HANDBOOK FOR COMPANY LEVEL
POLITICAL WARFARE OFFICERS
SUBJECT: Handbook for Company Level Political Warfare Officers

SEE DISTRIBUTION

1. Political Warfare Officers are fast becoming important tools of commanders in Vietnam. They are a new weapon added to the commander's arsenal to cope with new conditions brought about by this new type of warfare. The Political Warfare System was developed as an Asian solution to Asian problems. The system is not necessarily applicable for the United States Army, but it is incumbent upon US Advisors to understand the nature of Political Warfare so the activities of the Vietnamese Armed Forces can be better understood. Political Warfare Officers are found in every military unit and organization and have a positive influence on their operations. The main objective of Political Warfare is to win the hearts and minds of the people and assure their support for the Government of the Republic of Vietnam. This includes the South Vietnamese Military, the Vietnamese civilian populace on both sides, and the North Vietnamese.

2. To accomplish this monumental objective, the Government of South Vietnam has begun by placing emphasis on the consolidation of its own troops. The Vietnamese have developed a number of Political Warfare methods to include military and dependent welfare and entertainment programs, education programs, and motivation and indoctrination programs. One of the major problems has been to get the word to the lowest level, the private in the Republic of Vietnam Armed Forces. Much progress has been made in the three years since the Political Warfare concept was formally established. Their most recent milestone was the publishing of this Handbook for Company Level Political Warfare Officers. This booklet is the first document published to provide concrete guidance for company level Political Warfare Officers in Vietnam. The introduction to this booklet provides the American reader with necessary background information about how the company level Political Warfare activity is organized and why it is necessary in this Asian situation.
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1 July 1969

3. American Advisors should read this booklet carefully to gain an insight into the means used by Asians to solve company level problems. There are differences from US methods, and they are evident in this booklet. The booklet is a translation from Vietnamese and requires patience to read. It is best, to read the booklet in its entirety and to study the techniques and organization.

FOR THE COMMANDER:

[Signature]

T. B. MANCINELLI
LTC, USA
Adjutant General
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* These items are not part of the Vietnamese Handbook for Company Level Political Warfare Officers.

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2-Chief, ARDA, RDFU (Thai)
* INTRODUCTION:*

1. Political Warfare (POLWAR) is becoming increasingly important to the Republic of Vietnam. The agency with primary responsibility for the conduct of POLWAR activities is the General Political Warfare Department (GPWD), a major sub-division of the Joint General Staff. In addition to GPWD, the Political Warfare System includes five POLWAR Battalions and officers and enlisted men on the staff of every military unit or organization from Corps to Company level.

2. The essence of Political Warfare is found in its application in company level units. The reader who can understand the activities, organization and techniques at this level will have a solid foundation for understanding the entire concept of Political Warfare.

3. There are a number of reasons Political Warfare has taken the form that exists in Vietnam today. There is a constant struggle between military and political forces within and without the military to alter the concept, organization and techniques. American advisors are also actively engaged in this debate. The explanation of why this system evolved and why the company level is organized the way it is will help the reader to determine, in his own mind, whether such a system has value. The first question which comes to every military man's mind is: "Does this system disrupt the concept of Unity of Command?" In the ideal it does not. The system, however, has not been completely tested, so there is no way of determining its effectiveness.

4. The paragraphs below will prepare the reader with a fair picture of the company level organization and why it developed. It is hoped that this will help him to understand this booklet.

5. The traditional authoritarian way of command in Oriental Armies did not permit a commander to listen to or even consider the grievances of his troops. The troops were considered just one step above animals. Further, there is no cultural experience of individual rights or dignity. Even though the people have been carefully courted by the government in the last few years, the term "people" always refers to people as a whole and not as individuals. As a result, passive submission to authority has long existed among the population, particularly in the Army, where the commander exercised unlimited authority. There was no dialogue between the soldier and the commander, consequently the soldier has no recourse. He had only two alternatives: to take the abuse of the commander or to desert.

6. A second sociological phenomenon which exists in Asia is the extreme difficulty for conflict between two individuals to be solved by direct confrontation. If a soldier even complains to a commander, the commander

* This introduction is not part of the Vietnamese Handbook for Company Level Political Warfare Officers.
"loses face". When a real conflict exists, the commander cannot admit his fault and rectify the situation. The superior is always correct, and the subordinate always a troublemaker who doesn't understand his place.

7. The oriental solution to this situation has always been to insert a "go between" to mediate conflicts. Thus, the Political Warfare Officer and his organization have come into existence to serve as the "go between" between the troops and the commander. Grievances can be brought to the POLWAR organization without attacking the dignity of the commander. The POLWAR Officer personalizes the relationships within the unit in order to provide the soldier with a feeling of familial security in the military after he has been uprooted from his own family. He should be able to take his personal problems, which he would normally take to his parents, to his POLWAR Officer. The POLWAR Officer and his organization can engage in many activities such as teaching songs to the troops, listening to their grievances, discussing their personal problems, etc., which the commander could not do without detracting from his image.

8. The primary objective then of the Company POLWAR Officer is to support the commander by eliminating the conditions which cause low morale and desertions, by creating a unified unit spirit among the troops and providing them with a political or ideological direction through motivation and indoctrination programs, and by detecting and neutralizing individuals whose activities are prejudicial to the best interest of the unit. He has the additional duty of assuring proper relationships between his unit and the civilian populace in the area of operation. He is also responsible for PSYWAR activities against the enemy.

9. The process required to eliminate the conditions which cause low morale and desertions includes troop and dependent social welfare activities, entertainment of troops, assuring that proper sanitary conditions and personal hygiene attitudes exist, and assuring that the unit's food and living conditions are adequate. It is at company level that the POLWAR system comes into direct contact with the vast majority of soldiers. More important, the soldiers at this level are usually draftees rather than professional soldiers, so the problems of discipline, morale and desertion are more acute. Thus the importance of the organization and activities at this level is obvious. The POLWAR Officer can be said to be the only person in the entire POLWAR system who has all the functions of the system. He is a combination Social Service Welfare Officer, Chaplain, Political Motivation and Indoctrination Officer, PSYWAR Officer, Sports and Recreation Officer, Press and Information Officer, Civil Affairs Officer, and Counter-Intelligence Officer.

10. All of the functional organizations of the Political Warfare system must support this one man. The company level organization is a masterpiece in low level organization. It consists of the POLWAR Officer, the POLWAR NCO, the POLWAR Fighter Organization, the Welfare Committee, the PSYWAR Team and several isolated Security Maintenance Cells.
11. The Company POLWAR Officer is concurrently the Company Executive Officer. The POLWAR NCO assists the POLWAR Officer in all POLWAR activities. It must be remembered that the Company Political Warfare Organization is not a TOE organization, but an informal one similar to unit fund committees in the US Army. Each job described is in addition to regular duties.

12. The POLWAR fighter organization is made up of one soldier from each squad in the unit. The POLWAR Officer selects those whom he considers to be the natural leaders in the squads and nominates them to be "POLWAR Fighters". They are then unanimously elected by the other unit members. After the election they are formed into teams, one in each platoon. The mission of the POLWAR Fighters is to detect and report the ideologically weak soldiers of his squad. He is supposed to detect and report the general grievances of the soldiers to the POLWAR Officer. The POLWAR Officer will try to neutralize the grievances, but, in some instances where neutralization is not possible, he will instruct the POLWAR Fighters to go back to their squads and explain why the situations causing the grievances cannot be solved and why the soldiers should work hard to overcome these adversities.

13. Individuals with personal problems are singled out, and the problems are dealt with in a personal way on an individual basis. The POLWAR Fighter is also used to motivate and indoctrinate the other men of his squad at the direction of the POLWAR Officer. He does this by setting the example and by explaining to the men why they must do what they are doing. He becomes the big brother to the other men in his squad.

14. The Welfare Committee is also elected—one soldier from each squad. This committee is responsible for organizing sports and educational and cultural competition within the unit. They also organize songfests, parties and other recreational activities. They are also responsible for improving the unit's food and general living conditions. All of their activities are aimed at making the soldiers' life more tolerable, developing their esprit de corps, and making them feel like one big family.

15. The PSYWAR Team is responsible for all PSYWAR activities within the unit. This team is also made up of one man per squad or less, appointed by the POLWAR Officer. They are trained in loudspeaker use, lettering posters and banners, intelligence collection for PSYWAR use, and furthering the unit's relationships with the civilian populace.

16. The Security Maintenance Cells are individual soldiers within the unit who are appointed by the POLWAR Officer to serve as his special informants. They are compartmented and make their reports in secret. They are taught to detect variations in the behavior of their fellow soldiers and to report anything which might indicate a soldier is
preparing to desert or is engaged in espionage activity. These Security Maintenance Cells are located throughout the company at the discretion of the POLWAR Officer.

17. In summary, the importance of the company level POLWAR organization is evident in the variety of functions they perform and the number of troops with whom they come into contact. The company POLWAR Officer should be regarded as the nucleus of the POLWAR System. The primary mission of the rest of the POLWAR system is to train, support, and supervise the company POLWAR Officer.
POLITICAL WARFARE INSIGNIA *

The Political Warfare insignia is a badge, worn above the right breast pocket, which consists of a silver star symbolizing leadership, surrounded by a hexagonal design symbolizing Chiang Kai-shek's "Six Great Warfares"* superimposed on a sword, anchor, and wings which symbolize the role of the Army, Navy and Air Force in the carrying out of the six warfare missions.

* Six Great Warfares: Stratagem Warfare, Ideological Warfare, Intelligence Warfare, Mass Warfare, Psychological Warfare, and Organizational Warfare.

* This description is not part of the Vietnamese Handbook for Company Level Political Warfare Officers.
I. GENERAL:

11. This guide book is compiled to present the basic concepts, the primary missions, and some POLWAR techniques in low-echelon units. This will provide the cadres of these units with a common policy and uniform direction of effort.

12. The POLWAR Operation is usually divided into the following subjects: Organization, Psychology, Culture-Propaganda, Entertainment, Inspection, Security Maintenance, Civic Action, Social Welfare and Political Indoctrination, etc.... However, to make this guide book have a clearer focus on POLWAR Operations in low-echelon units, the activity is divided into four key subjects: Unification of the Soldiers' Thoughts, Strengthening of the Soldiers' Organization, Concern for the Soldiers' Daily Living Condition, and Insuring Unit Security. This book is to help the unit cadres to understand and accomplish their primary mission.

13. The objective of the POLWAR Operation in low-echelon units is aimed at reinforcing the soldiers' morale and strengthening the revolutionary army. However, since the present war is a general war and a people-soldier coalition war, the concept of love of people (create better Civil Military relations) and the consolidation of people's forces to fight side by side constitute the ultimate objective of the POLWAR Operation in the low-echelon units.

14. The procedures implementing the POLWAR Operation in this guide book are common for the Arms and Services. Consequently, when implementing, all Military Headquarters should use complementary action to adapt the procedures to the specific needs of the subordinate units.

15. The funds necessary for supporting the execution of the activities listed in this guide-book must be estimated in the yearly budget.

16. In this guide-book the low-echelon units mean the combat units from the battalion level downward and similar units.

II. BASIC CONCEPT:


211. The cadres should study the procedures and techniques which apply to the conditions within their unit. Then, after the commander issues his order, the cadres should exert all possible effort using their POLWAR techniques to follow those orders and overcome obstacles which
might prevent the unit from accomplishing its mission.

212. Cadres should cease working without paying attention to the results of their work. Answers to many problem areas can be found within the soldiers' thoughts, and effective results must be obtained by having the soldiers participate themselves.

22. MINGLE WITH THE SOLDIERS - UNDERSTAND THEM.

221. The cadres should mingle with the soldiers in work, study, and fighting.

222. It is necessary that the cadres know by heart every soldier's name, age, birth place, face, family temperament, taste, intelligence, talent, and strong points. They should also follow up everybody's psychological and ideological change so as to understand his state of mind.

23. USE THE ORGANIZATION - USE THE CADRES.

231. The cadres should look for the outstanding soldiers having a positive spirit from among the soldiers in the unit. Then they should train and encourage them to become effective assistants to the POLWAR cadres.

232. The cadres should place the outstanding soldiers who have a positive spirit in unit organizations to cause them to support the POLWAR cadre to develop a backbone force in the unit.

24. CONCERN FOR THE MORALE - DEVELOP A FEELING AND SENSE OF DUTY.

241. Struggle for the soldiers' respect and affection towards the cadres through the conscience, the sense of right and honor, and enthusiasm to build up deep feelings and close relationships to live or die together.

242. Share the pleasures, the bitter and the sweet, with the soldiers; and carefully look after them. When we give our heart to the soldiers, they will offer theirs to the Fatherland.

243. Build prestige for the Unit Commander. Develop a collective spirit for the unit. Strengthen the spirit of unity through mutual love and assistance. Encourage the sense of honor through the organization of contests to create comradeship in the unit.

244. Positively improve the relationship between the soldiers and people to make the Army and the Government into one, and the soldiers
and the people into a family which can develop the fighting strength of
the coalition - soldiers, people and civil authorities.

III. FOUR KEY MISSIONS.

31. UNIFICATION OF SOLDIERS THOUGHT.

311. Consolidate the three faiths and the morale rearmament
of the soldiers.

312. Expose VC crimes, and psychologically stimulate the
soldiers' hatred of the VC.

313. Firmly maintain the confidence to defeat the communists,
and eliminate erroneous concepts.

314. Thoroughly understand the three essential revolutionary
objectives, and stir up the spirit of self-help.

32. STRENGTHEN THE SOLDIERS' ORGANIZATION.

321. Perfect the POLWAR organization in order to have additional
personnel to supplement the POLWAR operations at the lowest level and develop
the exemplary effect in the people and soldiers.

322. Perfect the organization of PSYWAR teams to exploit the
effect of offensive military operations and to perform fully the mission
of countering enemy propaganda.

323. Perfect the security preservation organization to be well
aware of the soldiers' reaction, acts, and psychology so as to insure the
internal security of the unit.

324. Perfect the internal Welfare Organization and assign soldi­
ers to operational Sub-sections to push the Education, History, Literature,
Cultural Activities, and service to the troops.

33. CONCERN FOR THE SOLDIERS' LIVING CONDITIONS.

331. Pay attention to the problems regarding the soldiers' food
and daily activity, and seek to improve their living conditions.

332. Stimulate the soldiers' morale to maintain firm convictions, to promote hope, and to bring a source of comfort to them.

333. Set up a spirit of comradery on the battlefield to
develop the feeling of dying and living together among the soldiers.
34. INSURE THE UNIT SECURITY.

341. Improve the military bearing, and discipline. Obey the superiors' order. Avoid the infraction of regulations.

342. Keep track of the soldiers' basic records and the complementary papers of his individual life. Constantly study and make timely observations to prevent disaffection.


IV. PROCEDURE OF IMPLEMENTATION.

41. HOW TO UNIFY THE SOLDIERS' THOUGHTS.

The nature of the anti-Communist war is ideological. If the ideology were given up, the war would have no objectives and value. If there is no ideological factor, the soldiers would have no fighting determination, and the unit would have no military pride. When thought is unified, all soldiers will unanimously fight the enemy.

Consequently, the unification of thinking is a POLWAR basic mission. The problem is to prevent the soldiers from being discouraged by difficulties from being taken in by external propaganda, from forgetting the common enemy because of personal hatred, and from giving up noble ideals because of temporary discontents. These facts are very important in the soldiers indoctrination. Following is the implementation:

411. Intensify the Political Indoctrination.

A. Procedure for carrying out indoctrination under normal conditions.

a. Respect the principle of dividing up different levels of education within the company and correctly determining how much time and how many personnel should be devoted to each group.

b. Select the instructors. Besides the POLWAR Officer, select additional competent Officers and NCOs as lecturers. The instructors must observe the principles of teaching by deeds and by words and maintain an objective approach and solid viewpoint. Stimulate the trainees' reaction with sincere feelings. Bring a conviction to the trainees with a dignified presentation so as to increase the effectiveness of the indoctrination, and maintain a high spirit.
c. Seek to understand the trainees including their sociological background, family conditions, age, native place, level of knowledge, political understanding, ideological inclination, psychological concept, personal aspiration, etc... First, there must be the aforesaid factors, then results can be reaped from teaching.

d. Adequate preparation should be completed before teaching. The POLWAR Officer should consider indoctrination themes, training programs, and the specific conditions within the unit. He should also search for vivid materials, such as historic legends, to aid in training. Also, all necessary training aids should be ready before teaching. We should organize a test beforehand to correct the bad points if necessary.

e. Flexibly apply the lecturing method to comply with the principal point of the indoctrination. Quote as proof, concrete, understandable examples. Do not use boastful or empty examples, use interesting examples so as to have an impact on the trainees' heart and soul, and guide them toward the right ideology.

f. Organize the test in time. Before teaching a new subject, reserve a few minutes for a review of the old lessons. Hold an examination monthly. An examination is also held quarterly to seek to understand the teaching result. However, the examination is essentially to enable the trainees to understand the main idea of the lesson and to increase political knowledge. Do not pay much attention to form. Do not compel trainees to learn by heart.

B. Procedure for carrying out indoctrination in special circumstances. How to carry out political indoctrination when the unit is scattered because of its mission:

a. In case the units are scattered because of a special mission and unable to regroup for study, we can teach them by organizing mobile teams. Guidance can also be given separately to each individual during discussions. Before the training there should be an appropriate program and a rational division into teams.

b. Organize a system to select instructors in charge of guidance. After having established the teaching procedure, based on this organization-system, select the instructors qualified for the training. They should be the servicemen having education in the unit.

c. Prepare an effective indoctrination program. The training phase should be by month or quarter. Determine the training scope. Conduct the exercises on time and test on the right date.
d. The POLWAR Officers at the low echelon units should constantly go to the units which are scattered, following up the training situation by timely solving all problems concerned and praising the exemplary trainees. Also they should take effective actions to improve the poor units.

HOW TO INDOCTRINATE SPECIFIC PROBLEM SOLDIERS

a. Seek out specific problem soldiers by going deeply into the unit composition seeking to understand the trainees specific problems by analyzing their words, attitudes and deeds. Then we can take advantage of the organizational system in the unit, to constantly closely follow up every problem and to understand and analyze the real conditions which created these problem soldiers.

b. When the specific problems have been determined, seek to understand the essential causes and then make a plan to take effective action.

c. Select the indoctrination method appropriate for each such specific problems. Then assign missions and give advice to the key cadres in the organization and to those who have the opportunity of coming into contact with these trainees so as to form a network of indoctrination. This supports the official indoctrination by means of advising and persuading very subtly.

d. A special indoctrination method should be by means of appealing to the soldier's emotion rather than scolding him. This is in compliance with the principle of respecting the trainee's pride. Develop the influence little by little, overcoming all difficulties to reach the final objective.

HOW TO CARRY OUT INFORMAL INDOCTRINATION

a. Be well aware of what informal indoctrination is.

- Before or after the unit assembly and drills.

- On the days of ceremony, or collective activities, during off-duty hours.

- During special events having influence on the soldiers' psychology.

- During the morning or the evening roll call, and during the hours of non-activity in the indoctrination schedule, possibly reserved for the political indoctrination.
On the occurrence of important domestic and foreign events, or the change of important policy by the Government which needs an explanation for the soldiers.

On the occurrence of an important problem in the unit, or the soldiers worrying about some specific question.

b. Informal indoctrination consists of analysis of enemy situation, current events, explanation on national policies, laws, correction of errors, cancellation of mistaken recognition, conduct improving and praising typical outstanding elements.

c. Pay attention to the indoctrination method:

-When discussing an important question, base the discussion on the national policies and the superiors' directives. When explaining ordinary questions, base the explanation on the truth.

-Words should be simple and clear.

-Before speaking, ask oneself why am I speaking?

-Flexibly adapt oneself to circumstances. Speak immediately if the opportunity presents itself.

HOW TO CONDUCT A TALK WITH DISAFFECTED SOLDIERS

a. Have a deliberate plan.

-Talk about what? If you talk over his view of life, bring out confidence and hope, correct his unhealthy thinking and improve his revolutionary attitude.

-Who will talk? Company commander, Executive Officer/Company POLWAR Officer. When? At the weekly assembly, the morning or the evening roll call or at some informal assembly.

-How to talk? Refer to the morale indoctrination materials published by the high command, aim at the real conditions in unit and at the actual situation to accurately determine the subject matter of the talk, then prepare a program and distribute it to responsible cadre, so as to have a deliberate approach.

b. Pay attention to the subject matter of the talk.

-Thoroughly understand unit policies. The talk should correspond to the policies of high command.

-Associate with reality. The talk should match the
realistic situation in the unit. Never make a groundless discussion.

- Simplify and summarize. The discussion should be logical, deliberate and clear. It should be restricted within the subject framework. Never take so much time that the audience becomes weary.

- Set oneself as an example for the subordinates. The leadership cadre's words and deeds should be an example for the subordinates. This will win their respect so that they are ready to accept the indoctrination.

HOW TO CONDUCT DISCUSSIONS WITH EACH GROUP

a. The Division into teams should comply with the organization of the unit. In case the unit is scattered, the strength of the teams should be appropriate to the strength of each group.

b. The subject, general outline, date and place of discussion for each team should be posted in advance. In case the unit is not scattered, it can be assembled and notified beforehand.

c. Preparation before discussion.

- Before discussion, explain the content, the general outline, and the objective of the discussion.

- Appoint a chairman for the teams. Choose beforehand the soldiers who speak well and have a broad knowledge which can stimulate enthusiasm, leading to an atmosphere of excitement.

- Before discussion, assemble those who will guide the teams, discuss the subject, and standardize the approach.

d. Guidance for discussion.

- Guidance for electing a Chairman, and appointing clerk for the discussion team.

- Guidance given to the Chairman on the technique to be used to preside effectively over the discussion.

- Help the Chairman to answer questions and problems.

e. Recapitulation after the discussion.

- If the unit is not scattered, the unit assembles and the POLWAR Officer summarizes the subject.
-If the unit is scattered, those who give guidance are in charge of setting up a separate summary for each team.


HOW TO ORGANIZE A UNIT BUILDING CONFERENCE

A. Organization. The Unit Building Conference of the Company level is presided over by the company commander but organized by the POLWAR cadres. The Conference is composed of:

- Chairman: Company Executive Officer or one of the Platoon Leaders.
- Assistant: POLWAR NCO.
  Strength NCO.
  Supply NCO.

-The clerk is nominated by the Chairman. The Chairman of this conference is elected by the previous conference.

B. Conference Agenda.

a. Chairman declares the opening of the conference.

b. Clerk reads the minutes of the last conference and makes a report on the results of the commander's decisions concerning the problems decided by vote in the last conference.

c. Report on the activities related to the personnel, finance, social service, culture and stage performance, etc...

d. Criticize and recommend projects.

e. Discuss the recommended projects.

f. Freely voice opinion.

g. Chairman makes a conclusion.

h. Elect a Chairman for the next conference.

i. Chairman comments and gives directives.

j. Close.

C. Implementation.

a. Preparation before the conference.
- Choose date, time and place for the meeting, submit these to the Company Commander for approval. The POLWAR cadre makes notification.

- Prepare the materials for report. Deliberate and prepare the conference program. Determine the importance of the discussion.

- Collect and present the soldiers' troubles to the Conference.

- Distribute topics of discussion ahead of time.

- Complete the preparation and recapitulation of documents, and reports, including the command decisions on the resolutions in the conferences, and send the instructions concerning the duties assigned by supervisors.

b. Control the audience: Stimulate them to express their opinions, to correct their wrong ideas, to reconcile contradictory opinions and to avoid having the meeting end in deadlock.

c. Before the discussion, it is necessary to be fully prepared by asking oneself: What should be discussed? What tasks must be reviewed? Who will be criticized? At that same time, to give guidance on criticism by explaining the educational meaning of criticism and encourage the spirit of unity in order to avoid individual hatreds.

d. Guide the activity of the organization to make it effective. For example: When there is an important recommendation or request for any unit or individual to correctly carry out a duty assigned by superior, then we should be fully prepared to express opinions for approval. At the same time we should consider how to gain the support of the populace and reduce difficulties in order to make the discussion results more effective.

e. Thoroughly comprehend the spirit of decisions; the things which were approved by the conference members must be carried out correctly; in the case of meeting difficulties and obstacles, adequately legitimate reasons must be explained to keep prestige for the unit commander, and create confidence in the soldiers toward this conference.

HOW TO ORGANIZE THE COLLECTIVE CELEBRATION OF BIRTHDAYS

a. Organization: First, we should understand that the collective celebration of birthdays is aimed at bringing joy to the unit, tightening the comradeship, and creating an opportunity for the soldiers to understand each other by getting to know each other. Then one type of the party—tea, cocktail, dinner, or stage-performance—is organized in accordance with the financial ability and the condition of the unit at that time.
b. Choice of Date:

- When many soldiers have a birthday on the same day.
- Birthday of senior or special meritorious soldiers or model fighters.
- Choose the birthdays of philosophers, national and revolutionary heroes.

c. Organization and Decoration:

- Attendant elements of the Collective Birthday: Besides the honored guests and all the soldiers of the Company, we should invite the Company Commander, the dependents of honored guests, and representatives of other units with whom the guests work.

- The meeting hall should be simply decorated, but there should be two scrolls wishing a long life and a banner with the names of the honored guests.

- Reserve seats for honored guests and provide special insignia for them.

- The Chairman of the ceremony should prepare a speech, brief but meaningful, joyful and natural; at the same time, introduce the birthday guests; how long they have served in the unit, their achievements and any special features in their military life. The unit can issue special leave to the honored guests if appropriate.

d. Miscellaneous:

* Sample for scrolls:

Even though you may live only to 20, 30, or 40 years old, long live the unit; to one hundred, one thousand, or 10,000 years.

* Sample for a banner:

- The Army is one big family.
- He who has an ideal will be always young.
- Use individual life to prolong the national lives.

HOW TO GUIDE SOLDIERS TO READ NEWSPAPERS DAILY

a. Choose Press: The dailies which have an Anti-Communists standpoint.
b. **Choose Content**: Choose important home and foreign information bulletins, commentaries, situations in communist controlled areas, and cultural works; works with an educational character.

c. **Choose Reader**: Choose the officers or NCOs with a higher educational level and who have a good speaking voice to carry out the reading of the newspaper to the soldiers.

d. **Manner for Reading Newspaper**:

- Assemble the company to listen to the reading of newspapers, but choose favorable occasions to read. Each reading should not exceed 15-minutes.

- The articles are chosen by POLWAR Officer for reading.

- Loudspeakers can be used for the reading of newspapers, if the unit has a sound system.

- In case the unit is divided into small groups the POLWAR Officer will assign assistant cadres to read newspapers to each group.

- POLWAR Officers should organize a brief analysis of important events once a week or every two weeks.

- Increase the effects of reading newspapers: Conduct a test on current problems using simple questions and answers, or puzzles; and give the prizes to soldiers who have answered correctly the questions. This will sow enthusiasm among the soldiers.

**HOW TO GUIDE SOLDIERS TO LISTEN TO THE RADIO**

a. Point out radio broadcast programs which have an educational meaning from National and Army Radio stations to soldiers.

b. The radio set of the company should be turned on by the operation committee, welfare office. It should be turned on so that company's soldiers listen collectively.

c. After special programs, we can organize a quiz to promote more enthusiasm.

**HOW TO PREPARE INFORMATION POSTERS**

a. We must first understand the educational level of the NCOs and the soldiers in the unit; then we prepare the posters according to their knowledge. Coordinate with the welfare committee to choose an NCO and a PVT having a higher educational level to set up a compilation
sub-section to rotatively carry out the compilation, drawing and reception of posters.

b. Contents of info Poster:

- The contents of info posters must be in accordance with political educational subjects; meanwhile, the content can be divided into these topics: mission, education, enemy situation, praising good personnel and good jobs, explanation of questions, introduction of new music and cartoons etc....

- Encourage NCOs and PVTs to compose papers helping them to progress and better the contents of info posters of the unit.

-Manner of compilation: There are many forms of info poster, but we should remember that they can only correspond to the unit's ability. They must also be good looking and concise.

HOW TO TEACH SONGS TO THE TROOPS

a. There are two teaching times for songs: Official and unofficial times. The unofficial times depend upon volunteers to sign and entertain each other and stir up enthusiasm.

b. We should teach the troop's songs which are prescribed by our superiors. However, we can also choose a number of folk songs as secondary songs.

c. We should choose soldiers who have a natural musical ability to carry out the teaching of songs. POLWAR officers and other officers of unit should participate in the exercise of songs to encourage the soldier to study.

d. Should organize a monthly contest for singing between platoons, or squads, and give prizes to the units which win in order to stir up enthusiasm.

HOW TO COMMEND GOOD SERVICEMEN

a. Standards for Commendation:

-The men who have a good attitude causing honor for the group.

-The men who have good behavior and set an example for the others.

-The men who have tried to work and have attained special achievements.
- The men who have courageously fought and achieved brilliant victories.
- Anyone who has helped the unit or other servicemen concretely.

b. Method of Choosing:
- Choose those who take quick initiative.
- Choose according to combat and activity achievements.
- Tested or commended by an organization within the unit.
- Chosen by squad or platoon during the Unit Building Conference.

c. How to Present the Commendations:
- Commend at meeting, and point out the concrete outstanding achievements of the commended personnel, post the document for public view to provide a living example for everyone.
- Platoons or squads could introduce their outstanding personnel and jobs of their units on the occasion of the monthly Unit Building Conference.
- Place the information about outstanding personnel and accomplishments in the unit information posters. These announcements should be coordinated with the educational subjects.
- Send the list and reports of outstanding personnel and achievements forward to request announcements by Army Press and Radio Broadcast Stations.
- Give out material prizes according to the financial capabilities of unit.
- Commanders should visit and take pictures with outstanding personnel for exhibition in the unit.

HOW TO HOLD A CONFERENCE TO ASsess THE IDEOLOGICAL AND PSYCHOLOGICAL OUTLOOK OF INDIVIDUALS.

a. The conference should be organized once a month, and presided over by the company commander. These attending are determined by the company commander.

b. Conduct of Conference:
-We must research individual files and then systematically exploit the pertinent information contained in the files. This is the information which was gathered by the committees within the unit and which was obtained during the security investigation.

-Before discussing at the conference, the files and documents must be carefully analyzed and summarized. Information should be based on the truth of ideological trends and the psychological state of each soldier.

-For investigation, we must recognize the truth and be objective.

-After the conference, special suspect individuals must be listed for reinvestigation. Their activities must be monitored so their thoughts and state of mind can be understood; then they can be educated and advised in time. This will prevent them from desertion or other acts harmful to themselves and their unit.

42. HOW TO CONSOLIDATE THE MILITARY ORGANIZATION.

The Army is a fighting group. The main mission of the Army is to defeat the enemy; therefore the organization of the Army must be tight and almost perfect in organization. To help the Army to win, besides the normal chain of command, in the POLWAR field there must be special organizations for soldiers in unit, such as POLWAR fighter, PSYWAR team, security maintenance cell and welfare committee. The VC have often deceived us by destroying our PSYWAR effort and by infiltrating our organizations. Therefore we must consolidate and complete our internal organization; then we can destroy the political schemes of the communists. At the same time we can use the strength of our organizations to attack the opponent's weakpoints and destroy them.

421. How to Improve the POLWAR Fighter Organization.

a. Each squad chooses a POLWAR Fighter. Each platoon forms a team of POLWAR Fighters and nominates a man qualified for leadership as team leader in charge of liaison and mutual support.

b. The POLWAR Fighters are very useful to the POLWAR Officer of the Company. Also they are the key cadres in the company so the nominated POLWAR Fighters should have healthy thoughts, high moral standards, a good education and the ability to lead the rest of the troops. After having been selected, the team leaders and the POLWAR Fighters are nominated by an internal order.

c. POLWAR Fighters have a meeting once a month, and the meeting is presided over by the POLWAR Officer. If necessary, the company Commander can be invited to preside over the meeting, and Platoon Leaders can also be invited to attend. The purpose of the meeting is to report
on the unit grievances. Tasks are assigned to the POLWAR Fighter which are aimed at resolving internal irritations which could build into serious problems. These meetings are also held so that POLWAR Fighters can exchange their experiences and improve their operational methods.

d. To correct the ideology and unify operational concepts, we should organize one training course annually for POLWAR Fighters to review operational methods and techniques and encourage them. This training course can be organized by Div/HQ, or given by mobile indoctrination teams.

e. Operational Method:

- Guide the thoughts of the soldiers: POLWAR Fighters live daily with their fellow soldiers so they have many favorable occasions to advance the proper ideology and influence the activity and attitude of each soldier. Consequently, the soldiers' words and deeds will be corrected immediately and skillfully. POLWAR Fighters must also severely exploit every occasion to help soldiers to assimilate the government's anti-Communist policy, National Policy and make him nationalistic.

- Try to create confidence: The POLWAR Fighters should enthusiastically serve their fellow-soldiers to gain their confidence. Those are the daily routines, but in order to obtain good results, they must be carried out continuously and over a long period of time. Then we will gradually gain the sympathy of our soldiers.

- Accept difficulties and hardships leaving easy jobs for the others: The POLWAR Fighters must always set an example for his fellow soldiers; they must lead the way to dangerous areas, and allow the others to take the easy jobs. POLWAR Fighters must always keep in mind the needed comradeship to increase the collective morale.

- Be Political Vanguards of Soldiers: The POLWAR Fighters are the backbone of the unit and also the political vanguards of soldiers. Consequently, POLWAR Fighters must understand the lives of their fellow soldiers; not only must they understand clearly their names, family status, but they must also know their passions, ideological trends and the psychological state of their fellow soldiers; thus, the POLWAR Fighters can effectively influence the group. The POLWAR Fighters must always pay attention to events concerning the security of the unit. Give encouragement to good personnel or achievements, and prevent major unit problems. The problem of defeatism within the soldiers must be stopped. The most important thing is to pay attention and follow up the activities of soldiers who have an unusual attitude, or those who contact unknown men. This will help to prevent communist spies from infiltrating our ranks.
422. How to Improve PSYWAR Organization.

a. Organize a PSYWAR Team: Each squad chooses 2 soldiers: 1 primary and 1 alternate to fill in as PSYWAR Sub-Team Leader by the Platoon Leader who is concurrently the Sub-Team Leader. The Sub-Teams are part of the company PSYWAR Team, led by the POLWAR Officer who is concurrently Team Leader. However, the command of PSYWAR Teams still belongs to the Company Commander.

b. Selection: POLWAR Fighters can also be PSYWAR Fighters. Because the number of outstanding members in any squad are so few, the choice of a member who has enough qualifications to carry out PSYWAR Activity is very difficult. However, this principle should be flexible because even though POLWAR Fighters are fair, well disciplined and able to endure hardships, the PSYWAR Fighter must have even more qualifications: Quick reaction, calm before a big event, good accent, artistic ability to draw and letter posters and the ability to speak some local dialects. Therefore, if a POLWAR Fighter holds both jobs, his duties are very heavy; he may not be able to carry out his mission. Consequently, when we choose PSYWAR Fighters, we must consider these factors.

c. Indoctrination to Raise Morale: PSYWAR Activity belongs to the morale field, thus it can fight the enemy with spirit and will. We call it morale indoctrination because we focus on ideological indoctrination and increased political knowledge so we will be prepared to launch POLWAR operations against the enemy. Indoctrination of PSYWAR Fighters is organized once a year. In wartime we have no time to organize collective indoctrination so we can train them in the unit. The training program consists of: National policy, political concepts, criticism of Communist theory, and methods of denouncing the crimes of the Viet Cong etc....

d. Technical Training: Besides the morale field, PSYWAR cadres must be trained in PSYWAR techniques. The content of the program consists of 5 points:

-Use and Maintenance of Loudspeaker: Each PSYWAR Cadre must understand the characteristics and how to use and maintain the loudspeaker equipment of the Company. They should also understand the techniques needed to make quick repairs.

-Technique of Lettering Banners: In operations or during unit movements, PSYWAR Cadres must exploit current subjects by preparing rudimentary banners which point out the policy and announce the victories of our Army and the defeats of the enemy. The materials used to make banners can be any available materials such as charcoal,
lime water, colored powder and paint etc... These are used to letter banners on walls, stones, or tree-trunks. If the enemy's banners are found in the area, we should repair the sentences which can be repaired or we must cross them out.

- **PSYWAR/Intelligence Document Collection:** The cadres at company level, who are always present on the battlefield, must, based on individual experiences, observe all PSYWAR activity of the enemy and exploit the statements of prisoners of war to collect documents about the fighting morale of enemy unit, their names, age, social position, and the personal character of unit commanders and key personnel of the enemy to be used by PSYWAR.

- **Appease the Population:** In operations, the company is the unit making contact with the masses for the first time; therefore, company PSYWAR Cadres must understand the methods of propagandizing and appeasing the public psychology by talking with the people with a sincere and courteous attitude; pointing out the achievements of the National Government and RVNAF, and the continuous defeats of the VC. However, when contacting the population, the PSYWAR Fighter must maintain military security.

- **Our Activity Against Enemy PSYWAR Activity:** Although the primary mission of PSYWAR Fighters is PSYWAR activity and enemy action, they must also pay close attention to the PSYWAR activity of the enemy. Each company PSYWAR Fighter must know the method to prevent our troops from picking up leaflets, listening to the radio or keeping the enemy's propaganda documents. Enemy rumors must be researched and then exposed in the unit so they can be stopped immediately. We must also make timely announcements about the victorious news of allied units.

  e. **Loudspeaker Operation on the Frontlines:**

- **Must be Truthful:** Don't use non-factual words in loudspeaker operation. We must make the opponents believe by clearly mentioning the names of the enemy personnel and what position they have in the enemy unit, then point out their sorrows and hardships. The victorious news of our troops or the defeats of the enemy must be announced objectively and correctly on time and in the right place. Don't exaggerate the facts.

- **Must be Intimate:** In each speech, we must mention the personal problems confronting the target audience so they recognize clearly that we are concerned about them and looking for every means to liberate them. For instance we should mention that they were forced by the VC to join the army as the shield for their cruel cadres, and, that when they are killed, their wives and children will live in great hardship and with bad memories.
-Must Respect Human Dignity: In loudspeaker speech, we should not be haughty with the tone of a bad winner. For instance we should appeal humbly to the enemy to put down their weapons to surrender, we should not order them "put your weapons down and return to the winning side". We can wound the enemy pride with a holier than thou attitude. They will hate us even more; therefore, we must not use a tone of voice which will increase the morale for the enemy. Consequently, the loudspeaker speeches are always enticements not denunciations.

-Short and Clear Sentences: In loudspeaker operation, we must use short and clear sentences; not long sentence, such as "Friends in Viet Cong's ranks, understand the truth and return to the National ranks; at present, we are preparing adequate food and clothing to welcome you". It is better to use a short sentence such as: "Friends in the VC's ranks, come on home. We are ready to welcome you".

-Understand how to Exploit Trends: We must know when a trend will be favorable for us and when it will not. When meeting any trend, we must also appeal to our soldiers to eclipse the enemy's appeals.

-Understand how to Exploit Topography: In the open spaces loudspeaker operations can be carried over a longer distance and when there are many hills, the distance will be limited. Therefore PSYWAR Fighters must understand how to exploit the topography in loudspeaker operations. They must also be able to conceal loudspeakers to avoid the firepower of the enemy.

423. How to Improve the Organization of the Security Maintenance Cell (SMC).

A. Organization: Security Maintenance is a secret fighting activity. The organizational principle of a security network is like other organizations, but if it is to be effective, it must be secret. Therefore, the SMC must consist of faithful and intelligent soldiers who have the capability to detect evidence of espionage activity. They must be vigilant all the time. Consequently, the selection must be based on the following qualifications:

a. The POLWAR Officer should carefully study individual records to assess the loyalty level of the personnel who are going to be chosen, and he must look for a means to prove that loyalty.

b. The POLWAR Officer must reach his decision by talking with the individuals who are to be selected. Direct investigation is not as valuable as indirect spying because if the subject of the
investigation is divided into the following methods:

- Consult the soldiers immediate superior. No one knows the soldiers better than his immediate superior. Consequently that understanding has a very high value.

- Understand the relationship between the individual concerned and his fellow soldiers. Learn what his fellow soldiers, who live with him, think of him. Accept the word of the majority. However, public psychology is often irresponsible, therefore we must also analyze carefully and consolidate rationally the documents which were collected from the soldiers.

- Observe the daily routine: Even those who are very clever often expose their true nature by words or deeds during their daily routines. For instance, when there is an argument between two or more persons a great deal can be learned about their standpoints, capabilities, ability to analyze events, common sense, general knowledge and political viewpoints. It also helps to evaluate their ability to react.

B. Organizational Coverage: In each group of from 7 to 10 servicemen, we must place a SMC. If we organize according to the chain of command a cell must be installed in each squad, but that might not be appropriate. Particularly, in units which have many suspects, we must have extra SMC's. When all the cells are placed together it is called a security maintenance net. The net is not necessarily an inflexible organization. Usually the headquarters platoon of the company should contain extra SM cells. This is because the duties of the NCO's and orderlies are more important. The members of the headquarters platoon also have a wider contact with higher level and allied units. Therefore, we must pay special attention to the headquarters platoon by placing additional well qualified cells there.

C. Use: The use of the security maintenance cell is different from other company organizations. First, it does not relate to the organic unit organization, i.e. The cell does not report to the squad or platoon leaders, but directly to the Company Commander or POLWAR Officer. Secondly, among the cells there is no lateral contact. The mission is only performed with independent cells. Thirdly, the security maintenance cells cannot be trained together or hold meetings like other organizations. Training as well as division of missions must be on an individual basis. This in accordance with the security concept of compartmentation. The tasks of the security maintenance cells include: Special investigations assigned by higher echelon or revealed right in the unit; searching for the source of rumours and researching documents which concern the daily activities of servicemen in the units, etc... While operating the security cells must
always work secretly and not give any indication of its organization: Company Commanders and POLWAR Officers, when entrusting a mission to a cell, must give guidance and constantly monitor and review the results of the activity and the position of each cell. Company and POLWAR Officers should use the security maintenance cells as a key and secret organization, use POLWAR Fighters as the outer open organization, i.e. use the secret organization to support the open organization and use the open to cover the secret. If used cleverly it will bring good results. Don't forget to meritoriously reward individuals who overcome difficulties in their mission. They must be helped and protected at any cost.

424. How to Improve the Organization of the Welfare Committee.

A. Organization: The welfare committee's chairman is the Company Commander and the deputy is the POLWAR Officer. Seven to fifteen members are elected by the whole company for a one year term of office. They can be re-elected. The committee has one Secretary General which is also the POLWAR Officer. Beneath the committee are Political Indoctrination, Welfare, and Mutual Assistance Sections. The chiefs of the sections choose members from among soldiers of the company according to the operating requirement of each section, but each is not over 3 persons. The names are submitted to the chairman for approval. POLWAR Officers make selections based upon the following qualifications:

a. Outstanding Soldiers: Generally, in a company there are those who are natural leaders. POLWAR Officers should choose these men to assist the sections or help them to be members in order to exploit their capability and knowledge in propaganda and entertainment activities, etc...

b. POLWAR Fighters: Help them to be elected as members so they can represent the soldiers in welfare matters. This is also an occasion for training POLWAR Fighters to have additional experience in order to obtain better result in their main mission. After choosing men of talent, organize an election. Let the whole company vote freely with a democratic spirit, however, only those who are preselected can be elected. This is a working technique and is regarded as a political struggle in small but very important dimension. There must be strict preparations before the official election to be sure that they are gloriously elected. The Company Commander and POLWAR Officers must always seek a suitable occasion to create prestige for those who are going to be elected and serve on the welfare committee.

B. Political Indoctrination Activity: Political Indoctrination Activity has as its objective to guide the ideas and hold the 3 confidences for the whole company. It is also supposed
to insure the security of the unit and consolidate the spirit of solidarity. Political Indoctrination Activity consists of the following:

a. **Ordinary Situation:**

- Strengthen political indoctrination activity (reference above paragraph).

- Convene a Unit Building Conference once a month. The whole company should participate (reference: Organizing the unit building conference in an above paragraph).

- Organize collective birthday parties once a month under the guidance of the company commander as the father of the unit (reference organizing collective Birthday Parties in an above paragraph).

- Teach Army songs (reference teaching army songs in an above paragraph).

- Assist military discipline by educating about discipline, heightening the sense of honor and encouraging men who have made mistakes to confess to their immediate superior to mitigate the punishment. At the same time, establish teams to check military bearing and military discipline on leave days.

b. **During Combat Operations:**

- Before combat, organize a ceremony and invite the Company Commander or the POLWAR Officer to speak to the soldiers to excite their courage and develop their combat morale.

- After combat, help to organize a ceremony for praising victories and reviewing combat achievements. Select heroic soldiers and prepare for future combat. After combat, if necessary, a commemorative ceremony for those who died for their country should also be organized. The Company Commander or POLWAR Officers should retell their heroic achievements and advise the soldiers of the company to revenge their fellow soldiers who have died.

C. **Welfare Activity:** Welfare activity which is aimed at nurturing the spirit of youth and stimulating the combat morale of the soldiers consists of the following:

a. **Ordinary Situation:**

- Take advantage of the morning and night rollcall assemblies to read important news and editorials from the POLWAR newspaper.

- During ceremonies stimulate soldiers to write articles to increase their cultural level. Use these articles in information posters, conduct contests by platoons and distribute prizes.
-Organize speech contests with themes of political indoctrination. The contest should be organized in phases. The first is in the squad, semifinal at platoon level and final at company level. The winners should be given prizes.

-Organizing elementary classes for illiterate soldiers (if any). They should be taught by educated soldiers.

-Entertainment operating teams are divided according to ability and tastes: They consist of boxing, music, chess and other games, etc. Each soldier must participate in at least one game guided by the welfare committee. This is to create a young, joyful atmosphere in the unit.

b. During Combat Operation.

-Battlefield information activities are carried out by publishing our Army Troops' news of victories rapidly. The aim is to increase the spirit and courage of the soldiers. If there is a lack of printing facilities, important news can be written out and posted.

-When the combat situation seesaws and combatants look weary and their spirit is tense, simple entertainment activities should be organized depending on the situation. Singing, chess or telling cheerful stories, etc..., can help the soldiers to be calm and temporarily forget their weariness.

D. Mutual Aid Activity: Mutual aid activities are aimed at solving real difficulties of the soldiers of the unit, at the same time, maintaining mutual affection and mutual help among the soldiers.

a. Ordinary situation: When cooking is organized in the unit, we must look for means to get food at the official price and also organize cattle and poultry breeding. Vegetables should be planted near the barracks to provide better and fresher rations.

-When members of the unit are hospitalized, the company POLWAR Officer and selected soldiers should often visit the hospital to take an interest in them and if necessary, bring them food which will fortify their health; such as fruits, milk etc....

-The company is a group of over one hundred people living with one another, so individual hygiene is very important. Barber-rooms, bath rooms and laundry-rooms must be established in the barracks area to be both less expensive for soldiers and maintain the health of everyone.

-Activity to help the local population is also very
important. The Company should seek any way to assist the neighboring population to show that the comradeship between the people and the soldiers is like fish and water. Assisting the people has many forms, for instance: harvesting, roofing, building gutters, repair of roads and bridges and providing physical examinations for the population etc... Select jobs which directly benefit the population and which the unit can carry out by itself.

b. During combat operations:

- The company should organize the sub-sectors for mutual help. When a man is the victim of a misfortune, the whole sub-sector should enthusiastically provide assistance with a spirit of brotherhood, regardless of any danger.

- After combat, we are sometimes able to seize war trophies. Soldiers should help one another to gather them up rapidly and report them to their superiors.

43. HOW TO LOOK AFTER SOLDIERS' DAILY LIFE.

Life in Army Ranks is often tiresome, austere and limited by subjective and objective conditions, so it is necessary to look after the soldiers. This is also the main mission and primary activity of the POLWAR Cadres. They must raise the spirit and help to better the living conditions of the soldiers in order to create close friendship and sincere solidarity so they will struggle together for the national revolution.


A. Cooking must be organized carefully.

a. Choose those who have a sense of responsibility to be a cooking committee to alternatively organize cooking. When electing a cook, the POLWAR Officers should choose and arrange in advance to assure good results in the election. At the same time, pay attention, follow up and stimulate the cooks to serve effectively and assure good results for the group.

b. Pay attention to shopping and cooking by guiding the cooks to carefully calculate the supply and demand situation of the market before going to shop. For instance, current and long-reserved food should be bought to prevent the irregular up and down market price. Technique of cooking is also an important question. We should stimulate the cooks to take the initiative to improve the color, smell and taste of the dishes, at the same time stimulate the cooks to maintain hygiene for the health of the soldiers.
c. Examine Food Carefully and Do Not Waste It.

d. If possible, organize productive activity by taking advantage of leftovers to feed domestic animals. This feeding should be entrusted to the cooks or other responsible members of the unit and when there is an income, take an amount from that income, as prizes to be given to them.

e. The company should organize cooking contests among individuals, squads, or platoons, aimed at improving the overall quality of the mess. Ordinary contests to compare the quality, quantity, cooking technique and hygiene should be organized. When the contest is organized the POLWAR Officer will invite some soldiers of the company as judges to give marks according to prescribed categories and those who win should be given a meritorious prize by the company commander.

B. Maintain hygiene in the barracks; exterminate flies, mosquitos to prevent disease:

a. There are so many people living in barracks, it is necessary to constantly sweep and keep it clean. Drain-pipes must be cleared to prevent stagnant water in which mosquitos can produce. The kitchen and latrine must be cleaned daily, garbage-pit must be far from the barracks and rubbish must be burnt or sprayed regularly with insecticide to prevent stink and the multiplication of microbes infected with poison. When making a clean sweep on barracks, we should stimulate soldiers to pay attention to corners and under bedrooms. Outside the barracks must also be cleaned.

b. Besides maintaining common hygiene, individual hygiene is also important. POLWAR Officer should constantly encourage the soldiers to bathe, wash their clothes, have their hair cut, shave and cut their nails.

c. Flies. Mosquitos are insects harmful to our health and cause trouble for us at work or rest. This influences the operating efficiency of the unit very much. POLWAR Officers must pay attention to extermination by insect-powder or screening in the barracks.

d. Common hygiene programs must be periodically organized in and out of barracks once a quarter and on the occasions of TET and other Festivals. When promoting common hygiene we must pay attention to places which are seldom cleaned especially supply depots, corners of walls, etc... We should divide the areas up between the squads or platoons. Afterwards we must make a careful examination. Units which work best should be rewarded.

432. Hospital Visit and Relief Work.

A. Sick soldiers must be hospitalized immediately. For
sudden sickness or an unforeseen wound, POLWAR Officers should immediately have access to a doctor or physician's assistant who can help hospitalize the sick or wounded soldier. When necessary to hospitalize a soldier, the POLWAR Officers themselves should bring the patients to the hospital and look after them. In the case of dangerous sickness, personnel should be assigned to permanently watch over the patients and take care of them. For common sickness, advise the patients to take a physical examination, and follow the advice of the doctor.

E. Company POLWAR Officers must pay attention to taking care of wounded and sick soldiers. When there are persons grievously wounded or gravely sick in the unit, the soldiers should rotate taking care of them and volunteer to give them blood. They can also make a deduction from the mutual aid fund to get special medicine if necessary. For persons sick for a long or short period, POLWAR Officers should take care to console them so they will get well sooner. The food and drink of wounded and sick soldiers is also very important. Because of a lack of trained doctors, POLWAR Officers may make a deduction from the mutual aid fund to buy nourishing food and the daily food these patients need to eat. The POLWAR Officer himself or his representative should bring food to them. If the patients are in convalescence at their unit, POLWAR Officers should encourage them and remind the cooks to cook properly so pure and nourishing food according to the prescription of doctor will be provided. The results of these actions is not a material factor but a spiritual. This display of comradeship can help patients get well quickly.

C. Army life is much more miserable than that of the civilian. Therefore, POLWAR Officers must establish a mutual aid fund to solve emergency difficulties which individuals cannot solve themselves. Generally, higher level units have mutual aid funds, so the company level fund is limited. When there is sick person needing money to buy special medicines, the POLWAR Officer should go to the higher ranking unit for support.

D. For patients in the hospital, POLWAR Officers should allow their fellow soldiers to see them every day. Visitors should include the company commander, platoon, squad leaders and representatives of their fellow soldiers. These visits have a great spiritual effect. Giving gifts is also important because the demonstrated concern can calm the miseries of the patient.

433. How to Provide a Helping Hand to Help Solve Family Problems.

A. While serving in the Army, nothing makes us worry more than our family because servicemen on active duty have few occasions to return home to see their families. During their absence, their families might meet many unsolvable difficulties. This often makes servicemen worry, and this influences their operational efficiency. Therefore, POLWAR Officers must seek to understand the soldiers' family situation and help
them to solve these difficulties. When POLWAR Cadres do concern themselves with these problems, they are always respected and loved by the soldiers.

B. When the family of a soldier is in trouble, POLWAR Officers should look for the reasons and then find a means to solve the problems. If possible, they should inquire on the spot to help clearly understand the facts. This will contribute to the efficiency of the company.

C. When the family of a soldier is implicated in a major legal conflict which is beyond the power of the POLWAR Officer, the POLWAR Officer should still look for every way to find assistance from higher echelons of the Administrative or Security organizations. Thus the company can help to solve the problem quickly and amicably.

D. Difficulties which occur in soldiers families, serious or not, influence their feelings. For instance, when persons of their families get sick, their wives are going to give birth, there is a fire or other calamity or if the family does not have enough school-fees for their children etc. The POLWAR Officer must understand these problems so he can help them.

434. How to Provide Guidance for Marriage.

A. Marriage is an important problem in every man's life. Most soldiers serving at Company Level are young men who want to choose wives. POLWAR Officers must give special attention to contacts between the soldiers and their girl friends. He should help them to choose good girls and help them in solving the difficulties of getting married.

B. POLWAR Officers should give soldiers advice on how to establish a good relationship with the family of the bride. They should explain that marriage is the foundation of the family and that sexual intercourse with women must be limited within moral standards to preserve a pure and correct connection though mutual affections. When speaking of marriage, it should be determined by reason, not by abrupt emotion, then happiness for their families will be created later on. As for love-sick men, advise them and look for ways to calm their sufferings by guiding them to participate in activities of sports, music, painting, etc... to create again a joy for living and willingness to help themselves progress.

C. Economics is the basis of family happiness. POLWAR Officers should always advise soldiers who get married to save money because wives and husbands cannot live happily if they have money problems. To avoid poverty, they must save and spend money in moderation.

D. If difficulties occur in marriage because of a dispute between the husband and wife, POLWAR Officers should seek to understand
the main reasons which cause the dispute and help both sides to solve the problems amicably. If it cannot be solved in the company, it should be presented to the higher command for their opinions. At the same time, arrange with the agencies concerned for timely solutions. Never protract the time, it will make the problem more difficult.


A. Welfare Activities at Company Level.

a. Welfare means service in this situation. However, we must understand that it has the purpose of bettering the soldiers' living conditions. In order to accomplish welfare activities at company level effectively, we must first know the real requirements of the soldiers in the company. We must also know current capabilities; then we can make a practical plan for welfare activities.

b. One means to increase welfare in the company is to produce some of its own food. When the unit is stationed at a fixed location, it can encourage the soldiers to use their leisure time to produce food. This can not only be used to obtain income but also as a means of healthy amusement. If the unit is located at a fixed place, the unit can exploit uncultivated land to plant food, breed animals, and fish, etc. It should be kept simple so little capital is required. The POLWAR Officers should research carefully the local conditions, then make a plan to practically contribute to the food production of the unit.

c. Another way is to establish a consuming cooperative. When the unit is located in an isolated area without a market a cooperative should be organized to buy daily food and materials and to resell to the soldiers themselves at a price cheaper than the market price. The main purpose should be support, not for profit.

d. Productive and consuming cooperatives require capital. Higher level units have welfare funds to lend. Calculate carefully the necessary sum of money and show the reason to the higher level unit why they should give a long term loan or just temporary aid. Then we should gather shares and pay in installment. We must know how to use available capital. We should choose men of talent and virtue who will serve their fellow sincerely. On the other hand, POLWAR Cadres should stimulate and strictly examine the records to prevent waste and dishonest acts.

e. Income gained by the welfare organization should be used in a common activity for all the soldiers: such as to assist cooking, buy books, daily materials or medicine, etc. When the income is sufficient, we should divide it up among the soldiers
as a reward for their contribution to the welfare activities and also
to stimulate them for participation in further production.

B. How to Strengthen Entertainment Activity.

a. Before planning for Entertainment Activities in the Company, the POLWAR Cadre should seek to understand the soldiers' psychology and determine what pleases them and then depending on the situation and capabilities of the unit, present a positive entertainment program of self participation.

b. After having a plan, POLWAR Officers, through organization, stimulate soldiers to participate in activities aimed at the creation of a "Joy for Living" movement using the slogan "each man participate to maintain a healthy life" for instance: Art of chess, painting, sculpture, etc. Special group activities such as football, basketball, band, and choir should be organized systematically for exercise and for competition purposes. Each type of activity should have at least one specialist qualified for technical guidance and an officer or NCO responsible for moral guidance.

c. Cultural and sporting competitions may be organized between platoons or squads with a prize for the winner. Good football and basketball teams should compete with allied units to arouse more interest in the company. This is also a solution to foster the honor of all the soldiers.

d. For those eager for reading and composition, POLWAR Officers should encourage them to read masterpieces. They should also make suggestions that they practice and publish their works in the company's information posters or send them to an Army Press Agency. This will help them not only to advance in the cultural fields but will also encourage them to live an ideal life.

44. HOW TO MAINTAIN UNIT SECURITY.

One of the important duties of the Political Warfare system is to improve unit security. The company is a basic combat unit and the primary target of troop proselyting by the enemy. If precautions are not taken seriously, the enemy can endanger the whole unit through infiltration. The company POLWAR Officer should strive to raise the soldier's security awareness in order to prevent enemy infiltration.

441. Military Behavior and Discipline.

A. The use of education is the basis for improving military discipline. Education is the best method for improving military discipline. The POLWAR Officer should remind the personnel concerned during official training programs in accordance with instruction from above and from his collection of training documents. In addition the POLWAR Officer should, at the morning and afternoon muster, brief on
Military Behavior and Discipline in order to create solidarity between high and low echelons, esprit de corps and affection between military and people.

B. Uniform and Salute.

Since the uniform and salute are the sign of a disciplined serviceman, servicemen should have a neat appearance and correct behavior. The lower echelon should salute the higher, and those of same rank should pay respects to one another. The cadre especially should hold himself as an example to others.

C. Camp Operating Procedures.

In general, they include internal operating regulations, guard and standing orders, and command instructions. They are very helpful to the servicemen and help to foster his dignity and build a team spirit. For this reason, the POLWAR cadre should not ignore minor matters, such as: the control of soldier behavior on off-duty days, assuring that duty and guard personnel comply with orders. The most important thing is not to tolerate impertinence to superiors. If it occurs, call the offender in to advise him so he may amend his ways and punish him if he offends again.

The POLWAR Officer should daily spot-inspect the dormitory, messhall, kitchen, classroom, etc., in order to be abreast of the soldiers' activities and take care of them properly. This way some cases of poor discipline can be found and wiped out.

D. Fostering and Citing Exemplary Discipline.

POLWAR cadre should seek means to foster and cite paragons of discipline through citation in front of the troops. Citation of exemplary discipline being a continuous work, it should occur at least once per month or quarter to cite shining examples of military discipline. This will foster the soldier's honor. Platoons or squads will nominate candidates and the company will post them 3 days prior to the election so that everybody knows of the importance of military discipline and help bring about good results in the election. Those elected as shining examples of military discipline should be rewarded either with money, souvenirs, letters of commendation or by being written up in the Army newspaper.

442. Prevention of Incident.

A. Soldiers should be known, understood and loved. Unexpected incidents may happen in the Army because it is composed of very diverse elements. This is a phenomenon common to the army of any country.
Lack of preventive measures will affect the spirit and pride of the army. The POLWAR Officer should know and understand the soldiers by mingling with them. He should know their age, place of birth, rank, function, likes and dislikes, strong points, educational level, family situation, ideological inclination and feeling of sadness and joy in order to anticipate their potential actions. He should also be familiar with and be concerned about the soldiers. He must treat, educate and help them so as to create an atmosphere of cheerfulness in the great army family.

B. Command and Leadership.

Prior to induction, each man comes from many diverse backgrounds: that is why there are good and bad men, and men of ability or incapacity with incompatible ideological inclinations. If the leadership is incorrect and inconsistent with the objective, revenge, insubordination to superiors, suicide, desertion, pillage cannot be avoided. The command leadership should act to harmonize feelings and reason in always respecting the individual dignity. Do not use violence: guide the individual to progress honorably.

C. Provision Against Incidents.

a. Pay attention to unusual symptoms. "Too many clouds herald rain". Prior to acting, man usually displays some unusual symptoms such as discomfort, inquietude, gloominess, overindulgence in drinking and smoking, insomnia, arrangement of personal matters, or burning of documents. They are symptoms of a future illegal action. When discovered, they should be studied, assessed in every facet while taking precautions, and the individual be personally advised against doing wrong.

b. Individual Advising.

POLWAR cadre should seek opportunities to advise the individual confidentially so he will realize his own errors and amend accordingly. Try to advise and guide the ill-tempered and deficient to make them into a good and efficient soldier.

443. Preservation of Secrecy.

A. Training for Preservation of Secrecy.

In addition to general training documents, POLWAR cadres should collect documents from espionage trials for use as references. Lectures should be followed by group discussion. Daily or weekly the unit should prepare a slogan related to the preservation
of secrecy to be learned by rote by all the troops. From time to time or on solemn holidays, the company should conduct small scale exercises on the Preservation of Secrecy to increase their vigilance.

B. Preservation of Secrecy Activities.

a. With Words and Deeds.

Train every soldier to keep army secrets and realize the motto: "When whole unit can be exterminated by one revelation". Request soldiers not to disclose anything to those unconcerned with military duties, to sacrifice oneself if need be to preserve army security, and to denounce to superiors anyone violating security. As for deeds, troops should not frequent unauthorized spots. When on the move or during an operation, go on as usual so the enemy does not know our intent or purpose.


Do not mention military secrets through the telephone or in telegrams. Use code or secret language as appropriate. Conceal telephone wiring so as to prevent enemy tapping or sabotage. Crypto and code symbols should be kept by those responsible and destroyed in case of danger.

c. Preservation of Documents and Maps.

The POLWAR Officer should always remind secret document custodians to check documents to prevent unauthorized reading or loss. Waste paper should be checked and burned daily. When preparing to move, the POLWAR Cadre should police the whole camp so maps or documents will not be left behind.


This is the order for restriction of circulation in and out of camp, especially by outsiders, to prevent infiltration and sabotage. Visitors can be allowed in specified areas. The POLWAR cadres should coordinate with responsible personnel for the issue of a standard operating procedure for gates and watch towers.


a. Search for Indicators.

- Constantly search for indications of espionage or sabotage activities:

  - Prevent Communist elements from infiltration into troops.
- Prevent infiltrated Communist element from operation.
- Discover infiltrated Communist element right away.
- Annihilate the whole fifth column when Communist elements are discovered.

At the same time, use the POLWAR counter-espionage net to learn the behavior and actions of each soldier in order to prevent communist infiltration and activities in our installation.

b. Spring Methods.

- Analyze the life of each soldier: has his background something fishy or contradictory? Compare it with the official record: are there undesirable facts?
- Is his function assigned by his superior or does he request to assume it himself?
- Does he express one view in front of people but another behind their backs? Does he find fault and make comment as if to sow seeds of dissension?
- When out of camp, does he avoid going along with his team mates?
- Do any soldiers show unusual worry?
- Is it an individual or outside factor?

Each assumption should be explained and proved. When a suspect is discovered, check to see his contact with other individuals or organizations in order to discover the entire spying framework.

D. Precautions to be Taken Against Sabotage.

Daily, apply the following security measures:

- Interdict or restrict circulation of outsiders.
- Inspect the electric and water systems, fire prevention means and other facilities.
- Establish vigilant security guards and a close
communication system. Strictly observe orders day and night and patrol adjacent areas.

- In important installations establish a parallel counter-espionage and secrecy preservation system.

E. Precautions to Be Taken Against Demoralization.

Interdiction of pornographic and enemy literature in the unit. Do not allow the soldiers to listen to enemy broadcasts.

Clear up false rumors. If a rumor appears in the unit, trace it back to its source and seek a means to stop it to maintain the troops morale.

Immediate confiscation of reactionary or enemy propaganda literature.

444. Security Clearance.

A. Basic documents contain:

a. Origin.
   - Family and connections.
   - Education.
   - Background, military and civilian.
   - Enlistment, compulsory or voluntary.
   - Political affiliation.
   - Religious denomination.
   - Economic status: individual and familial income.
   - Identification: Height, weight and characteristics.

b. Collection of Basic Documents.
   - Declaration of the party concerned.
   - Reference to documents furnished previously.
   - References of friends, colleagues, command echelons.
c. Preparation of Basic File Documents:

The basic file documents should be prepared by the first unit where the individual enlists. If the enlistment period is below 6 months, the subsequent unit assumes preparation.

B. Collection, administration, use and transfer of security clearances.

a. Collection: Check the virtue, character and conduct of the individual.

- Is his daily speech prejudicial to authority?
- What is his political inclination?
- Degree of knowledge of Communism.
- What are his social relations? Does he contact other suspects?
- Were any of his actions deemed unloyal or prejudicial to authority or the nation?
- His vigilance on Preservation of Secrecy?
- Any record of previous security violations?
- Was he imprisoned by the VC. If so, did he try to escape?

b. Source for Security Clearance:

- Documents furnished by cells of Preservation of Secrecy and POLWAR fighters.
- Documents collected from POLWAR cadres of various echelons.
- Documents collected from correspondence censorship.
- Daily observations and remarks by POLWAR cadres.
- Documents from Reward and Punishment Record and various types of tests.
- His views expressed in meetings.
c. Document Recording.

- Collected documents should be recorded fully in the files under the standard: "New and True".
- Collected information and documents should be analyzed and reviewed methodically.
- Evidence and counter-evidence to the subjects mentioned in para a above should be noted thoroughly for disposition later.

d. Document Disposition:

- Security clearance documents for the whole company should be periodically reviewed in conferences so authorities can discuss and assess them to determine if there is anything harmful to security. Conclusions should be noted in the security sheet in periodical conferences.
- The unit commander, deputy, POLWAR Officer and security cadres participate in the Security Document Conference.
- Any pertinent information related to the conference is classified and participating members should keep it secret.

e. Document Exploitation:

- Soldiers proving loyal and aggressive should be encouraged and upgraded to assume a leading role. Soldiers suspected of affecting security should be closely administered, sent out for thorough reformation and promoted restrictively.
- If he is found associating with communists, plan to investigate. If he is a problem for some other reason, he should be listed as subject to special re-education to help him become a good soldier.

f. Document Transfer.

After an individual has been in his new unit for over 2 months and has still not received his security clearance file, responsible personnel should report to the commander and the old unit should be requested to immediately transfer the file within a prescribed period.

g. Document Management.

The Security Clearance file of the soldier concerned (Company unit) is managed by the POLWAR Officer himself.
V. ANNEX:

Code of conduct of POLWAR cadre:

1. To bear a hardship others cannot.
2. To enter a dangerous area others dare not.
3. To assume a responsibility others want not.
4. To forbear injustice other cannot.