

FOREIGN SERVICE INSTITUTE

May 14, 1970

Honorable William E. Colby  
Deputy COMUSMACV for CORDS  
c/o American Embassy  
Saigon, Viet-Nam

Dear Bill:

By chance, word has reached us of your message to John Burns indicating your need for PSA's and DPSA's. We have had occasion to review the situation with Jake last week and indicated the real need here in Washington for field requirements with sufficient advance notice so as to do the appropriate planning. Of course, we are in the training business and not in personnel, but the two are inextricably mixed. Whereas Defense programs its needs long in advance and thus permits time to be set aside for adequate training, the civilian agencies seem unable to do the same, especially as far as CORDS is concerned. We here at VTC wonder to what extent Saigon 6420 still represents CORDS policy.

Quite apart from PSA's and DPSA's, we believe the situation will become even more critical as regards language officers. As things now stand, in less than a year CORDS will find about 10 language officers leaving Viet-Nam every six weeks with approximately one language officer coming into the country. This process will continue, unless corrected now, until there are very few language officers left in-country. Language officers require almost a year's lead time, and there is no way that we know of to speed up this process.

I attach copy of a draft memorandum we provided to Jake. If the blanks are filled in, we believe the Washington agencies and ourselves would be in a better position to provide CORDS with the kind of support which it should get.

VTC has increasingly found itself in the anomalous role of worrying about CORDS full time, whereas everyone else in Washington is worrying about CORDS only part-time at best. When the White House got out of the act sometime back, CORDS

lost its Washington backstop (as did VTC, for that matter). Guy Jones and I have been wondering whether CORDS should not request the Department of State to assume the duties of executive agent for CORDS in Washington, and possibly set up a CORDS coordinator's office attached to Bill Sullivan or Bill Macomber, so that you would have a degree of backstopping here in Washington which would be superior to what you are now getting from the individual parent agencies acting separately.

We have long been generally aware of your pressing need for civilian personnel, and as you know, joined in your effort to create an adequate sense of urgency in State (and now AID) to meet the problem. Your apparent need or willingness to have the civilian PSA/DPSA's sent forward without any exposure to Viet-Nam, CORDS, or their own prospective jobs is, in our humble view, unfortunate. If the South Vietnamese fail in the end to pull our American chestnuts out of the fire, and people start to chronicle the many causes of America's greatest foreign policy disaster, well up on the list will be our compulsion over the years to fill slots with bodies — whether civilian or military — with little regard to qualifications, training, aptitude or motivation. Of course, we do this around the world, not only in Viet-Nam. What is "urgent" will probably always displace what is important, and quantity will continue to be substituted for quality, until America takes such an enormous beating that we finally are forced to realize that we cannot constantly do what we know is unsound and still expect things to come out all right "anyway." Please forgive the gratuitous philosophy!

With best regards,

Sincerely,

Ogden Williams  
Coordinator  
Viet-Nam Training Center

Attachment

## CORDS/MACV CIVILIAN ADVISORY PERSONNEL REQUIREMENTS

### POLICIES

1. *Directions* of PSA/DPSA to be staffed by civilians and military on a ratio of 50:50.
2. DSA positions to shift gradually from present 100% military trainees to 50:50 as with PSA's. VTC to begin training civilian DSA's as soon as trainees can be made available.
3. As to language training, advisors at District should speak Vietnamese. Minimum objective is one per District. The needs for language capability at Province Region and Saigon to come from extended tours of District language-trained advisors.

### QUANTITATIVE ASPECTS

There are now \_\_\_\_\_ civilian positions in CORDS/MACV. Of this number, \_\_\_\_\_ are serving in the field in advisory-type positions such as DEPCORDS, PSA's, DSA's, refugee advisors, etc. for which training at VTC is desirable. There are presently \_\_\_\_\_ civilians in these slots who are scheduled for return to the States as shown in Appendix A. At the District level, we have a requirement for \_\_\_\_\_ officers. \_\_\_\_\_ of these will be DSA/DDSA. There will be a total of \_\_\_\_\_ officers serving at the District or Province level in other capacities. \_\_\_\_\_ of these should be language officers.

Taking into account the above requirements, programmed and unprogrammed losses as well as RTP's, and other extensions, we project a civilian requirement through calendar year 1971 as follows:

\_\_\_\_\_ PSA/DPSA

\_\_\_\_\_ DSA/DDSA (language officers)

\_\_\_\_\_ Other language officers

\_\_\_\_\_ Other non-Language personnel who should receive VTC basic course.

There has not been a meeting of the Interagency Committee on the Viet-Nam Training Center for almost one year. It is felt that the time has come for reconsideration of a series of problems relating to support of VTC and, by extension, to support of CORDS/VN.

Principal items to be considered include the following:

- (1) CORDS requirements for FSO and FSR personnel for FY 70 - FY 71.
- (2) Review of the present training offered by VTC to prospective officers, as well as training now available for non-CORDS personnel being assigned to the Embassy, JUSPAO and USAID.
- (3) Proposal for the establishment, within the Department of State, of a CORDS coordinator.
- (4) Review of State and AID projections of personnel inputs to VTC and CORDS/Viet-Nam.
- (5) Review of funding projections.

To assure that all the above items, and any other business that may come before the meeting, be given substantive consideration, an authorized representative of Ambassador Colby will be recalled from Viet-Nam to attend the meeting. This CORDS representative will be empowered to speak for CORDS/Viet-Nam on substantive issues.

The following officers are invited to attend as representatives of U.S. agencies in Washington:

Ambassador William Sullivan - Chairman  
Mr. Howard E. Sollenberger - Vice Chairman

State: (Macomber's shop)  
Mr. Freeman Matthews

AID: Mr. Robert H. Nooter  
Mr. Daniel Creedon  
Mr. Donald E. Kidston

USIA:

Defense: Maj Gen Charles Gettys  
Brig Gen George Blanchard  
LTC Robert Storey

VTC: Mr. Ogden Williams  
Mr. Raymond Jones  
Mr. Daniel Quaid (Secretary)

CIA: