

DEPARTMENT OF THE ARMY
HEADQUARTERS, 2D SQUADRON, 11TH ARMORED CAVALRY REGIMENT
APO SAN FRANCISCO 96257

SUBJECT: Commander's Notes Number 17

21 November 1971

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INFORMATION

1. Approved Awards. During the week 13 Nov - 19 Nov, the following approved awards were received by Squadron Headquarters and forwarded to the troops for presentation.

Air Medal	10
Army Commendation Medal	4
Combat Infantryman's Badge	1

2. PIO Coverage. Recent visitors to the Blackhorse include Alvin Shuster, who is completing a 15-month tour as Chief of the Saigon Bureau of the New York Times. Mr. Shuster spent a day visiting all three line troops and FSB Andrews. He was most impressed with the attitude and spirit he found within the squadron and with the cooperation he received from everyone he met. Just a few days after Mr. Shuster's visit, Stewart Kellerman of United Press International and his photographer, Willie Vicoy, spent two days with us. Their visit coincided with the arrival of four major league ball players -- Doc Ellis, Bobby Bonds, Mike Kilkenny, and Mike Hedlund -- who flew to Andrews and the NDP's for a brief handshake and autograph tour.

3. Health and Welfare Inspections. Two individuals were apprehended recently for possession of heroin. One soldier had heroin sewn into the lining of his shirt pocket while another stored vials in the buffer group of his M-16. I want to insure that officers and NCO's leave no stone unturned when conducting health and welfare and/or shakedown inspections.

POLICY

1. Unit Reading Files. Each newly assigned officer and noncommissioned officer will read and be familiar with all squadron SOP's and Commander's Notes prior to being assigned his duty position.

2. Open Door Policy. Troop/Battery/Detachment commanders will disseminate their open door policy to their troops. Increasing numbers of complaints and requests for assistance are being referred to the inspector general system from the White House or Congress. This trend is a matter of concern because it indicates some lack of confidence in leaders and a lack of appreciation of the resources which are available within the Army. A well-informed soldier, one who knows his mission and why he is doing what he is doing, seldom goes further than his own commander to resolve his problems.

3. Performance Evaluation. When evaluating a trooper's failure to perform satisfactorily, consider all possible causes -- lack of training, lack of motivation, lack of supervision, lack of equipment, etc. Often, more training or better supervision will result in an improved attitude and job performance.

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4. Conduct/Appearance at Cu Chi. Almost daily, I receive reports of misconduct (due mostly to booze) on the part of our people at Cu Chi as well as their sloppy appearance. While the reports indict only a few people and not the majority, the entire Blackhorse, nevertheless, suffers in terms of discipline, reputation, and most importantly, injuries which impact on our ability to perform our missions. I expect all officers and NCO's to give greater attention to their men's conduct, appearance, and welfare at Cu Chi.

William M. Stokes III
 WILLIAM M. STOKES III
 LTC, Armor
 Commanding

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