

TO: Howard Waltman
FROM: Elsie Cunningham
Communications Participants

Stan

Last week Larry Baril and I discussed at some length the request for handling the training of participants in the communication field. Since none of us are experts in this particular area, we feel that we need some specific recommendations from Henry, who is familiar with the academic work available at MSU and Rundlett who might know what would be available elsewhere. Depending ~~ix~~ upon the length of time and the extent of training ^{request} anticipated, we anticipate that perhaps they can take care of some 10 participants in the state of Michigan on the civil level by sending them to the various state police posts and some 6 or 7 participants to Indiana and Missouri with the respective state police organizations. We need clarification as to what is anticipated in the way of in-service training and practical on the job observations to include operations and/or maintenance. If the participants are going to be ~~far~~med out to individual state police posts they should be warned in advance to anticipate spending one to two months in the areas which may or may not be close to big cities, other Vietnamese, or the project. In addition, they will need to be particularly adaptable in order to learn the most that they can under these circumstances and in order ~~to~~ to succeed in these very individual kind of field work. If Henry and/or Rundlett can supply us with an outline of what you require, we will then be able to judge whether or not we can program these individuals.

In this

Case

April 27, 1959



To : Stanley Sheinbaum
From : Howard L. Waltman
Subject: Communications Participants

As you may now we have 63 police candidates undergoing English Training for 40 slots available in Fiscal year 1960. These 40 slots come from the availability of 28 man years of training time on USOM funds and 7 on contract money. We have decided that a 10 month training period is sufficient which will give us 32 slots on USOM funds on 8 on ours.

At the present time I am working on the P10/P to obligate the USOM Funds. There are several problems which have emerged as I have considered the P10/P. The foremost, and the reason for this memo, is the question of the participants in the field of radio communications. While we have not as yet been able to break the 40 slots down into specific training areas, we have decided that 20 places would be set aside for the training of communications people.

In view of the scarcity of competent Sureté technicians available to assist our Communications Advisors in the development of their program, I must place tremendous importance on the 20 people we are going to train in this area. If the program is properly conceived and planned to meet the groups needs, it can result in a pool of trained people who may be vitally useful in the communications program.

I am, however, sceptical over ICA/Washington's being able to program and direct these participants so as to achieve the maximum results possible. My scepticism has increased after reading a recent training report on 2 of the 4 radio people presently being trained in the United States. Attached you will find a copy of the report which marks, very clearly, the problems of training in this area.

I propose that we consider the following as a basis for discussion in deciding how to best program these people. I would like to keep the communication participants on USOM funds,

but request that they be assigned to MSU for the full period of their training. At MSU they should be given a program consisting of theoretical study, and observation. The program must be developed specifically for them upon the advice and instruction of Rundlett, Hemny and Hoyt. The group will be sizable, 20, and homogenous in background and interests, which should make the development of such a program possible. The specific program should be developed through the schools of Engineering and Public Safety, and administered by your office.

The group will have had a minimum of 350-400 hours of English instruction and also a course in basic mathematics. We hope also, that they will have proven their native ability through aptitude tests.

can be worked out I am certain that a financial arrangement with ICA/Washington to cover ~~on~~ the program costs. It would seem also, that ICA/W would be pleased at being able to turn over a sizable body of men to us for training.

I realize that there are probably countless problems connected with this idea. Please raise them and let's start discussing the problems and implications of this *proposal*.

WJ

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

MAILING ADDRESS: MSU-USOM
AMERICAN EMBASSY
SAIGON - VIETNAM

CABLE ADDRESS: MICHGOVSBUR

GENERAL OFFICE:
137, DUONG PASTEUR

TELEPH. NUMBER: 22.022-21.528
SAIGON: 383-384

May 18, 1959

TO : Stanley Sheinbaum

FROM : Howard L. Waltman *HLW*

SUBJECT: Radio Communications Participants

Additional information has become available since my April 27th memo, in which I discussed the training of participants in radio communications.

The attached reports emphasize my feeling that we can not count on ICA/W to provide the quality of training and supervision required to help the participants reach a level of competency where they can make the kind of contribution that they must, in the development of our communications program.

The question of training for participants in radio communications came up at a Police Division Meeting which was held on the broader subject of training for the overall communication program. I was impressed by the vital role that the participants must play in the development of that program.

The Police Division agreed that the handling of this past years participants by ICA/W was inadequate to produce technicians with the required level of ability. Part of the blame is ours, for not having provided a better technical base. They agreed that a training program developed along the lines of the one I suggested to you in my first memo, would be desirable and would produce a superior product, especially if the participants leave Vietnam with the proper background. It was suggested that if the School of Engineering is unable to arrange this program that you might investigate the Lansing Technical College or some other school in Detroit.

The training job that must be done in this area is extremely important. If we are successful and can give the

Police Division a body of well trained technicians to work with, we will have satisfied a great need. It is even possible that these participants will form the nucleus of a faculty for an Institute that will become an on-going organization for training radio technicians throughout the government.

I am very anxious to hear your thinking on this subject. Will you kindly advise me as soon as you have any thing to report, so that we can start moving.

cc: Hoyt
Rundlett

Att Achments:

141
Mr. Arthur Z. Gardiner
Director of USOM

25 May 1959

Howard W. Hoyt, Chief, Police Administration Division

Developing Radio Technicians for Vietnam

Problem.

1. Millions of dollars of US aid are being planned for telecommunications equipment to modernize, expand or inaugurate new communications systems for Vietnam.
2. The successful use of this equipment is dependent on Vietnam having skilled technicians capable of maintaining and operating it.
3. The Police and Security Communications Program alone visualizes the need for at least 175 such technicians. One must add to this the number necessary for PTF, Civil Aviation, Port and Harbor, Public Works, VTVN, and Civil Guard when considering the countrywide problem.

Available Methods of Producing Adequate Technicians.

1. There are two types of technical training available now in Vietnam according to Mr. Barton, Technical Training Advisor, USOM, and MSUS Communications Advisors who have visited the schools:
 - a. One is the private radio repair school where the brief training is on how to recognize and correct common failures on the simple broadcast receiver. They are incapable and make no effort at providing a theoretical base with which to understand the subject.
 - b. The second is at or near the engineering level which produces a technician with reasonable understanding of the fundamentals, but because of his "high level" status is not expected to engage in maintenance or repair work. Such schools will produce less than 50 "engineers" per year.
2. Attempts have been made to develop technicians through participant training in the US. It is not too successful in that:
 - a. It is difficult to secure candidates with basic fundamental education to where they can step into

technical training schools and absorb the course work.

- b. A lot of time and expense must go into English-language training.
- c. It will be impossible to produce the number needed by this slow and costly (\$10,000 to \$15,000 each) method.
- d. It requires 10 to 12 months absence of the participant from the country.

3. Another method of developing technicians through in-service training has been tried. General knowledge and adaptability tests were developed and given the "technicians" and a group selected to become technicians of the Police and Security Services. The tests showed little or no knowledge in the technical field and a lack of general knowledge in basic sciences. As a result a class of 26 of these appointees was given a 12-week course in Vietnamese in simple mathematics for communications involving addition, subtraction, multiplication, division, elementary algebra, essential elements of trigonometry and a brief introduction to logarithms. 19 completed the course satisfactorily, 4 failed and 3 were withdrawn and reassigned to other duties. These 19 are now prepared to start the months of training for technicians.

When the needs of the entire government are considered, the method of developing technicians through in-service training by each organization independent of the others becomes a cumbersome and expensive undertaking.

Recommendations.

1. It is, therefore, proposed that since the government's many agencies will need technicians by the hundreds, both now and for some time to come, that the government be encouraged and guided toward developing a technical institute at once:

- a. where the instruction will be in Vietnamese,
- b. where the basic and background material will be given in a streamlined manner similar to the successful electronics technicians training program developed by the US Navy during the war;
- c. it is understood that there is sufficient equipment which has already been provided the government to adequately equip such an institute;

- d. it is also understood that through USOM Education Division such a training course has been run with considerable success with the equipment now in Vietnam;
- e. It is felt that such an institute can produce the technicians that will be needed by the several services in Vietnam at a faster and more uniform way than any tried or suggested thus far.

2. It is suggested that the institute training cover somewhat the following subjects with approximately the emphasis shown:

A. Mathematics for Communications	240 hours
B. Fundamentals of Communications	730 hours
C. Reading Technical English	295 hours
D. Specialization	7 hours

Part A. Mathematics for Communications. Experience cited above indicates the need for basic mathematics for communications.

Part B. Fundamentals of Communications. The suggested course for these 730 hours of lecture and laboratory work is shown in Appendix I. It is slanted heavily toward radio.

Part C. Reading Technical English. This is an essential part of the training. Most of the technical manuals provided with the American Aid equipment are in English. It should not be the aim to provide a speaking knowledge of English, however. It is recommended that one of the amateur radio handbooks in English be used as a text. Most of the technical terms likely to be encountered are to be found in these books.

Part D. Specialization. For the PTT this would involve special features such as telephone circuits, relay adjustments, etc. The specialties for the police involve: single sideband techniques, 30 hours; VHF frequency modulation, 30 hours; radio teletype technique, 40 hours; transistor circuitry, 20 hours; microwave techniques, 20 hours; teletype mechanics, 40 hours.

3. Initially these specialties could be taught by the American technicians provided with the subject equipment by the suppliers. After sufficient local knowledge is developed in these specialties,

the teaching of these classes would also be handled by local staff.

Members of my staff in cooperation with USOM technicians will be very happy to do additional investigative work into the feasibility of these suggestions if you see fit.

cc: Dr. Snuckler
Mr. Ewan
Mr. Shahpazian
Mr. Melody
Mr. Barton
Mr. Wood
Mr. Randlett-Mr. Henne

APPENDIX I

Part "B" of the curricula is the most involved and hence may be controversial. The suggested course outlined is admittedly slanted heavily toward radio since this is the use or need of the Civil Guard and the Police and Security Services. The topics to be covered by lecture and laboratory on the ratio of two to one are:

1. Electrostatics
2. Electric Current
3. Electromagnetism
4. Ohm's law
5. Alternating Current
6. Ohm's law for a.c.
7. The Transformer
8. Resonant Circuits
9. Coupled Circuits
10. Vacuum Tubes
11. Amplification
12. Multi-element Tubes
13. Oscillators
14. Cathode-ray Tubes
15. Transmitters-Oscillators
16. Transmitters-Circuits
17. Power Amplifiers
18. Frequency Multipliers
19. Modulation Methods
20. Modulators
21. Modulation Checking
22. Frequency Modulation
23. Keying
24. Receivers - Detectors
25. " - Amplifiers
26. " - Tuning Methods
27. " - Superhetrodyne
28. Frequency Modulation Reception
29. Power Supplies
30. Wave Propagation
31. Transmission Lines
32. Antenna Systems

This curricula appears to be a minimum and would require about 780 hours for lecture and laboratory. The laboratory work, of course, must be coordinated with the lectures. The experiments need not be elaborate or complicated. It seems adequate to provide one hour of laboratory for every two hours of lecture.

Else

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

MAILING ADDRESS: MSU-USOM
AMERICAN EMBASSY
SAIGON - VIETNAM

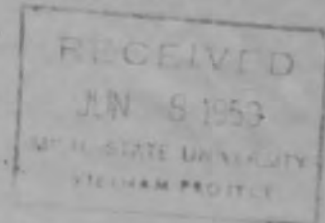
CABLE ADDRESS: MICHGOVBUR
OFFICE OF THE CHIEF ADVISOR

GENERAL OFFICE:
177, DUONG PASTEUR

TELEPH. NUMBER: 22.022-21.528
21.891-21.991

June 4, 1959

TO: Coordinator
FROM: Chief Advisor
SUBJECT: Police Communications Training



I am sending you with this memorandum a memo by Howard Waltman on the same subject dated May 18, which I have held up expecting to have more specific and detailed information for you. I am also sending a copy of a memo from Howard Hoyt to Arthur Gardiner which urges USOM to push for the development of a training program in this field. As I see it, the GVN efforts even if urged by USOM will not be forthcoming in the near future. In any case, we will still have our communications participants, and they will require special programing.

With the information which I am sending to you herewith, I hope you will be in a position to speak specifically with the College of Engineering or with the technical institute which Hemye has mentioned to us as an upshot of MSU's work in the Lansing area and arrange some kind of a special program. In your discussions with the engineering people, you may get some specific questions to which we could respond. I hope that the mechanics of arranging the program in East Lansing or Lansing in cooperation with the IACP will not be too difficult to overcome. We have a big job ahead in this field of communications training, and we must attack it through our participant program, the USOM participant program, and through special training programs and institutionalized training programs in Saigon.

Please give me your response to this as soon as you have the opportunity to discuss it. I am sorry we have been so slow in getting further information to you.

RHS/dcm

Enclosures

MICHIGAN STATE UNIVERSITY

VIETNAM ADVISORY GROUP

MAILING ADDRESS : MSU-USOM
AMERICAN EMBASSY
SAIGON - VIETNAM

CABLE ADDRESS : MICHGOVBUR

GENERAL OFFICE :
137, DUONG PASTEUR

TELEPH. NUMBER : 22.022-21.528
SAIGON : 383-384

June 9, 1959



TO : Stanley Sheinbaum
FROM : Howard L. Waltman *HLW*
SUBJECT: No. 140 - Additional Information on Communications Participants.

Jerry Hemmey has prepared the attached outline of material that should be covered in the special program for the communications participants. It is broken down into topical subdivisions and concurrent laboratory work.

Hemme estimates, that providing the participants arrive adequately prepared in mathematics and English, that it will take approximately 9 months of classes, meeting for 8 hours a day to cover the required material. The instructors should be free to re-arrange the material, providing all of the subjects are covered. Should 9 months be insufficient to adequately cover the material, more time should be allowed. No concurrent field training is recommended, except, perhaps ~~a~~ ^{several} long weekend away from the class room that might be used to observe the organization and operation of ~~several~~ ^{state and} municipal police forces.

Following satisfactory completion of the syllabus the participants should be able to achieve a score of 90% on the Federal Communications Commission Radio and Telegraph Operator Examination; which is the examination required for all maintenance personnel in the U.S. This will give you an objective goal to move toward.

Following qualification on this examination the participants should be assigned for 2 months in a equipment service center actually doing maintenance and repair work. We will send additional information on this point.

Following this 2 months they should be sent, in smaller groups to take ^{1 month of} ~~special~~ training in specialized aspects of communication; i.e. teletype, single side-band, micro-wave. This will

provide the beginning of a technical specialization which they will continue to develop upon their return.

I hope that the communications participants will arrive in East Lansing well prepared to begin their work. They will have had more extensive preparation than any group sent to-date although admittedly they started at a lower level.

We have not as yet had any word from you or this problem except for your cable. Have you taken this question up with ICA/W? Will they contract the job to us? Who have you in mind to give the program? How will it be financed?

cc: Hoyt
Hemmey

Attachment

MICHIGAN STATE UNIVERSITY EAST LANSING

VIETNAM PROJECT • OFFICE OF COORDINATOR

July 7, 1959

To: Howard Waltman
From: Stanley K. Sheinbaum
Subject: Training for Communications Participants

I am sorry that we have not as yet been able to come forward with a definite proposal in this regard. I am in strong hope, however, that the end of the week will see such a memo in the mail.

SKS/ap

cc: Cunningham ✓

Clid

July 1, 1959

TO : The Coordinator
FROM : Howard L. Waltman
SUBJECT: No. 149 - Training for Communication Participants.

The time is approaching when we will have to revise and make specific our training requests for the Civil Police PIO/P. I have delayed revising this document in the hope that I would receive your reactions to the problem and our recommendation for its solution. I have not discussed this question with USOM in the hope that I would have more definite information. I am afraid that, if we do not make a firm proposal by the end of this month, we are going to be placed in the position where we will have to compromise what we know to be the best solution to this problem. Would you kindly review our correspondence on this subject and give me your reactions.

cc: Hoyt
Hemmey

TO: Howard Waltman
FROM: Elsie Cunningham
DATE: June 19, 1959
SUBJECT: Radio Communications Participants (#208 - Ref: #140)

We are presently exploring the possibilities of giving this training in the Lansing-Detroit area. Nothing definite has been set yet but several persons more familiar with the field are giving this problem serious consideration.

We hope to have a more definite proposal by the end of next week.

July 10, 1959

To: Ralph H. Smuckler
From: Stanley K. Sheinbaum
Subject: Communications Participants

At the suggestion of Art Brandstatter I have met with Lt. Kenneth Gilbert of the Detroit Municipal Police and Jim Evans, Chief Radio Engineer of the State of Michigan Police. Their immediate reaction, and that of everyone else whom I consulted with one exception, was that one year is too short; two years of training should be considered the minimum. This is true not only for Vietnamese, but also for Americans. Evans appeared willing to make his facilities available throughout the State for the kinds of field training that would be required after the class room experience. It was originally hoped that Gilbert would obtain a year's leave of absence to supervise this program, but he has been unable to arrange this. Both strongly suggested that the program, if possible, should be arranged through the School of Engineering.

Since this meeting, Gilbert and Rundlett have discussed the matter over the long distance telephone and at this moment I am uninformed if anything concrete resulted from that discussion. I do know that Rundlett and Gilbert will be in East Lansing together on the 27th and 28th for further discussions with me.

I have, however, discussed the problem with Rundlett on the phone, and he tells me that there were to be 40, not 20, communication participants. Is this true? He further says that his understanding was that two years is the consideration, not ten months or one year. He also feels that CREI, if approached properly, could adjust to satisfy our needs. However, all my other informants tell me that CREI is fairly unreliable, and I am reluctant to move ahead with them.

July 10, 1959

I have not yet contacted ICA and do not intend to do so until I have something concrete to offer. Besides, I think this should come from Saigon (USOM). ICAW and IACP are so sensitive to NSU's involvements, that I want to make certain that what I have to offer is superior to CREI's product. As it stands now, ICAW contracts all police participants to IACP. In turn, IACP contracts the police communications to CREI. I would be in an awkward position to be approaching CREI to try to get them to improve their program which is contracted by IACP.

Dean Ryder would be very willing to handle the program here on campus. However, he has been looking around for the three instructors he feels are required. I should have an indication from him within the next week as to his success. These kinds of persons apparently are difficult to locate.

The Lansing Technical Institute that Hensye suggested is now defunct. Lt. Gilbert and Jim Evans highly recommend the Radio Electronics and Television School in Detroit under the direction of Larry Howard. Its curriculum is for two years. I am going to be speaking with Mr. Howard next week. The advantage of working through this Institute would be that these participants will be in the Michigan area, and Gilbert has indicated a desire to remain involved although not on a full time basis.

Ryder, on the other hand, highly recommends the Central Technical Institute in Kansas City. I have spoken with its President, Mr. C. L. Foster, who tells me that he can provide an excellent one year curriculum. (He is the one person who does not feel that two years is essential.) He claims that he is able to cover, at the rate of six hours a day, all the material that is necessary. He is proposing a budget to me next week.

I am somewhat reluctant to move ahead with one of these institutes even though both are highly recommended by reliable persons. If we can provide a hand tailored operation within the School of Engineering we would be at an advantage. However, I would want concrete assurance that the product from one of these institutes would be significantly superior to what CREI is providing. (Then there is also Rundlett's suggestion that perhaps we can obtain an improvement at CREI itself.)

In all these conversations, the question continually arises: Why don't we send three instructors to Saigon for a two year period. To one of my major concerns about that approach, specifically, that the laboratory equipment would not be available, Rundlett says that with the present equipment in Saigon plus not too much more, the job could be handled very satisfactorily out there. Naturally, of course, there is also the problem whose staff the three instructors would be, USOM or NSUG. If the latter, we would need a contract amendment, etc.

I shall keep you informed of progress; I am sorry I cannot yet offer anything concrete.

SKS/ap

cc: Cunningham ✓

August 14, 1959



TO: Coordinator

FROM: Howard L. Waltman

SUBJECT: No. 174 - Police Communications Participants

Stan Sheinbaum's memorandum of July 28 was the basis for a discussion resulting in cable No. S-2 which stated our decisions on communications training for the 20 participants. I would like to review and enlarge upon several points made at this meeting.

1. Jerry Hemmye and Jack Ryan still feel strongly that one year is sufficient to accomplish the desired training. In addition they feel that one year is the maximum amount of time that they can afford having these participants away in the United States. (Attached is Hemmye's memo on subject).
2. They agreed, however, that the best 5 or 6 of these participants could remain an additional year to gain a greater level of professional confidence. Funds will requested under project 71-120 for the extension of 5 or 6 of the trainees for an additional year. The participants returning at the end of the first year will receive additional training here.
3. The procedural complications raised in Stan's memorandum are so considerable that it is felt that programming will be left to ICA/W. We understand that CREI (Capital Radio Engineering Institute) may not be the best solution, but it should be adequate if Howard Hoyt or Jack Ryan could visit the trainees periodically to see that progress was proceeding as desired.
4. You should be aware that participant training of communications technicians is only one side of a 2 pronged approach to resolving the need for technicians in this area. In addition to participant training activities, in-service training is being given to technicians in Saigon. Hemmye has 19 people undergoing training and anticipates additional in-service training of this type.

5. USOM has already advised ICA/W on the program need for these participants. They in turn will advise CREI.

6. The departure of these participants will be held up pending normal program procedures in Washington. Now that it has been decided to leave it in their hands, we must wait for their call forward, indicating the completion of programming arrangements.

cc: Ryan
Turner
Hemmye
Strecher

Clair

July 27, 1959

TO: William Parker
FROM: Howard L. Waltman
SUBJECT: Revision of PIO/P 30-71-120

It is necessary to amend PIO/P 30-71-120 which was prepared in May, due to deletions from the original list because of english, medical reasons, and a reallocation of the training slots.

At the present time there are 33 candidates for the 32 available slots on PIO/P 30-71-120 and 8 candidates for the 8 slots scheduled under contract funds.

The following participants in radio communications and criminal and special investigations are now scheduled for training under the PIO/P.

Radio Communications

Vu Dinh Van	Dang Tran Bich
Hoang Dinh Phan	Luong Van Than
Le Dinh Que	Mai Van Hung
Nguyen Van Chuc	Ho Dao Phu
Hoang Suy	Nguyen Huu Nam
Truong The Trieu	Le Khac Than
Nguyen Dac Nguyen	Ly Thanh Tan
Nguyen Kim Dinh	Nguyen Van Sinh
Vu Duc Vinh	Le Minh Chanh
Le Van Cang	Do Hung Dang

Criminal and Special Investigation

Vu Day Thuan	Le Quang Bang
Ngo Van Thong	Lam Trung Mac
Tran Thien Lac	Nguyen Van Nhuan
Vu Ngoc Lien	Le Phuc

Criminal and Special Investigation (Cont)

Vu Lai Dai
 Nguyen Van Lien
 Vu Quang Long

Nguyen Van Ca
 Nguyen Huu Thang

The following candidates have been designated for training under the contract:

MSUG Contract

Pham Van Ca	Crime Laboratory
Pham Van Huynh	" "
Nguyen Dinh Giao	" "
Luu Ke	" "
Tran Van Ve	" "
Truong Van Ky	Municipal Police
Huynh Van Nhieu	Traffic Police
Ton That Binh	Police Administration

All of the above participants were on the PIO/P originally prepared with the exception of contract participant, Mr. Tran Van Ve. Mr. Ve was cleared with the 1958 participants, but held up because of lung trouble. He was visa listed at that time.

In preparing the amended PIO/P for the criminal investigation the following program recommendations should be included:

"Training should be arranged in cooperation with the International Chiefs of Police Association. Following a thorough orientation into basic aspects of police organization and administration in the United States at Frank Holmes School in Washington, the participants should spend several months taking selected academic work in Special Investigation. The short courses at Michigan State University, Sacramento State College, Southern Police Institute, or other short courses listed in the I.A.C.P. training bulletin should be considered. The training program for investigators offered by the Treasury might also be a possibility.

"Following the academic work, it is suggested that

the participants observe specific aspects of investigation as it is practiced on the job.. Emphasis should be placed on; (1) techniques of scientific and practical investigation; (2) court room procedures; (3) methods and procedures of uniformed and plain clothes police; (4) special police squads (alien, homicided; burglary, car theft, bomb, etc....) Two and three day observation visits should be avoided unless in escorted groups. If possible each participant should concentrate on the police department and spend the largest part of the observation period in one department."

The training recommendation for the radio communication participants should be based on the following:

"Training is to be arranged in cooperation with the International Chiefs of Police Association. It is suggested that the participants attend, as a group, a short general orientation followed by a course in basic radio fundamentals of approximately 10 months duration. The course must be specially tailored to their needs and level of competence, (high school level). It is recommended that Michigan State University and Capitol Radio Corporation be explored as the institution to offer this course. Class and laboratory work should be extensive and new material presented at a rate determined by the group's ability to assimilate it. Following completion of this suggested special course, the participants should be assigned individually, or in teams, to Police Departments with good communication systems for approximately 6 weeks. Two and three day observation visits should be avoided, unless in escorted groups."