

MACCORDS-PHD

2 August 1971

SUBJECT: End of Tour Report - Directorate Staff

1. List and comment briefly on those of your duties/ responsibilities which have proven, in actual practice to be:

a. Of primary importance. Deputy to the Director; serve as his alter ego and, during his absences, take such actions (within existing policy) as are necessary to foster the continued, smooth and effective operation of the PHUNG HOANG Directorate. Coordinate the activities of the Plans and Operations and Training Divisions and supervise the efforts of the Executive, Logistical and Legal Officers. These measures, which include the assignment of tasks, are designed to insure timely and efficient accomplishment of all Directorate functions. When directed to do so, represent and speak for the Director in inter-Directorate relationships within the CORDS organization. Sign routine correspondence in the name of the Director and "chop" staff papers when it is not expedient for the Director to do so.

b. Unnecessary or counterproductive. Since the "charter" of the Deputy Director is loosely defined, there are no counterproductive or unnecessary functions which must be accommodated on a recurring basis.

2. List those staff activities within the PHUNG HOANG Directorate with which most frequent coordination is required. (Include incumbent names):

Plans & Operations Officer	LTC(P) P.A. Coughlin
Training Officer	LTC C. J. Fulford
Executive Officer	MAJ D. L. Haines
Logistical Officer	LTC P. E. Riddle
Legal Officer	CPT W. A. Lough, Jr.

3. List those activities outside the Directorate with which most frequent liaison/coordination is required. (Include incumbent names and telephone numbers if possible):

Office of the ACoFS, CORDS EGEN E.P. Forrester
923-4780

Office of the DEPCORDS/MACV COL D.J. Metcalf
923-3031

NP PHUNG HOANG Bloc

COL Ly Trong Song
PTT (90) 24822

PH Coordinator, MR I

8-957-4208

PH Coordinator, MR II

8-968-3771

PH Coordinator, MR III

8-921-2133

PH Coordinator, MR IV

8-931-2718

4. List those reference documents which are most necessary to the successful execution of your duties/responsibilities. The USAID telephone directory (this isn't intended as a flippant answer, although it has that appearance). Most coordination in the Saigon area can be accomplished (within limits dictated by security considerations) by telephone. Another useful document is the MACV Staff Directory which is published on a bi-monthly basis. Here are found the names and telephone numbers of the officers filling key MACV staff positions.

5. List those recurring reports which are peculiar to your position. (Include frequency). All recurring reports submitted by the PHUNG HOANG Directorate are reviewed prior to submission to the Director for final approval and signature. Attached, as Appendix I, is the current list of these reports.

6. Are there any projects outstanding which require immediate attention. If so, discuss briefly. None at time of submission of this End of Tour Report.

7. Comment briefly on areas requiring continual emphasis. Personnel management at a time when this takes the form of a distribution of shortages. Active control of personnel assignments is a function of the Executive Officer. During periods of severe shortages, or when a pressing requirement develops in one of the MRs, the Deputy Director receives direct appeals for special consideration from the PHUNG HOANG Coordinators. These must be fielded with a view to avoiding creation of additional turmoil in an already less than ideal situation. Where their requests can be met without undue dislocation to existing plans, this should be done. Where acceding to their requests would cause an imbalance of assets, a firm "no" response should be given. The Coordinators know

enough about the personnel situation RVN-wide to detect any favoritism or misallocations. It follows then that these must be shunned.

8. Discuss briefly any significant lessons learned during your tour which may be beneficial to your replacement or to the program generally. Do not expect miracles; instead, give the Vietnamese credit for knowing the limits to which the campaign against the VCI can be pressed and the means by which it can be furthered best. Be prepared for situations where, at US behest, they appear to agree to undertake some new approach and then to find that nothing is happening. The ultimate obtainable objective is steady pressure on the VCI - not across the board, nor across all of RVN - but a level of pressure of which the enemy must take account in most areas.

9. Comment on any other items which you feel might be helpful to your successor or to the Directorate in general. The PHUNG HOANG Program operates about as well as anything of a complex nature can be expected to work in a period of national emergency, given the fact that the Vietnamese are badgered continuously by American demands for "new and imaginative initiatives." It seems to me that what the Vietnamese need most now is to be left pretty much alone with their problem. All that they must know is that the Americans do support their efforts, will provide the necessary funds and material support, are available for advice and assistance when called upon, and that a requirement does exist to furnish neutralization statistics to US officialdom both in Washington and here in Vietnam. Any American impulse toward reorganization and/or redirection of the Program should be examined in light of the dislocation and irritation which the proposed change may generate. Unless there is a prospect for a dramatic improvement in effectiveness, a net reduction in the overall workload, or a substantial savings in manpower and money, the idea of change for changes sake is nonsensical. The Vietnamese, particularly their Special Police, have been dealing with the Communist underground for a generation. It is a measure of our counterparts' forebearance that they resist telling each new advisor, who implies that the struggle can be won during his 12-month tour, to go to hell. Admittedly some of the Vietnamese are naive, others are lazy, and a few may even be stupid; however, many are thoroughgoing professionals and they can do the job if they have adequate material and bureaucratic support.

C. B. McCOID
COL, USA
Deputy Director

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APPENDIX I

Recurring Reports - MACCORDS/PHD

TITLE	OFC REQ RPT	ACTION	DUe DATE
Weekly Sum of Significant Activities	CORDS/RAD (CORDS Staff Memo 325-1)	P&O (Pgm Anl)	COB Fri of ea week
Rpt of PIOCC/ DIOCC Pgm Participants	ACoF S, J-1	Admin	1200 hrs Wed of ea week
CEASEFIRE Planning Update	CORDS/PP&P	P&O (Plans)	5th of ea month
PH Monthly Newsletter	ACoF S, CORDS	Admin (input fr all Divs)	10th of ea month
PH Operational Results (Monthly cable)	MACCORDS/RAD/R (DF dtd 19Dec69)	P&O (Pgm Anl)	10th of ea month (date not fixed due to data input)
MISA	ACoF S, CORDS	P&O	16th of ea month
Registration of Pers Living in VN Qtrs	MACV, J-1	Admin	Input to CORDS/MSD NLT 12th of ea month
PSYOP Newsletter (PH Input to J-3)	J-3 (PSYOPS) Vol-Oral Agreement	P&O	23rd of ea month
PH Review & Progress on Thompson Rpt	CORDS/PSD	Admin (Input fr P&O & Tng Div)	NLT 5th day on the 1st month of ea Qtr

TITLE	OFC REQ RPT	ACTION	DUE DATE
Qtrly Rpt of Opnl Loss/ Breakage	HQ Comdt/MACV	Admin	NLT 5th day of the 1st month of ea Qtr
Qtrly Scty Inspection	MACV, J-2	Admin	NLT 5th day of the 1st month of ea Qtr
Combined Campaign Plan	CORDS/PP&P	P&O	Annual
Community Def & Local Develop- ment Plan	CORDS-PHD	P&O	Annual