



MACT-S (AFLS)

After Action Report

XX THRU: Ch, Cbt Spt Br
TO: Ch, Sch & Doc Div

SA, RVNAFLS

5 Jul 69

MAJ Kee/ess/60679

1. Reference letter MACT-S, subject: Continuity of Effort, dated 29 Oct 68.
2. Attached as Inclosure one (1) is After Action Report submitted IAW the above reference. Attached as Tab A is ELT Committee Report.
3. Attached as Inclosure two (2) is RVNAFLS Evaluation Report.

3 Incl
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SIGNED

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MAJ, USA
Senior Advisor

RVNAFLS - After Action Report (5 Jul 69)

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1. Significant events during the period.

a. September 1968

(1) Upon my assignment to the RVNAFLS Field Advisory Element on 17 Sep 68, the detachment strength was 1 officer and 38 enlisted men. With the exception of one E-6 NCOIC and one E-4 Clerk-typist, all enlisted members of the detachment performed teaching duties. In addition, a four man Language Training Detachment from DLI-ELS, Lackland AFB was present for duty.

(2) Little repair of the damage which the school had sustained during the 1968 NVA/VC Tet Offensive had been accomplished. During the latter part of September 1968, reconstruction of the administrative building was started on a "self help" basis.

(3) During this period, the student strength of RVNAFLS was approximately 1600. Each night, seven companies of ANCOI students were called upon to perform search and seizure, guard and population control missions in the Gia Dinh District. This had an adverse effect on the academic program as students were often too tired to assimilate classroom instruction.

(4) Renovation of the building located at 29 Dong Khanh Street was commenced. This building when completed was to have provided RVNAFLS with 100 additional classrooms. This building was considered unsatisfactory by the school Commandant and Senior Advisor for the teaching of language due to the very high ambient noise level. However, Central Training Command directed that the building be utilized by RVNAFLS.

b. October 1968

(1) As a result of a Talking Paper submitted to the Chief of Staff, MACV, RVNAFLS was relieved of the requirement to perform security missions. This solved a significant problem which was adversely affecting the ANCOI program.

(2) The renovation of the third floor of 29 Dong Khanh was completed. Renovation consisted of partitioning large rooms into smaller classrooms. Lights and some over-head fans were installed. No work on the latrine was accomplished.

(3) A twenty-five position language laboratory was obtained from USARV and installed at Camp Tran Hung Dao. Installation was accomplished using organic personnel as no laboratory technicians from the Defense Language Institute were available.

(4) The Senior Advisor visited Phan Rang AB for the purpose of examining Camp Dexter. Camp Dexter was being considered as a possible site for a

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permanent language school which would have a capacity of 2500. This project was subsequently deleted from the FY70 MILCON budget.

(5) MAJ LAI, RVNAFLS Commandant, departed Vietnam for the purpose of attending the Defense Language Institute English Language Workshop. This conference was held in Washington, D. C., and San Antonio, Texas.

(6) Mr. Randolph Johnston, GS-11, assumed the position of Chief of the DLI-LTD. Mr. Johnston replaced Mr. Edward Hahn, GS-11, who returned to DLI-ELS, Lackland AFB.

c. November 1968

(1) Priorities for English Language Training for VNAF were established by Major General PHONG, Chief of Staff, Joint General Staff. Priorities were as follows. (1) VNAF and VNN, (2) ARVN Offshore Training, (3) Interpreter Program.

(2) The first class of VNAF mechanic candidates entered training at the 29 Dong Khanh Annex of RVNAFLS. These students were required to achieve an English Comprehension Level score of 70 and a Specialized Terminology score of 50 to successfully qualify for COMUS training. Course length was 30 weeks.

d. December 1968

(1) The VNAF Improvement and Modernization program was accelerated. This caused an increase in programmed input to RVNAFLS from 137 per month to 450 VNAF students per month.

(2) Acceleration of the VNAF program made it imperative to obtain additional classroom space. Reconstruction of the Camp Tran Hung Dao location was not feasible due to the time frame involved. The decision was made by the Chief of Staff, MACV to turn over Koelper Compound, the vacated MACV Processing Center, to RVNAFLS. It was hoped that 100 classrooms would be provided by this facility. In fact, due to office space requirements, only 80 classrooms were obtained. The VNAF mechanic students who were undergoing training at 29 Dong Khanh were shifted to Koelper Compound on 25 Dec 68.

(3) The USAF was tasked with the mission of providing instructors to support the expanded English Language Training phase of the VNAF Improvement and Modernization program.

(4) 150 portable tape recorders and 70 laboratory positions were requisitioned.

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(5) VNN program identified.

e. January 1969

(1) The Senior Advisor attended the CINCPAC Training Conference, held at Camp Smith, Hawaii. The English Training Committee confirmed the 30 week POI, recommended that Specialized Terminology Testing for pilot candidates be given at Lackland AFB, and recommended that 30 DLI personnel be assigned to RVNAFLS.

(2) Eighty-Eight (88) USAF personnel arrived from CONUS. These individuals had received 2 weeks pre-service training at Lackland AFB and were attached to the RVNAFLS FAE for 6 months temporary duty.

(3) The school headquarters was transferred from Camp Tran Hung Dao to Koelper Compound.

(4) The 25 position laboratory installed at Camp Tran Hung Dao was moved to Koelper Compound. Installation was accomplished by organic personnel.

f. February 1969

(1) Two thirty position language laboratories were obtained from the Vietnamese Military Academy located at DaLat. These positions were installed at Koelper Compound, utilizing organic technicians. This completed the 85 positions planned for Koelper Compound.

(2) The first shipment of tape recorders arrived. These recorders were to be utilized in the classroom and serve as a language laboratory substitute. As there were not sufficient lesson tapes available, attempts were made to reproduce the tapes locally. Success was marginal.

(3) The renovation of the 2nd floor of 29 Dong Khanh was completed. Latrines were not usable.

(4) The first input of 123 VNN students arrived at RVNAFLS.

g. March 1969

(1) Eighty-Eight (88) in-country TDY USAF personnel were attached to support the VNAF program. Pre-Service Training was conducted at RVNAFLS.

(2) The first VNAF mechanic candidates successfully completed their English Language and Specialized Terminology Course of instruction.

(3) Mr. James Sisk, CINCPAC DLI Representative, visited RVNAFLS. The Senior Advisor accompanied Mr. Sisk on his tour of language training facilities throughout Vietnam.

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(4) Instruction for VNAF mechanic and pilot candidates resumed at 29 Dong Khanh.

(5) Department of Army approved the request for authorization of 30 DLI spaces for RVNAFLS.

(6) 2nd Floor renovation completed at Dong Khanh. No latrines useable. This facility provided 80 rather than the 100 classrooms anticipated.

h. April 1969

(1) Integrated Communication System program identified. This addition to the school's training program made it necessary for the school to expand once again. A building located on the Military Police Compound at Yung Tau was identified for possible use as an additional Annex of RVNAFLS.

(2) Royale Hotel was acquired to provide classroom space for the VNN program. All Navy students were moved to the Royale on 28 Apr 69.

(3) Five Vietnamese officers assigned to RVNAFLS departed for Instructor Training Branch schooling at Lackland AFB.

(4) Reconstruction program at Camp Tran Hung Dao Annex was begun. Building 41 repaired and Engineer Corps began tearing down damaged Quonset Huts.

(5) Arrival of first USAF PCS instructors from CONUS who had received 6 weeks training at Lackland. Outstanding group.

i. May 1969

(1) Forty (40) laboratory positions obtained from USN and installed at Dong Khanh by DLI MTT.

(2) VNAF Tent City project started. This project will house and feed 4000 VNAF students upon completion. Target date for completion of 1st phase is 1 Jul 69.

(3) Auditorium repaired at Tran Hung Dao. Sidewalks are laid. Destruction of Quonset Huts continued.

(4) Five (5) Vietnamese officers assigned to RVNAFLS departed for Instructor Training Branch schooling at Lackland AFB.

(5) RVNAFLS Field Advisory Element strength reached 6 officers and 585 enlisted personnel.

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J. June 1969

(1) Two twenty position laboratories obtained from USN and installed at Camp Tran Hung Dao Annex.

(2) Departure of first group of CONUS TDY personnel.

(3) First, Second, and Third floors of Dong Khanh accepted by RVNAFLS. The workmanship was very poor. Fans were missing, electric fixtures defective and latrines in-operative. These deficiencies were being corrected on a self help basis.

(4) English Language Training Committee established by Generals DZU and Galloway. Recommendations of the committee are at Tab B.

(5) Thirtieth anniversary of RVNAFLS celebrated at 29 Dong Khanh. All former Commandants were present.

(6) 70 laboratory positions requisitioned in Dec 68 arrived, along with requisitioned books, tapes, etc. RVNAFLS now had all requisitioned instructional materiel. Forty (40) laboratory positions returned to USN.

k. July 1969

(1) Thirty position language laboratory installed at Royale Annex. DLI-MTT and organic personnel utilized for installation.

(2) VNAF Tent City accepted first input on 1 Jul 69. Two thousand VNAF students will occupy Tent City during Phase I. Two thousand more will move to Tent City during Phase II (1 Sep 69).

(3) ARVN takes over lease for Royale Hotel and Koelper Compound.

(4) As of 1 July, 231 mechanic candidates, 70 pilot candidates, and 186 VNAF students had successfully completed their course of instruction at RVNAFLS.

2. Problem areas related to accomplishment of the school mission.

a. Lack of adequate facilities. This problem area has existed since the destruction sustained by the school during the 1968 NVA/VC Tet Offensive. The classrooms in the quonset huts at Tran Hung Dao all leak during the rainy season. The temporary metal buildings erected at Trang Hung Dao house forty classrooms. These rooms are very hot and the noise level from rain on the metal roofs is very high. All rooms are without adequate lightning.

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With the advent of the VNAF Improvement and Modernization program, the building at 29 Dong Khinh was obtained. Many of the classrooms at this location are unsatisfactory due to high ambient noise. Koelper Compound is adequate for language instruction, though the classrooms are too small to comfortably hold ten students, one instructor, training aids etc. The Royale Hotel is a satisfactory language teaching facility. All locations have a shortage of intrinsic facilities to handle the student load. There are at present 225 classrooms available for the teaching of English at RVNAFLS. This is not sufficient to handle the programmed peak student load of 6700.

b. There is not a sufficient number of qualified Vietnamese instructors to support the large increase in student load caused by the RVNAF Improvement and Modernization Program. Additionally, there is a lack of qualified language laboratory technicians.

c. During the period September 1968 - May 1969, there were serious materiel shortages at the school. In September 1968 there were no language laboratory positions, no portable tape recorders, few lesson tapes, few effective training aids, and a shortage of textbooks existed. This situation has steadily improved.

d. There are no messing and billeting facilities at RVNAFLS. In addition to being a morale problem, the necessary release of the student each evening causes the school to lose the ability to conduct supervised study periods. This obviously has an adverse effect on the academic progress made by the student.

e. With the implementation of the VNAF language training program, the Chief of the Joint General Staff directed that HQ VNAF provide cadre to RVNAFLS. These individuals were to act as company commanders, platoon sergeants, etc. In fact, no cadre were provided by VNAF. The Commandant was therefore forced to utilize ARVN officer instructors as cadre. This aggravated an already poor instructor situation.

f. RVNAFLS has four operating locations, 600 instructors and nearly 5000 students. To provide expert language advice only three DLI personnel were present for duty during the majority of the reporting period. This is an insufficient number to properly supervise a language training program of the magnitude of that being conducted at RVNAFLS.

g. Poor student motivation in the VNAF program is evident. This is demonstrated by the high absentee rates experienced, discipline cases, and an obvious lack of home study. In the opinion of the Senior Advisor, the primary cause of this is poor candidate screening and orientation by VNAF.

h. Remedial training, a necessary part of any language training program, has been ineffective. This ineffectiveness is primarily caused by the fact that

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there is no satisfactory location available at RVNAFLS for the conduct of this training.

I. RVNAFLS presently is using outdated ECL tests for the purpose of screening students. This is unsatisfactory as it does not give a true measure of the student's aptitude for learning English. Some type of aptitude test is needed.

J. Logistic support is a continuing problem. Support provided by the CTC Support Division and by the Third ALC has been marginal at best. With the transfer of Koelper Compound and the Royale Hotel to ARVN, this problem will be compounded.

3. Actions taken by the staff and faculty to rectify problems.

a. The Commandant submitted requests for the reconstruction of the Tran Hung Dao location to CTC in July 1968 and again in January 1969. This has resulted in the repair of building 41, the auditorium, and the tearing down of four of the five damaged quonset huts. Many self help projects have been initiated. (Repair of Admin building, repair of latrines, laying of side walks) The Commandant has also submitted a request for the construction of 15 additional classrooms on the roof of 29 Dong Khanh. The latrines at Dong Khanh have been made operational through self help measures.

b. In an effort to solve the instructor shortage problem, the Commandant has recruited personnel from the graduating classes of the Officer Candidate School at Thu Duc and from the NCO Academy at Nha Trang. To improve the quality of assigned instructors, RVNAFLS has requested that 20 officers be sent during FY70 to the Instructor Training Branch course conducted at Lackland AFB, Texas. A reading course has been inaugurated with the purpose of upgrading those instructors who do not go to CONUS.

c. To correct for the shortage of certain instructional material which existed during September 1968 - January 1969, DLI texts were locally reproduced.

d. The Commandant was a direct contributor to the conception of the VNAF "Tent City" project. When finished, this project will greatly alleviate the messing and billeting problem faced by the VNAF students. This will have no effect on the ARVN and VNN students however.

e. The Commandant has repeatedly reported to CTC that VNAF had not provided the necessary cadre as directed by the Chief of the Joint General Staff. With the opening of "Tent City", this cadre is to be provided by Headquarters, VNAF.

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f. In an effort to improve student motivation, the Commandant has intensified the activities of his Pay-Per Branch. The Commandant personally briefs each entering class and personal student interviews are held by the Chief of the VNAF Liaison Section.

g. The Commandant has pointed out to CTC the potential problem areas caused by the assumption by ARVN of the leases for Koelper Compound and the Hotel Royale. (Support for the generators, plumbing, etc.) This problem area is now being discussed at CTC level. He has also requested an increase in the allocation of the school's maintenance funds.

4. Actions taken by the Advisory Detachment to correct problem areas.

a. The facility problem faced by RVNAFLS was greatly helped by the acquisition of Koelper Compound in December 1968. This acquisition was the result of a suggestion made by the RVNAFLS FAE. Additionally, much assistance has been given to the school's self help projects by members of this FAE. US NCO's have supervised details of Tran Hung Dao and US enlisted personnel have assisted in the installation of the language laboratories. Construction requests submitted by the school have been paralleled through the MACT Support Division.

b. As the school did not have the necessary instructors to support the VNAF and VNI Improvement and Modernization Program, the RVNAFLS FAE was expanded from 38 to over 500 US personnel. All instructors for the VNAF and VNI programs are provided by the FAE.

To improve the professional qualifications of the Vietnamese instructors, the FAE requested a deviation from the FY69 Offshore Training Program. This allowed ten Vietnamese officers to attend Instructor Training at Lackland AFB, Texas. Twenty spaces have been requested and approved for FY70. Additionally, under the supervision of the Senior Advisor and Chief of the LTD, a reading program has been developed which should improve the qualifications of those instructors who do not have the opportunity to study at Lackland. The DLI-MCT has trained nineteen Vietnamese in language laboratory installation and maintenance.

c. To correct for the shortage of instructional material, textbooks, laboratories and tape recorders were requisitioned and received. Additionally, effective instructor guides and training aids have been developed.

d. The problems resulting from the lack of messing and billeting facilities at the school have been pointed out to MACT. This ultimately resulted in the "Tent City" project.

e. The failure of Headquarters, VNAF to provide cadre as directed by the Chief of the Joint General Staff has been pointed out to MACT.

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f. A request for an increase of eight authorized DLI spaces was submitted by the FAE. This was subsequently increased to 22 by MACT and approved by Department of the Army.

g. To assist with the motivation problem, this FAE has obtained films showing helicopters, PBR's, etc., in action. Brochures on US bases have been obtained. A suggestion has been forwarded to make a film of the VNAF student's life in the US.

h. This FAE is developing an effective remedial program which will be conducted at "Tent City". US instructors will be provided.

5. Problems affecting the Field Advisory Element.

a. The amount of office equipment available to the FAE was insufficient to support the rapid expansion experienced. Typewriters, desks, chairs, adding and reproduction machines, etc., were requisitioned from the Headquarters Commandant, MACV. Though follow up action has been maintained, very few requisitions have been filled to date. To continue operation, the FAE was forced to "scrounge" most of its supplies and equipment. A shortage of desks continues however, and this condition will be aggravated with the arrival of additional DLI personnel.

b. The RVNAFLS FAE JTD should be revised to include a Supply Sergeant for each location. At least six clerk-typists are needed to handle the administrative needs of this FAE. The USN personnel should be authorized by the JTD. As it now stands, the Senior Advisor is not the rater of the OIC of the USN detachment.

c. The FAE is presently authorized two 1/2 ton vehicles. This is singularly inadequate to support 500 men located in four operating annexes. Requests have been submitted to the Support Division, MACT, for an increase of two 1/2 ton vehicle-plus one carry-all type vehicle. This has not been approved. The FAE has been forced to sign out on a daily basis unreliable administrative vehicles from the Transportation Motor Pool. This is very time consuming.

d. The Senior Advisor does not have Article 15 jurisdiction over the 500 men for whom he is responsible. The present system of hand carrying Article 15 actions to Air Force Advisory Group, Legal, etc., is very time consuming. However, if the actions are not hand carried, delays of up to six weeks between infraction and punishment can be expected. It is recommended that action be taken to provide the Senior Advisor with Article 15 jurisdiction over all members of this FAE.

e. Members of the USAF assigned to this FAE on temporary duty from CONUS have experienced many difficulties with their military pay. This has been caused

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primarily by the fact that TDY personnel did not carry their financial data records with them to Vietnam. It is recommended that in the future, all TDY personnel from CONUS bring their financial records with them to Vietnam.

e. Truly effective evaluation of instructors has been hampered by the lack of DLI personnel. It is recommended that DLI personnel replace the enlisted evaluators as soon as practicable.

6. General Comments.

During the ten month period which I have been the Senior Advisor to RVNAFLS, the school has undergone a tremendous expansion. In September 1968, there were 1600 students and 160 instructors studying and teaching at one location. At the present time there are nearly 5000 students and 600 instructors assigned to four operational areas. The rapid expansion of the school made it necessary for the FAE to assume certain duties previously performed by the Vietnamese staff. Many "growing pains" were experienced in both the academic and personnel management fields. However, I am optimistic concerning the future prospects of the school's academic endeavors. Equipment necessary for effective instruction, lacking for many months, has finally arrived. The quality of the USAF instructors assigned to the FAE is definitely improving. Recent arrivals have been college graduates, received six weeks training at Lackland AFB and will remain at the school for a full year. The control of the VNAF students should be much improved with the completion of the "Tent City" project. Additionally, more effective motivation and remedial study programs will be able to be implemented at this facility. Further improvement will come with the arrival of 26 additional DLI personnel. This will provide much needed professional advice from language teaching experts. The replacement of the outdated ECL tests by a language aptitude tests will greatly improve student screening methods. Finally, if the FAE continues to receive the fine cooperation received to date from the Vietnamese, if command emphasis continues to be placed on the language program, and if the RVNAFLS FAE retains its positive attitude, I believe the mission of RVNAFLS, so important to the future of the Republic of South Vietnam, will be successfully accomplished.