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DAIM-FAR-RR # 19-enn DATE: 17 June 1987

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HEADQUARTERS
1ST AVIATION BRIGADE
APO 96307

AVBA

20 July 1967

COMMANDER'S NOTES
NUMBER 14

1. GENERAL. The following matters of information, guidance, command interest and policy are published for appropriate action of those concerned. Most of the items were covered at the USARV Aviation Coordination Conference on 8 July 1967.

2. PERSONNEL AND ADMINISTRATION.

a. Orders on Proficiency Pay: We have recently learned that some of the enlisted personnel returning to CONUS have had to pay back proficiency pay because they were not put on appropriate orders by their organization here in Vietnam. Orders must be cut awarding proficiency pay even though the proficiency testing requirement is waived for people serving in Vietnam. Make sure that your men are covered on this with appropriate orders before they leave here.

b. Personnel Actions: There have been cases in the past where commanders have recommended approval on a 1049, the individual gets reassigned, and within a week the commander is crying that he is short. I am sure that commanders are not taking a close look at the DA Form 1049's submitted by their people, requesting reassignment out of their unit. It appears that no one wants to be a "bad guy" and recommend disapproval on a request for reassignment. While everyone will agree that an individual's morale might improve if he is reassigned where he wants to be, the mission of the unit is at stake if a replacement is not readily available. So take a close look at your personnel picture by MOS before putting a routine "recommend approval" on a request for reassignment. We cannot justify to USARV that we need additional personnel if we continue to let them go without a fight.

c. Assignment Instructions: My AG contacted USARV to find out what the problems were in regards to non-receipt of assignment instructions. USARV indicated that they are having the following problems:

- (1) Failure of units to report personnel for reassignment.
- (2) Failure of units to report changes when personnel are promoted and PMOS is changed.
- (3) Failure of units to report changes in assignments when personnel are reassigned within the command.

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(4) Failure of units to submit non-receipt of assignment instruction reports within 30 days of DEROS. USARV must receive the correct reports before they can take necessary action. There will probably be an increase in non-receipt of assignments during the months of July and August 1967 due to the large number of personnel returning to CONUS during these months. USARV is working on a new system to put assignment instructions out to the field, which should expedite receipt. If officers do not have assignments within 30 days of DEROS and EM within 7-10 days of DEROS, USARV will call DA in an attempt to obtain assignments. I want all units to review their procedures for reporting personnel for reassignment to insure that we are meeting all requirements. My headquarters and the two Group headquarters are the only people who are to contact USARV direct on this matter.

d. Awards and Decorations:

(1) There appears to be some confusion concerning spot awards. Many times I pin an award on an individual and when the back up paperwork reaches my headquarters, it is written for a different award. Spot awards are given careful consideration and when the award is presented that is the award the paperwork should reflect. The only exception might be the award of the Silver Star as in interim award for an individual to be recommended for a DSC. Also, we need to have more appropriately worded recommendations for awards in order to get suitable recognition for our people. Check the requirements of regulations for the award you wish to have presented to your man and be sure that the wording of your recommendation reflects that he meets this criteria. We have also experienced some problems on the timely submission of posthumous awards. My headquarters must be made aware of all KIA's within 72 hours and what awards they will get. The paperwork then must reach Brigade with 14 days after death.

(2) I have had a compilation made, by battalion, on the awards that have been made since 1 January 1967 here in the Brigade. These figures do not include awards made to our people by the divisions and other headquarters. A copy of this is at inclosure 1.

e. The G-1 Section at USARV obtained an analysis of aviator vs non-aviator selection percentile for this last DA circular. Again, the aviators enjoyed a higher selection rate over the non-rated (see inclosure 2).

f. Preparation and Review of Officer Efficiency Reports: I have had a hand-out prepared and distributed to you regarding the preparation and reviews of OER's. Take a good, close look at this (inclosure 3).

g. Standards of Conduct: The recent death of an Army officer due to overindulgence in alcohol during a military initiation ceremony

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prompted a memorandum from the Secretary of Defense to the Secretary of the Army directing an investigation into any military function involving initiation and similar activities which could be detrimental to the soldier. Let's make damned sure that we don't have any such things occurring here in the Brigade.

h. Patch Insignia: I would appreciate it if you would have each of your units send my sergeant major two of their pocket patch insignia. We are planning a unit insignia board for the Brigade headquarters.

i. Shabby and Funny Looking Hats: In my travels I have begun to see some unusual looking hats on members of this Brigade -- black berets, red berets, blue hats, and so on. I don't mind scarves and your people can wear any kind of scarf you prescribe. But I do want our people to adhere to the standard prescribed hat when they are working. One exception to this policy is the Pathfinders who have by custom been allowed to wear black hats for a long time, and in light of the fact they don't wear wings they deserve this note of distinction.

j. Fair Share of Area Clubs: In the case of clubs -- officer and NCO clubs in our units that belong to a larger area club system -- I want you to make sure that we are getting our fair share of return money back from these clubs. As an example, the 14th CAB had a going concern at Phu Thi. They were putting about \$8,000.00 per month into the Qui Nhon area club system and only getting about \$50.00 monthly return from them. Command pressure was applied and now the 14th CAB clubs are starting to get their fair share of the dough. If your clubs do belong to a larger system and they are not getting their fair share squawk about it.

k. USMA Recruiting: I would like to see some of our young warrant officers and enlisted men getting into the Military Academy. At the present time, apparently only the enlisted people can go to the USMA Prep School. I am going to start some correspondence to get warrant officers into the USMA Prep School. I would like commanders to start a recruiting campaign to get people interested. Army Regulations 350-55 and 350-56 pertain to the USMA admission program. Let's push it!

3. OPERATIONS.

a. Tactics and Techniques of Aviation Operations. My staff is working on, as always, studies on doctrine, tactics and techniques of airmobile operations, etc. Both to keep up the standardization effort within the Brigade and within the theater, and also to send stuff back to the States so that it can be appropriately incorporated in service schools at Rucker, Benning, and other places where people are being prepared to come over here. We are completely dependent on you people to

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put good information in Your Operation Lessons Learned and other reports that you send us. And, in addition to this, I want each battalion commander before he leaves Vietnam to write down his impressions of items he has done particularly well and that his unit has done particularly well. We must disseminate this information to all concerned so that everyone can profit from a lesson learned.

b. Use of OV-1 Aircraft: We are beginning to get increased numbers of OV-1's in-country. Transfer of OPCON is to occur on all of the OV-1 units except the 131st Aviation Company. I want group, battalion and company commanders of these outfits to go to work and make these birds useful to the U. S. Army. I want you to work with the intelligence types so that our ground units can get rapid response from these birds. In some instances this will require stationing these aircraft at forward strips. As a form of criteria for rapid response, the division should be able to get photographs within 2-3 hours after requesting them.

c. CH-47 Dropped or Jettisoned Loads: Twenty-two dropped or jettisoned loads were reported during the period 1 May to 25 June 1967. These loads were dropped by CH-47 aircraft assigned to brigade. In most cases the equipment was damaged beyond repair and the dollar cost amounted to several million dollars. Incidents of this type reflect unfavorably on our capabilities and must be stopped. In reviewing the incidents, 15 of the 22 appear to have been caused by improper rigging or a failure of sling equipment. While the aviation unit normally does not rig the equipment, someone must check the slings and rigging. If the ground unit does not check, then the aviation unit must. Aircraft commanders will insure loads are checked for proper rigging and serviceable sling equipment. If the equipment is improperly rigged or the slings are unsafe, aircraft commanders are to refuse to lift the load until the situation is corrected. Our units must take every opportunity to assist ground units in the proper rigging of loads. Other cases were hook malfunctions or inflight emergencies which required jettisoning the loads. I am having studies conducted to determine why the malfunctions and we will get the dope to you on this. Stay on top of it. I want a collateral investigation made by the unit who owns the aircraft in the case of every aircraft that is dropped during retrieving.

d. Landing Zone Preparation: Landing zone preparation to destroy mines and booby traps has been slow in coming. The 1st MAF at Da Nang is using 1000/2000 lbs (MK 83/84) bombs in conjunction with MK 1 fuze extenders for landing zone preparation in the I Corps Tactical Zone. This device is called in Marine Corps jargon, a "Daisy Cutter". The bomb explodes at approximately 2-foot height. The graze burst creates a high overpressure blast impulse which is sufficient to detonate or render ineffective mines and booby traps by cutting wires and poles, premature detonation from overpressure, etc. At present, the Air Force

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cannot deliver this device because of safety criteria. This headquarters is attempting to get the Air Force to expedite the availability and employment of "Daisy Cutters". You guys should be requesting LZ preparation through ground commanders for all heliborne assaults. If we don't ask for it we're not going to get it.

e. MTOE Moratorium: The DA moratorium on submission of MTOE is still in effect with no indication as to when it will be lifted. As stated before, only MTOE's that are DA directed or emergency will be accepted. Along this line, the MTOE on the ATC battalion and airfield support detachments (Class A and B) was forwarded from USARV to USARPAC on 12 June 1967. MTOE 1-207E for the 125th ATC Company was forwarded by this headquarters to USARV on 15 June 1967. Consolidation of changes requested by units in proposed MTOE 1-258F (Aviation Company, Medium) and MTOE 55-510T (Transportation Detachment, Team AB) are being processed. Immediately upon receipt of any indication that normal MTOE submission may be resumed, we will let you know. To be ahead of the rush, your units should be working on proposals at this time.

f. Authentication of Signal or Marking Smoke: Some units have standardized their colored smoke for specific purposes or meanings. We have studies using standardized smoke signals and abandoned the idea because there are simply too many arguments against it. "Charlie" most surely would get on to the system, if it were used all over the country, and start using it against us. He has on several occasions recently. I want the following procedures adopted as standard throughout USARV.

- (1) Aircraft transmits, "Request smoke".
- (2) Ground unit displays smoke and transmits, "Smoke is displayed".
- (3) Aircraft identifies smoke and replies, "Roger, identify (color) smoke".
- (4) Ground unit replies, "Roger, (color) smoke".

While on the subject of smoke, we are getting a bunch of yellow smoke rounds for the M-79 grenade launcher which are being issued to ground units for tests. The purpose of these rounds is for the people on the ground to identify targets for gun ships and TAC air. Get with your ground units and work out a system on this to insure proper utilization of these during the tests.

g. Revetting Aircraft: Revetments were discussed at the last conference. We distributed the USARV Engineer drawings and the 17th Aviation Group sketches at that time. Additional correspondence has

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been recently distributed. Headquarters USARV has tasked the FFV commanders with the responsibility to get the aircraft revetted. However, as we stated in our message on 2 July, every aviation commander is also responsible for the program. We need to cooperate and assist in every way possible. Let's get with it now!

h. Contingency Plans: During the last two months we have displaced seven companies and two battalion headquarters within Vietnam. I realize that this disrupts the organization temporarily but with the tactical situation being as fluid as it is we must expect this to occur. To reduce the impact on each unit, everyone should review their contingency plans. Personnel in the unit should know whether or not to take tape recorders, banjo's and the like. Advance party people should be designated and know what their duties are. Your requirements for sealift and airlift should be prepared and kept current. Contingency plans should include short duration type moves as well as permanent moves.

i. Physical Security: As the war goes progressively worse for the enemy, he can be expected to rely more and more upon terrorist type activities. In addition to mortar and rocket attacks, he will probably increase his use of sappers. As tactical units move in and out of base camps, the physical security arrangements are changing constantly. It is obvious that a crew chief can't fly all day, work, on his aircraft half of the night and pull guard the other half, on an everyday basis. On the other hand, we've got to provide for the security of our installations. We must review our security plans regularly and insure we are making best use of our available resources. I want the Group Commanders to run monthly rehearsals on your subordinate units' defense plans. Give them a good close look and checkout. Make sure everyone knows it is a practice and not the real thing.

j. AH-1G NET Team: Representatives from the AH-1G New Equipment Training Team, recently visited RVN to effect final coordination for the deployment of the NET team in August. The training program outlined by the team should be more than adequate. The arrival of the AH-1G COBRA here will increase our capability to provide better support to the ground units. The specifics on your allocation of aircraft and school quotas will be provided shortly.

k. Air Traffic Control Information:

(1) The transfer of military Air Traffic Control facilities responsibility to civilian air traffic controllers was completed at Can Tho, Phan Thiet, Pleiku, Saigon Heliport, Soc Trang, Qui Nhon and Vung Tau on 5 July.

(2) Two complete mobile tactical ATC facilities with tower, GCA and NAVAID are operational, supporting Task Force Oregon and I FFV.

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Five more teams will be formed when personnel and equipment become available.

(3) Future response to immediate requests for ATC support will be extremely limited due to the non-availability of trained personnel and equipment shortages.

(4) Information available on the acquisition of the fixed FAA tower communication packages indicates that they can be installed between November 1967 and mid-1968.

(5) Request that all FIN's and NOTAM's sent over your command teletype NET include the 125th ATC as an addressee because the 125th can make wider dissemination of information on the established ATC NET. A reminder: Classified information cannot be retransmitted over the 125th ATC TT NET.

l. Command and Control: I want the battalions when they are operating over widespread areas to set up a control facility with which aircraft check in before leaving the forward area and returning to the rear area. This will allow maximum utilization of the aircraft.

m. Broadcast Air Strikes: Some units are a lot better than others at broadcasting air strikes, Artillery preps, and this sort of thing. For the benefit of wandering aviators - C&C ships and the like - this should be SOP in every unit to warn when these strikes start; where they are taking place; and when they are finished.

n. May Day Calls: At previous conferences I have mentioned "May Day" calls and the need to get people to do what they are supposed to do when they hit that button and start calling "May Day". Granted there hasn't been much time for response but I have heard a couple of pretty silly ones lately. As an example, in one instance there was completely inadequate information to include wrong coordinates which proved to be 30kms away. Have your standardization IP's check people through on their "May Day" procedures when they give them their standardization check ride.

o. Damages Caused Other Aircraft by CH-47 Helicopters: Another note on "Hooks". Every month we have 4 or 5 birds damaged because the Hooks hovered too close to them while the other aircraft are running down. Our Hook drivers have got to be more alert and look around. Tower operators have got to think of this also.

p. Reviewing Officers at Ceremonies: A practice has grown up over here of putting up chairs for reviewing officers at ceremonies. As

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far as the Brigade is concerned, I want it cut out. The troops are standing so the reviewing officers should stand too. Spectators can sit but participants should stand.

q. Pistols and E&E Equipment on Single Ship Missions: We have had a couple of incidents in the last month of ships going down and people winding up on the ground without their weapons, because they have had to evacuate the aircraft. People should always wear their weapons, even when in formation. Survival kits should be worn also. Especially on cross-country, single ship missions.

r. Policy on Use of Hooks on CA's: I want to reiterate the USARV policy that Hooks will not be flown into LZ's until the LZ is secured. Secured means that a determination must be made between you and the ground commander. You can't put a time limit on it. It will depend on the situation. The reason for this is to reduce the possibility of losing a lot of people in one ship, as well as losing a valuable bird.

s. Firing Incidents: We have had a couple of more incidents of aircraft firing on people without first obtaining clearance to do so. In one instance there were several people killed. A letter of reprimand was written to the aircraft commander. Procedures must be continuously reviewed with the gun people and strict adherence to procedures followed by all concerned.

4. SAFETY:

a. June Accident Experience: The last month of FY 67 ended on a reasonably bright note. Twenty-five accidents were recorded in June. This is a considerable reduction over previous month's rate and effectively breaks the long upward spiral the Brigade has experienced for the past eight months. Each of you is to be congratulated on this marked reduction. However, this is no time to rest on our laurels. The June achievement should be established as a goal to duplicate and surpass in the coming months. I say surpass, because even in a relatively good month such as June, there were sufficient preventable accidents that were susceptible to direct command action to achieve a considerable further reduction. In this category we have 1 wire strike, 7 lost rotor RPM, 1 meshed rotor blade and 1 fixed wing downwind take off. The wire strike resulted in 7 fatalities. Without belaboring the point, the most effective method of preventing wire strikes is to acquaint assigned aviators with known wire locations and insure by an aggressive educational program they are fully aware of the wire strike hazard and conduct their flying operations accordingly.

b. Murphey's Law: A 5" tail rotor cross head was recently found on a UH-1D. 5" cross heads are being phased out of the system,

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but until they are retired, the only aircraft they should be installed on are UH-1B's. Remember:

(1) 5" cross head Bravo model only.

(2) 6" cross head Bravo or Delta models.

c. Engine Failures: As I have noted on previous occasions, many of our accidents attributed to power failure actually have their beginnings in faulty maintenance. Findings on a recent assistance visit by Lycoming technical representatives substantiate this. Since the first of the year, Brigade units have experienced 29 major UH-1 accidents due to power failure and another 38 forced landings from the same cause. In the same timeframe, another 43 major accidents occurred as a result of lost RPM in which a potential contributing factor was faulty maintenance. As an example, you rob the pilot of as much as 40 shaft horsepower if the inlet guide vanes are not kept clean at all times. This means daily cleaning. It is obvious that our safety record cannot help but improve with a thorough by-the-book maintenance operation. Let's buck all of our people up on this.

d. Low Level Flying: Low level flying is inherently hazardous, even when well planned and expertly flown. When executed on impulse and without thorough preparation it is just plain dangerous. Two recent accidents that claimed 10 lives were caused by unnecessary, unplanned and poorly executed low level flights. This is a needless and inexcusable waste of life and materiel. I realize that many missions require low level "Nap of the earth" type flying. When this is necessary, no effort should be spared to plan the mission in complete detail and execute it in a professional manner. However, "flat hatting" and "hot rodding" do not serve any useful purpose. I want each commander to take action as necessary to see to it that our aviators do not place themselves needlessly in the accident envelope by this type of flying. This is something that must receive constant and continuing command emphasis.

5. LOGISTICS.

a. Security of Government Equipment:

(1) In my Commander's Notes of 20 January and 27 April 1967, I stressed the need for greater command emphasis on the proper security of weapons. During the past six months a total of 34 weapons have been reported lost on Reports of Survey, because of either improper personal security by the individual, or failure to secure it properly during flight resulting in the loss of the weapon from the aircraft. Every weapon lost is a potential "killer" of our own people if "Charlie" is the recipient. All commanders must review their policies and insure that all personnel

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and records are complete and accurate and that the aircraft meets the required serviceability criteria in TB AVN 23-67.

(2) In some instances a three-way transfer will occur. We must have our birds at the appointed place on time and with the ship in good condition, otherwise our combat effectiveness will suffer. We will give the units as much advance notice as possible; however, the timeframe allowed between receipt of "H" models and retrograde of UH "D's" is extremely short so be ready.

c. Oil Analysis: USARV has published a new regulation covering the spectrometric Oil Analysis Program. It is a very comprehensive document outlining sampling instruction, initial instructions for new units establishing an account with the oil laboratory and even lists the FSN's for those hard to get mailing bags and bottles. This information is a must for all our new units arriving in-country. We are still hearing of incidents where the oil sample has been forwarded to the wrong oil analysis facility. The key to success in this program is timely receipt of reports. Needless to say, forwarding samples to any facility other than the one in Okinawa creates an unnecessary delay and actually negates the program's objective. Get your hands on a copy of USARV Regulation 735-14 dated 23 June 1967.

d. Modification of Aircraft Battery Shelf: We still have birds flying around that have not had this MWO performed. (MWO 55-1520-210-20/17) This MWO was prompted by a tail boom separation which cost several lives -- enough said -- get with it!

e. T-53 - L-13 Engine Operations:

(1) We have been having some oil consumption problems with our L-13 engines of late. The Lycoming people are on top of this and a fix is in the mill now. What we have to do is watch what we already have over here. L-13 engines are in critical short supply and with more new "H" models arriving in-country the supply and demand picture isn't going to get much better. The 34th General Support Group put out a message (AVGF-MN-GS-06-170 dated 28 June 1967) to all commands spelling out proper procedures to preclude reoccurring oil consumption problems. Key areas mentioned include:

(a) During extended ground operations keep your bird running at a minimum of 5500 RPM. This provides sufficient air pressure to the aft seal of the #2 bearing and prevents oil seepage and the formation of coke deposits.

(b) Fill the oil tank until the oil level just appears in the upper sight gauge; DO NOT fill to the normal oil level line.

(c) More detailed information will be contained in Supply and Maintenance Newsletter #6 for the month of June 1967.

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f. Maintenance: Recently we had Lycoming people out in our units on training assistance visits. Information obtained through an exit briefing reveals we are still not pushing hard enough on "common sense" maintenance. Some of our people just don't recognize improper procedures. Be it engine starts, or inspection and cleaning of compressors and barrier filters. We have asked the 34th General Support Group to put out a "what it will cost you" paper dealing with obvious recurring maintenance faults; it should be in the hands of the units now. It covers those discrepancies that we can do something about, i.e., improper starting procedures, RPM control, dirty oil filters, turbine inlets, sand and dirt in barrier filters and oil tanks, loose objects in engine compartments (FOD) "tweeking," BIAS, etc. Read it, the language is plain and the message is important.

g. Revetment Materiel: Letter, AVHGC-O, HQ, USARV, subject: Aircraft Revetments dated 22 May 1967, gave instructions on requisitioning revetment materiel. All aviation units should have submitted these requisitions by now. Field Forces have information on quantities of materiel released. This information should be checked to insure that needed quantities have, in fact, been released for your use. 1st Aviation Brigade units who experience problems in getting materiel should bring these matters through channels to the Brigade S-4.

h. UH-1 Rescue Hoist: USARV message, AVHAV-R 34104, subject: Basis for Issue of Hoists, authorizes two hoists per AHC. If you have been issued these hoists and don't need them then DUST-OFF units do. Turn them in to the 34th General Support Group DSU's so they can be issued to the units that need them.

6. SIGNAL.

a. AN/ASC-10 - Command Communications Console: A total of 46 AN/ASC-10's have been evenly distributed to units throughout RVN. Additionally, 50 ASC-10's are due in the next 90 days. These will be distributed per the original plan. An informal check by the Signal Officer has indicated that some consoles are not being installed right away. They should be installed as soon as they are received, or if you don't need them, turned back.

b. The AN/VSC-2 HF/SSB radios are being issued now. Some of the units already have them. USARV Signal Officer has issued instructions that the radio and teletype equipment are not to be dismounted from the vehicle. The vehicle is an integral part of this set and has special generators and cabling installed. The set is designed to be completely mobile and transportable when required.

c. Several complaints have been received from ground combat units that Army aircraft are using their assigned FM frequency and have been

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blocking them from passing combat operational traffic. This occurs when two ground units located several hundred miles apart are assigned the same FM frequency. When Army aircraft are in support of ground operations, they come up on that frequency and while in the air increase the range of that transmission. Whenever you use the ground units' frequency keep traffic to a minimum for you can be sure that that frequency is being used somewhere else.

7. MEDICAL

a. Casualty Reporting: At the conference in Soc Trang, I discussed our Brigade Regulation 600-10, dated 7 March 1967, subject: 1st Aviation Brigade Casualty Reporting System. This regulation assigns responsibility for checking hospitals on a daily basis, not only to find out how many of our guys are in the hospital, but also to offer them assistance, as required. Responsible units should call my SDO after duty hours and let us know the casualty status at the various hospitals. With this information I can get out and visit these guys on my trips around the country. Some units are with the program -- others need bucking up. I also want our guys in the hospitals identified. Accordingly, my surgeon sent out a batch of placards to each responsible unit. These placards are to be hung on the beds and collected for re-use when a man is discharged or otherwise leaves the hospital.

b. Ballistic Helmet Deficiencies: There have been scattered informal reports of difficulties with the new ballistic protective helmet. The Brigade Surgeon has expressed some of his reservations on the subject through his own channels. If our aviators are experiencing problems with this equipment, get some feed back started. If the problem is in the equipment itself, EIR action may be appropriate. The follow-on buy is nearing a contract. If deficiencies exist they should be corrected before action is completed on the contract.

3 Incl
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Seneff
G. P. SENEFF, JR.
Major General, USA
Commanding

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SINCE 1 JANUARY 1967

	<u>10th</u>	<u>11th</u>	<u>12th</u>	<u>13th</u>	<u>14th</u>	<u>17th</u>	<u>52d</u>	<u>145th</u>	<u>210th</u>	<u>214th</u>	<u>222d</u>	<u>223d</u>	<u>269th</u>	<u>TOTAL</u>
DSC	0	2	0	4	1	0	0	0	1	0	0	3	0	11
SS	2	2	0	32	2	0	2	1	2	0	0	1	1	46
DFC	50	42	4	87	74	1	25	63	56	0	9	2	0	413
SM	1	5	0	6	0	0	2	2	5	0	0	0	0	21
LOM	2	1	3	0	3	2	3	0	1	0	0	0	0	15
BSM "V"	10	8	5	24	0	0	1	5	0	0	0	16	5	74
BSM	65	102	20	101	126	18	47	55	62	4	16	49	3	668
AM "V"	16	78	10	523	129	0	24	57	15	3	17	20	3	895
AM	3126	3209	61	6709	7552	42	2834	4473	790	66	249	612	244	29967
ACM "V"	26	60	0	54	26	0	6	26	12	7	0	5	2	223
ACM	46	229	18	171	153	5	33	77	28	15	49	50	8	882
PH	6	128	5	81	7	1	10	96	14	0	1	7	0	350
TOTAL	3344	3866	126	7792	8073	69	2987	4855	986	95	341	765	266	33565

Above data compiled as of 10 June 1967

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SELECTION RATE
ANALYSIS OF CWO PROMOTIONS
ON DA CIRCULAR 624-34, 19 JUNE 1967

	<u>PREVIOUSLY CONSIDERED</u>	<u>1ST TIME CONSIDERED</u>	<u>OVERALL</u>
<u>TO CWO-4</u>			
Aviators	47.7	73.5	68.3
Non-Aviators	36.2	73.7	59.0
<u>TO CWO-3</u>			
Aviators	16.0	85.2	67.8
Non-Aviators	34.6	78.3	59.2

Inclosure 2

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1. "After-action" reports submitted by recent Department of the Army promotion boards indicate there are continuing deficiencies in the preparation of efficiency reports. These deficiencies are not simply administrative in nature; they are substantive, and they adversely affect the ability of the promotion boards to perform their important tasks. Specific problem areas include:

a. "Manner of Performance" descriptions that do nothing more than reiterate what the officer does, his working conditions, his hardships, and other details; rather than how he does his work.

b. Too much brevity in the "Manner of Performance", Part III; for example, 3½ lines of narrative to support a very low composite numerical score.

c. Inadequate justification of a high rating or a low rating.

d. Inordinate disparity between the rater's evaluation and the indorser's evaluation, which the reviewer has not resolved satisfactorily.

e. Too many reports which state (for an officer with 10 to 15 years' service) "with more experience he will be better able to command", or "after attending Command and General Staff College he will be a better staff officer". The rater thus avoids describing how well the officer has performed his current duties.

f. Insufficient explanation of "personal problems".

g. Long, drawn out explanation in Part III of the personal qualities listed in Part IV of the report, which is unnecessary unless a below-average rating is given.

2. The following suggestions for improvement in the preparation and review of officer efficiency reports have been provided by the promotion boards:

a. Raters, indorsers, and reviewers should consider the efficiency reports as a personal communication to the promotion and selection boards. Be factual, clear, and, if necessary, detailed. Discuss performance primarily; discuss mediocre or bad personality traits.

b. The reviewer occupies a particularly important role. He must insure that the efficiency report provides accurate and sufficient information before he releases it for submission to the Department of the Army. An efficiency report which is not fair, objective, and consistent can have a serious adverse effect on the career of the rated officer.

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3. Commanders should examine efficiency report controls within their commands to insure that raters and indorsers exercise painstaking care in the preparation of the reports and that reviewers assume the positive role prescribed in Army Regulation 623-105 "Personnel Efficiency Ratings: Officer Efficiency Reports", 24 September 1966.

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