

THE

Bangkok Bolt

83d RRSOU

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Bronze Star to Brocato, Goldberg



BOLT pic shows SP5 Arthur Goldberg receiving the Bronze Star Medal from 83rd CO, LTC Patrick A. Ulmen. In the background are CPT Stephen L. Haight, Det CO, and CW2 Henry J. Murray, Adjutant.

On 19 February at a unit formation, seven of the "finest" Enlisted Men of the 83rd RRSOU received various awards for services rendered to their country.

Heading this list were two Bronze Star Medals awarded to William P. Brocato and Arthur Goldberg for meritorious service while engaged with a hostile force between 24 April and 15 May in the RVN. According to the citation they used their extreme technical knowledge to establish an operational position; and, having withstood a prolonged attack by the Viet Cong at Black Widow Mountain, they volunteered to remain to help evacuate the wounded and remove sensitive equipment, at a time during which the enemy presence in the area was particularly ominous. SP5 Goldberg is from Philadelphia, Penna. While with the 83rd, he has served as a French linguist. Brocato, a Cambodian linguist, hails from Sheboygan, Wisconsin.

(Article and Pictures Continued Pg. 3)

Det 'B' Adopts Orphanage

In early 1966, SP4 William Timlin (now a SP5 at Homestead AFB) was exploring his new duty station of Ubon with his camera, when he happened upon Ave Maria Orphanage. Ave Maria is a Catholic-Church-supported institution for homeless children from Ubon Province. Timlin met a USAF Chaplain, who was also visiting the orphanage, and the chaplain gave Timlin a full briefing of the orphanage's work and structure. When Timlin asked if there was anything the children needed, the chaplain immediately replied, "Time".

The sad fact was that, although many American Servicemen in the area had been persuaded to lend monetary support, very few could be counted upon to donate their time. The chaplain explained: "The orphanage has a fine staff that can care for the children's needs, but they do not have time to provide individual care and recreation so vital to the younger children." (The average child is under six years of age). From this time, until he left Ubon, Timlin's second home was the orphanage. Today many of the children still remember "Mr. Tim", and the Nuns praise him highly.

Now, through the efforts of Timlin and others like him, more people are aware of the problem, and there is someone from Det "B" at the orphanage almost every day of the week. With a competent escort, the children are allowed short outings otherwise denied them. As one new member of the Detachment "Orphanage Squad" put it, "One look at five or ten children holding their hands out to you, giving you a pleading stare, and your heart is theirs."

In January one of the Orphanage Squad's members discovered that, with special arrangements, hope was high that Samong, a six year old girl from the orphanage, could overcome her childhood polio and walk. However, she had to be sent to Bangkok to be measured for leg braces

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Sabertooth by Ernie Cook **Science**

As a member of SABERTOOTH II, I was somewhat upset when I read the fairy tale about SIGSEC aiding in the ruthless murder of the Sabertooth tiger (see Bangkok Bolt, 6 Feb. 69) and was, therefore, compelled to compose a rebuttal.

First, just to get the facts straight, I checked my trusty dictionary to find out exactly what a Sabertooth tiger is (was?).

Webster says a Sabertooth tiger is any of numerous extinct cats (esp. genus *Smilodon* ((Webster doesn't list that one))) widely distributed from the Oligocene (of, relating to, or being an epoch of the Tertiary ((of, relating to, or being the first period of the Cenozoic ((of, relating to, or being an era of geologic history that extends from the beginning of the Tertiary ((that puts us back where we started))) period to the present time and is marked by a rapid evolution of mammals and birds and of grasses, shrubs, and higher flowering plants and by a little change in the invertebrates ((lacking a spinal column))); also: relating to the system of rocks formed in this stage))) era or the corresponding system of rocks marked by the formation of high mountains such as the Alps, Caucasus, and Himalayas and the dominance of mammals on land)) between the Eocene ((of, relating to, or being an epoch of the Tertiary ((back to that again))) between the Paleocene ((of, relating to, or being the earliest epoch of the Tertiary (((maybe we're getting somewhere)))) of the corresponding system of rocks)) and the Miocene ((of, relating to, or being an epoch of the Tertiary ((here we go again))) between the Pliocene ((of, relating to, or being the latest epoch of the Tertiary ((well?))) of the corresponding system of rocks)) and the Oligocene, ((we've been there before ((I think!))) or the corresponding system of rocks)) or the corresponding system of rocks) through the Pleistocene (of, relating to, or being the earlier epoch of the Quaternary ((of, relating to, or being the geological period from the end of the Tertiary ((again?))) to the present time, or the corresponding system of rocks ((isn't that the same as Cenozoic?))) and characterized by the extreme development of the upper canines (Webster says that's a dog and I thought we were talking about a cat) into curved, swordlike, piercing or slashing weapons.

Now that we have learned that a Sabertooth tiger is some kind of spineless dog, made out of rocks from the Himalayas, that carried a curved sword... maybe I'd better check the dictionary in the Orderly Room to see if it is any clearer.

Military **Management**

Completed staff work is the study of a problem and presentation of a solution by a staff officer, in such form that all that remains to be done on the part of the head of the staff division, or the commander, is to indicate his approval or disapproval of the completed action.

In any organization, the end product of executive action is decision. Most executives are well aware that their productivity is largely a matter of the quality and quantity of their decisions, and that, consequently, it is their responsibility to concentrate their time and energy on the actual business of decision-making. Few, however, are wholly satisfied with their own performance in this respect; and, a good many suffer from acute frustration over their inability to free themselves from a mass of trivial problems and petty details.

Basically, of course, the problem is one of delegation, involving the intelligent use of staff assistants -- not merely as additional manpower, but as the extra brain power essential to efficient organization. And, in this way, the best single solution lies in applying the concept of "completed staff work" to effect the focus executive talent on decision.

The completed staff work theory may demand more from the staff officer and his men, but it results in more freedom for the chief.

Most of us in management are alternately executive and staff. We are seldom exclusively one or the other. Frequently we are staff to those above us and executive to those below us. In consequence, we must understand both viewpoints and apply them simultaneously.

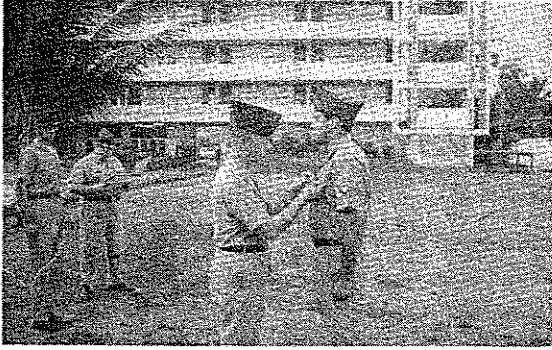
Executive and staff teamwork is a 50-50 proposition. The executive makes the decision and the staff does the work. To make completed staff work a reality, everyone in the organization must know his role and his responsibility, as well as the roles and responsibilities of other members of his management team.

This means that it's your job to advise your chief what he ought to do, not ask him what you ought to do! He needs answers, not questions! Your job is to study, write, restudy, and re-write until you have evolved a single proposed action -- the best of all you have considered.

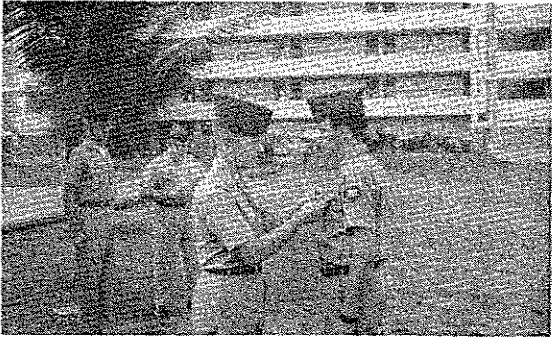
To get completed staff work throughout an organization takes dynamic leadership. You can't get it simply by hanging up a notice. The idea must be sold, and to sell it you must see that its deceptively simple concept is really understood as a profound principle. Once understood, it must be built into your organizational framework as a Standard Operating Procedure.

(Continued on P. 4)

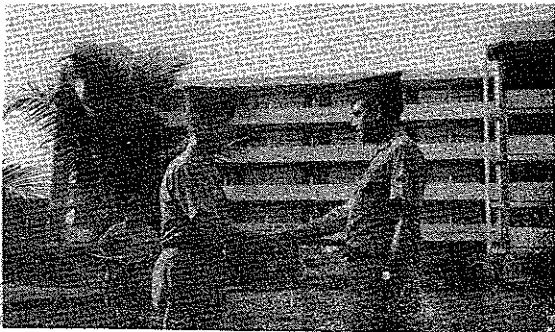
(Awards, From P. 1)



LTC Patrick A. Ulmen pins the Bronze Star on the uniform of SP5 William P. Brocato. The award was made as a result of Brocato's professionalism in the face of enemy onslaught while serving in the RVN.



SP4 Donald Thornhill is presented with the Army Commendation Medal for his outstanding devotion to duty while at the 8th RRFS. LTC Ulmen makes the presentation as the Det CO and Adjutant look on.



The 3rd through the 6th Oak Leaf Clusters are presented to SFC Joe Bean by LTC Patrick A. Ulmen. SFC Bean was cited for distinguished achievement with the 224th Avn Bn in the RVN.

SP4's Sherman Kessel and Donald Thornhill were awarded the Army Commendation Medal for service in Vietnam. Kessel, an O5H, comes from Akron, Ohio and concentrated in Algebra and Chemistry at Kent State Univ. before enlisting in August 1966. He received the ARCOM for his work while serving with the 347th RRC 4th Inf. Div. SP4 Thornhill was awarded his medal for service at the 8th RRFS. He is a Communications Specialist and hails from Belleview, Michigan. He entered the Army in January 1967.

Oak Leaf Clusters were awarded to the Air Medals of SFC Joe Bean, SP5 R. L. Williams, and SP5 R. L. Davis. SFC Bean received his third through sixth clusters. Now assigned to Saber-tooth II, Bean served a year in Vietnam with the 1st RRC/224th Avn Bn. He enlisted in the Army in 1965 and is on his third enlistment. SP5 Robert L. Davis was awarded his 10th - 15th clusters for duty with the 224th Avn Bn. SP5 Richard L. Williams of Leonardsburg, Ohio received his 4th - 25th clusters, also for duty with the 224th Avn Bn. He enlisted in 1965.

The Proof of the Pudding



SP5 John D. Lee is shown receiving a \$15.00 award from LTC Patrick A. Ulmen, CO, 83rd RRSOU.

SP5 Lee's cash award was the result of his participation in the unit's Suggestion Program. It does pay 'good 'ole greenbacks' if your suggestion is approved by the Suggestion Committee.

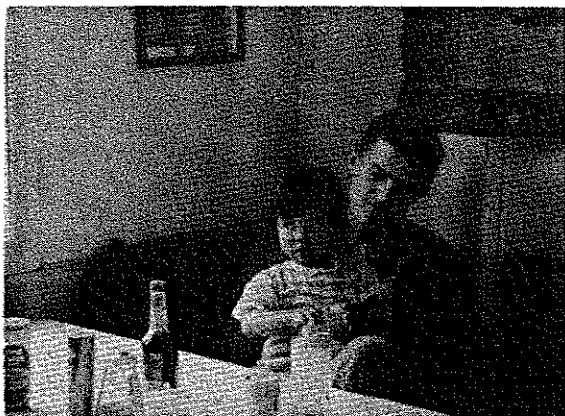
The award was for an adopted suggestion which recommended a shot receipt slip be initiated and given to personnel when they take their shots. This shot slip will maintain a better check and increase the efficiency in keeping records current.

WHEN YOUR RE-ENLISTMENT IS UP, DON'T
LET YOUR BUDDIES DOWN! THINK IT OVER...
RE-ENLIST.

-- Beetle Bailey Comics, June 1968

(Orphanage, From P. 1)

and to be given special therapy. The orphanage needed \$ 4,000.00 to send Samong to Bangkok, and there simply was not enough money in the fund to suffice.



SP4 Dennis Meermans is shown with the orphan Samong shortly after payline contributions enabled her to be sent from Ubon to Bangkok for treatment of a childhood polio affliction.

The time had come to involve the entire Detachment, not just the five or six 'volunteers', with the orphans. With mixed emotions of hope and doubt, Samong was given the place of honor at the pay table, and contributions were solicited on payday, January 31, 1969. The response was overwhelming. In little more than an hour, enough money was raised to send the child to Bangkok. In the final tally, \$ 5,270.00 was collected. So great was the resolve and determination of Detachment Bravo's personnel, that the paymaster, Lt. Williams, and two visiting NCOs, SFC Sherman and SFC Williams, enthusiastically chipped in.

Today, interest in the orphanage at Det "B" is at an all time high. New volunteers are being cultivated, and other deserving children are being sought for special consideration. This is how Detachment Bravo came to adopt an orphanage -- or is it vice-versa?

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(Management, From P. 2)

What does it take to get the point across so that personnel at all echelons do not waste time and cover the course 3 times when it could have been completed the first time?

A few basic responsibilities to consider in making an assignment are the following:

Before you assign a problem to anyone, be sure you can define the problem. There are no solutions to unknown problems! If you doubt the validity of that statement, ask those who have travelled the course and burned the midnight oil! If you cannot clearly and concisely state or write the problem, you have some more brainwork to do.

When you discuss the problem with your key personnel, make it plain who is carrying the ball. You're the quarterback, but the team needs to know the play. Tell the ball carrier what the problem is and what you expect him to do about it. Communication by 'administrative osmosis' seldom produces much besides confusion and frustration.

Contribute your experience. You're the boss because you have superior know how. Share it with your assistants. Tell them what you have learned or what you think you have learned about the problem.

When you give an assignment, set a target date. Giving a person an assignment without setting a target is like asking a friend to come over to dinner "some evening".

Be accessible for legitimate progress reports. If you don't want today's answer to yesterday's problem, or yesterday's answer to today's problem, it will pay you to take an occasional reading on progress.

In closing, it all boils down to this: as an executive, staff officer, manager, or supervisor, one can develop a splendid set of ulcers or teach those responsible how to complete work projects in the manner specified above. For in the final test, executives must be able to sell their ideas; and, if they were the chiefs, they must be able to say that they would be able to sign the paperwork that their staff had prepared, and stake their professional reputations on its being correct?

If the answer is in the negative, take it back and work it over, because it is not yet completed staff work!

This is why clerks in staff offices work long tedious hours in doing drafts and more drafts because those of us in the driver's seat want to make sure that our professional reputation is not jeopardized by the submission of half-baked ideas, voluminous memoranda, and immature oral presentations. So - bear with all of us, for our job is most demanding.

RICHARD C. WEST
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