

DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG <small>For use of this form, see AR 220-15; the proponent agency is Office of Deputy Chief of Staff for Military Operations.</small>					PAGE NO. 1	NO. OF PAGES 6
ORGANIZATION OR INSTALLATION		LOCATION	PERIOD COVERED			
S-2/S-3 4th Bn 3rd Inf ADVF-BARK		LZ SAN JUAN BS 635882	FROM HOUR DATE 0001 31 Dec 70		TO HOUR DATE 2400 31 Dec 70	
ITEM NO.	TIME IN OUT	INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN		INITIALS	
01	0001	(C) Bn Sitrep Neg, Loc's as follows: A Co CP 598458, 1-598472, 2-593466, 591470, 3-615456, 618458, B Co CP 728339, 1-731345, 733342, 2-738337, 737334, 3-714336, 717338, D Co CP 606419, 1-612416, 613414, 2-613448, 610436, 3-Bronco, 593428, MAP's A Co 599463, 598458, 598463, 598465, 597458, 596471, 599461, 595468, 593465, 593467, 59147, 592471, 593469, 619458, B Co 728-340, 737337, 732344, 732344, 730345, 730345, 734341, 732341, 733343, 5337, 737337, 737338, 737336, 737335, 738334, 737333, 714338, 719334, 716336, 712335, 713334, 718338, 719338, 719339, 718339, 717338, 718337, n Co 605419, 606418, 606420, 611416, 613418, 612417, 614412, 611413, 613447, 612448, 611436, 611435, 610437, 610435, 593426, 593427,	M, Do, Bde, Arty		RP	
02	0025	(U) Minh Long Disapproved AC 61 Passed to Bde Suarez.	M, Do, Bde,		RP	
03	0100	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
04	0200	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
05	0300	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
06	0400	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
07	0445	(U) Rec'd A.O. Events and Commanders Message from Bde/Tate.	Do, S-3, CO		RP	
08	0500	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
09	0600	(U) Bn Sitrep Neg, Loc's same.	M, Do, Bde, Arty		RP	
10	0630	(U) Recv'd fr Bde/Tate: Weather report, Partly cloudy with occasional rains. Wind from NE at 10-20 knots. Temp High-79, Low-73, Hum High-95, Low-70. Outlook: little change.	DO, CO, S-3, S-2		DMA	
11	0700	(U) Bn sitrep neg, loc's same.	DO, M, ARTY		DMA	
12	0800	(U) Bn sitrep neg, loc's same. Passed to Bde/Tate.	DO, M, ARTY, BDE		DMA	
13	0730	(C) Fr Co B 2-2 Personal to come in for medical reasons. Abscess on arm. to come				

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY	SIGNATURE
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DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG <small>For use of this form, see AR 720-15; the proponent agency is Office of Deputy Chief of Staff for Military Operations.</small>					PAGE NO. 2	NO. OF PAGES 6
ORGANIZATION OR INSTALLATION		LOCATION	PERIOD COVERED			
S-2/S-3 4th Bn 3rd Inf ADVF-BARK		LZ SAN JUAN BS 635382	FROM		TO	
			HOUR	DATE	HOUR	DATE
			0001	31 Dec 70	2400	31 Dec 70
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.		ACTION TAKEN	INITIALS
	IN	OUT				
		(con't)	to SJH on resupply bird. Line #17, approved by Major Frakes on 30 Dec 70. Late Entry		DO, S-3, B	JI
14	0822		(C) Fr Bde/McLeod Maj Johnson approved destruction of the rice for Ben Baldwin.		DO, S-3, Bde	JI
15	0900		(U) Bn Sitrep neg, loc's same.		M, Arty, DO	JI
16	2000	0820	(C) Late Entry Fr Bato/Gia Vuc Gia Vuc wants to have 21 of the 1:100,000 scale map sheets. Map #673816607 Passed to Bde/Moore		S-2, DO, Bde	JI
17	0915	0920	(C) Fr Bde/Bramlet Is Beacon box working? Yes, but radio is not working. Passed to Bde/Sinyo.		DO, S-3, Bde	JI
18	1000		(C) Bn Sitrep neg, loc's same. Passed to Bde/McCue		M, Arty, DO, Bde	JI
19	0935		(C) Late Entry Fr Bde/Nettles APD #253 Flown 31 Dec 70 0900 to 0920 UL 6448 LR 7041 Hot Spots 657450, 661456. LTC Coast says to fire Arty on Hot Spots.		S-2, Arty, DO	JI
20	0945		(C) Late Entry Commander's Forecast and Daily Operational Plans. Passed to Bde/Nettles		DO, Bde, S-3	JI
21		0950	(C) Late Entry 1. Req LOM for VR during period 010900-011000 hrs and 011500 to 011600 Jan. Report to SJH at 0900 and 1500. 2. Req resupply bird during the period 011000 to 011200 and 011400 to 011600 Jan. Report to SE pad at 1000 and 1400 hrs. Passed to Bde/Nettles.		S-3, Bde, DO	JI
22	1100		(C) Bn Sitrep neg, loc ch's fol: Co A 3-2 614457, Co B 1-1 735335, 3-1 735335, Co D 3-2 611436.		M, Arty, DO	JI
23	1105		(C) Fr Bde/Lebar The following message will be furnished by message to Bde headquarters by 1300 hours 31 Dec. 1. Beacon S.N. 2. Model number 3. Controlling Unit 4. Location 5. Status/operational, inoperative and reason if inoperative 6. UHF radio status/SN and status of UHF radio used in conjunction with Beacon. 7. Operator/alternates--name, grade, unit and deros.		S-3, DO, Bde	JI
24		1140	(C) Refer to item 23 1. Beacon Serial No. 30 2. Model No: Motorola, SST 122 KU. 3. Controlling Unit: BHC, 4/3 Inf 4. Location: San Juan Hill. 5. Status of UHF radio: Turned			JI
TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY					SIGNATURE	

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DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG <small>For use of this form, see AR 220-15; the proponent agency is Office of Deputy Chief of Staff for Military Operations.</small>					PAGE NO. 3	NO. OF PAGES 6	
ORGANIZATION OR INSTALLATION		LOCATION	PERIOD COVERED				
S-2/S-3 4th Bn 3rd Inf ADV-F-BARK		LZ SAN JUAN BS 635382	FROM		TO		
			HOUR	DATE	HOUR	DATE	
			0001	31 Dec 70	2400	31 Dec 70	
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.			ACTION TAKEN	INITIALS
	IN	OUT					
		(con't)	in to 723rd for repair. Reason inoperable: would not transmit. 6. Status of Beacon: Operational 7. Operators/Alternates: SSG Flynt, HHC 4/3 3 Aug 71. Passed to Bde/Nettles			DO, Bde, Commo	JI
25	1125	1155	(C) Co D 3-2 at time 1125 at grid 582429 had a mech go off. On investigating they found one VC KIA with a pack wearing a green uniform and helmet. Detailed spot report will follow. Passed to Bde/Nettles			DO, Bde, S-3	JI
26	1145		(C) Fr Co D Reg to send in 1st Lt John R. Thomson as he was sick with 103 temp and nausea. Cleared by Maj Frakes Will try to pick up when chaplain Belton is picked up from D CP.			DO, S-3	JI
27	1200		(C) Bn Sitrep neg, loc ch's fol: Co A 1-1 599472, 1-2 607472, 2-2 595467, 3-2 w/3-1 614457, Co B 1-1 734345, 2-1 738333, Co D 1-1 610415, 1-2 612414, 2-1 622438, 3-2 582429. Passed to Bde/Lebar			M, Arty, Bde, DO	JI
28	1210		(C) Fr Bde/Lebar URI 31 Dec Grid 719318 identified as Bn prox 1500 late morning			DO, S-3	JI
29	1245	1315	(C) Fr Bde/Lebar APD #256 will be fired day light, need clearance tomorrow. APD #257 DTG: 010600 to 1800 Need clearance from Minh Long ASAP. Passed to Minh Long/Kennedy Cleared by Minh Long/RRP Clearance from Minh Long passed to Bde/Lebar			DO, Bde, Minh Long	JI
30	1300		(C) Bn Sitrep neg, loc ch's fol: Co B 2-1 739331, 3-1 711345, 3-2 718342.			M, Arty, DO	JI
31	1125	1310	(C) Refer to Item #25 One VC was KIA by a mech ambush. The VC was approx 25 yrs old and in good condition. He was moving SW on a trail running NE-SW. The VC was wearing Ho Chi Minh sandals, a green uniform, a pistol belt, had a NVA helmet. He was carrying an AK-47 Serial No 54971 and a full 30 rd clip. In the pack he had cooking utensils, 20 lbs of corn and a 1 gal can of diesel fuel. The had the following writing on it: "Donated by US". Equipment and weapons will be backhauled to SJH. Passed to Bde/Moore			DO, Bde, S-3	JI
32	1330		(C) Recv'd RTT message from Bde. Message #12060 Subject Army Action To Improve				
TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY					SIGNATURE		

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FTC-2000

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ORGANIZATION OR INSTALLATION			LOCATION	PERIOD COVERED		
S-2/S-3 4th Bn 3rd Inf ADVF-BARK			LZ SAN JUAN BS 635382	FROM HOUR 0001	TO DATE 31 Dec 70	DATE 31 Dec 70
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN	INI- TIALS	
	IN	OUT				
			(con't) Service Attractiveness. Ack recpt to Bde/ McGruder	DO, Bde, S-3	JI	
33	1345	1405	(C) Co D 2-2 at time 1255 at grid 614435 spotted 3 VC at 600 meters grid 617439 and fired at them and recieved no return fire. Proceeded to press forward toward the VC/NVA's. Called in Arty as a blocking force to the N be- hind the VC/NVA's and moved in on them. As they were moving close to the suspected area they received effective small arms fire w/1 friendly casualties resulting. They spotted 2-4 new hootches in area where they received fire from. Are maneuvering at this time towards the hootches. Do not req dustoff at this time. Passed to Bde/Nettles	DO, S-3, Bde	JI	
34	1400		(C) Bn Sitrep neg, loc ch's fol: Co A 1-2 609468, 2-2 594470, 3-614457, Co B 1-2 736340, 3-1 720342, Co D 1-1 606410, 1-2 609411, 2-1 613447, 3-2 593428. Passed to Bde/Lebar	M, Arty, Bde, DO	JI	
35	1430		(C) Fr Bde/Lebar URI today at 661497 unidentified prox 1000 meters.	DO, CO, S-3	JI	
36	1445	1520	(C) Co A 4-1 at time 1445 at grid 599463 had one VC/NVA killed in a mech ambush. He was approx 20 yrs old, clean shaven and had a recent haircut. He was moving on a N-S trail traveling south. He was wearing what appeared to be a green NVA uniform with Ho Chi Minh sandals. He was wearing a NVA pistol belt, a NVA bayonet, a GI canteen and cover, a GI ammo pouch and a NVA poncho. The uniform NVA equipment and documents will be backhauled to SJH. He was carrying a razor, comb, bandages, wallet containing papers and a certificate that loo'ed like an NVA ID. Passed to Bde/Nettles	DO, S-3, Bde	JI	
37	1423	1520	(C) At 1423 we called a dustoff for line #150 Bell, Gary A. He shot himself in the foot while checking out a hootch. He was entering the hootch with his weapon on semi-automatic. When he stepped thru the door, his arm hit the edge of it causing the weapon to discharge. Dustoff started 1423 and was completed at 1515. Passed to Bde/Dyer	S-1, S-3, Bde, CO, DO	JI	
38	1500		(C) Bn Sitrep neg, loc ch's fol: Co A 1-2 610468, 2-2 592470, Co B 3-2 718343			

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S-2/S-3 4th Bn 3rd Inf ADV-F-BARK		LZ SAN JUAN BS 635382	FROM HOUR DATE 0001 31 Dec 70		TO HOUR DATE 2400 31 Dec 70	
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.	ACTION TAKEN	INITIALS	
	IN	OUT				
		(cont)	Co D 1-1 602413.	M, Arty, DO	JI	
39		1508	(C) Weather report Ceiling: 1500 ft Vis: 3 K's light misty rain Wind 5-7 knots from S-N. Passed to Bde/Dyer	DO, S-3, Bde	JI	
40	1255	1535	(C) Refer to item #33. The element spotted three VC at 600 meters wearing brown clothes and carrying AK-47's. They moved in that direction and when they got within 50 meters they received small arms fire causing one US WIA slight wound in shoulder. They returned fire and moved over the area. They saw one VC evade to the NW. He appeared to be wearing green fatigues and carrying an AK. In that area they found 3 hootches size 5x5x4'. One was 3 mos old in fair condition, the others 2 yrs old in poor condition. Nothing was found in the hootches. The hootches had thatched roofs and were made of sticks. Hootches will be destroyed. Passed to Bde/Moore late Entry	DO, S-3, Bde	JI	
41	1530	1600	(C) Co D 1-2 at time 1530 at grid 609411 found 3 hootches (1) 12x10' (2) 8x10' made of bamboo and elephant grass. A trail ran N to S, 2 yrs of age. All hootches w/caves and bunkers. Hootches were destroyed. Also found rice mash. Passed to Bde/Nettles	DO, S-3, Bde	JI	
42	1540	1545	(C) Fr Co D/Bde Chaplin Relay to his section in Duc Pho that he will not be coming in tonight. Passed to Bde/lane	DO, S-3, Bde	JI	
43	1540	1545	(C) Fr Co B/rear Relay to B Co in field that rear strength is 13. Passed to B Co CP/Whaly	DO, B	JI	
44	1600		(C) Bn Sitrep neg, loc ch's fol: Co A 1-2 612468, 2-2 590468, Co B 1-1 735346, Co D 1-1 599415, 2-1 611431, 2-2 619433. Passed to Bde/Nettles	M, Arty, DO, Bde	JI	
45	1650		(C) Blade times for 1 Jan 71 Fr Bde, Ends Resupply: 1000-1400 LOH: 0900-1000 and 1430-1530 Hook: 1000.	DO, S-3, Bde	JI	
46	1700		(C) Bn Sitrep neg, loc ch's fol: Co B 1-1 735347, 1-2 737341, 2-1 743331, 2-2 740331			

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY	SIGNATURE
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DAILY STAFF JOURNAL OR DUTY OFFICER'S LOG <small>For use of this form, see AR 220-15; the proponent agency is Office of Deputy Chief of Staff for Military Operations.</small>					PAGE NO. 6		NO. OF PAGES 6	
ORGANIZATION OR INSTALLATION			LOCATION		PERIOD COVERED			
S-2/S-3 4th Bn 3rd Inf ADVF-BARK			LZ SAN JUAN BS 635382		FROM		TO	
					HOUR	DATE	HOUR	DATE
					0001	31 Dec 70	2400	31 Dec 70
ITEM NO.	TIME		INCIDENTS, MESSAGES, ORDERS, ETC.			ACTION TAKEN		INITIALS
	IN	OUT						
		(cont)	Co D 1-1 599415, 1-2 601410.			DO, Arty, M		JI
47	1800		(C) Bn Sitrep neg, loc ch's fol: Co B 3-1 720344, 3-2 718344, Co D 1-1 599415, 1-2 601410, 2-1 622444, 2-2 616433, 3-2 589433. Passed to Bde/Suarez			M, Arty, Bde, DO		JI
48	1750		A C Box 61 DTG 010500 to 012000 for Defensive purposes only Grids 6846 to 6846 to 7150 to 7448 to 7443 to 7140 to start. AC # 62 DTG 010500 to 01200 for defensive purposes on ly Grids 7040 to 8038 to 7831 to 7632 to 7036 to start. Informed Bde/McGruder that B 4/3 was in AC 62.			M, Do, Bde, Arty		RP
49	1740		(U) Rec'd Night Loc fr Bato/Westbrook.			M, Do, S-3, CO		RP
50	1900		(U) Bn Sitrep Neg, Loc's same.			M, Do, Bde, Arty		RP
51	1940		(U) Rec'd Intel Report fr WAX Bato / Westbrook.			Do, S-3, S-2		RP
52	2000		(C) Bn Sitrep Neg, Loc's as follows: A Co CP 589459, 1-599472, 612468, 2-591466, 588472, 3-614457, 614458, B Co CP 728339, 1-735348, 737341, 2-743330, 739331, 3-720344, 718344, D Co CP 606419, 1-599415, 601410, 2-622444, 616433, 3-Bronco, 589433.			M, Do, Bde, Arty		RP
53	2100		(U) Bn Sitr p Neg, Loc's same.			M, Do, Bde, Arty		RP
54	2121		(U) Rec'd Bde Night Loc's fr Bde/Suarez			M, Do, Bde, Arty		RP
55	2200		(U) Bn Sitrep Neg, Loc's same.			M, Do, Bde, Arty		RP
56	2300		(U) Bn Sitrep Neg, Loc's same.			M, Do, Bde, Arty		RP
57			JOURNAL SUMMARY: 4/3 Inf Bn Cont Operations in assigned A.O. Ref Item # 25 D Co 3-2 at 582429 had one mech Detonate results 1 VC KIA and 1 AK 47 CIA. Ref Item # 33 D Co 2-2 at 614435 engaged 3 VC w/1 US WIA (M) also spotted 2-4 New Hootches. Ref Item # 36 A Co 4-1 had one mech detonate results 1 VC/NVA KIA. Ref Item # 41 D Co 1-2 at 609411 for 3 hootches will destroy. Nothing of further importance.					
58	2400		(U) Closed Journal					RP

TYPED NAME AND GRADE OF OFFICER OR OFFICIAL ON DUTY

ROBERT A. FRANKS, MAJ. INF. S-3

SIGNATURE

Robert A. Franks

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DUSTOFF REQUEST NR _____ DATE 31 Dec

1. LOCATION OF PICKUP SITE 614 458

2. REQUESTOR Aco IO3V Aco

3. NUMBER OF PATIENTS: LITTER ✓ AMBULATORY _____

4. NATIONALITY: US X VN _____ FNF _____

5. NATURE OF INJURIES Shot in foot for by m16

6. CATEGORY: URGENT _____ PRIORITY ✓ ROUTINE ✓

7. CONDITION & TYPE OF PICKUP SITE Jungle penetrator Good

8. SECURITY OF PICKUP SITE Secure

9. WEATHER AT PICKUP SITE Good

10. MARKING (SMOKE, PANELS, LIGHTS, ETC.) Smoke

11. RADIO FREQUENCY 6755 CALLWORD IO3V

12. US PERSONNEL AT PICKUP SITE? YES ✓ NO _____

13. REMARKS: DO ^{Double} ~~8~~ 8 20130 minutes ETA

14. REQUEST CALLED IN BY 1st Lt 1st Lt 1st Lt 1st Lt Whaler

15. REQUEST RECEIVED BY DAC 1st Lt Control TIME 1423

TIME COMPLETED 1515

Jungle penetrator

Bill Mary A.

150

CONFIDENTIAL (When Filled In)

DATE 31 Dec 70

COMMANDER'S FORECAST OR DAILY OPERATIONAL PLANS
(notate which)

1. UNIT 4-3 Inf COVERING FROM 31/200 TO 01/200

2. SUBORDINATE UNIT PLANS:

A Co Cp 598458 conducts search & ambush operations
v/c 6146/employ maps nightly.

B Co Cp 728339 conducts search & ambush patrols
v/c 7434/employ maps nightly

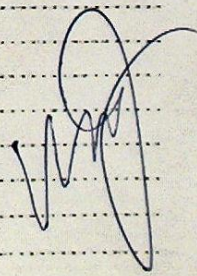
C Co Cp Secures San Juan Hill

D Co Cp 608417 conducts search and ambush
patrols v/c ~~6045~~ 6045/employ maps nightly

e.

f.

passed to Bde/Netter
By: Kennedy
0945



420

3. COORDINATING OPERATIONS: Neg

4. OTHER OPERATIONS: Neg

CONFIDENTIAL (When Filled In)

DATE 31 Dec 70

~~CONTINUED TO~~ OR DAILY OPERATIONAL PLANS
(notate which)

1. UNIT 4-3 Inf COVERING FROM 31/1900 TO 01/1900

2. SUBORDINATE UNIT PLANS:

A Co: Cp 528458 conducts search and ambush operations
v.i.e. 600470, 611468, 593468, 585470, 622457, 620460/
employs maps nightly

B Co: Cp 728339 conducts search and ambush
patrols v.i.e. 747348, 751341, 750330, 742324,
720344, 718345 / employs maps nightly

C Co: Cp Secures San Juan Hill

D Co: Cp 608417 conducts search and ambush
patrols v.i.e. 590420, 600440, 606448, 624441,
582437 / employs maps nightly

Recon: Refit and returns at SJH

Other: None

Passed to Bk / Nettle
By: Bennett
0945

3. COMBINED OPERATIONS: Neg

4. OTHER OPERATIONS: Neg

3R3A XB3A 71GQ 7HRO
DE 005B NR 12060
P 311040 H DEC 70
FM CO 11TH INF BDE FSB BRNOC
TO CO 3-1 INF BN
CO 4-3 INF BN
CO 1-20 INF BN
CO 4-21 INF BN

BT
U N C L A S S I F I E D
SVDF-BAXO

SUBJECT: ARMY ACTION 0 TO IMPROVE SERVICE ATTRACTIVENESS

1. QUOTED BELOW IS A RETRANSMISSION OF CG, USARV MSG, SUBJECT; AS ABOVE, DTG 231110 Z DEC 70.
2. REQUEST YOU FORWARD TO HQ 11TH BRIGADE, COMMENTS AND RECOMMENDATIONS CONCERNING APPLICABILITY AND IMPLEMENTATION OF ITEMS SET FORTH IN QUOTED RELEASE. SUSPENSE IS 031200 JAN 71. ACKNOWLEDGE RECEIPT TELEPHONICALLY.
3. QUOTE:

" " ARMY CHIEF OF STAFF, GENERAL W.C. WESTMORELAND HAS DIRECTED ARMY COMMANDERS TO TAKE RAPID AND POSITIVE ACTIONS TO ENHANCE SERVICE ATTRACTIVENESS AND REMOVE UNNECESSARY IRRITANTS TO THE TROOPS. AT THE RECENTLY COMPLETED ARMY COMMANDERS CONFERENCE, GENERAL WESTMORELAND ISSUED INSTRUCTIONS WHICH FOLLOWS:

PAGE 2 UNCLASSIFIED

A. I REITERATE MY EARLIER INSTRUCTIONS THAT HOLDING UNNECESSARY TROOP FORMATIONS IS DETRIMENTAL TO MORALE AND EFFICIENT PERSONEL UTILIZATION PRACTICES. REVEILLE FORMATIONS, EXCEPT CEREMONIAL, RA TRAINING OR OTHER SPECIAL OCCASSIONS ARE UNNECESSARY. WHEN HELD, THEY SHOULD BE MUSTERS OF ALL OFFICERS AND ENLISTED MEN FROM THE COMMANDER ON DOWN.

B. I HAVE DIRECTED LIBERALIZATION OF ARMY PASSS POLICIES, CONSISTENT WITH READINESS OR ALERT REQUIREMENTS, TO INCLUDE:

- ELIMINATION OF THE PASS FORM AND SIGN-IN AND SIGN-OUT REQUIREMENT.
- ELIMINATION OF BED CHECK PRACTICES EXCEPT FOR INDIVIDUALS UNDERGOING PUNISHMENT.
- ELIMINATION OF LOCALLY IMPOSED RESTRICTION ON DISTANCE THAT INDIVIDUALS MAY TRAVEL.

C. I DESIRE THAT INSTRUCTIONS BE GIVEN THROUGHOUT THE ARMY PERSONNEL SYSTEM TO EMPHASIZE THE PERSONAL ASPECT. THESE INCLUDE:

*TOT 311145
ASL 311204 JHS
Acknowledged receipt to B2/McGruder
at 311330. By Aldridge*

(Handwritten circle containing "B2" and a checkmark)

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- IMPROVING COMMUNICATIONS UP AND DOWN.
- INSURING AT INSTALLATION LEVEL AN INTERIM RESPONSE WITHIN 24 HOURS TO ANY PERSONNEL QUESTION ASKED BY AN INDIVIDUAL.
- SCHEDULING ADMINISTRATION ON EACH INSTALLATION FOR VARIOUS UNITS TO REDUCE WAITING TIME AND SPEED UP HANDLING OF PERSONNEL ACTIONS.

D. I HAVE RELAXED RESTRICTIONS ON ALCOHOLIC BEVERAGES IN NON-COMBAT AREAS TO GIVE UNIT COMMANDERS DISCRETION TO:
- SERVE 3.2 PERCENT BEER ROUTINELY DURING EVENING MEALS IN MESS HALLS.
- INSTALL BEER VENDING MACHINES IN BARRACKS. WHEN WE HAVE HAD TIME TO SEE HOW THIS WORKS, I'LL WANT YOUR RECOMMENDATIONS ON PERMANENT POLICIES REGARDING ALCOHOLIC BEVERAGES.

E. TO IMPROVE COMMUNICATIONS FURTHER, COMMANDERS AT EVERY LEVEL SHOULD OPEN THEIR DOORS CONTINUOUSLY TO INDIVIDUALS IN THEIR UNITS. THE PRESENT WIDELY USED PRACTICE OF SCHEDULING OPEN-DOOR HOURS OR OPEN-DOOR EVENING RESTRICTS ACCESS AND COMMUNICATIONS.

F. MANY OF OUR ARMY REGULATIONS NEED REVISION. I AM

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DIRECTING THE ARMY STAFF TO REVIEW UNNECESSARY RESTRICTIVE OR UNNECESSARY ARMY REGULATIONS AND TO SIMPLIFY THE LANGUAGE AND CONTENT OF EXISTING REGULATIONS. I WOULD LIKE YOUR SUGGESTIONS ON REGULATIONS THAT APPEAR TO BE OUTDATED OR IN NEED OF CHANGE.

G. I WANT TO IMPRESS UPON NON-COMMISSIONED OFFICERS THEIR KEY ROLE IN MAKING THE MODERN VOLUNTEER ARMY A SUCCESS. COMMANDERS AT ALL LEVELS MUST CHALLENGE THEIR NON-COMMISSIONED OFFICERS TO STAY AHEAD OF CHANGES IN THE COUNTRY AND SOCIETY. LET THEM KNOW THAT THEY WILL BE SUPPORTED WHEN THEY FOSTER AND IMPLEMENT ACTIONS THAT ARE IN KEEPING WITH THE MODERN ARMY PHILOSOPHY, I ALSO WANT ALL NCO'S NOT JUST CAREER COUNSELORS, ENGAGED IN RE-ENLISTMENT ACTIVITIES.

H. IN CONDUCTING TRAINING IN ACCORDANCE WITH OUR TRAINING MANUALS AND DIRECTIVES, COMMANDERS WILL SEEK TO DEVELOP INSTRUCTION RESPONSIVE TO FAST AND SLOW LEARNERS AND WHICH PLACE GREATER RELIANCE ON PERFORMANCE TESTING. AND INDIVIDUAL WHO PROGRESSES QUICKLY CAN BE CROSS-TRAINED IN ANOTHER MOS OR BE USED TO ASSIST IN INSTRUCTING OTHER MEN. IN ANOTHER MOS OR BE USED TO ASSIST IN INSTRUCTING OTHER MEN. IN ANOTHER MOS OR BE USED TO ASSIST IN INSTRUCTING OTHER MEN.

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ACTIONS MUST BE TAKEN TO IMPROVE THE SOLDIERS INITIAL IMPRESSION OF THE ARMY.

I. I WISH TO PLACE FAR GREATER EMPHASIS ON THE ARMY COMMUNITY SERVICE PROGRAM TO CARE OF FAMILIES BETTER AND IMPROVE SERVICE ATTRACTIVENESS TO ARMY WIVES."

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