

RG 472
28th MHD, AARs
Box 2

CONFIDENTIAL

AVIC-WE

DEPARTMENT OF THE ARMY
28TH MILITARY HISTORY DETACHMENT
11TH ARMORED CAVALRY REGIMENT
APO SAN FRANCISCO 96257

17 March 1969

AVIC-WE

SUBJECT: Exit Interview

Office, Chief of Military History
Washington, D.C. 20315

1. The attached exit interview was conducted with CPT Edward H. Alling, 096814, Armor. Captain Alling commanded Headquarters Troop, 2nd Squadron, 11th Armored Cavalry Regiment, from 12 Sep 68 to 24 Jan 69. The interview was conducted by CPT William B. Overbay, Commanding Officer, 28th Military Detachment, at the Detachment office.

2. The interview was recorded on channel 1, side 1, at a speed of 3 3/4 IPS on a Sony TC-530 tape recorder. There is no security classification or restriction on the tape. The interview covers significant events, accomplishments, problem areas, and lessons learned of CPT Alling's command.

3. The following is a synopsis of the interview:

a. What is your general evaluation of your assignment as the Headquarters Troop Commander, including job requirements, tenure of command, and personal qualifications? (010-012)

Previous to entering the 11th ACR, CPT Alling had attended the Career Course and spent one year with MACV. He extended for a six month tour with the 11th Cavalry. Approximately half of his time was spent in the field and half refitting at Blackhorse Base Camp. (013-022)

b. During your command, what have the general missions of your unit been? How did you and your unit accomplish these missions? (023-026)

The first two months of CPT Alling's command were devoted to preparing for operations east of LAI KHE. Here the 2nd Squadron's mission was pacification of the area and road security. HHT secured the Squadron Tactical Operations Center (TOC) and provided logistical support and second echelon maintenance for the Squadron. CPT Alling also discussed the advisability

DOWNGRADED AT 3 YEAR INTERVIEW
DECLASSIFIED AFTER 11 YEARS
GOD DUA 000.10

CONFIDENTIAL

DECLASSIFIED

Authority NND 927622

By DC NARA Data 6/2/01

CONFIDENTIAL

CONFIDENTIAL

AVIC-WB

SUBJECT: Exit Interview

17 March 1969

of "satelliting" the HHT to a line troop, i.e., working directing with another troop for messing facilities and security. (026-053)

b. What is your general evaluation of the Troop's performance of duty? How well were they prepared to do the job? (054-057)

Although the overall performance of duty was good, some difficulty was encountered with first echelon maintenance of vehicles. (058-065)

c. Would you like to comment on the Troop's TOE? Was it adequate to accomplish the mission and would you recommend any changes? (067-068)

The TOE was more than adequate to accomplish combat missions. Augmentation, however, was required for pacification missions. In addition, CPT Alling recommended the elimination of the Air Control Team (1 SGT/E-6 and two radio operators), because they really did not have any function to perform; a clerk to handle the paper work was also recommended in the Maintenance Section. CPT Alling observed that the G-Series TOE should alleviate most problems. (069-091)

d. Would you like to describe the augmentation for the pacification program? (092-093)

CPT Alling discussed the augmentation from higher headquarters for the pacification program, to include Armed Propaganda Teams (APT's), PSYOPS and Civic Action Teams. (093-102)

e. Would you like to comment on the maintenance and logistics problems which you had and any changes you might recommend? (104-107)

CPT Alling discussed the complicated coordination problems which he encountered. The necessity for allowing time away from missions for maintenance, particularly with logistics vehicles, was cited. (108-120)

f. How did you accomplish your resupply missions? (121-123)

Most resupply missions were vehicular and little air support was used. CPT Alling also discussed difficulties with logistics in the field. (124-130)

g. It has been said that the Army lacks effective middle management personnel (E-6, E-7's, etc.) (131-134) Would you like to comment on this statement?

CPT Alling commented that some promotions have been too fast and have outstripped actual working experience. An NCO must have years of experience to be effective. (135-145)

CONFIDENTIAL

DECLASSIFIED

Authority NND 927622

By DOW NARA Date 6/22/01

CONFIDENTIAL

AVIC-WE
SUBJECT: Exit Interview

17 March 1969

h. Have you had much contact with the so-called "instant NCO"? (147-148)

Although CPT Alling did not have an instant NCO in his unit, he discussed his supply sergeant who was a 15-month SGT/E-6. He felt that more time and experience was needed. (149-155)

i. How would you evaluate the overall manner of performance of your enlisted men? (156-157)

The only difficulty encountered was the "shorttimer's attitude". If anything, the difficulty lies in leadership problems. (159-169)

k. Is there any other relevant information, personal observations or lessons learned you would like to add that you feel might be helpful to a successor in this type of job? (170-172)

CPT Alling kept his XO in Base Camp while the unit was in the field. He handled paperwork originating from higher headquarters and coordinated work parties to provide better quarters, resupply, etc.

One problem encountered was working with staff sections. Personnel in the Tactical Operations Center seem to feel that the other sections are there to support them. This situation can easily get out of hand if not corrected. (178-202)

The following is a synopsis of the interview:

1. What is your overall evaluation of your assignment as the Headquarters Troop Commander, including job requirements, and personal satisfaction? (203-204)

WILLIAM B. OVERBAY
CPT, Armor
Historian

2. Describe your assignment with the 11th AGF, CPT Alling had attended the Quartermaster School and was assigned to the 11th AGF. He extended for a six month tour with the 11th AGF. Approximately half of his time was spent in the field and half at the Headquarters Base Camp. (205-208)

3. During your assignment, what have the general missions of your unit been? How did you and your unit accomplish these missions? (209-210)

The 11th AGF's primary mission of CPT Alling's command was devoted to preparing the 11th AGF for operations. The 11th AGF was the 1st Squadron's mission was to provide logistical support to the 11th AGF. The 11th AGF's mission was to provide logistical support to the 11th AGF. The 11th AGF's mission was to provide logistical support to the 11th AGF. (211-214)

CONFIDENTIAL

DECLASSIFIED

Authority NND 927622

By DOW NARA Date 6/22/01