Potentialities of Joint U. S.-

Foreign Constabulary Operations

This project involves an intensive analysis of Combined Action Platoons (CAPs), in which a squad of U.S. Marines and a Navy Corpsman are integrated with a platoon of Vietnamese Popular Forces to provide village-level security, upgrade the Popular Forces, collect intelligence, and conduct civic action and psychological operations. The first phase of the project was an historical analysis of previous Marine Corps operations conducted in conjunction with indigenous militia. The second, conducted on-site in Viet-Nam, involved appraisal of the current program through observation and interviews of the Combined Action personnel (both Vietnamese and American) and local civilians. Findings tend to validate the hypothesis that the concept provides a potent arm of the pacification effort by significantly increasing both the physical and psychological security of the Vietnamese villager, thus permitting economic and social development. Subsequent phases of the study will be concerned with institutionalization of the CAP concept so that the techniques evolved in Viet-Nam will be available for future use.
The potential contribution of psychological operations to the effectiveness of military forces has increased substantially as "limited conflict" has demanded military responses more attuned to the impact of operations on the population involved in, or witnessing, U.S. operations overseas. This potential, many studies indicate, is not being realized; and one obstacle to the development of effective psyop has been the fragmentation of psyop responsibilities among agencies and offices, none of which has a mandate sufficiently broad to develop programs at the levels of comprehensiveness that are typically required. The conference on June 20, 1968, was convened to give officers and officials in diverse agencies an opportunity to exchange information and points of view concerning psyop capabilities and factors hindering their application. The principal speakers and their topics were: Hon. Robert McClintock, Ambassador Extraordinary and Plenipotentiary, U.S. Department of State, "Concepts and Practices of Limited War" (keynote address); Dr. Robert F. Delaney, Assistant Director, U.S. Information Agency, "Psychological Operations--Misguided Orphan"; Col. Don P. Wyckoff, Head of Civil Affairs Branch (G-3 Division), U.S. Marine Corps, "Armed Native Organizations"; Col. Robert Debs Heinl, Jr. (USMC-Ret.), "Adviseors and the Advisory Role"; and Dr. Peter G. Nordlie, Research Director of HSR, "The Role of Values in Psychological Operations."
The fusion of diplomatic and military means in national defense has become increasingly important in the nuclear age, when any use of direct military force carries with it the risk of escalation; the Navy's role in psychological operations has grown accordingly, increasing in significance and at the same time changing in nature. This HSR project, in which psychological operations are defined as "communications, by words and deeds, designed to influence, modify, and channel the attitudes and/or actions of foreign audiences to help accomplish U. S. policy goals," identifies five key contexts within which the Navy's psychological operations occur: military assistance, counterinsurgency, police actions, naval demonstrations, and tacit negotiations. A model of the psychological operations process provides a framework for analysis of operations in these contexts and for delineation of problem areas within and across contexts. The report provides recommendations for changes in policy, organization, training, and research needed to better define strategy and to make the psychological aspects of Naval operations more responsive to U. S. needs.
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The objective of the pilot study is the development of systematic means for defining Special Assistance Forces Afloat requirements for combating Phase One insurgency. The SAF Afloat mission is assumed to include (1) the diagnosis of the situation in a threatened country, (2) the planning of U. S. assistance to indigenous authority, (3) U. S. actions to assist indigenous forces, (4) indigenous actions against the insurgency, (5) the impact of indigenous counterinsurgent actions, and (6) the evaluation of actions taken in Steps 4 and 5 above. Models of societal processes can assist SAF Afloat in appraising official and insurgent actions in light of their effect on societal viability in the face of insurgency. The report describes several approaches to such models, and gives a first-cut approximation of SAF Afloat functional requirements and organization.
This study examined the role of civil affairs in the Marine Corps and recommended the organization, training, planning, and research required to implement this role. Civil affairs tasks of U. S. military forces in the Dominican Republic, RVN and the classic amphibious assault were studied. Analysis of this information and other considerations led to the concept that civil affairs should be made organic to the military structure and represented by a general staff officer.

Some of the specific recommendations made were: (1) To establish a G-5 Division at Headquarters, Marine Corps; (2) Develop a combat-oriented civil affairs organization from Headquarters, Marine Corps down through the infantry battalion level; (3) Organize a West Coast Civil Affairs Group for the Reserves; (4) Prepare a FMF Manual on civil affairs; and (5) Establish a civil affairs operations analysis unit to assess present civil affairs operations in the Vietnamese environment, test innovations, and consolidate results for immediate use in Vietnam and for future operations.
The President of HSR, Dr. M. Dean Havron, was a senior member of a Panel requested in 1967 by General William Westmoreland to examine psychological operations in Viet-Nam and make recommendations for its improvement. Specific Panel objectives were to define criterion parameters by which psyop may be evaluated, to assist in the definition of audience vulnerabilities and susceptibilities, and to illustrate these areas by examples. Work of the Panel started April 1, 1967, and results have been reported in a classified document. Dr. Havron and Chairman Kenneth Clark prepared the criterion chapter for the report and Dr. Havron and Mr. Dodson of HSR prepared an appendix describing and listing criteria.
A recent study of "planned social change" in developing countries was conducted to:

1. Synthesize firm available knowledge in the area;
2. Recommend practices, techniques, and procedures for the conduct of programs dealing with social change;
3. Assess the adequacy of the existing social science knowledge base and its applicability to existing problems;
4. Identify gaps in and inconclusive scientific data on the topic;
5. Recommend a long-range program directed to closing the gaps.

The staff developed criteria and procedures to screen a potential bibliography of well over 20,000 items of literature in the social change area. The bibliography was reduced to some 500 items which were analyzed for formal propositions and findings relevant to planned social change.

Concurrently, questionnaires and depth interview schedules were designed and administered to a sample of about 180 U. S. Army officers returned from advisory assignments overseas.

Results of the literature survey were then synthesized with the data gathered from the sample of advisor respondents and presented in a two-volume report.
This research project is aimed at a definition of the operating roles of the Military Assistance Officer, the identification of training needs for the Military Assistance Officer Program (MAOP) and the evaluation of the Military Assistance Officer Command and Staff Course (MAOCSC). MAOP is an Army specialist career program, defined and established in AR 614-134, whose members are to be trained for, and assigned to, politico-military and military assistance posts in CONUS and in foreign countries. One of the principal operational requirements of the Military Assistance Officer is a thorough knowledge of the developing doctrine for the tactical use of psychological operations in low-level conflict, among military and civilian populations, both friendly and hostile. In this research and in an earlier related project, HSR personnel have undertaken extensive reviews both of Army psychological operations instructional materials and of relevant social science theory and findings.
The approach of this project is focused on a systems concept in which psychological operations are viewed as an interlocking chain of plans, actions, and events culminating in desired changes in the attitudes or actions of an audience. A systematic overview is essential to the development of an "institutional memory," necessary to make better use of existing psyop knowledge, incorporate the lessons of continuing experience as they are learned, and point up areas of critical information needs. The process begins with the translation of U. S. policy objectives into psyop programs and proceeds through generation and pretesting of propaganda themes, selection of media and messages, to the evaluation of impact. The last and most difficult of the many complex psyop steps--application of criteria to measure impact--forms the basis for feedback to improve both the particular program being conducted and psyop doctrine and guidance. This project consists of two concurrent and interdependent tasks being presently conducted on-site in Viet-Nam: (1) the long-range task of developing and institutionalizing appropriate concepts and procedures for effective psyops, and (2) the short-range task of responding to immediate operational needs, both to provide support for current efforts and to provide practical input to the long-range task.
This research effort involved an eight-month field study undertaken for the Office of Economic Opportunity (OEO) to explore the impact of OEO Community Action Programs (CAPs) on six selected American Indian reservations.

The first step was an examination of Indian poverty from the inception of the reservation system to the current policies of OEO. Analytic studies of the concomitants of Indian poverty were carried out. The field research activity included interviews to determine the effects of CAP components on Indian poverty. Each of the reservations visited was studied in terms of its utilization of CAPs. A range of relevant problems was brought to light and basic economic imbalances were revealed. Following a synthesis of findings, thirteen problem categories were isolated and defined, and attendant recommendations were made for action designed to enhance the impact of OEO programs.
Beginning in 1965, HSR conducted studies of Vietnamese and American values for the purpose of improving communications between people of the two cultures. In the first phase, data on belief and values systems, demographic characteristics and communication patterns were collected by means of specially constructed questionnaires, in three rural hamlets in the Mekong delta. Values data were collected with an instrument based on the earlier work on Florence Kluckhohn and Frederick Strodbeck and were analyzed in conjunction with the data on demography and communications. A rationale was then developed for applying the results of this analysis to psychological operations programs in Vietnam. In the second phase, comparable values data on four American groups were collected, using the same method, and the two sets of values -- Vietnamese and American -- were compared point by point. Significant differences were found between the two sets, and the major differences were interpreted in terms of their implications for counterpart relationships.