, I cannot attest to its success.

## SECTION II - PERSONNEL SERVICES

### DISCIPLINE, LAW, AND ORDER

Like any good commander, the Battalion Commander of the 1st Battalion, 48th Regiment was keenly aware and interested in maintaining strict discipline, law, and order. Prior to my joining the battalion, the AWOL rate was down to three men in a six month period. The most impressive action taken by the battalion commander was to personally interview every new soldier reporting to the battalion and to escort him to his new duty assignment. In a country where general disregard for human life and human feelings is more the rule than the exception, this was both gratifying and rewarding. By employing the basic leadership principles of knowing his men and their abilities, the battalion commander was able to become a substitute guardian in the important Vietnamese areas of religion and family ties. Using this philosophy the AWOL rate of the battalion during my advisory period was reduced to one man.

A new regulation, Memo 0513/TTM/1/PQ/PC, Measures to Prevent AWOL, 4 March 1967, provides for a 15 day period during which an individual may be considered AWOL. If the individual reports himself in during this period, the period is considered as bad time and he is not entitled to pay for those AWOL days. Upon the 16th day of absence, the individual will be reported as a deserter and when apprehended will be prosecuted for desertion. The RVNAF desertion control program has become extremely effective in the last three years and a new rehabilitation sub-program will go a long way in salvaging a useful combat soldier.

#### AWARDS AND DECORATIONS

Combat discipline and proficiency can be the direct result of morale. "Awards of decorations, when properly used, are potent incentives to greater effort and are instrumental in building and maintaining morale." (1:74) The basic principles in the United States Army involving decorations are: "(1) No deserving act should go unrewarded, (2) No decoration should be awarded which has not been earned." (1:74)

(See TAB C) There are a total of thirty-two authorized Vietnamese awards and decorations given for valor and meritorious service. The type of award received in each category depends generally on the quality of performance of duty or the degree of courage and sacrifice demonstrated in an act of valor. A unique aspect of the Vietnamese awards and decorations program is the point system. In the case of meritorious awards, points are based on grade, time in service, medals which are already held, and whether an individual has received any punishment during a

specific period. If punishment has been imposed, then a certain number of points are subtracted. For an act of valor, points are based on enemy body count, enemy captured, and weapons captured. As an example, while the battalion was on Operation New Life in Binh Tuy Province, 35 Viet Cong bodies were counted and verified for a total of 50 decoration points. By acquiring the 50 points the battalion was authorized to award two Gallantry Crosses. When the point system is used for acts of valor, it does not mean that an individual cannot be recommended if his unit does not acquire sufficient points. The burden is then placed on the battalion to prepare a dossier stating clearly the achievements made by the individual and to forward the completed dossier to the JGS for consideration. Under current policy, the Joint General Staff assumes all responsibility for awarding medals to RVNAF personnel. The major difficulty of the battalion was the apparent apathy on the part of the individual(s) who witnessed the act of valor to recommend and process the award. In an effort to speed up the procedures for awarding decorations, the JGS has given regimental and higher commanders the authority to award the Gallantry Cross, the Staff Service Honor Medal, and the Technical Service Honor Medal to RVNAF personnel.

To award a decoration to Allied servicemen, the JGS has sole responsibility; however, authority has been given to the commanders of corps tactical zones, division tactical areas, and certain military services to award the following: The Gallantry Cross at corps, division, brigade, and regimental level, The Technical Service Honor Medal, and the Training Service Honor Medal. The highest medal of Vietnam is the National Order of Vietnam with five degrees. The lowest are the various Service Honor Medals.

My constant complaint with the battalion commander was that of not using the award system for its intended purpose. As stated earlier, awards are one way in which outstanding enlisted men can be promoted to NCO. Too often the battalion commander gave a decoration to an American Advisor who was totally undeserving. The Vietnamese soldiers who were literally laying their lives on the line went unrewarded for acts of conspicuous gallantry. In reality, extraordinary heroism may be a part of the assigned mission and the manner in which it is accomplished; however, self pride does not always satisfy an individual's need for recognition. The most flagrant abuse of the purpose for which decorations are awarded was my award of the Gallantry Cross in lieu of "thank you for all of your help."

#### POSTAL SERVICES

"The quality of postal service which the soldier receives will greatly influence his morale. The mission of the Army postal service is to extend the services of the Federal Post Office Department to all units of the Army, regardless of location." (1:40)

The Vietnamese soldier was very apprehensive about using the RVNAF Postal Service. Many factors influenced the battalion's soldiers from using this service. Perhaps, the most important factors were the lack of a rapid means of transporting mail and the infrequency of mail pick-up and delivery. RVNAF has a problem peculiar to Vietnam in that its forces can be committed to an operational area anywhere in the country. This often means that mail is delivered to either division or regiment and sits until the battalion returns to its base camp or establishes a new base camp area. To help

alleviate the problem, members of the advisory team would bring mail back to the area of operation after conducting normal liaison trips to division and regiment.

The RVNAF Postal Service consists of a central headquarters in Saigon and 29 military post offices scattered throughout the country. The Central Postal Service of Vietnam (PTT) cooperates with the separate military system in delivering mail. The RVNAF Postal Service handles regular and registered official and personal letter mail, telegraph service, money orders, and very limited parcel post service. Most of the soldiers in the battalion did not use the money order system because of lack of trust in a government-run agency. The battalion was allowed free personal mail service of letters of no more than 20 grams in weight from one military APO address to another. Because the battalion was participating in combat operations, the members were allowed free military postage stamps to send mail to their homes or other civilian addresses.

The RVNAF Postal Service uses mainly air transportation, including United States Air Force, United States Army, Vietnamese Air Force, and Air Vietnam to service the 1500 units or APO addresses throughout the Republic of Vietnam. The area logistical command in which the postal service is located is supposed to have operational control of the postal system. The battalion had no TOE for post offices but the battalion was allowed to appoint mail clerks. Normally the pay officer would be accompanied by a postal delegate who could provide postal and money order service to those who desired it.



The problem of instilling faith in a governmental agency, such as the postal service, was a never-ending battle. The men did not know what postal services were available and where any could be obtained. Because postal regulations are not distributed to central agencies (only interior distribution references go to postal facilities), any new regulations affecting the postal service could not be ascertained.

#### PERSONNEL IDENTIFICATION

Personnel identification in RVNAF falls into three distinct groups: Service numbers, ID cards, and ID tags.

Service numbers in RVNAF are controlled by the Mobilization Directorate and consist of eight digit numbers, the first two digits representing the year of birth of the individual plus 20, and the third digit representing the corps area from which the individual being issued the number entered the service. For example, 66806027; 66 = year of birth plus 20, 8 = designation of mobilization office that issued the serial number (in this case Saigon), 06027 = mobilization office reference for locating the individual's records. The individual who went AWOL from the battalion was referred to his mobilization office based on his service number. The mobilization office then notified the AWOL apprehension section which then began the arduous process of locating the individual and returning him to the battalion.

Directive HT-610-400, General, 9 August 1968, provides new measures for issuing, laminating, stamping, and control of identification cards. ID cards are required to be carried by all RVNAF personnel. During my tour the battalion prepared all identification

cards including signature, official stamp, control number, and lamination. Under the new directive officers' ID cards are sent to Saigon where they are signed by the Deputy Chief of Staff - Personnel, stamped, numbered, and laminated by the ID card section of AG/JGS. ID cards for NCO's and EM are still prepared by the unit.

ID (dog) tags are required to be worn by all RVNAF personnel according to Memo 022038/TTM/TQT/NH/PK, Issue of Metal Identification Tags, 11 November 1966. Prior to my leaving the battalion, the official status of ID tags was not clear; however, the battalion commander required all personnel going on operations to wear them. The main effort now is to insure that each new soldier is issued a service number, ID card, and ID tag, under a decentralized system, within several days after entry into service.

#### REPORTS AND REPORTING SYSTEM

Casualty reports, for the most part, parallel the US system. Reporting consists of two phases: (1) notification and (2) verification, plus two channels: (1) command channels for initial report, and (2) medical channels for reporting change of status. The battalion was required to report all casualties whether battle or non-battle and regardless of actual loss to regiment or to the sector to which attached for operational control. A concerted effort was made to notify next of kin and insure that they received the proper death gratuities. The initial reporting is done by the most expeditious means available using the three basic forms which I was unable to obtain: QD830, Personnel Information; QD831, Casualty Report; and QD822, Casualty Consolidation Report.

(See TAB D) The battalion was required to submit strength reports to the regiment daily. The regiment would consolidate the reports on the 15th and the last day of the month and forward them to AG/JGS. Of primary importance was insuring that the figures forwarded to the regiment were accurate. The advisory team was also required to forward through channels a daily strength report each week. The dual check is necessary because the battalion commander is given rations pay based on the number of men present for duty. The individual soldier is in turn paid his monthly rations pay based on his rank and the number of days he has been present for duty with the battalion. As one can readily imagine, this is a lucrative form of income to a corrupt battalion commander.

(See TAB E) The enclosed translated copy of the QD22 Strength Report Form is the basic form in the RVNAF Personnel Accounting and Reporting System. The "QD22 System" was implemented 1 January 1966. The battalion was responsible for submitting the strength report through channels to AG/JGS. The report was consolidated at the regiment and forwarded twice monthly on the 15th and the last day of the month. Since the battalion was an Infantry unit, the report consisted of only the strength section.

The various subsystems which supported the basic strength accounting system were the "Personnel Roster System" and the "Deserter Reporting System". The "Personnel Roster System" was a roster containing the names of all the individuals assigned to the battalion. The battalion was responsible for periodically updating and verifying this roster. The "Deserter Reporting System" was the basic form used to support military apprehension agencies.

Because the battalion seldom had a permanent base camp or was a considerable distance from either regiment or division base camps, the figures reflected on the QD22 were often inaccurate and untimely for higher level operational planning. Individuals who went on leave were seldom credited with leave because the strength report was incorrectly prepared or because company commanders did not have a similar reporting system to battalion. The seriousness of submitting an incorrect strength report became apparent when the battalion received an order to conduct search and destroy operations in an area entirely too large for the number of personnel present for duty. The casualties suffered and the effectiveness of the operation were the direct results of improperly reporting personnel.

#### ANALYSIS AND CRITICISM

1. The success enjoyed in combat is directly proportional to the efforts expended in personnel management and personnel services. The basic problem with the Vietnamese personnel system is centralized control at the Joint General Staff. Because ARVN units are located throughout Vietnam and communications and transportation are slow, decentralized control must be as low as regimental level to effectively administer to the needs of the soldier and the unit.
2. An MOS must be awarded to the individual soldier only after attending an MOS producing school. If authority is continued to be given to the battalion commander to award an individual his MOS upon reporting to the battalion, the results will continue to be predicated on combat necessity, not individual qualifications.

On-the-job training could have been effectively used to cross-train individuals in an MOS which was needed in the battalion. However, the system was never used to award an individual a new or additional MOS. He worked in a different job simply because he was ordered to do so.

3. The "QD22 System" must have a rapid means of getting to the regimental headquarters so assignments and reassignments can be handled expeditiously. The major concern is assuring the accuracy of the report once it is submitted. A copy of the personnel records of the individuals must be kept as low as regimental level to help in properly assigning and reassigning personnel. If proper personnel management considerations are to be handled by the regiment, then the regiment must have its organic means of air transportation even if Allied resources have to be supplied.

4. The advent of the new officers' efficiency report will, if properly utilized, serve as an effective means of promoting deserving officers. However, the NCO and EM may still be plagued with apathy on the part of many company commanders in the battalion towards promoting deserving individuals. Directly related to NCO and EM promotions is the awarding of the Gallantry Cross. Those individuals who do not meet the criteria of promotion regulations can be promoted under award and decorations regulations. Quotas must be asked for and utilized. Above all, promotions must be free of personal opinions.

5. With the Presidential Decree establishing general mobilization throughout Vietnam, the problems of separation should be considerably reduced. Too often individuals within the battalion who had money could simply purchase their separation. This meant money had to be paid from battalion through division level. The

automatic expiration of term of service must parallel the combat needs of the country.

6. The system for awarding decorations is another area where decentralized control must be given. This control should rest with the battalion. Because of the time involved in processing an application, the battalion commander and his staff should compose the board to review recommendations for awards. Not only would this allow for rapid approval/disapproval of the recommendation but presentations could be made before the act becomes a matter of ancient history. Advisors must be aware of existing awards and of the regulations governing their application. Only then will morale become the index of combat discipline. The second problem is awards to advisors. A translated copy of a proposed recommendation should be sent to the Division Senior Advisor for his recommendations. The Vietnamese are prone to write general all-encompassing statements when recommending an advisor for an award as opposed to referring to specific acts of either valor or meritorious service.

7. Because Asians, in general, have a lack of interest in the individual, the battalion advisory team must forcefully push and suggest strong morale measures. These measures may include such areas as USO shows, movies, participation in TET parades, etc.. The most important personnel measure an advisor can suggest is compliance with existing regulations. Granted, control can never be totally effected by an advisor; however, a constant display of interest may generate similar interest in the Vietnamese channels.

8. The use of the "French filing system" drastically hampered the battalion in locating regulations, forms, and letters. This system basically provides for filing all correspondence, regardless of type, by date. Upon searching the regulations it was found that RVNAF had adopted the American functional file system. Only after the advisors insisted that the battalion immediately adopt this system was the battalion commander able to completely justify his strength figures, monies received and spent, and above all, able to reduce the prospect of being involved in any malpractices.

9. In order for the battalion commander to be responsible for all his unit does or fails to do, he must have an S1. The battalion commander or his executive officer normally acted as the S1/Adjutant. There is no more feasible way to accomplish effective personnel management than with an S1. The 1st Battalion, 48th Regiment (ARVN) did not and could not properly handle administrative matters because the battalion commander was resolved to handle his own administration.

#### TRAINING IMPLICATIONS

1. Decentralized control of the RVNAF personnel system must be as low as regimental level to effectively administer to the needs of the soldier and the unit.

2. An MOS must be awarded to the individual soldier only after attending an MOS producing school. Authority to indiscriminately award an MOS must be taken away from ARVN battalion commanders.

3. Strength reports must flow from company to battalion to regiment as rapidly as possible. Leave time and other personnel actions must be posted to individual records in order to properly assign and reassign individuals as low as regimental level.

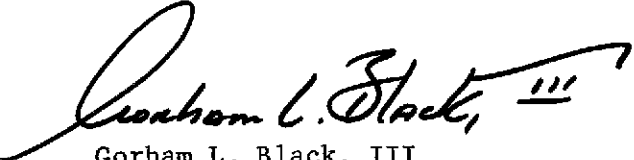
4. The new officers' efficiency report must be free of personal opinions to effectively promote deserving officers. NCO and EM quotas must be asked for and utilized.
5. Separations from service must be predicated on the needs of the country. The rich should not be able to buy their release.
6. Decentralized control for awarding decorations to ARVN soldiers must be at battalion level. Those recommendations for advisors must be approved by the Division Senior Advisor.
7. Compliance with existing regulations is mandatory for increased morale and esprit de corps.
8. The functional file system must be used to expediate locating regulations, forms, and letters.
9. To have effective personnel management a battalion must have an S1.

In assessing a field such as personnel, the amount of effort put forth will result in a more effective combat unit. The Adjutant General Corps, Joint General Staff was organized and operated in such a way as to adversely affect the quality and quantity of personnel management and personnel services carried out by a combat unit. The 1st Battalion, 48th Regiment (ARVN) was not organized nor prepared to handle the many problems of its soldiers.

The solution to the Vietnamese personnel problems and more specifically those in the battalion I advised, does not rest with study groups or regulations. The problem rests strictly with the battalion commander in training his subordinates to realize the importance of carrying out those existing directives with resulting efficiency. By allowing their mistakes to become the basis for



professional experience, the personal will become a part of personnel. Advisors cannot and will not be prepared for everything. The tolerance we have in expressing our ideas will result in a more effective combat unit. General George H. Decker, former Chief of the Army, correctly analyzed the personnel problems of the 1st Battalion, 48th Regiment (ARVN), when he said, "Any attempt to understand the Army must always start from - and finally return to - the individual soldier; he, in aggregate, is the Army." (1:1)

A handwritten signature in black ink that reads "Gorham L. Black, III". The signature is written in a cursive style with a large initial 'G' and a flourish at the end.

Gorham L. Black, III  
Captain, Infantry  
United States Army

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7. Decree Law 13-CT/LDQGQL/SL, Regular Servicemen's Regulations, General, 20 October 1964.
8. Directive 620-400, Assignment of Personnel in RVNAF, (A, B, C, D, E, F, G), General, 14 February 1965.
9. Directive 530/2, Strength Reporting, Restricted, 1 January 1967.
10. Directive HT-610-400, Preparation of Military and Civilian ID Card and Issue of Laminated Military ID Card, General, 9 August 1966.
11. JGS Directive 600-100.
12. Letter, MACJ14, Subject: RVNAF Officer Efficiency Reports, 17 April 1966 (4 Incls).
13. Memorandum 0373/TTM/1/PQ/PCI, Battlefield Promotions, (B, C, D, E, F, G, H, I), General, 17 February 1967.
14. Memorandum 0513/TTM/1/PQ/PC, Measures to Prevent AWOL, 4 March 1967.
15. Memorandum 022038/TTM/TQT/NH/PK, Issue of Metal Identification Tags, 11 November 1966.
16. Memorandum 16.100/TTM/TQT/NH/NG, Personnel Loss Report, 19 August 1966.

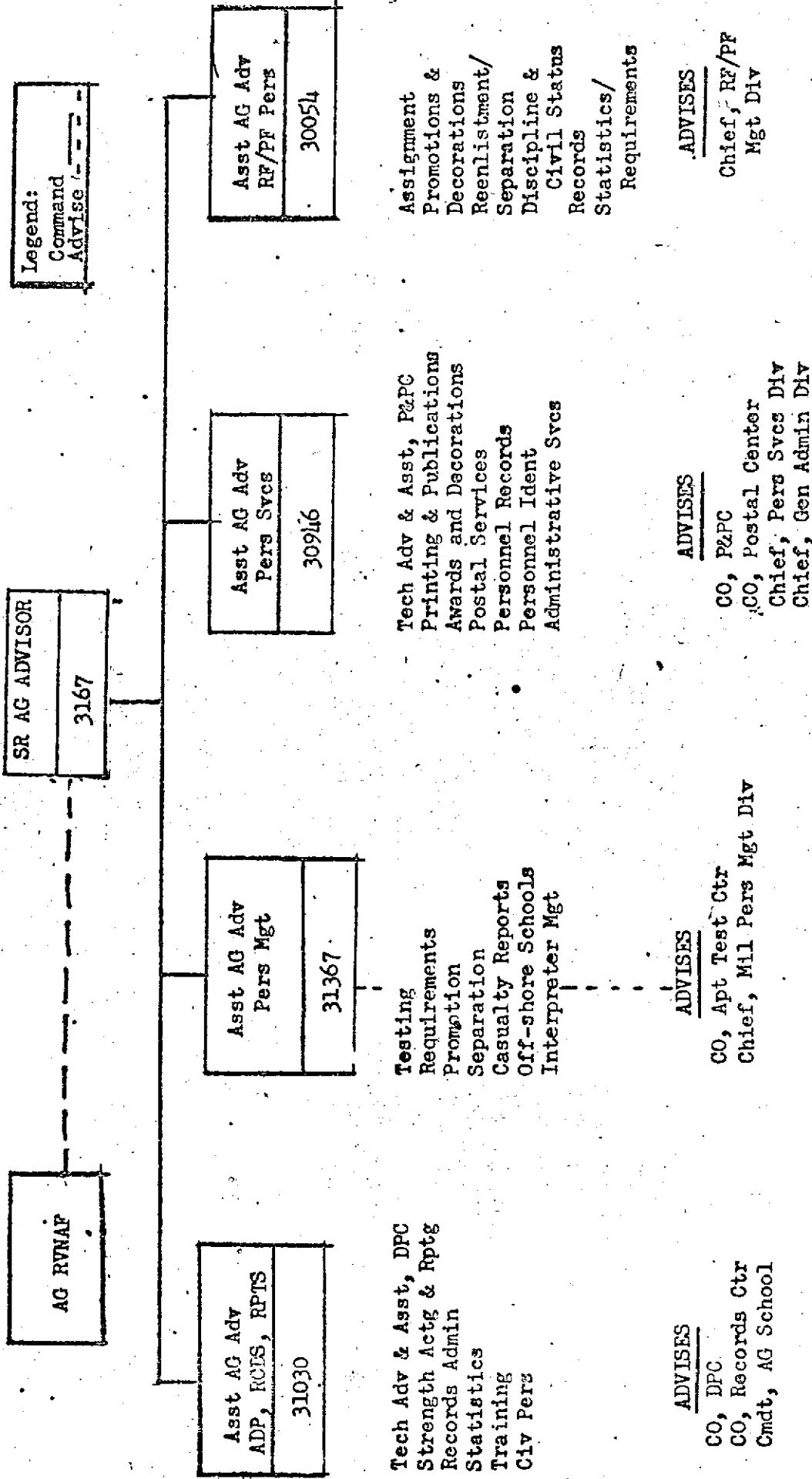
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
TECHNICAL SERVICE MEDAL 1st Class (Officers) 2d Class (NCOs and EM)	X	X	X	X			Awarded to personnel who serve as specialists with the various combat and technical units of the RVN Army, Navy, and Air Force and are technically proficient, resourceful, and exceptionally dedicated to their duties. Foreigners must have served at least 6 months in technical work at a unit of the RVNAF and achieved exceptional success beneficial to the technical field.	X		Also referred to as the Technical Service Honor Medal.
TRAINING SERVICE MEDAL 1st Class (Officers) 2d Class (NCOs and EM)	X	X	X	X			Awarded to instructors, lecturers, training personnel, and organizations that have distinguished themselves by outstanding and dedicated performance at Military Schools and Training Centers or have otherwise made an important contribution to the training of RVNAF. Foreigners must have served at least 6 months in training work at a unit of the RVNAF and achieved exceptional success beneficial to the training field.	X		Also referred to as the Training Service Honor Medal.
CIVIL ACTIONS HONOR MEDAL	X				X		Awarded for outstanding achievements in civic actions. May be awarded posthumously.	X		Also referred to as the Civil Action Medal.
LOYALTY MEDAL	X	X					Awarded for proof of loyalty to the national cause by denouncing and countering enemy subversive activities that are prejudicial to the security and order of the country.	X		
MILITARY SERVICE MEDAL	X						Awarded to personnel who have accumulated a prescribed period of service with good conduct and outstanding performance records. This medal is awarded in 5 Classes, 1st, 2d, 3d, 4th and 5th Class for 23, 18, 13, 8 and 3 years service respectively.	X		Also referred to as the Armed Force Service Medal.
AIR SERVICE MEDAL	X						Awarded to personnel who have accumulated a prescribed number of flying hours aboard the aircraft of Republic of Vietnam Air Force or allied Air Force.	X		
NAVY SERVICE MEDAL	X						Awarded to personnel who have accumulated a prescribed period of service on the sea. This medal is awarded in 4 classes 1st, 2d, 3d and Honor Class. The 1st, 2d and 3d class is awarded for 10, 5, and 2 years service respectively. The Honor Class is awarded on a special basis for number of missions completed.	X		

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
NAVY GALLANTRY MEDAL With Gold Anchor With Silver Anchor With Bronze Anchor	X	X	X	X			Awarded to personnel in recognition of exceptional bravery and coolness during incidents in which their vessel is in danger due to accidents or enemy engagement. May be awarded posthumously.	X		
HAZARDOUS SERVICE MEDAL	X		X				Awarded for: (a) Heroic conduct in the protection of government property or the lives of government high officials. (b) Periods in excess of 6 months of enduring danger to accomplish strategic mission in a remote area under constant enemy threat. (c) Proving enthusiasm and determination in the accomplishment of a mission relatively dangerous though not involving direct participation in combat. May be awarded posthumously.	X		
LIFE SAVING MEDAL	X	X	X	X			Awarded for extreme bravery and risk of life to rescue a person in distress. May be awarded posthumously.	X		
WOUND MEDAL (PURPLE HEART)	X	X	X	X			Awarded for wounds caused by rebel weapons of war.	X	X	Previously known as Medal of Honor.
ARMED FORCES HONOR MEDAL	X	X	X	X			Awarded for: (a) Participation as advisors in the preparation of Vietnamese military law and regulations. (b) Making a direct contribution to the activation and organization of units of the RVNAF. (c) Direction and conduct of the training of officers and enlisted personnel at military schools, training centers and training units.			
DEERSHIP MEDAL	X						Awarded to commanders of combat units, company and higher, who have distinguished themselves in combat and leadership by maintaining a high standard of operational efficiency, training, discipline, and morale for their units.	X		
STAFF SERVICE MEDAL 1st Class (Officers) 2d Class (NCOs and EM)	X	X	X	X			Awarded to personnel in military staff organizations who have distinguished themselves in resourcefulness and dedication to the staff work assigned. Foreign personnel must have served at least 6 months in staff work at a unit of the RVNAF and have achieved an exceptional success that is beneficial in the staff field.	X		Also referred to as Staff Service Honor Medal.

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
NAVY DISTINGUISHED SERVICE ORDER 1st Class (Admirals) 2d Class (Officers below flag rank)	X	X	X	X	X		Same as Army Distinguished Order	X		
ARMY MERITORIOUS SERVICE MEDAL	X	X	X	X			<p>Awarded to noncommissioned officers and enlisted men who have:</p> <p>(a) Received citations for merit or have been wounded many times.</p> <p>(b) Accomplished an exceptionally important achievement that redounds to the credit of, or is beneficial to the Army in any field.</p> <p>Awarded to foreign noncommissioned officers and enlisted men for meritorious service to the Republic of Vietnam.</p>	X		
AIR FORCE MERITORIOUS SERVICE MEDAL	X	X	X	X			Same as Army Meritorious Service Medal.	X		
NAVY MERITORIOUS SERVICE MEDAL	X	X	X	X			Same as Army Meritorious Service Medal.	X		
SPECIAL SERVICE MEDAL	X	X	X	X			<p>Awarded to Vietnamese or foreign military or civilian personnel who have distinguished themselves by extraordinary deeds, or who have accomplished a special or important mission that involves a risk of life and requires exceptional fortitude and aggressiveness. May be awarded posthumously.</p>	X		May be awarded for 5 combat missions north of 17th parallel. 10 combat support missions north of 17th parallel, which required exceptional valor and outstanding performance of duty to accomplish the missions.
CALLANTRY CROSS With Palm (OIC) With Gold Star With Silver Star With Bronze Star	X	X	X	X	X	X	Awarded for gallantry in action with the enemy. May be awarded posthumously.	X		
AIR CALLANTRY MEDAL With Gold Wing With Silver Wing With Bronze Wing	X	X	X	X			Awarded to personnel in recognition of exceptional bravery and coolness during aircraft incidents caused by weather, technical problems or enemy engagement. May be awarded posthumously.	X		

AWARD/DECORATION (In order of precedence)	AUTHORIZED FOR						CRITERIA (8)	Authority (Decree) Published		REMARKS (11)
	INDIVIDUAL			UNIT				Yes (9)	No (10)	
	Vietnamese	Foreign (US)		Vietnamese	Foreign (US)					
(2)	(3)	(4)	(5)	(6)	(7)	(9)	(10)			
(1) NATIONAL ORDER OF VIETNAM Grand Cross or 1st Class Grand Officer or 2d Class Commander or 3d Class Officer or 4th Class Knight or 5th Class	X	X	X	X			Awarded to individuals who have made distinguished and outstanding achievements to warrant the country's recognition or for honorable service in the Armed Forces for a specific number of years (See Decree #74-A/QT, 15 Aug 50). May be awarded posthumously.	X		
MILITARY MERIT MEDAL	X		X				Awarded only to noncommissioned officers and enlisted men for exceptionally meritorious battlefield achievements. May be awarded posthumously.	X		
ARMY DISTINGUISHED SERVICE ORDER 1st Class (Gen Off) 2d Class (Officers below Gen Off (level))	X		X		X		Awarded to individuals who have: (a) Previously received citations for merit or have been wounded many times in combat, or in line of duty. (b) Accomplished an exceptionally important achievement that redounds to the credit of, or is beneficial to the Army in any field. Awarded to Army Units and General Officers in other armed services who have accomplished an achievement that is exceptionally important and beneficial to the Republic of Vietnam Army. Awarded to foreigners either for their meritorious service to the Republic of Vietnam or for diplomatic service.	X		
AIR FORCE DISTINGUISHED SERVICE ORDER 1st Class (Gen Off) 2d Class (Officers below Gen Off level)	X		X		X		Same as Army Distinguished Service Order.	X		

ADJUTANT GENERAL ADVISORY ORGANIZATION



Legend:  
Command  
Advise

SR AG ADVISOR  
3167

Asst AG Adv  
ADP, RCIS, RPTS  
31030

Tech Adv & Asst, DPC  
Strength Actg & Rptg  
Records Admin  
Statistics  
Training  
Civ Pers

ADVISES  
CO, DPC  
CO, Records Ctr  
Cmndt, AG School

Asst AG Adv  
Pers Mgt  
31367

Testing  
Requirements  
Promotion  
Separation  
Casualty Reports  
Off-shore Schools  
Interpreter Mgt

ADVISES  
CO, Apt Test Ctr  
Chief, Mil Pers Mgt Div

Asst AG Adv  
Pers Svcs  
30946

Tech Adv & Asst, P&PC  
Printing & Publications  
Awards and Decorations  
Postal Services  
Personnel Records  
Personnel Ident  
Administrative Svcs

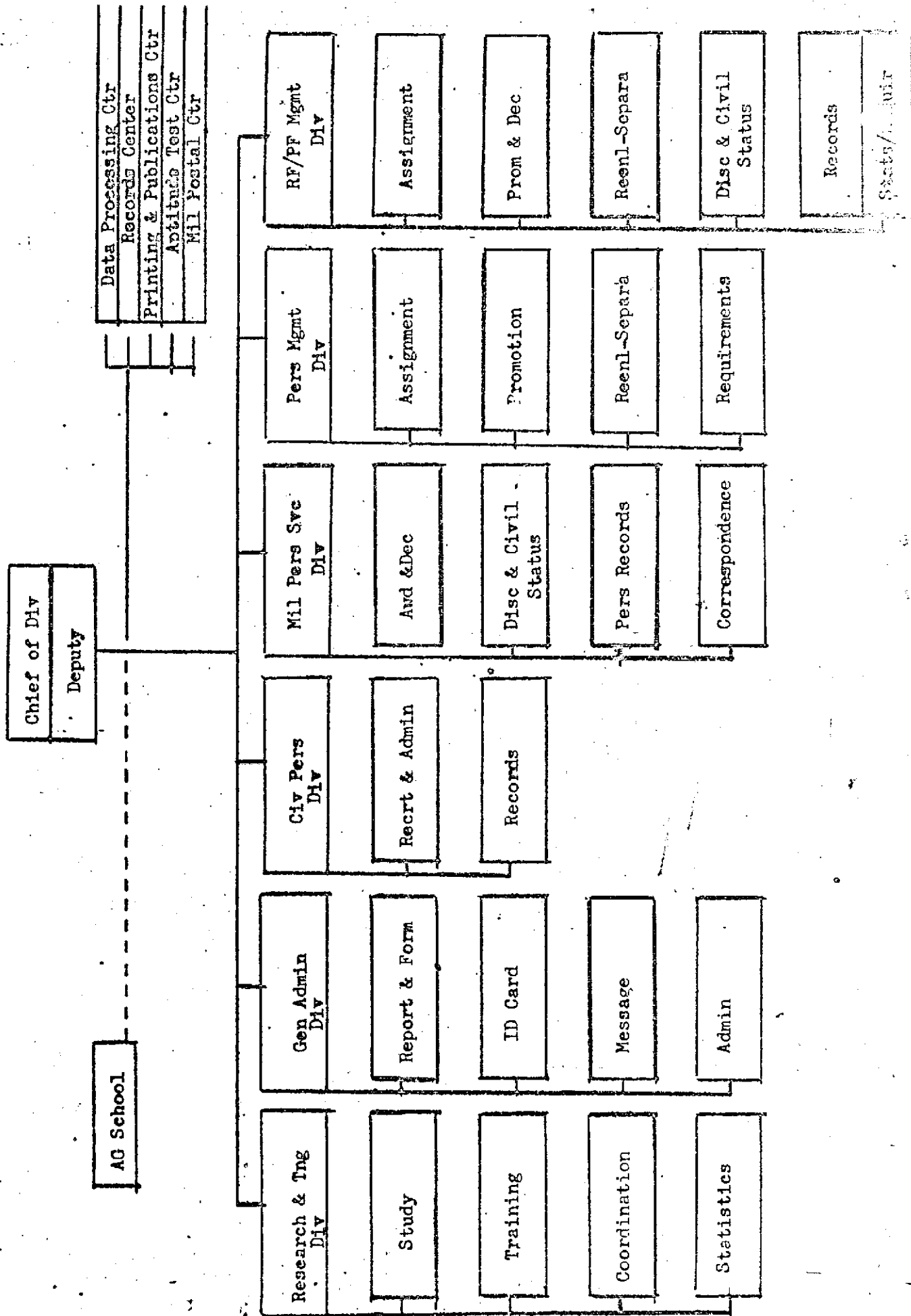
ADVISES  
CO, P&PC  
CO, Postal Center  
Chief, Pers Svcs Div  
Chief, Gen Admin Div

Asst AG Adv  
RP/PF Pers  
30054

Assignment  
Promotions &  
Decorations  
Reenlistment/  
Separation  
Discipline &  
Civil Status  
Records  
Statistics/  
Requirements

ADVISES  
Chief, RP/PF  
Mgt Div

ADJUTANT GENERAL DIV/JGS ORGANIZATIONAL CHART

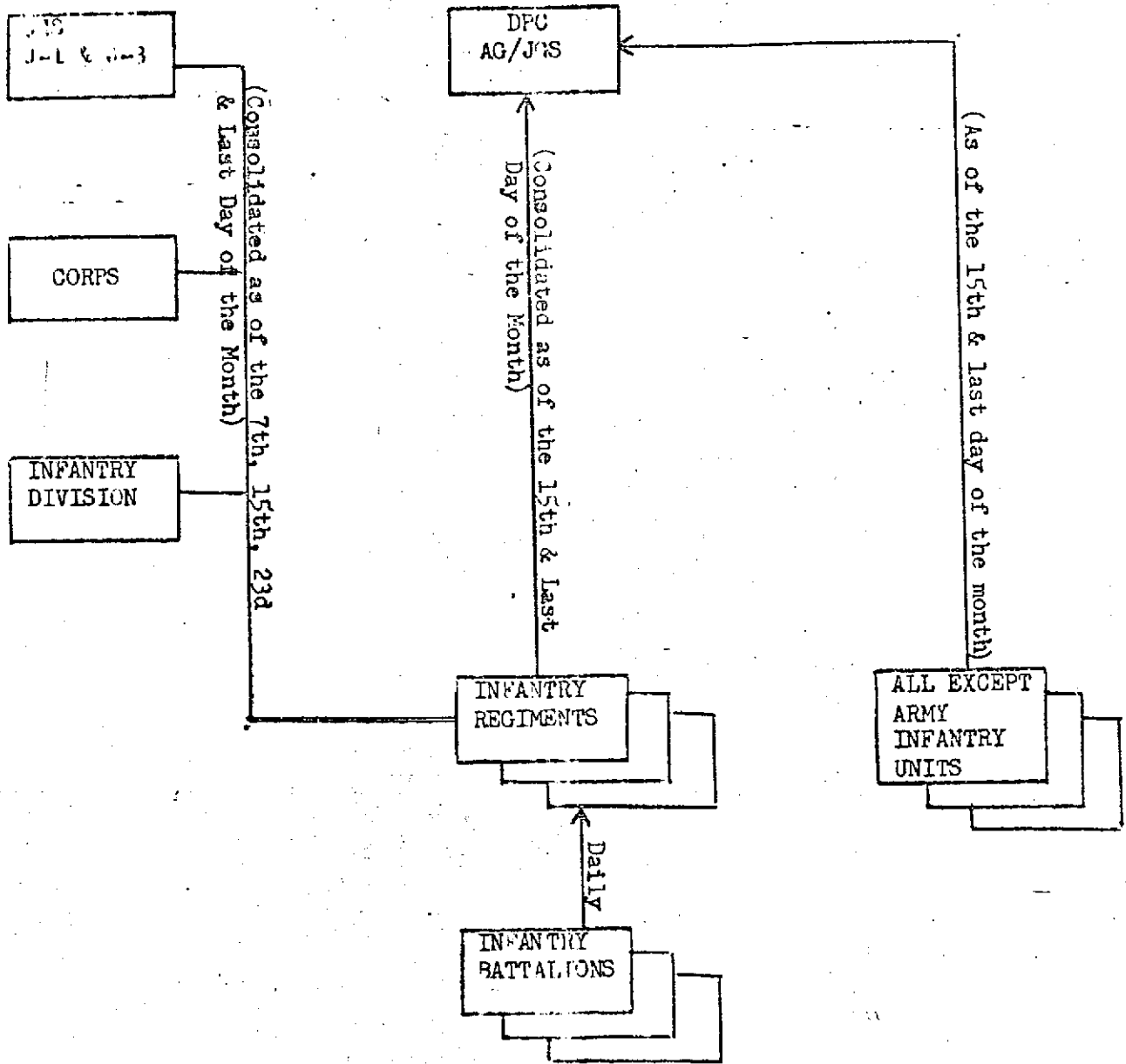




(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
CONDUCT MEDAL	X						Awarded for completion of at least 3 years of service with a record of exemplary discipline and behavior. This medal is awarded in 5 classes. The Good Conduct Medal 5th Class is awarded for 3 years service and the rest are 5 years subsequent to award of the 5th Class.	X		
PAIGN MEDAL	X	X	X		X	X	Awarded for direct participation in a large scale combat operation for a prescribed period of time (6 months for foreign personnel). Foreign authorities will determine eligibility of their personnel for this award.	X		
AIR FORCE NORTH EXPEDITIONARY MEDAL	X		X		X		Awarded to flying personnel who have enthusiastically participated in air raids over North Vietnam (north of 17th parallel). May be awarded posthumously.	X		Being rewritten by JCS/RVNAF
MEDAL OF SACRIFICE	X		X		X		Awarded posthumously for sacrifice of life for accomplishment of the mission.	X		
CIVIL SERVICE HONOR MEDAL		X			X		Awarded for active contribution in the development of the RVNAF, or has actively contributed to the moral and material well being of RVNAF personnel and dependents.	X		Also referred to as the Unity Medal
KIM KHANH MEDAL Special Class 1st Class 2d Class 3d Class	X	X	X		X		Awarded to personnel who have helped promote the relationship of individuals and nations. May be awarded posthumously.	X		

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)
<p>CHUNG MY MEDAL 1st Class 2d Class</p>	<p>X</p>	<p>X</p>					<p>Awarded to personnel who have rendered service to the people in the areas of culture, economy and social welfare. May be awarded posthumously.</p>	<p>X</p>		
<p>FOURRACERE Gold - 2 unit citations Green - 4 unit citations Red - 6 unit citations Red, Green &amp; Gold - 9 or more unit citations</p>	<p>X</p>		<p>X</p>		<p>X</p>	<p>X</p>	<p>Awarded in recognition of outstanding actions performed by units that have received numerous citations for gallantry at Armed Forces level.</p> <p>Members of the unit at time of actions for which the award is made may continue to wear the Fourragere after transfer from the unit except in formations. All members of the unit are authorized to wear the Fourragere while assigned.</p>	<p>X</p>		

STRENGTH REPORT CYCLE  
AND CHAIN





UNITED STATES ARMY INFANTRY SCHOOL  
Office of the Director of Instruction  
Instructional Methods Division  
Fort Benning, Georgia 31905

AJIIS-D-IMD

5 February 1968

MEMORANDUM FOR: Chief, Instructional Methods Division

SUBJECT: Classified Information

1. This memo has been read and signed by the content evaluator, a person with expertise in the subject area.

2. To the best of my knowledge, this ~~staff study~~/monograph (roster number Ø16, IOAC 3-68) contains no classified information, and in the opinion of the undersigned requires no classification IAW AR 380-5.

Anthony E. Roberts  
(NAME)

Inspector  
(TITLE)

B300  
(DEPARTMENT)