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AGO D/A ltr 29 Apr 1980; AGO D/A ltr 29 Apr 1980

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**DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310**

IN REPLY REFER TO
AGAM-P (M) (29 Mar 68) FOR OT RD 681114 3 April 1968

**SUBJECT: Operational Report - Lessons Learned, Headquarters, 4th
Psychological Operations Group, Period Ending 31 January 1968 (U)**

SEE DISTRIBUTION "This document contains information affecting the National Defense of the United States within the meaning of the Espionage Laws, Title 18, U. S. C., Section 793 and 794. Its transmission or the revelation of its contents in any manner to an unauthorized person is prohibited by law."

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

**KENNETH G. WICKHAM
Major General, USA
The Adjutant General**

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as

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from classified inclosure.**

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH PSYCHOLOGICAL OPERATIONS GROUP
APO SAN FRANCISCO 96307

2 6 FEB 1968

AVGM-C

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U)

TO: Commanding General
United States Army Vietnam
ATTN: AVHGC-DST
APO 96375

SECTION I: Significant Organization or Unit Activities (C)

1. (C) Group Headquarters (Saigon)

a. (U) General.

(1) The 4th Psychological Operations Group and three of its subordinate units, the 7th, 8th and 10th Psychological Operations Battalions, were activated 1 December 1967. The 6th Psychological Operations Battalion, reorganized on 5 December 1967, became the fourth battalion in the Group. The 7th, 8th, 6th and 10th PSYOP Battalions assumed the missions of the 244th, 245th, 246th and the 19th PSYOP Companies respectively.

(2) During the period 4 - 8 December, the Annual USARV IG inspection was conducted of the Command. On 8 December 1967, the exit interview was conducted by the Inspector General. The IG team stated that the mission of the 4th Psychological Operations Group was being performed in a satisfactory manner.

(3) Distinguished visitors to the 4th Psychological Operations Group included:

- (a) Dr. Preston Abbott of GRESS on 8 November.
- (b) MG Willard Pearson, ACoFS J3, MACV on 16 November.
- (c) LTG K'O Yuan-fen, CG, ROC MAGV, on 20 November.
- (d) MG Keith L. Ware, DCG, IFFV, on 1 December.

*Downgraded at 3 year intervals
Declassified after 12 years
DOD DIR 5200.10*

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681114

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U)

b. (U) S1

(1) During the reporting period, the Group presented 152 awards as follows: One Bronze Star Medal for Valor; twenty-eight Bronze Star Medals for Meritorious Service and one First Oak Leaf Cluster to the Bronze Star Medal; thirty-one Air Medals; eleven First Oak Leaf Clusters to the Air Medal; five Second Oak Leaf Clusters to the Air Medal; one Fifth Oak Leaf Cluster to the Air Medal; twenty-one Army Commendation Medals for Meritorious Service; five Purple Hearts; ten Vietnamese Armed Forces Honor Medals First Class; thirteen Vietnamese Armed Forces Honor Medals Second Class and one Vietnamese Technical Service Medal.

(2) Fifty-five recommendations for awards were received from subordinate units, processed and forwarded to Headquarters, USARV.

(3) The Group S1 Section initiated the publication of a Group Weekly Bulletin. The bulletin is published once weekly and contains important announcements of an official and unofficial nature. This bulletin was developed in accordance with, and under the provisions of, AR 310-1, MACV Directive 310-2 and USARV Regulation 310-5.

(4) During the reporting period, the Group Message Center distributed approximately 281,250 pieces of correspondence.

(5) As a result of expansion to a Group, the enlisted authorization has increased from 295 personnel to 712 personnel, and the total officer authorization has been increased from 90 officers to 166 officers and 2 warrant officers. A supplemental requisition was submitted to USARV on 26 December 1967 requesting the personnel necessary to bring the Group up to authorized strength.

(6) During the reporting period, 22 officers departed the Group and 44 officers were assigned, leaving a balance of 104 officers assigned out of the 168 authorized.

(a) Of the 104 assigned officers, 61 (58.6%) are psychological operations-trained.

(b) Forty-nine (80.3%) of the psychological operations-trained officers have completed the long-term course at Fort Bragg, North Carolina, and the remaining 12 (19.7%) of the psychological operations-trained officers have completed the MATA or short-term course at Fort Bragg.

(c) The Group is understrength by 62 officers and 2 warrant officers; the first significant inputs of new officer personnel are expected beginning April 1968.

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U)

c. (C) S2

(1) (C) With the organization of the Psychological Operations Development Center (PDC), the S2 Section's primary mission was changed to collect, analyze and disseminate intelligence of psychological operations value to this headquarters, PDC and to the four tactical Battalions' S2 Sections. Daily liaison visits to many sources are made to answer specific questions received from the above sections.

(2) (U) Sources of information of psychological operations value are being surveyed to insure distribution of such information to this headquarters.

d. (U) PDC

(1) During the reporting period, a Psychological Operations Development Center (PDC) was established to facilitate and improve the systematic development of propaganda. The PDC is comprised of six sections: Plans and Programs, Audience Analysis, Propaganda Development, Testing, Coordination and Evaluation.

(a) The Plans and Programs Section coordinates all PDC projects; it receives requirements and requests for propaganda development from higher headquarters, the Commanding Officer, the Chief PDC, the Group S3, subordinate commanders, and members of the PSYOP community and formulates plans for propaganda development. Since the PDC is geared toward propaganda development, the normal flow of a requirement will be through the Audience Analysis, Propaganda Development, Testing, Coordination, (dissemination) and Evaluation Sections. Requests for special reports or projects which may require action by only one section will still be received and the project planned by the Plans and Programs Section.

(b) The Audience Analysis Section is the first section to receive the development requirement from Plans and Programs. Its mission is to conduct studies on particular audiences, identifying their psychological vulnerabilities through analysis of their attitudes, needs, aspirations and other relevant behavioral considerations. The audience analysis also includes assessments of the group's susceptibility to attitude change, their influence over other groups or individuals, their accessibility to PSYOP media and the relative credibility factors of PSYOP media. Finished audience analysis reports also contain a recommended course of exploitation which will include themes, media, media intensity and timing of dissemination. These reports are forwarded through Plans and Programs to the Propaganda Development Section for preparation of PSYOP materials. Secondary functions of the Audience Analysis Section include the preparation of special studies and reports which are requested by other organizations or self-generated, and maintenance of a data base upon which future reports and studies will be formulated.

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
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(c) The Propaganda Development Section receives background data and recommendations for propaganda development which have been formulated by the Audience Analysis Section. Based upon this data, Propaganda Development Section prepares propaganda materials in the form of leaflets, loudspeaker tapes, newspaper articles and radio broadcasts. This material, in finished form, is then passed to the Testing Section.

(d) The Testing Section is comprised of Vietnamese personnel and an interrogator/interpreter element. Pretesting of propaganda materials is a two-fold process: The Vietnamese panel evaluates the material for translation and acceptability of subject matter, theme, graphic representation and text structure. The interrogator/interpreter element attempts to pretest the material upon representative portions of the target audience. Since accessibility to most target audiences is extremely limited however, pretesting is usually conducted utilizing prisoners of war and Hoi Chanhs (ralliers under the Chieu Hoi Program). Undesirable characteristics of the material are identified and reported to the Development Section, which makes appropriate changes; the material is then pre-tested again.

(e) The Coordination Section effects liaison with the Free World Military Force PSYOP community to insure that all appeals or campaigns are integrated with PSYOP efforts conducted by other agencies. Additionally, this coordination insures that the PSYOP appeals or campaigns are compatible with others conducted in the area.

(f) After a particular appeal or campaign has been coordinated, the Plans and Programs Section relays the propaganda material to the S3 for printing and dissemination.

(g) After dissemination, the Evaluation Section assesses the effectiveness of the material upon the target audience. This final phase of the development process provides propaganda feedback which is used in the improvement and development of future propaganda appeals.

(h) In addition to Vietnamese personnel utilized in the testing phase of development, US and Vietnamese social scientists (social psychologist, sociologist and cultural anthropologist) augment the Audience Analysis Section. The Vietnamese civilians in Testing also serve to augment the analysis capability. Vietnamese civilians utilized in Development are writers, illustrators, broadcast specialists and mass communications experts.

(2) (C) Operations conducted by PDC.

(a) (U) A total of 132 leaflets were critiqued during the reporting period. (See Lessons Learned)

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U)

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
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(b) (C) Two field teams were deployed during the period. One team consisting of an OIC and two analysts deployed to Binh Dinh Province during the period 17 to 24 December for the purpose of collecting data for a PSYOP area assessment of the Province. The second team deployed to My Tho, Dinh Tuong Province, for the purpose of coordinating a survey of the populace around National Route 4 to determine their attitudes toward VC interdiction of that highway. This survey will provide the basis for a PSYOP campaign to encourage the populace to report VC interdiction of this important transportation route.

(c) (U) A total of 600 documents were translated. Primary categories of translated documents include leaflets, posters, captured enemy poems and diaries, captured enemy directives which have a bearing on PSYOP, newspapers and questionnaires administered by interrogation personnel in response to collection requirements of audience analysis.

(d) (U) Three hundred and forty-four interviews were conducted. Categories of interviews included leaflet pretests, (three leaflets, 75 testees), data collection for PDC studies (five studies, 245 testees) and general PSYOP interviews (24 interviews).

(e) (C) Seven studies and reports were prepared by the PDC Audience Analysis Section as follows:

1. Three Psychological Operations Area Assessments:
 - a. IV Corps Tactical Zone.
 - b. Quang Ngai Province.
 - c. Binh Dinh Province.
2. Study: "Viet Cong Recruitment of Teenagers and Females (C); Short Title: VCRTF (U)".
3. Study: "PSYOP Vulnerabilities and Opportunities: The VC/NVA Supply Procurement System in South Vietnam (U)".
4. Study: "Slogans and Symbols in South Vietnam (U)".
5. Study: "PDC Technical Memorandum: Motives for Joining (U)".

(f) (C) Significant projects initiated by PDC include:

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1. Study: "Implications of the Term 'Viet Cong' (U)".
2. Study: "Possible Psychological Implications of a Mass Repatriation of NVA Prisoners of War (C)".
3. Development of a test province newspaper.
4. Development of a color leaflet series.

e. (U) S3

(1) During the reporting period, the headquarters printed 370,599,000 leaflets. New records were again established for leaflets printed in one day, one week and one month. Records were also made for number of impressions printed during equivalent periods. Forty million leaflets were packed in 430 ML29E1 leaflet bombs for dissemination in North Vietnam.

(2) A de-briefing questionnaire has been developed to assist in the gathering of valuable "lessons-learned" from departing PSYOP personnel. The information obtained from these questionnaires will be compiled and periodically evaluated with distribution to all interested PSYOP agencies.

(3) Monthly fragmentary leaflet orders continued to be prepared for the FRANTIC GOAT Campaign for NVN and the NVA INFILTRATOR Campaign. The FRANTIC GOAT Campaign Frag Orders were for an average of 70 million leaflets to be dropped each month. The NVA INFILTRATOR Campaign Frag Order was increased by an average of 6 million to a total of 30 million leaflets dropped each month. It is anticipated that both of these orders will continue to increase in volume during the forthcoming reporting period.

(4) Quick reaction leaflets were produced in support of IFFV, IIFV, III MAF, JUSPAO and MACV.

(5) A leaflet design training course was developed and given at Group Headquarters during the period 2-3 January and 5-6 January for PSYOP personnel from IIICTZ. Courses were also presented at Nha Trang on 9-10 January and Pleiku 12-13 January and at Da Nang 16-17 January for PSYOP personnel of II and I CTZ's.

(6) Off-shore leaflet requests for the months of December, January, February and March were completed and submitted to MACPD. In addition, leaflets were ordered for the 1968 TET Campaign.

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(7) A new leaflet bomb loading site has been established at Tan Son Nhut Air Base. This relocation has resulted in a savings of three hours travel time per day by the bomb squad personnel; faster pick-up of the filled bombs by the Air Force; better working conditions for the bomb squad and more efficient monitoring of leaflet bomb operations.

(8) Emergency equipment requests were submitted and approved for the issue of six (6) 6,000lb capacity, rough terrain forklifts. The receipt of these forklifts has significantly increased the Group's material handling capability.

f. (U) S4

During the last operational quarter, the Department of the Army authorized the 4th PSYOP Group to use the Quick Reacting Procurement System (QRP), operated by the Counterinsurgency Support Office (CISO), 2d Logistical Command, Okinawa. The usage of the QRP System has been allowed until 20 April 1968 to enable the in-country implementation of the project code QRR special handling MILSTRIP procedures. As described in the last Quarterly ORLL, the QRR procedures ran into difficulty with regard to routing, the transmission of the exception data, and the return of status to the requisitioner. The QRP System will offer alternate requisition systems to enable the 4th PSYOP Group to obtain those fringe items recently rejected and to replace the expendable stocks consumed during the last quarter.

2. (U) Tactical PSYOP Battalions.

- a. 6th PSYOP Battalion (Inclosure 1).
- b. 7th PSYOP Battalion (Inclosure 2).
- c. 8th PSYOP Battalion (Inclosure 3).
- d. 10th PSYOP Battalion (Inclosure 4).

SECTION II: Part I - Observations (Lessons Learned) (U)

- 1. (U) Personnel. None.
- 2. (U) Operations.

LEAFLET CONTENT

Item: Text and Illustrations

Discussion: In many instances, the text and illustrations tend to conform to American standards rather than Vietnamese standards.

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Observation: In all propaganda production, every effort must be made to insure that the final product is valid. To accomplish this, it is necessary to verify the message and its meaning by a minimum of at least two translation checks and laborious testing of the leaflet on a representative target audience.

Item: Attention-getting

Discussion: In a program of mass use of leaflets, the leaflets should possess an attention-getting device; some means of causing an individual within the target audience to pick up the leaflet.

Observation: There are a variety of ways to make a leaflet an attention-getter, to include varying the color, shape, format and/or size. These designs must be tailored for maximum acceptance by the audience concerned.

Item: Use of Polaroid Camera

Discussion: Since over 95% of the pictures utilized in leaflets in Vietnam are taken by Polaroid cameras, careful judgement must be made "on the scene" when the picture is taken.

Observation: Several shots should be taken to attempt to insure proper pose, contrast and most important of all, that the picture tells its own story as far as possible.

Item: Multiple Themes

Discussion: Many leaflets have been found to contain two or more themes. The attempt to say too much with one leaflet will probably confuse the targeted reader, thus reducing the impact which the leaflet was expected to produce.

Observation: Leaflets should be as simple and uncluttered of extraneous information as possible, and contain only ONE theme.

Item: Multiple Alternatives

Discussion: Some leaflets have offered two or more different alternatives to the target reader, which in testing has shown to produce confusion rather than motivation.

Observation: When writing a leaflet, only a single objective and theme should be present, which suggests one single, logical course of action available to the intended reader.

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Item: Leaflet Layout

Discussion: When designing a leaflet, the "dummy layout" must be in direct proportion to the size of the leaflet requested. If the layout is not of a proportional size, then large areas of white space appear on the leaflet. This white space area could be taken up by utilizing larger type or placing more information on the subject. It also detracts from the overall appearance of the leaflet. The weight of the unprinted portion of a leaflet has sometimes reached as high as 1/3 of the entire cargo weight of a leaflet drop mission.

Observation: By making the layout proportional to the size of the leaflet desired, the entire "image area" is fully utilized.

PLATE PRODUCTION

Item: Halftone Screen

Discussion: The standard 65 line halftone screen which comes as standard equipment with the Polaroid MP-3 copy camera does not produce a quality halftone. In order to produce a quality halftone for press reproduction, the "dry" or strictly Polaroid process should be replaced with "wet" or ortho film reproduction and the 133 line halftone screen.

Observation: The standard Special Warfare Mobile Camera and Plate Van has all the necessary equipment to make the change and needs only a constant supply of running water.

Item: 3M Metal Plate

Discussion: 3M metal offset "R" process plates can be used directly with the negatives made with the ortho film process. This would eliminate the need for making positive prints. These plates can be made by replacing the bulbs in the existing platemaker, the Pioneer Model 2, as a contact printer.

PSYOP AIRCRAFT

Item: Aircraft Mission Cancellations

Discussion: Occasionally an aircraft mission must be cancelled due to weather or artillery over the target area when other target areas are open.

Observation: By scheduling secondary targets, a mission can be substituted for a mission that must be cancelled due to weather or artillery. This has proved effective for tape missions.

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SELLING PSYOP

Item: Field Team Role in Selling PSYOP

Discussion: The field team operates independently. A fundamental mission in addition to providing support is to "sell" PSYOP to a unit designated.

Observation: The effect of this "selling" role is dependent upon the team and its members and must often be accomplished before the "operational" mission(s) of actual PSYOP support can be implemented.

CAMERA AND GRAPHICS

Item: Medium Yellow Y-2 Filter

Discussion: The camera section of HHC, 14th PSYOP Group uses filters to photograph copy that would otherwise have to be returned to graphics. The filters, which do not come as standard equipment with the GC team camera van, were purchased at the PX photo section and attached to the lens by means of cellophane tape.

Observation: A medium yellow, Y-2 filter is used which effectively creates a greater contrast between background and subject material; for example, a Hoi Chanh statement written lightly in longhand with blue ink on white, coarse paper photographed quite clearly with the use of the filter.

PRESS OPERATIONS

Item: 1250W Press Delivery Belts

Discussion: Replacement delivery belts for the Model 1250W press may prove to be too long as received. These belts may be shortened by cutting out the unneeded portion, then machine sewing the belt together with silk thread using a zig-zag stitch.

Observation: Although an expedient method, the belts will perform satisfactorily.

PRETESTING LEAFLETS

Item: Pretesting Leaflets on Hoi Chanh

Discussion: It has been found that pretesting leaflets on Hoi Chanh may not result in an effective pretest. Many Hoi Chanh will state that it is a good leaflet simply to avoid offending the pretestor.

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Observation: It is of great importance in pretesting using Hoi Chanhs to phrase all questions in such a manner that the Hoi Chanhs must give an objective answer.

SECTION II: Part II - Recommendations

None.



WILLIAM J. BECK
LTC, Infantry
Commanding

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Incl 1 (U) ORLL, 6th Psy Ops Bn
Incl 2 (C) ORLL, 7th Psy Ops Bn
Incl 3 (U) ORLL, 8th Psy Ops Bn
Incl 4 (C) ORLL, 10th Psy Ops Bn

AVHGC-DST (26 Feb 68)

1st Ind (U)

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 27 FEB 1968

TO: ✓ Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,
APO 96558

Assistant Chief of Staff for Force Development, Department of the Army,
Washington, D. C. 20310

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1968 from Headquarters, 4th Psychological Operations Group (G4IC).
2. Concur with report. Report is considered adequate.
3. A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:


C. S. NAKATSUKASA
Captain, USA
Assistant General

Copy furnished:
HQ 4th PSYOP Gp

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GPOP-DT (26 Feb 68) 2d Ind (U)

SUBJECT: Operational Report of HQ, 4th Psychological Operations Group
(WG41CA) for Period Ending 31 Jan 68

HQ, US Army, Pacific, APO San Francisco 96558 20 MAR 1968

TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-
ment and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:


CL MORTY
CPT, AGC
Asst AG

17
DEPARTMENT OF THE ARMY
HEADQUARTERS 6TH PSYCHOLOGICAL OPERATIONS BATTALION
APO SAN FRANCISCO 96227

AVGM-6C

6 February 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968

TO: Commanding Officer
4th PSYOP GP
APO 96307

I. Significant Organizational Activities

A. Personnel

1. Promotions and Awards

a. During this period the Battalion promoted a total of 31 individuals. The breakdown of promotions is as follows:

1. To 1LT	3
2. To SSG	3
3. To SP6	1
4. To SGT	1
5. To SP5	10
6. To SP4	11
7. To PFC	2

b. During this period the following awards were presented:

1. Bronze Star	4
2. ARCOM	2
3. Air Medal	23
4. Certificate of achievement	2
5. Vietnamese Honor Medal, 2nd Class	3

2. AGI

The Annual General Inspection of the 6th PSYOP BN was conducted during the period 4-9 December 1967. This unit was found to be accomplishing its mission in a satisfactory manner (based on a satisfactory-unsatisfactory rating scale).

3. Vietnamese Civilians

The 6th BN is presently authorized 5 Vietnamese civilian personnel.

Incl 1

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6 February 1968

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968

These authorizations include 1 clerk-typist, 2 interpreter-translators and 2 illustrators. At present only 1 illustrator VGS-5 has been hired with 1 clerk-typist projected to be hired for February 1968.

4. Unit expansion

a. The 246th PSYOP Company was officially deactivated on 31 December 1967 to become the 6th PSYOP BN on 1 January 1968. The battalion colors were presented by the Commanding Officer of the 4th PSYOP GP to the Commanding Officer of the 6th PSYOP BN at a battalion formation held at Bien Hoa on 5 January 1968.

b. The command and staff of the 6th PSYOP BN moved its residence from Train Compound to Honour-Smith Compound on 28 January 1968. This movement was executed due to an expected increase in unit strength, and the present lack of adequate space at Train Compound.

B. Quarterly Productions Totals

1. Leaflets printed - 49,800,000
2. Leaflets disseminated - 372,751,100
3. Loudspeaker hours - 1,425 hours and 40 minutes
4. Total missions - 1002

C. Training

1. Of the 20 officers assigned to the 6th PSYOP BN 14 have had formal PSYOP training. This represents 70% of the total number of officers.

2. At the present time 6 individuals are taking after-hours study courses.

D. Intelligence

1. Formation, Mission, and Organization of FDC:

a. To meet the increased requirements and strengthen our credibility, the battalion has organized a PSYOP Development Center (FDC). The mission of this section is to research, develop and evaluate PSYOP programs against various target audiences in III Corps Tactical Zone.

b. The FDC includes the following sections:

1. Planning, programming, and coordinating
2. Audience analysis
3. Development
4. Test and evaluation

6 February 1968

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4. Total missions - 1002

C. Training

1. Of the 20 officers assigned to the 6th PSYOP BN 14 have had formal PSYOP training. This represents 70% of the total number of officers.

2. At the present time 6 individuals are taking after-hours study courses.

D. Intelligence

1. Formation, Mission, and Organization of PDC:

a. To meet the increased requirements and strengthen our credibility, the battalion has organized a PSYOP Development Center (PDC). The mission of this section is to research, develop and evaluate PSYOP programs against various target audiences in III Corps Tactical Zone.

b. The PDC includes the following sections:

1. Planning, programming, and coordinating
2. Audience analysis
3. Development
4. Test and evaluation

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2. Trophy

A small VC propaganda printing press was presented to the 6th PSYOP BN by the 5th Special Forces Group.

II. Commander's Observations and Recommendations:

A. Personnel

1. Civilian employees

Discussion: Care must be taken in hiring civilian employees. Proper credentials and background checks are a necessity. Emphasis must be placed on hiring the proper skill level.

Observation: Skills most required are laborer, clerk-typist, translator and illustrator. The VGS skill levels are not commensurate with their U.S. counterparts and it is therefore necessary that each individual applicant be individually tested to insure his suitability for the job.

2. Cross-training of Individuals:

Discussions: This becomes necessary to facilitate and insure the ability of the unit to perform its mission despite limited personnel.

Observation: This command has instituted a cross-training program which has alleviated most of the rotational hump.

3. Development and Maintenance of Morale:

Discussion: Athletic activities for the individual soldier as a participant or spectator contribute to the overall morale of the command and increase job effectiveness.

Observation: The overall operation of this unit was enhanced because of command emphasis on athletics in the form of a volleyball team.

B. Operations:

1. Log Systems for Requesting Units

Discussion: On 1 December 1967 this unit established a leaflet logging system to be used by G-5's of major supported commands and CORDS representatives at province headquarters. This system requires that each requesting unit assign a unit code and log number to each request for PSYOP support. This system was originally designed to permit the various units to check on the status of their requests by number. Previously we had received calls from units requesting this information by name or by theme. Due to the number of requests processed through this unit, this was an unsatisfactory means of identification and control.

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Observation: It has been observed that this system provides better communication between requesting units and this headquarters. It facilitated the identification and control of the respective requests at all levels.

2. Liaison Team to II Field Force Vietnam

Discussion: The battalion (then the 246th PSYOP CO) and II FForce V G-5 initiated a liaison team on 16 Nov 67. It was felt that this team, consisting of one officer and one non-commissioned officer, would streamline the flow of information and material between the two units.

Observation: After the expansion of the unit to the 6th PSYOP BN, it was felt that the liaison section had become unnecessary. Most of the work can be done better through a representative of the battalion S-3 office, since the actual operations schedule must be decided there.

3. Leaflet Dispenser for use on UH1 Helicopters:

Discussion: Under the direction of the G-5, II FForce V, a device was developed to disseminate leaflets from helicopters. It was felt that this dispenser, consisting of a hopper and chute mounted on lets which fit into the sockets for the jump seat, would increase speed of dissemination and provide increased safety.

Observation: This device, dubbed the "Hurricane Hustler," provided safer and more effective dispersal from the UH1 Aircraft. The man dropping the leaflets is able to remain seated with his seat belt fastened. The chute extends out the door and below the floor level of the aircraft, thus eliminating leaflets being sucked inside the aircraft.

4. Use of the Negative and 3M Process:

Discussion: In the past, photographic reproduction by the printing section has been only adequate, due to the nature of platemaking using the Gevacopy process. In order to make a multilith plate using this process, it is necessary that the original photograph be considerably underexposed, since it is necessary to obtain quality reproduction of high contrast photos. This and the low sensitivity of the Gevacopy negative resulted in hazy, washed-out reproductions.

Observation: With the use of the negative and 3M process, the battalion has been able to reproduce photographic images of professional quality. This is due to the fact that the negative is "burned" directly onto the more sensitive and durable 3M plate.

C. Intelligence:

Use of color in leaflet production:

Discussion: Beginning in January 1968, this unit inaugurated a program designed to improve the attractiveness of leaflets. We felt that using various

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colors of ink on our leaflets would make our propaganda messages more appealing to the target audience than black-on-white production.

Observation: The effectiveness of leaflets has been greatly enhanced by the use of color. The indiscriminate choice of colors, however, can be detrimental since colors can have inherent psychological connotations. Special attention should also be given to the shades of any particular color. For example, neon red (Day-glo Litho Catalogue 77-11) has elicited favorable response, while rocket red (77-13) has drawn disapproval because it suggests the color of blood. Older people maintain strong preferences for shades of certain colors. Generally, colors not common to daily experience are considered intolerable. Younger people more readily accept different colors and spontaneous connotations. Colors tested thus far include aurora pink, neon red, rocket red, fire orange, blaze orange, arc yellow, saturn yellow, and signal green.

D. Logistics:

QRR Project Requisitioning Procedure

Discussion: Non-standard items of equipment and supplies for PSYOP units are to be requested thru local direct support units with a project code of QRR. The intent is that these requested items be expedited by DS units to depots. The local DS unit that supports this battalion requires this section to hand carry all QRR requests to 506th Field Depot in Saigon.

Observation: This requirement by our local DS unit is too time consuming for the results achieved. Since the QRR Project was started, this unit has not received an issue against any of the outstanding requests.

Clarence A. Binkley

CLARENCE A. BINKLEY
Major Armor
Commanding

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DEPARTMENT OF THE ARMY
7TH PSYCHOLOGICAL OPERATIONS BATTALION
APO 96337

AVGM-7

1 February 1968

SUBJECT: Operational Report, Lessons Learned for Period Ending 31 January 1968 (RCS CSFOR-65) (U)

TO: Commanding Officer
4th PSYOP Group
APO 96307

Section 1: Significant Organization and Unit Activities

1. (U) During the reporting period, the battalion engaged in 16 hours of mandatory training. The battalion was involved in 92 days of continuous operation during the reporting period. The organization of the unit changed significantly during the past quarter. On 1 December 1967, the 244th Psychological Operations Company expanded to battalion size and became the 7th Psychological Operations Battalion. The battalion is organized under MTOE 33-500F. Personnel and equipment required by the MTOE are being provided as they become available. The battalion organization presently includes a Battalion Headquarters Section; S1, S2, S3 and S4 Sections; a Propaganda Development Center; an Audio-Visual Section and a General Support Company. (Incl 1)

2. (FOUO) On 8 December 1967, the battalion underwent its Annual General Inspection. The battalion received a satisfactory rating and there were no major deficiencies noted. The battalion is presently correcting all minor deficiencies noted on the inspections list of conditions.

3. (U) The most significant and important activity during the past quarter has been the TET (Lunar New Year) Psychological Operations Campaign. Preparation for the TET Campaign began in early December. A TET Campaign Booklet was prepared and distributed to supported units to aid the units in preparing their campaigns. As the TET Campaign began on 1 January 1968, constant liaison and coordination was conducted among PSYOP elements of III MAF, I Corps MACV, Naval Advisory Group, Special Forces, 1st Marine Division, 3d Marine Division, Americal Division, Korean Forces in I Corps, civilian agencies in I Corps and this unit to insure that all PSYOP resources were mobilized to make TET the largest single PSYOP campaign to date. The results of the TET Campaign will be included in the next quarterly report as the campaign will last until 21 March 1968.

*Downgraded at 3 year Intervals
Declassified after 18 years
DOD DIR 5200.10*

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4. (U) A III MAF Psychological Operations Orientation Course was conducted 26-29 December 1967 to prepare 22 new personnel for their PSYOP jobs in the divisions. The objectives of the course is to prepare personnel to provide psychological operations advice, to prepare PSYOP plans, to employ PSYOP equipment and to inform them of the PSYOP support available from the battalion. Class critique sheets indicate that a majority of the students had previous PSYOP training and their primary concern is with the PSYOP support available from the battalion. The advisability of increasing those portions of the class concerned with battalion support and decreasing the portion dealing with psychological operations procedures is presently being considered.

5. (U) During the reporting period, the Armed Propaganda Company (APC) conducted 34 missions in support of Allied and ARVN operations. The following results are given in conjunction with the activities of the APC during the reporting period:

- a. Families contacted: 1,450
- b. Ralliers: 61
- c. Leaflets distributed: 32,000
- d. Newspapers, newsletters distributed: 32,000

6. (U) During the reporting period the following PSYOP support was provided to units in ICTZ:

- a. Ground loudspeaker hours: 2,284:05
- b. Motion picture hours: 423:55
- c. Movies shown: 699
- d. Leaflets printed: 59,944,800
- e. Leaflets printed in support of Chieu Hoi: 14,77,610
- f. Posters printed: 646,350
- g. Total impressions: 13,850,349
- h. New leaflets developed: 168

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- i. Sorties flown: 1,222
- j. Leaflets dropped: 620,140,500
- k. Airborne loudspeaker hours: 863:45
- l. Leaflets shipped: 10,121,900

This has been a substantial increase in PSYOP support over the past quarter. Ground loudspeaker hours, motion picture hours and number of movies shown have reached new highs. The number of leaflets printed per quarter have steadily increased from 39 million to the present high of 59 million. Two additional battalion records were set by the printing section as they produced a total of 2 million leaflets in one day and a total of 7,250,500 leaflets in one week. In order to give a more accurate record of printing results, impressions are given for item g of this report, in place of basic leaflet units printed. The total number of leaflets dropped per quarter has steadily risen to its present high of 620 million.

7. (U) During the reporting period, Flight A of the 9th Air Commando Squadron, established new records for the number of leaflets dropped during a day, a week and a month. On 25 January 1968, the 9th ACS supported the 3d Marine Division with a drop of 33,785,000 leaflets on the area surrounding Khe Sanh. This helped to establish a new weekly record of 91,220,000 leaflets dropped and a monthly record of 272,575,000 leaflets dropped. The previous high for leaflets dropped per month was 201,931,500 leaflets dropped during the month of November.

8. (C) Contact has been made with the AlkVN radio station in Dong Ha and with the NBS station in Hue. Both stations have agreed to provide time for PSYOP programs. Tentative plans are for approximately 15 minutes broadcast time per day. An audience survey is currently underway to establish listening habits and program desires of the people in the various areas covered by the I Corps stations.

9. (U) With expansion to battalion size it has become necessary to obtain more working area and additional living quarters to meet the increase in personnel. At the present time the Battalion S4 is attempting to secure new billets in the Danang area. Due to the fact that the present battalion working area is too small to accommodate additional buildings, the S4 is attempting to locate a new area, either with buildings or where buildings could be constructed.

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10. (U) In order to increase the quality and thus the effectiveness of psychological operations, a Propaganda Development Center was established upon expansion to battalion size. Under guidance from the 4th PSYOP Group, the functions and responsibilities of various personnel in FDC have been established. The procedures for propaganda production have been refined and improved and the finished product should be much more effective. Although it is too early to see the results of these improvements, all indications point to an improved and more effective psychological operations program. This organizational modification has also improved the operation of the intelligence section because it allows the S2 freedom to deal with intelligence functions, ie, to concentrate on gathering and processing intelligence designed specifically for PSYOP use.

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Section 2: Commanders Observations and Recommendations

Part 1: Observations (Lessons Learned)

1. Personnel

a. (U) Item: Finance Clerk

Discussion: The 192d Finance Section in Danang has accepted responsibility for the battalions finance requirements. All finance records were moved from the 10th Finance Section in Saigon to Danang. This has eliminated the wasted man hours and the government expense incurred when individuals had to travel to Saigon on financial matters. In order for the 192d Finance Section to continue providing this support, the battalion must provide a replacement for the attached finance clerk upon his DEROS.

Observation: The finance clerk attached to the 192d Finance has reached his DEROS. A replacement should be provided in order to continue maintaining finance records in Danang.

b. (U) Item: Personnel for Guard Duty

Discussion: Local national personnel have been hired to provide guards for the battalion billets. In order for the battalion to continue meeting operational requirements it will be necessary to renew the contract for the guards when it expires. The battalion TCD is based on the concept of a supported unit providing security and since this is not possible in this case local national guards must be utilized.

Observation: The contract for the local nationals for guard functions is for 60 days. This contract should be renewed in order to continue providing guards for the battalion.

c. (U) Item: Illustrators

Discussion: In order to produce illustrations for leaflets and posters that are drawn from a Vietnamese standpoint it is necessary to have a Vietnamese illustrator. At the present time illustrations are drawn by an American and then pretested by Vietnamese. All changes suggested during the pretest are made but it is still not as effective as an illustration could be if it were drawn by a Vietnamese since minor points are often missed. Attempts have been made to hire a local national for illustration work but this has not been possible due to the fact that an illustrator with the required talent to produce high quality art work is not available in the local area.

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Declassified after 12 years
DOD DIR 6300.10*

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Observation: Attempts to locate a Vietnamese illustrator qualified to produce art work for leaflets and posters are presently underway. Once a qualified illustrator is located, he will be hired.

d. (U) Item: MOS Qualified Personnel

Discussion: Many positions authorized by the battalion TOE call for an MOS that should be acquired through school training rather than on the job training. An example of this is battalion and company clerks. Other slots that are required for battalion operation call for a school trained MOS but the MOS is not authorized by TOE. One example of this is a Battalion Adjutant. Finally, some slots authorized by the TOE call for school trained personnel and the school training provided is not in agreement with the job. This is true in the case of pressmen who are school trained to operate a multi-head, web fed press and their job requires them to work with 1250W presses.

Observation: Efforts to provide school trained and MOS qualified personnel should be continued. The fact that many personnel required for battalion operation are not provided by TOE, should be developed so that the TOE could be brought in line with operational requirements. At the same time efforts should be made to insure that the school training provided is in line with the job requirements.

e. (U) Item: Interpreter for HB Teams

Discussion: To be more effective in team operation, each HB team should have an interpreter as a team member. Presently, supported units are required to provide an interpreter but on some occasions the units are unable to do so. Another problem inherent in the shortage of interpreters is the team cannot gain experience working together and they do not function as smoothly as they should as a team.

Observation: By providing interpreters that could be assigned to HB teams, the team members could become familiar with the habits, etc, of each team member and could learn to function smoothly as the team should. This would also eliminate the problems that occur when a supported unit cannot provide an interpreter.

2. Operations

a. (U) Item: Timely Printing support

Discussion: On occasion a unit will know of an upcoming operation that will require printing support but they will not be able to submit printing requests due to uncertainty of dates.

Observation: One feasible solution to this problem has been to have the unit submit the printing request before they have firm dates. The request can be processed, pretested and a layout can be prepared and placed in a hold status until firm dates can be submitted. Once dates are received the leaflet can be printed immediately.

b. (U) Item: Aircraft Mission Cancellations

DISCUSSION: Occasionally an aircraft mission must be cancelled due to weather or artillery over a target area while other target areas in the general vicinity are open.

OBSERVATION: By scheduling secondary targets a new mission can be substituted for a mission cancelled due to weather or artillery. This is effective for tape missions.

c. (U) Item: PSYOP Photo Techniques

DISCUSSION: One of the major problems encountered when a POET (PSYOP exploit Team) is used is that the photographs obtained are often of very poor quality. Some of the problems created by inexperienced photographers are pictures that are too dark or overcrowded.

OBSERVATION: To remedy this problem, all personnel engaged in POET missions are given a brief class on basic photography techniques to include proper balance, correct context, desirable background, desirable lighting, and effects of contrast on reproduction.

d. (U) Item: Polaroid Camera Versus 35mm Camera

DISCUSSION: In many cases the Polaroid film received for use in PSYOP has passed the expiration date and the resulting pictures are often of poor quality. On an experimental basis, 35mm film has been used and the results have been favorable. This film has a longer shelf life and is cheaper to use. Some of the problems of using 35mm film are the inability to develop the film on the spot and insure the picture is good and the fact that the camera must be returned to the photo shop so the exposed picture can be cut from the film so the rest of the film may be used.

OBSERVATION: Since 35mm film produces better results than polaroid film it should be used whenever possible.

e. (U) Item: Illustrators and Photographers Working Hours

DISCUSSION: Most priority printing requests are received by the unit operations after 1500 hours. By the time the job has been processed, pretested, typed and is ready to be photographed, it is normally close to 2000 hours.

OBSERVATION: By establishing normal working hours for an illustrator and photographer as 1300 to 2200 hours, all priority requests can be processed without delay.

f. (U) Item: Improving Poor Quality Pictures

DISCUSSION: A poor quality picture can sometimes be improved by using commercial glossy type photo paper such as Kodak MEDALIST F, and various techniques in exposure and developing processes.

OBSERVATION: Attempts should be made to improve the quality of

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a poor picture by using glossy type photo paper whenever necessary.

g. (U) Item: Use of O2 Aircraft for Leaflet Drops

Discussion: Due to the weight of the speaker system on the O2 aircraft and the fact that a kicker is required for leaflet drops, the O2 cannot carry more than 50,000 leaflets for a leaflet drop.

Observation: The O2 aircraft should be used for leaflet drops only on quick reaction type requests. Quick reaction leaflets normally are requested with totals of 50,000 or less and these can be handled effectively by the O2.

h. (U) Item: Quick Reaction Requests

Discussion: Many quick reaction type leaflet requests are received during non duty hours due to the travel time between the requestor and this unit. Since Vietnamese personnel are required to prepare these requests, ie translators and varitypists, time was wasted while section chiefs tried to locate the Vietnamese workers.

Observation: Units submitting quick reaction requests now call the battalion Operations Officer and inform him of the incoming request. Section chiefs can be notified and they can have the necessary personnel ready when the request arrives at the unit.

i. (U) Item: Reports

Discussion: It is necessary to prepare nine reports, a daily, weekly, bi-weekly, monthly and quarterly to meet the requirements placed on this unit by various headquarters. In order to insure timely and accurate reporting procedures, a system of reports control is needed.

Observation: The Battalion S1 maintains a control sheet on the types of reports required, requesting headquarters and due dates. All reports are logged out by the S1 to insure timely submission.

3. Training and Organization

a. (U) Item: Training Records

Discussion: In order to maintain an effective training program, accurate training records must be compiled on each individual in the unit.

Observation: By maintaining individual training records it is easier to insure each individual has met training requirements. One problem that must be resolved is responsibilities for training and maintaining records on detachment personnel. Also, the training program at the present time is such that a full time Training NCO is required.

b. (U) Item: Weapons Familiarization and Qualification

Discussion: In order to meet USARV requirements for weapons servicing, familiarization and qualification, range firing must be scheduled

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whenever needed rather than a semi-annual requirement.

Observation: Coordination with the 1st Marine Division has been effected so that all newly assigned personnel can go to a range and zero their weapon as part of their in-processing. Range firing after this initial process will be scheduled as needed.

c. (C) Item: Detachments

Discussion: Due to increased activities in the ICTZ, the 1st Air Cav Division recently moved from II Corps to I Corps. It became necessary to provide PSYOP support to the Air Cav, printing and aircraft support as well as PSYOP teams.

Observation: Two officers and four enlisted men were attached to this unit from the 6th PSYOP Battalion in order to provide effective support to the 1st Air Cav. Current attachments of EE and EB teams to the 4 divisions in I Corp is shown at inclosure 2.

d. (C) Item: Organization of the Battalion

Discussion: As provided by TOE, a Psychological Operations Battalion is organized on a team concept. Each team is self sustaining, thus there is no need for supporting agencies within the battalion. There are no provisions for an S1, S3 or Headquarters Company. In order to function as a battalion, it was felt that these sections were needed. An Air Operation Section is also needed to effect coordination with the 9th ACS. In addition to providing the above sections, the TOE had to be utilized to meet operational requirements dictated by the situation and tactical area. Anticipated attachments had to be included in the planned concept of operations.

Observation: The TOE and anticipated attachments have been organized to provide the following concept of operations: a Battalion Headquarters Section; S1, S2, S3 and S4 Sections; an Air Operations Section under the S3 and a Maintenance Section under the S4; a Propaganda Development Section; a General Support Company to include all reproduction facilities and to act as Headquarters Company; and a Close Support Company (approval to form this company is still pending-presently it is a section) to control detachments of EE and EB teams at the 1st Marine Division, 3d Marine Division, Americal Division and 1st Air Cav Division and a Radio Operations Section to operate out of company headquarters. Battalion authorized strength levels including proposed attachment calls for 34 officers and 181 enlisted men; 32 officers and 143 enlisted men assigned, 2 officers and 38 enlisted men attached.

4. Intelligence

a. (C) Item: Need for More Thorough Intelligence and Feedback

Discussion: There is an increasing need for better intelligence information and feedback concerning effectiveness of disseminated propaganda. Information regarding village and hamlet level attitudes, literary and other sociological data as related to Audience Analysis is also limited at this time.

Observation: Presently attempts are being made to get this infor-

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mation from field units such as the Combined Action Group N, the Revolutionary Development units and the Armed Propaganda Company's intelligence reports.

b. (C) Item: Pretesting Leaflets With Hoi Chanhs

Discussion: Pretesting leaflets at the Chieu Hoi Center often gives insufficient and ineffective results because of the lack of understanding on the Hoi Chanhs part as to what is desired from them, ie, how candid they are expected to be.

Observation: A questionnaire has been prepared that requires yes and no answers plus a criticism section and an explanation as to how free or candid the Hoi Chanhs should be with his criticism.

c. (U) Item: Survey Results

Discussion: In a recent survey to determine how different colors will effect an audience, the results obtained by the survey did not seem valid. Upon investigation it was determined that religious and ethnological aspects of the people influenced the results of the survey.

Observation: When conducting a survey it is necessary to consider ethnological and religious aspects.

3. (U) Item: Reward vs Award

Discussion: The Vietnamese use the same word for reward and award. The approach used in the text determines whether the word is accepted in the sense of reward or award.

Observation: It has been established that the Vietnamese will act more favorably to an award than to a reward. Best results are obtained when a reward can be made to appear as an award.

4. Logistics

a. (U) Item: Paper Stock Control

Discussion: Accurate supply appraisals are required from the printing section in order to anticipate paper needs.

Observation: Paper stock is now physically inventoried daily so that the informal survey done once weekly will not be in error and cause a loss of production time due to lack of paper.

b. (U) Item: Time Required for Parts Procurement.

Discussion: A list of anticipated parts requirements is needed from the field teams and from battalion in order to requisition those parts not covered by PHL.

Observation: By projecting needs for parts, the time lost due to the time lag in the supply system should be eliminated.

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c. (U) Item: Shipment of Paper, Book Litho

Discussion: The present system used by the majority of supporting agencies for packing bulk paper is not suitable for the climate in Vietnam.

Observation: After months of storage, paper arrives at its destination with signs of water damage. This causes press breakdown when it is used on the presses. Lately the Battalion has received low grade, water damaged, multi-weight paper in each pallet.

d. (U) Item: Recorder-Reproducer AEM-RE-1561

Discussion: On approximately 27 January 1968, this unit received 6 new Recorder-Reproducers. None of these units were operational when received. On all six units the take-up spindle did not extend out far enough from the recorders plastic case for the three sprocket teeth to engage the gear teeth on the cartridge tape reel. As a result, the take-up reel would not turn.

Observation: Due to the fact that these recorders were urgently needed for a field operation, they were made operational by bending the case and using a paper clip as a field expedient. They are Norelco recorders and all demonstrated poor quality workmanship.

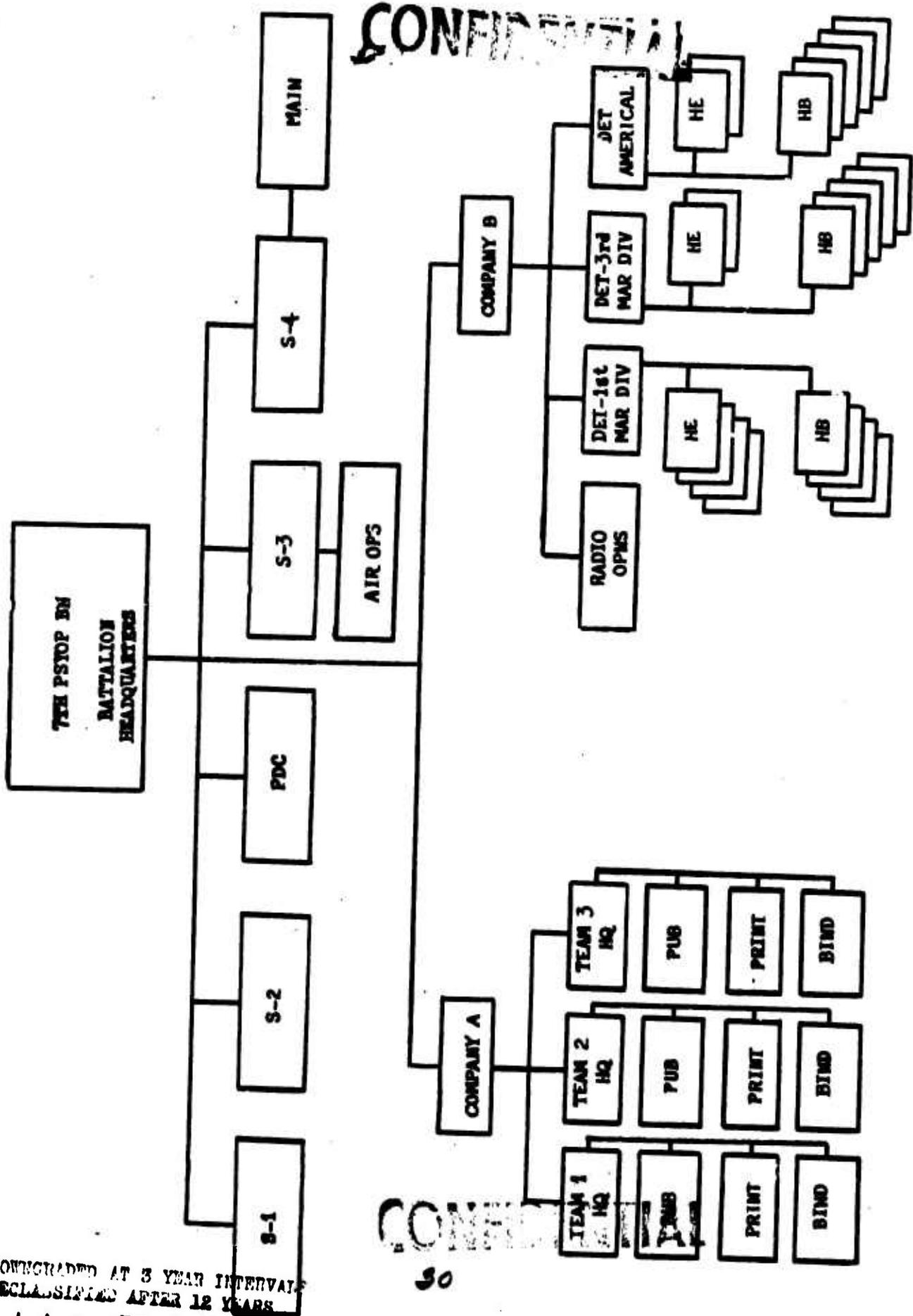
e. (U) Item: Sony Tape Recorder, Model TC-800 and Tape Recorder AN/UNH-10

Discussion: Under field combat operations HB teams encounter the following problems with the TOE tape recorder: the battery charge sometimes lasts less than an hour and since they do not use standard batteries and must be recharged on 115 volt AC, which normally isn't available, they become useless; the size and weight is a problem when they are used on the back packs; the fidelity is limited and will not provide a suitable reproduction capability. The Sony recorder, model TC-800 has been used by HB teams with excellent results and none of the above problems. A Sony recorder costs approximately 1/10 as much as the AN/UNH-10.

Observation: Further studies should be made comparing the Sony recorder with the AN/UNH-10 to ascertain the feasibility of making the Sony a TOE item.


ALEX E. WILLIAMS
Major Infantry
Commanding

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List of Current Attachments:

Detachment 1 - 1st Marine Division - 3 HB Teams
1 HE Team

Detachment 2 - 3rd Marine Division - 4 HB Teams
1 HE Team

Detachment 3 - Americal Division - 4 HB Teams
1 HE Team

Detachment 4 - 1st Air Cav Division - 3 HB Teams
0 HE Teams

7th PSYOP Bn - Detachment Hq - 1 HE Team

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Incl 2 to Incl 2

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 8TH PSYCHOLOGICAL OPERATIONS BATTALION
APO SAN FRANCISCO 96240

AVGM-8C
SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968
(RCS CSFOR-65) (U) 7 February 1968

TO: Commanding Officer
4th PSYOP Group
APO 96307

Section I. Significant organizational or unit activities.

(a) On 1 December 1967 the 8th PSYOP Battalion was activated to replace the 245th PSYOP Company as the principle military PSYOP agency supporting operations within II CTZ. The 8th PSYOP Battalion presently has 21 officers and 68 enlisted men. Co A is located in Nha Trang and operates together with C Flight, 9th Air Commando Squadron to provide PSYOP support for the coastal provinces. Co B was established in Pleiku to work with B Flight, 9th ACS on supporting the highland provinces. By the close of the reporting period the battalion staff was functioning, a Propaganda Development Center had been established, and construction of a new battalion headquarters was nearly completed. This upgrading of the military PSYOP support agency to battalion status should markedly improve the quantity and quality of the PSYOP effort within the II CTZ.

The 8th PSYOP Battalion maintained a total of five (5) loudspeaker (EL) teams and five (5) audio-visual (HE) teams for support of operations in II CTZ. For the first time an audio-visual (HE) team was attached to a Province Advisory Team. This arrangement added flexibility which enabled the audio-visual team to support US tactical units, special cordon and search operations and a variety of revolutionary development programs.

The 9th ACS flew a total of 384 missions, disseminating 450,518,000 leaflets and providing 1526 hours of loudspeaker broadcasts. Twenty-two (22) night missions were flown by AC-47 aircraft. The capability of the 9th ACS to support night missions continues to be hampered by the lack of night navigational equipment required to give the O2B aircraft a night capability.

During the 1968 TET Campaign in II CTZ, the 8th PSYOP Battalion was provided with two (2) UH-1D helicopters from the 17th Avn Group in Nha Trang. In addition, the 173rd Airborne Brigade (SEP) loaned two (2) AEM-AHS-4 1000 watt loudspeaker systems, which were then rigged for utilization in the

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helicopters. The heliborne loudspeaker missions began operations 27 Jan 68 rendering quick reaction aerial PSYOP support to Khanh Hoa, Binh Thuan, and Phu Yen Provinces. A total of 94 leaflet/loudspeaker sorties were flown, broadcasting a total of 93 hours and 15 minutes and dropping 3,494,000 leaflets.

(b) From 1 November to 31 January, the 8th PSYOP Battalion engaged in 92 days of training and operations.

(c) Several tactical moves were made by field team elements of the 8th PSYOP Battalion during this quarter. It is estimated that in approximately 90% of the moves involving the relocation of a field team, the same problem was encountered. When a tactical unit made a move, or was about to move, it was assumed by that unit commander that, even though the relocation was to carry out of the II CTZ, the PSYOP supporting element would also make the move.

(d) To solve this problem it was necessary for the Commanding Officer of the 8th PSYOP Battalion to request command action from a higher echelon, I FIELD FORCE VIETNAM. This unit then began cutting "frag" orders on individual field teams stating that the PSYOP element would provide support for a specific tactical unit while its operations were conducted within the II CTZ.

(e) Having been changed in status from company to battalion, there is a definite shortage of personnel. Careful utilization of available resources and personnel has fulfilled the necessary operational requirements.

(f) Combined operations is a continual function of the 8th PSYOP Battalion. Excellent support in aerial leaflet/loudspeaker PSYOP missions is received from the 9th ACS whose O2B and AC-47 aircraft fly sorties for both Co A and Co B. The initial requests for the aircraft support is made to the 7th Air Force in Saigon. Once the PSYWAR aircraft are allocated to the 14th ACW, 9th ACS in Nha Trang and Pleiku, the air operations officers for the companies then place their requirements on this agency for execution of the missions.

Few problems if any have been encountered while coordinating and working with the United States Air Force personnel. From time to time, the pilots of the PSYOP aircraft request the results of their missions, since feedback on Psychological Operations is seldom immediately available.

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It has been arranged through the S3, 8th PSYOP Battalion, to post in the main office of the 9th ACS, the weekly results of Hoi Chanhs received in each province which the USAF supports. This enables the members of the Air Force participating in PSYOP to readily see what their efforts have produced.

(g) Initially, problems were encountered in rigging the 1000 watt loudspeaker system (AEM-ABS-4) to conduct heliborne PSYOP missions. An expedient method of rigging these units was developed by a field leader while supporting the 2nd Bde, 1st Cav Div. (Air Mobile). This device, which was constructed of scrap metal, provides the necessary means for employment of this type speaker in the UH-1D helicopter. This aircraft has the capability of providing close ground PSYOP support to tactical units. It can deploy in a minimum amount of time in the quick reaction role, provides sustained low speed/low level delivery media and a means of "pick-up and delivery" of POW's, detainees, and Hoi Chanhs for immediate exploitation.

Section 2. Commander's observations and recommendations.

(a) Section 2, Part I, Observations (lessons learned).

Item: Field expedient maintenance on the AN UIH-5 (back-pack loudspeaker unit).

DISCUSSION: In extremely moist areas or during the monsoon season, considerable difficulty is encountered while employing this unit. Once exposed to adverse weather conditions, the output usually results in feedback and squelch noises.

OBSERVATIONS: Action to be taken to delete this as well as other problems in the loudspeaker system is to retain the plastic covering on the PKC-25 batteries, which is the commonly used power source. In addition, battery jacks can be soldered to the power lines (a nail can be used) to insure a positive contact when inserted into the batteries. Another piece of plastic can then be taped over the fittings for a completely wire-to-battery water proof connection. Then, the entire unit (batteries and amplifier) can be carried in a rucksack, it also being partially water proof.

Item: Leaflet dissemination from the UH-1D helicopter.

DISCUSSION: No definite technique has been established for the dissemination of leaflets from a helicopter, other than insuring that the leaflets are forcefully thrown from the helicopter. This, however, is not an extremely foolproof method since frequently the "rotor wash" will tend to

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draw the leaflets up into the rotor and occasionally be chopped up by the tail rotor.

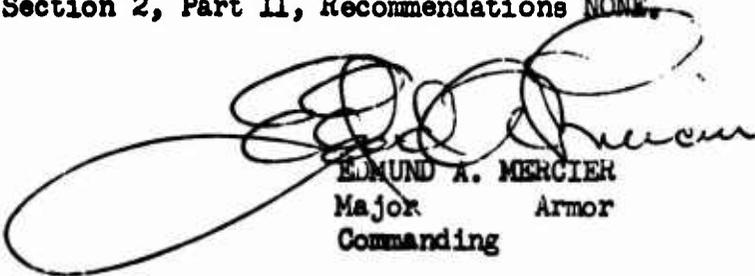
OBSERVATIONS: Plans have been drawn up for the construction of a helicopter leaflet disseminating device. Once completed and tested, this expedient will enable leaflets to be dropped in a more feasible manner and at the same time providing a greater density and dispersion pattern.

Item: Indigenous support to the PDC, 8th PSYOP Bn.

DISCUSSION: PDC - The Propaganda Development Center of the 8th PSYOP Battalion continues to have difficulty in developing media directed towards the non-Vietnamese speaking target audiences. This Corps has over thirteen (13) major Montagnard tribes each with its own language dialect. In order to effectively target these audiences the PDC requires indigenous people, familiar with the language, customs, taboos, vulnerabilities and susceptibilities who can develop appropriate material.

OBSERVATION: That a need exists to procure qualified indigenous personnel to develop propaganda material in the Montagnard dialects.

(b) Section 2, Part II, Recommendations NONE.



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DEPARTMENT OF THE ARMY
HEADQUARTERS, 10TH PSYCHOLOGICAL OPERATIONS BATTALION
APO SAN FRANCISCO 96215

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TO: Commanding Officer
4th Psychological Operations Group
APO 96307

1. (U) Reference: Letter, your headquarters, AVGM-C, subject: Quarterly Operational Report-Lessons Learned, dated 13 January 1968.

2. (C) Significant organizational or unit activities:

a. (U) The 10th PSYOP Battalion was activated from the former 19th PSYOP Company on 1 December 1967. Due to lack of personnel, both officers and enlisted men, the headquarters was organized on a skeleton basis.

b. (U) From 1 November 1967 to 31 January 1968 this unit received 21 enlisted men and 7 officers and 17 enlisted men and 3 officers departed.

c. (U) Of 92 reporting days in this quarter, 92 were duty days.

d. (U) On 8 January 1968 the battalion appointed an officer to act as liaison between IV Corps G3 and the Battalion Headquarters. The duties of the Liaison Officer include keeping the IV Corps Headquarters aware of PSYOP activities and the reporting of exploitable incidents throughout IV CTZ to the Battalion Headquarters. This has proven a definite asset as the IV CTZ Headquarters is now informed of the continuing psychological operations on a current basis.

e. (U) All intelligence sources from IV CTZ are screened for PSYOP intelligence. This material is compiled and reported on a monthly Intelligence Summary which is distributed to G2 and G3 IV Corps; Senior Advisor 7th, 9th and 25th ARVN Divisions; 4th PSYOP Group; 6th, 7th and 8th PSYOP Battalions; CORDS/PSYOP, Can Tho; Flight "E", 5th ACS; and Company "D", 5th SF Group.

f. (U) On 3 January 1968 this Battalion initiated a new section called the PSYOP Development Center. This involved the merger of independent Intelligence and Propaganda Development Sections, bringing them under

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the control of one individual. It is initially noted that the section has relieved long standing problems of coordination between intelligence and propaganda development. No longer must a project be approved by two section leaders before being placed in effect. No longer will one section be unaware of the other's activities. Areas of responsibility are more clearly defined and personnel now have a better understanding of their individual duties. In the new section, control of leaflet requests has been facilitated. The requests remain within one section from submission to chief of plans to graphic reproduction.

g. (U) On 22 January 1968 a study was completed and plans formulated for a project to reach the populations of tightly controlled VC areas by means of an attractive waterproof packet containing leaflets and brochures, along with desirable gifts (soap, thread and needles, tooth brushes, crayons, etc.) floated into the target areas by means of the numerous canals and waterways of the IV CTZ. Arrangements have been made with the Binh Thuy Naval Base S5 to supply us with detailed intelligence of the target groups in the river target areas and a means of delivery. The CORDS/PSYOP Director IV CTZ has agreed to finance the project. There is a possible source of cellophane bags in Saigon and efforts are being made through coordination with the 7th PSYOP Group, USARYIS, to obtain a bag sealer. Upon receipt of the bag sealer, a test will be conducted to determine technical feasibility.

h. (C) Due to the upsurge in enemy sapper activities along Highway 4, in Dinh Tuong Province, this Headquarters was asked to spearhead a PSYOP campaign in the areas bordering the highway. A program for this campaign has been developed jointly by the regional PSYOP personnel here in Can Tho, in conjunction with the 4th PSYOP Group and other interested agencies in Saigon. The initial phase of the program consists of use of Armored Personnel Carrier patrols with mounted loudspeakers covering the entire road with special messages geared to informing the people of the significance of unrestricted commerce on the road, its benefit to the individuals of Dinh Tuong Province and appealing to them to report enemy activities to authorities. The second phase of the program will be conducted by mobile field teams from the 403d PolWar Company in My Tho entering the surrounding villages and hamlets to make face to face appeals to the people, explaining the benefits of an open highway and eliciting their support. An advisor was furnished Radio My Tho to assist in developing programs concerning this campaign. The overall plan was developed by the 4th PSYOP Group, approved by the Senior Advisor, IV CTZ, and presented to the ARVN commander of the IV CTZ, who approved it in principle and issued a similar Vietnamese plan. Copies of the plan presented by the Senior Advisor and a translation of the one published by the CG (ARVN) IV CTZ are attached as inclosures 1 and 2.

i. (U) In order to utilize the existing radio capability in the

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Delta, and with a view toward the proposed increase of these capabilities, two radio broadcast specialists have been attached as advisors to VIS stations. One was sent in January to the My Tho facility and the other is presently working with Radio Can Tho. Their mission is to provide more locally developed programming expertise to the regional stations.

j. (U) As of 1 January 1968, each leaflet leaving this Headquarters has been approved by an AirWar officer from IV Corps PolWar Section. This is in addition to the requirement already existing of checking and re-checking the product for structure and style through our Vietnamese staff of five translators, and the requirement for a pre-test. This officer is well trained in psychological warfare, which is not true of our translators, and he is able to observe in the Vietnamese translation errors made by the translators attached to the battalion.

k. (U) The KKK is a quasi-bandit, guerilla band of Cambodian extract, operating along the Cambodian border in Chau Doc Province. They are organized at company and battalion levels, and constitute a threat to the local government and administration by taxing the people, and in some instances attacking villages and assassinating leaders. Between 29 December and 3 January, 185 of them rallied to the GVN. The arrangement worked out with province officials offered full Chieu Hoi-type benefits to them, although current GVN policy does not classify the KKK as being eligible. Seizing the possibility of influencing other KKK personnel, this Headquarters dispatched two field teams to the area to determine conditions within the units and make leaflet and tape appeals from those who rallied, addressed to their units. The first field team departed 29 December and returned with leaflet and tape messages from the KKK leader, informing his friends of the treatment received. After dissemination of this material the second group of KKK rallied and the second field team was sent out, bringing back an interrogation report from its leader and his appeal. At the request of province officials, however, the last message has not been released, due to a shortage of province funds to finance the support of any future returnees. There are indications that these returnees were a test group, their treatment being carefully scrutinized by the rest of the KKK units. Province officials determined that another influx of returnees would over-tax the existing resources. Until financial arrangements can be made to handle more returnees, no further action is contemplated.

l. (U) In early November 1967 the decision was made to establish a PSYOP Coordination Center (PCC) to process all requests for PSYOP support, assign priorities to them and then task either IV Corps PolWar or the Battalion with the job of providing the support. The Center also assumed the mission of coordinating the efforts of the National Police, VIS, and

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Chieu Hoi Division in the PSYOP field. The IV Corps PCC is modeled after the National PCC and was established by ARVN in order to direct and coordinate the activities of provincial PCC's. This Battalion's contribution consists of two officers, an NCO and a local national typist. During the processing and assigning of priorities to new leaflet and tape requests, close liaison is maintained with IV Corps G2 and G3 Sections, in order to insure that the highest priority goes to requests in support of the most significant tactical operations. The results of this Center to date have been favorable and warrant its continued operation and refinement. By funneling all PSYOP requests to one agency, they can be processed in a more efficient manner and priorities can readily be re-allocated to meet the demands of new or emergency requirements. In addition to streamlining channels of communication and facilitating coordination, the establishment of the PCC has resulted in increased leaflet production and dissemination by ARVN resources.

m. (U) During the first week of January, the S3 Air began acting as Liaison Officer to "C" Flight, 5th Air Commando Squadron, as well as OIC of the warehouse crew. Advantages have resulted in keeping a 10th PSYOP Battalion officer with the Air Force. On the spot changes can be made by a PSYOP trained officer, and the enlisted personnel working at the warehouse are more closely supervised, thereby reducing the possibility of late take-offs.

n. (U) There was extensive cooperation between 10th PSYOP S3 Air, members of IV Corps G5 (ARVN), and the 40th Polwar Battalion (ARVN) in connection with the 1968 Tet Campaign. Because of the absence of major US units in the Delta, it was felt that the ARVN should have a greater voice in the conduct of the US portion of the TET campaign.

(1) Leaflet target areas and dates for drops received from ARVN G2 at IV Corps Headquarters were plotted by the ARVN G5 representative with the S3 Air, 10th PSYOP Battalion acting in an advisory capacity. Target areas were apparently well chosen as evidenced by the amount of hostile fire received by USAF aircraft.

(2) Problem areas in this regard were:

(a) Different starting and ending dates for the campaign for US and Vietnamese PSYOPs. The Vietnamese PSYOP Directorate in Saigon ordered that no Tet materials be disseminated prior to 8 January as opposed to a starting date of 1 January directed through American channels by JUSPAO; COMUSMACV, the coordinating agency, resolved that the ARVN starting date would be observed and complied with.

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(b) In order to allow PSYOP personnel at division and province level to keep informed on aircraft in their areas, a weekly drop schedule was published and disseminated to American personnel and their ARVN counterparts. An increase in hostile fire received by USAF C-47 aircraft indicated the possibility that the published schedule had been compromised. To counteract this, the schedule was switched at random with only essential personnel receiving one day advance notice. A noticeable decrease in hostile fire was observed after this measure was implemented.

(c) The guidance received from MACV was that US PSYOP would continue during the Tet Truce. The ARVN commander ordered PSYOP to cease during the truce. To enable the 10th PSYOP Battalion to react quickly to any exploitable situation, the Air Force observed the Truce stand-down as directed by the IV Corps commander (ARVN) but stayed on alert to react to any situation if required. This enabled the 10th PSYOP Battalion to quickly react to the truce violation on 30 January 1968.

o. (U) On 20 November 1967 a program was initiated to use the Modular Audio-Visual Unit (MAVU) set to provide PSYOP support for the USMC river patrols on the Bassac River. Tape themes used for this program were general Chieu Hoi, salutes to RF/PF, and several tapes made by the 10th PSYOP Battalion especially for the PBR's. To date this unit has participated in 8 MAVU missions on PBR's, playing a total of 42 hours of tape on the Bassac River.

p. (U) A project to expedite and control leaflet requests from the moment they are assigned a job number to the moment they reach the presses resulted in the development of a new dual language control sheet. The leaflet form gives the user information on the leaflet, such as colors requested, due date, number of copies requested, results of pre-test, ARVN evaluation, etc., and provides a continuing record of the status of the request. A copy of this form is included as inclosure 3.

q. (U) During the month of December, the battalion received three M-85 presses which will operate for COMUS/PSYOP, IV CTZ. These presses will become operational upon receipt of correct ink and mixing solution.

r. (U) At 0230 hours, 31 January, heavy VC activity erupted throughout Can Tho. Entire blocks of residential districts were set afire, and heavy mortar and B-40 rocket fire could be heard in the northern sections of the city. Street fighting in all sections continued throughout the day. The personnel of the battalion were restricted to their billets and defensive positions were set up. At 0650 hours requests for PSYOP support began to arrive from the field. Three tape messages were produced for the Can Tho area. All U-10 aircraft ran their regularly scheduled flights picking

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up tapes produced in the field to exploit the situation. The Air Force personnel performed every scheduled mission and loaded the aircraft themselves as the military personnel in Can Tho were prohibited from going to the air field. Their cooperation was outstanding. Contingency plans for the exploitation of the truce were formulated using the themes: "The T T truce was a VC hoax" and "The VC violated the sacred meaning of T T".

s. (U) The initial supply task faced upon activation of the 10th PSYOP Battalion, was the transfer of all equipment from the former 19th PSYOP Company which required remaking of property books and other supply records. Concurrent with this it was necessary to determine what additional equipment was needed, and what was excess. Essential equipment not on hand was requisitioned on an O2 priority and requisitions outstanding for the 19th PSYOP Company were cancelled.

t. (U) The battalion's lack of storage and operations space continued but at the close of the reporting period several possibilities offering a relief had presented themselves. Among them were the possibility of moving the Headquarters, minus S4, to the COMDS/PSYOP building. This would free the present Battalion Headquarters for use as company and S4 offices and as a BOQ. Another possibility is to move the enlisted men from their current quarters in the Ben Xe Moi section of Can Tho to a housing area that will provide adequate space. Leaflet storage still poses a problem, however, due to the promised assistance of "C" Flight, 5th ACS, to weather-proof a portion of the storage area presently uncovered, a temporary solution is probable. The IV CTZ Advisory Staff is attempting to locate adequate additional storage.

u. (U) Summary of operations:

- (1) Leaflet requests processed: 204
- (2) Leaflets printed: 14,998,000
- (3) Air sorties: 1352
- (4) Leaflets disseminated: 270,385,350
- (5) Loudspeaker hours: 629:57

2. (U) Lessons Learned:

a. ITEM: Problems encountered during the operation of the MAVU on FBR's.

(1) Initial trials of the MAVU set on FBR's revealed several problems. It was discovered that the upper housing on the 28 volt inverter broke loose from the lower housing due to a weakness in construction. This happened during normal transportation while the inverter was in its position

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in the inverter module. Also, it was found that the inverter module was too bulky to carry on a PBK, where space is at a premium. Both of these problems were solved temporarily by removing the inverter from the module for use. A second problem encountered was that there is excess cord on the speaker. The cord tends to become entangled in the bottom of the boat therefore causing a safety hazard to personnel on the boat. This was solved temporarily by taping the excess cord. A third problem is that there is no provision for clamping the speakers while in use. This was solved by bolting the speakers to a length of 2 x 4 with C-clamps to the bottom. This provided a ready means of clamping the speakers to any flat surface. It was also noted that the MAVU magnifies any unclearness or defects in the tapes used, therefore clarity in tape production is a must.

(2) Observation: The solutions posed to the first two problems are field expedients and are not entirely satisfactory. This unit is currently submitting RWO's to have the defects in construction corrected and for storage reels for speaker cords.

b. (U) Item: Problems of maintaining quality of leaflets. As experienced US PSYOP advisors in the various provinces rotate and they are replaced with new personnel, a slight decrease has been noted in the quality of textual material sent to the battalion in requests for support. Faulty requests range from a seeming lack of understanding of some basic PSYOP principles, through inattention to JUDPAC guidances, to submission of hastily conceived, inaccurate information. Each such request necessitates time consuming coordination with the requestor to arrive at the acceptable form.


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