

**Commander's
KATUSA Program
Checklist**

**Exploratory Study 40
Research By-Product**

**by
John W. McCrary**

January 1969

**HumRRO Division No. 7
(Language and Area Training)**

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**The George Washington University
HUMAN RESOURCES RESEARCH OFFICE**

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FOREWORD

The Commander's KATUSA Program Checklist was prepared in order to help commanders, particularly of company, battery, or troop level units, to review, in some detail and depth, the policies and practices that are involved in their units' implementation of the KATUSA program. The checklist was a by-product of work conducted under HumRRO Technical Advisory Service and Exploratory Study 40, Troop Orientation in the Program of Korean Augmentation to the U.S. Army.

The checklist is published in its present form in order to facilitate decisions regarding its use by the Eighth United States Army, and to permit its deposit for formal documentation and information retrieval purposes. Removal of the outer covers and this Foreword shows the checklist by-product in the form (except for binding) developed for possible use by Eighth Army.

The purpose and potential use of the checklist in an operational setting have dictated its format, including provision for readily updating or revising the content. The material is prepared in modular topical units (paragraphs), planned for placement in loose-leaf or other flexible binding. Source materials are identified in detailed and easily updated footnotes within each modular unit. Inclosures are also separate units. Updating and revising can be accomplished easily by inserting change pages without any need for republishing or replacing the entire document.

While the content of this by-product is for use with the KATUSA program, the design of the Checklist could be applied in other areas. It is a "compound checklist" consisting of two interrelated components which serve different but complementary functions. In the present product, these principal components are called the Checklist Summary and the Checklist Guide. The Checklist Summary is similar to an ordinary checklist in the sense of being a "list of checks"--in this instance, a list of brief "yes-no" questions. These questions cover, in parallel order and in very brief form, the topics of the Checklist Guide, and are cross-referenced to it. They therefore serve as an introduction, an abstract, a review, and even as an auxiliary "table of contents."

While the Checklist Summary might be characterized as an aid to memory to assure coverage, the Checklist Guide is an activity checklist or action guide. The basic units are the main paragraphs, which are modules that can be rearranged to accommodate the local circumstances of the user, detached and used separately if need be, and revised by substitution or addition of pages. These paragraphs or modules provide information about where to go, what to look for, and how to look for it (when such information is deemed useful); why to look is presented by means of brief explanatory statements or capsule

summaries of official policies and required procedures. This information is documented as specifically as possible in order that the user can refer to regulations or other references as necessary. Although more descriptive than the Summary, the Guide adheres to a checklist format rather than to a narrative form. Inclosures are used to provide auxiliary information or explanations of a more lengthy or narrative form and to record material likely to be subject to particularly frequent revision.

The conversion of an original narrative-type draft into a "compound checklist" is the direct result of suggestions and illustrative material contributed by the Headquarters staff of I Corps (Group)(EACICP) of Eighth Army. The "compound checklist" system provides considerable flexibility in manner of use as well as in format. It could be used to aid monitoring and reviewing a wide variety of complex operational activities such as supply, maintenance, or food service, in addition to programs such as KATUSA. It may also serve self-instructional purposes in familiarizing or orienting personnel with respect to a program or system.

The work in the KATUSA Exploratory Study (ES-40) was performed by HumRRO Division No. 7 (Language and Area Training), Human Resources Research Office, Alexandria, Virginia. Director of Research of the Division is Dr. Arthur J. Hoehn. An initial version of this checklist was prepared at the U.S. Army Research Unit, Korea, and the present version was completed at Alexandria.

The checklist was prepared by Dr. John W. McCrary who has incorporated the ideas of many individuals. These include: LTC Robert A. Kurek, who encouraged pursuit of the idea of the checklist and gave valuable advice throughout its preparation; LTC Monroe D. King and LTC Joseph P. Lydon, Chiefs, and Mr. Cho Hui-sok and Mr. Kim Chi-kyung, staff members of the U.S. Army Research Unit, Korea, whose reviews and comments facilitated revisions of the original checklist; Dr. E. Kenneth Karcher, Jr. and LTC Paul N. Casper, Chiefs of the U.S. Army Research Unit, Korea, who together with LTC King and LTC Lydon, provided administrative advice and support during work related to compilation of the list. HumRRO staff members who gave assistance included Dr. Dean K. Froehlich, who provided review and comments; BG Samuel G. Taxis, USMC (Ret.), who reviewed initial and final drafts of the checklist and contributed to the modular concept; and Mrs. Lola M. Zook, who made conceptual and organization suggestions, and gave editorial aid in preparation of the final version of the checklist.

Personnel of the staff sections of the Eighth U.S. Army and its major subordinate commands were most helpful, and their comments have guided development of the final version of the checklist. The cooperation and the candor of the commanders of Eighth Army units and their personnel and of the Republic of Korea Army liaison officers in discussing the problems of the KATUSA program contributed to the breadth and content of the compilation in many ways.

Research for the Department of the Army by HumRRO Division No. 7 (Language and Area Training) is conducted under Contract DA 44-188-ARO-2 and Army Project 2J062107A744, Language Area Training.

**Commander's
KATUSA Program
Checklist**

Contents

Introduction

CHECKLIST SUMMARY

CHECKLIST GUIDE

References

Inclosures

CONTENTS

	Paragraph	Page
INTRODUCTION.		1
1. The Korean Augmentation to the United States Army (KATUSA).		1
Purpose.		1
Significance		1
2. The Commander and the KATUSA Program: Challenge and Opportunity.		1
3. Commander's KATUSA Program Checklist		2
Purpose.		2
Where, what, how, why.		2
Specific applications.		2
4. Organization of this checklist		3
Basic components		3
Checklist Summary.		3
Checklist Guide.		3
5. Suggested use of the checklist		4
Adjustment for unit.		4
Initial use.		5
Subsequent use		5
COMMANDER'S KATUSA PROGRAM CHECKLIST SUMMARY.		9
Section I		9
Section II.		15
Section III		16
COMMANDER'S KATUSA PROGRAM CHECKLIST GUIDE.		23
Section I		23
1. Orderly room		23
Regulations.	1a	23
Orientation.	1b	23
Promotion.	1c	24
Duty rosters	1d	24
Unit fund.	1e	24
Passes	1f	25
Bus passes	1g	25
Holidays	1h	25
Leave.	1i	25
Unit mail.	1j	26
2. Awards and decorations		27
Decorations.	2a	27
KATUSA Soldier of the Month.	2b	27
Badges and other awards.	2c	27
3. Unit bulletin board.		29
4. Unit area (all sites).		31

	Paragraph	Page
5. Unit gate and shakedown policies		33
Gate policies	5a	33
Shakedown policy	5b	33
6. Barracks		35
Billeting facilities	6a	35
Care of KATUSAs	6b	35
Interviews with personnel	6c	35
7. Mess hall		37
Sharing of mess facilities	7a	37
KATUSA assignments and duties	7b	37
Mess sergeant	7c	38
8. Supply room		39
Clothing and equipment	8a	39
Issue of arms and special equipment	8b	40
Loss, damage, destruction or unauthorized disposal of US property	8c	40
Comfort kits	8d	41
Laundry	8e	42
9. Duty groups/work details		43
KATUSA assignments and duties	9a	43
NCOIC	9b	43
Interviews with personnel	9c	43
10. Dayroom/unit activities		45
Dayroom	10a	45
Unit activities/sports program	10b	46
Section II		49
11. English classes		49
12. Tailor shop		53
13. Barber shop		55
Same shop/same barbers	13a	55
Same shop/KATUSA barber	13b	55
Separate KATUSA barber shop	13c	55
14. Special Services facilities		57
Service Club	14a	57
Library	14b	57
Crafts shop	14c	58
Gymnasium; swimming pool	14d	58
15. Theater		59
16. NCO and EM clubs		61
KATUSA guests	16a	61
KATUSA members	16b	61
17. KATUSA PX and snack bar		63
KATUSA PX	17a	63
KATUSA snack bar	17b	63
Section III		65
18. ROKA liaison officer		65
19. Commander's review		69
KATUSA training and MOSSs	19a	69
KATUSA discipline: Application of non-punitive and punitive measures	19b	69

	Paragraph	Page
KATUSA-U.S. soldier relations.	19c	71
REFERENCES.		75
INCLOSURES.		77
1. Duty Rosters in Augmented Units.		79
2. Commander's Questions for KATUSA Personnel.		83
3. Commander's Questions for U.S. Army Enlisted Personnel		85
4. Commander's Questions for U.S. Army Noncommissioned Officers		87
5. Commander's Questions for Mess Sergeant. .		89
6. Personal Clothing Allowance for KATUSA Personnel.		91
7. Organizational Clothing and Equipment Allowance for KATUSA Personnel		93
8. Contents of KATUSA Comfort Kit		95
9. The Direct Method of Language Instruction.		97

INTRODUCTION

1. The Korean Augmentation to the United States Army (KATUSA).¹

a. Purpose. This program involves the assignment and integration of Republic of Korea Army (ROKA) enlisted personnel into units of the Eighth United States Army. It has two basic purposes²:

(1) Increasing the operating capability of the US Army units to which these ROKA personnel ("KATUSAs") are assigned.

(2) Providing additional well-trained personnel and skilled technicians for ROKA.

b. Significance. The program of augmenting US military units with Korean troops began in 1950 as a crucial expedient. Today, it is a program of international cooperation through which extremely important contributions are made to the separate and collective needs of the US and ROK Armies. The program permits the US Army to maintain units at full strength and operating capability and, simultaneously, helps reduce the costs to the United States both in money and in manpower. It provides the US units the tactical advantages that go along with assimilation of local troops into US ranks. It has also helped contribute to the building of an ever more powerful allied army, for the Republic of Korea can gain, by means of this program, well-trained personnel who can return to ROKA to use and to teach new skills. The program contributes, over the years, to a reserve of well-trained military manpower. At the same time, ROKA is spared some of the burdens of arming and supporting these men while they receive training in US units. This recapitulation of its products and results enables us to understand the true significance of the KATUSA program: The KATUSA Program is a prime example of the mutual benefits to be derived from close international cooperation and partnership.

2. The Commander and the KATUSA Program: Challenge and Opportunity. The political and military eyes of the world are most assuredly fixed on this prime example of close international partnership. It is one in which military personnel of different nations and cultures live and work and learn together. This program, therefore, imposes a challenge and an unusual international dimension upon the responsibility of leaders at all levels in the Eighth US Army. It offers the most capable leader an opportunity to enlarge the range of his professional experience and skill and the added satisfaction that comes from making an already good thing work even better.

¹See also EA Fact Sheet, The KATUSA: Key Member of the Army Team.

²EA Reg 600-2, para 3b.

3. Commander's KATUSA Program Checklist.

a. Purpose. This checklist was prepared primarily for use by company, battery and troop level commanders, but much of its content can be applied by battalion, squadron, regiment and brigade level commanders. Its basic purpose is to help the commander review, in some detail and depth, the policies and practices that are involved in his unit's implementation of the KATUSA program.

b. Where, what, how, why. The key to reviewing, monitoring or inspecting is knowing *where* to look and *what* to look for. This KATUSA program checklist is intended to provide the commander with specific suggestions on these topics. When deemed helpful to at least some commanders, suggestions are made about *how* to look. *Why* to look is ordinarily established by statements of policies and procedures governed by regulations cited in the Checklist Guide.

c. Specific applications.

(1) Familiarization-orientation of commander. For the newly assigned commander with no previous experience with the KATUSA program, this checklist is intended to help him in actively gathering information to get an accurate and comprehensive overview of his unit's KATUSA program.

(2) Monitoring conduct of KATUSA program. After this initial familiarization, or in the case of the commander already fully familiar with the program, the checklist is intended to help him monitor conduct of the program to insure compliance with his policies, orders and standards.

(3) Communicating commander interest. In using this checklist the commander collects information in a number of locations and from a number of individuals. By such activities, he emphasizes to all of his men (US and KATUSA), in a most effective way, the importance he attaches to the successful conduct of the program, the maintenance of high standards, and the welfare and organizational life of his KATUSAs.

(4) Timely identification and correction of problems. In some units in the past, serious consequences have resulted from failure to carefully monitor the unit's KATUSA program. The checklist is intended to help the commander avert such consequences by alerting himself to existing or potential sources of difficulty so that he can take timely corrective action.

(5) Anticipating visits and inspections. Because of command emphasis on maintaining high standards in the conduct of the KATUSA program, your unit's program may be a subject for inspections and staff visits by teams from Eighth Army headquarters staff sections, and it is a subject for investigations by inspectors general.¹ This checklist is not designed for use in such inspections, but coverage of the checklist materials, together with attention to topics in

¹EA Reg 20-2, esp. para 5 and 6.

regulations governing inspections and investigations¹ and action to correct deficiencies noted, should help the commander be prepared for inspection teams and staff visits.

4. Organization of this checklist.

a. Basic components. This checklist consists of two basic components: Commander's KATUSA Program Checklist Summary, and Commander's KATUSA Program Checklist Guide.

b. Checklist Summary. This is a series of questions about particular matters related to the unit's implementation of the KATUSA program. Both the order and the content of these questions parallel and, therefore, serve to summarize the topics and checks described in the Checklist Guide. It is printed on blue sheets to distinguish it readily from the Guide.

c. Checklist Guide.

(1) Paragraph arrangement. The Guide consists of a series of main paragraphs, each designating a principal location or topical aspect of the program within which checks are to be performed or information obtained; subparagraphs are used when more than one related location or topic is involved. In each instance, policies or procedures controlled by regulation are presented or explanatory statements are made. There then follows a suggested list of checks to be made, procedures to be examined, information to be obtained or other action to be taken by the commander. This arrangement was designed to provide the basic WHERE, WHAT, WHY, and, if believed useful, HOW information to the commander.

(a) Location grouping. The grouping of the checks according to the location where they would be accomplished was emphasized not only for purposes of organization and convenience, but primarily to cause the commander to actively move from place to place to collect information. Reading this introduction indicates the commander's interest, but moving around to gather information for himself not only involves a more active level of interest, but shows that interest "loud and clear" to the men in the unit. Paragraph 1 of the Checklist Guide, Orderly room, is an example of a location paragraph. It contains checks that can ordinarily be accomplished most easily in the orderly room. These checks are organized into related subparagraphs on such matters as regulations, orientation, promotion, duty rosters and unit fund.

(b) Topic grouping. Exceptions to the use of locations to organize the checks occur where closely related matters would require going to several locations or where location is not particularly relevant. Paragraph 2 of the Checklist Guide, Awards and decorations, is an example of such a topic paragraph. It contains subparagraphs on matters such as decorations, KATUSA Soldier of the Month, and badges. While these matters cannot be checked in any single location, they are regarded as being sufficiently related to justify treating them together.

¹See EA Reg 20-1, EA Reg 20-2, and EA Pam 20-1.

(2) Section arrangement. The paragraphs are grouped into three sections (and these sections are also indicated in the Checklist Summary):

(a) Section I pertains to matters that usually are controlled by or directly involve the responsibility and authority of the commander of the unit (especially company, battery, or troop). The checks described are primarily performed within the unit.

(b) Section II pertains to matters that usually will not be within the authority of the company, battery, troop, squadron or battalion level commander (these matters may be controlled by the installation commander or higher headquarters), but he must keep himself informed about them in order to have the necessary understanding of factors which affect his unit's KATUSA program and which are related to his concerns and responsibilities¹ for the welfare and organizational life of his KATUSAs. These topics are included to encourage the commander to inform himself about all factors relating to the training, support and welfare of his KATUSAs because of their important implications for performance. The commander will, of course, follow appropriate coordination and observe chain of command or staff channels.

(c) Section III pertains directly to the commander himself. It covers his relation to his ROKA liaison officer and some general aspects of his role as commander of a unit to which both American and Korean personnel are assigned.

(3) Auxiliary materials. The Guide contains a reference list of the regulations and other publications cited and several inclosures which provide supplementary information, suggestions for personnel interviews, and discussions for special topics. To aid rapid location, the inclosures are printed on buff sheets with thumb-print tabs bearing the inclosure numbers.

5. Suggested use of the checklist.

a. Adjustment for unit. The paragraph arrangement is planned to give the commander flexibility in using the checklist. He may vary the order of paragraphs (locations and topics) to suit his unit. While an attempt was made to design the materials to cover the circumstances of as many units as possible, "the one-size-fits-all garment" often ends up fitting no one very well. The commander is, therefore, encouraged to tailor the use of the checklist to suit his unit's particular situation, and especially to take into account the local variations in those matters in Section II, depending upon his authority to control them. The battalion or squadron commander who is also installation commander may have direct authority and responsibility for some of the facilities in Section II and can approach the information gathering in these locations accordingly. Where the commander using the checklist does not have direct authority, he should nonetheless plan coverage so that he can obtain the necessary understanding of what English training his KATUSAs receive and of other factors importantly involved in the organizational life of his KATUSAs.

¹AR 600-20, para 34e.

b. Initial use.

(1) It is suggested that use of this checklist begin with a review of the questions in the Checklist Summary in order to observe the scope and nature of matters to be examined.

(2) It is suggested that the commander then consult the Checklist Guide and plan his coverage of the topics according to his overall schedule of duties, adapting the order of coverage to his convenience. He would then move through his unit, referring to the topics covered in the Guide, adding items and questions as appropriate in view of his findings. He should plan coordination of his coverage of the facilities listed in Section II as appropriate for his authority.

(3) Although priorities are not indicated in this checklist, some things obviously are more important than others. The commander will have few conflicts about the relative priorities of checking on job assignments and training or looking into such details as equipment sign-out practices in the dayroom. At the same time, fairness of sign-out practices cannot be regarded as unimportant. By paying attention to details in all areas, the commander can gain a more complete perception of the organizational experience of his KATUSAs. By rooting out inequities or other problems, even in seemingly small matters, the commander may make important changes in KATUSA experiences. It can be such "small matters," encountered by KATUSAs on a daily-life basis, that have an important effect on the quality of their organizational life.

(4) After completing coverage of the Checklist Guide, the commander should have enough specific information to return to the Checklist Summary and answer the questions. (To assure full coverage, provide a record, and identify matters needing further attention, it is best to mark answers to questions of Sections I and II. Questions of Section III, however, may best be left unmarked; they relate most directly to the commander himself and are intended to help him reflect upon his role in the KATUSA program.) Where he must answer "No" to any question, the commander should refer to the indicated paragraph in the Guide to obtain information on governing policies and procedures controlled by regulation and, if necessary, to the regulations cited. This checklist is intended as an aid to familiarization and review and is not a regulation; if there appears to be conflict, *the provisions of regulations will govern.*

c. Subsequent use.

(1) By commander. Following initial familiarization and review, the commander may use this checklist periodically to help insure that he has up-to-date information concerning the operation of his KATUSA program. Having identified strong and weak points, he will be able to modify his use of the checklist to emphasize those matters which require his follow-up attention. With subsequent use, he may well find he can work mainly with the Checklist Summary, with only occasional reference to details in the Checklist Guide.

(2) By delegated officers. Commanders may wish to delegate some aspects of the periodic checking, perhaps by making various

parts of the checklist the responsibility of subordinates on a fixed or a rotating basis. The main paragraphs of the Checklist Guide are arranged so that they, along with the appropriate inclosures, can be detached for separate use.

(a) It is suggested, however, that the commander retain the paragraphs of Section III for his own use as these materials are intended to encourage his candid appraisal of his special and personal part in the program. To insure that he remains fully informed, it is also suggested that the commander himself review and mark the Checklist Summary on the basis of information provided to him by the subordinates responsible for the detailed checking under Sections I and II. He should, as suggested in para 5b(4) above, consider whether he wishes to mark the answers to questions of Section III because answers to those questions are for his own consideration and reflection and not intended for availability to any other person.

(b) When responsibility for portions of Sections I and II of the checklist is delegated, newly assigned subordinate officers can more quickly become familiar with the application of basic policies and procedures of the program, checking can be more frequent while the amount of the commander's time required can be reduced, troops will have obvious evidence of the importance that commanders at all echelons attach to properly carrying out the letter and the spirit of the program, and the attention of all officers in the command can be directed toward every aspect of the program.

Commander's KATUSA Program Checklist

Summary



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SUMMARY

COMMANDER'S KATUSA PROGRAM CHECKLISTSUMMARY

Checklist Guide Paragraph		Yes	No	Notes
	<u>Section I</u>			
1a	1. Does your unit have copies of the Eighth Army Regulations which are distributed to company, battery, and troop level units and which establish policies and procedures for conduct of the KATUSA program?			
1a	2. Are you and the unit's first sergeant fully familiar with these regulations?			
1b	3. Are orientation policies established by Eighth Army being carried out with respect to all groups of topics: Administrative, SOFA, Cold War Education and Individual Action, and KATUSA orientations?			
1c	4. Are procedures for promotion established and being followed equitably for all KATUSAs in your unit?			
1d	5. Are US and KATUSA personnel listed together on the same duty rosters, and are these duty rosters administered properly so that no one group is pulling an unfair share of any given detail?			
1e	6. Is there a KATUSA member on the unit fund council and/or are KATUSA interests represented in proportion to their numbers?			
1e	7. Is your unit receiving the unit fund dividend of 25¢ per KATUSA?			
1f	8. Are passes issued on exactly the same basis (including proportion on pass) to US and KATUSA personnel?			

SUMMARY

Guide Para		Yes	No	Notes
1g	9. Are there enough Eighth Army bus passes to cover about 10% of the KATUSAs in your unit, are these shared fairly by all the KATUSAs, and are losses being replaced?			
1h	10. Are your KATUSAs authorized absence on Korean national holidays and provisional holidays?			
1i	11. Are your KATUSAs getting their authorized annual leave?			
1i	12. Is your unit observing provision for travel time, official, compassionate, recreational, and reward leave for KATUSAs?			
1j	13. Are Change of Address and Directory Records for KATUSAs up to date, and are they being retained for one year after individual KATUSAs have departed the unit?			
2a	14. Do you know that the established criteria for some US decorations authorize awards to members of the Armed Forces of friendly foreign nations?			
2b	15. Are your KATUSAs participating in the KATUSA Soldier of the Month program?			
2c	16. Are all qualified and deserving KATUSAs receiving the Expert Infantryman Badge? Driver Badges and Mechanic Badges? Basic Qualification Badges? Certificates of Achievement?			
2c	17. Do your KATUSAs know they are authorized to participate in the Army suggestion plan?			
3	18. Is notice indicating location of the Inspector General and procedures for KATUSAs to follow in submitting complaints and grievances posted on the unit bulletin board in both English and Korean?			
3	19. Are procedures for receiving (and handling) complaints in your unit			

SUMMARY

Guide Para		Yes	No	Notes
	such that KATUSAs are genuinely encouraged to take up their problems within the unit?			
4	20. Is your unit area completely free of signs or notices only in Korean, or which may impose restrictions on KATUSAs contrary to Eighth Army regulations?			
5a	21. If your unit controls entry to and exit from your unit area, are identical controls in effect for both US and KATUSA personnel, with guards checking passes and frisking or searching both groups in the same manner and with the same frequency?			
5b	22. Are both US and KATUSA personnel checked during any "shakedowns," and are both groups always checked simultaneously and in the same manner?			
6a	23. Are US and KATUSA personnel billeted together (or, if separate, do you have a letter of authorization from your higher headquarters and are quarters fully comparable)?			
6a	24. Are bunks of KATUSA and US personnel clustered in a "normal" pattern, such as by work groups, rather than primarily by nationality?			
6a	25. Are KATUSA and US NCOs of equivalent ranks assigned comparable quarters with comparable furnishings?			
6b	26. Are KATUSAs' boots, clothing, and equipment in as good condition as those of US personnel, are they marked properly, and are patches and insignia well sewn on?			
6b	27. Do these checks suggest the NCOIC is taking care of his KATUSAs and that the KATUSAs' DX or repair problems are not different from those of US personnel?			

SUMMARY

Guide Para		Yes	No	Notes
6c	28. Have you checked on matters related to the KATUSA program by interviews with KATUSA and US personnel?			
7a	29. Do your KATUSA and US personnel share the same mess hall at the same time, using the same entrances and mess lines?			
7a	30. If portion control of any kind is used, is it essential and is it applied equally and fairly to US and KATUSA personnel?			
7a	31. Do KATUSA and US personnel seat themselves in a "normal" pattern, such as by work groups, rather than primarily by nationality?			
7a	32. If US NCOs have a special area or special services in the mess, do KATUSA NCOs of equivalent ranks share the same area and services?			
7b	33. If there are KATUSA cooks, are they authorized by your TD, do they have the appropriate MOS, and are they sharing the same work loads and shifts of comparable US personnel?			
7b	34. Are no KATUSAs permanently assigned as KPs? Do the numbers of KATUSA, US, and paid KPs on duty agree with the duty roster? Are KATUSAs exempted from the headcount detail?			
7b	35. Are the jobs and work loads of KATUSA KPs comparable to those of US and paid KPs?			
7c	36. Have you reviewed with the mess sergeant any apparent inequities or problems you or he feel may exist in the mess due to the presence of KATUSAs?			
8a	37. Are you familiar with the clothing and equipment allowances for KATUSAs, and have checks indicated your KATUSAs are issued their authorized allowances?			

SUMMARY

Guide Para		Yes	No	Notes
8a	38. Are KATUSAs' DX and shoe repairs being handled without excessive delay and without differential treatment compared to US personnel?			
8b	39. Are your unit's practices with respect to arms drawing and issue of special equipment the same for KATUSAs as for US personnel?			
8c	40. Is your unit following required procedures for reporting loss, damage, or destruction of US Army property by KATUSAs, including action to return to ROKA, Reports of Survey, and Quarterly Reports of Operational Breakage and Loss?			
8c	41. Are clothing inspections conducted at least every six months to ensure KATUSAs possess items for which they are charged (and are such inspections conducted so that KATUSAs will not be made to feel they are less trusted than US personnel)?			
8d	42. Is every KATUSA receiving his comfort kit on time and complete every month, and are supplemental items being satisfactorily requisitioned and issued?			
8d	43. Are comfort kits <u>never</u> being withheld from any KATUSA for disciplinary reasons?			
8e	44. Is the free laundry service being used by your KATUSAs? Is it prompt and of the same quality as the service given US personnel?			
8e	45. Are the KATUSAs getting organizational clothing cleaned without having to add these items into their individual, limited, free laundry service?			
9a	46. Are work details composed solely of KATUSAs or solely of US personnel avoided to the maximum extent possible?			

SUMMARY

Guide Para		Yes	No	Notes
9a	47. Are KATUSAs never assigned tasks solely as laborers or cargo carriers or other work not related to their MOS (excluding rotation on same basis as US personnel to housekeeping, guard, or security details)?			
9a	48. Are KATUSAs and US personnel of comparable ranks pulling their fair shares of the work load and the dirtier or less desirable jobs?			
9b	49. Are there any US personnel in charge of work details who are of lower rank than any of the KATUSAs in the work detail?			
9c	50. Have you checked on job-related aspects of the KATUSA program in interviews with KATUSA and US personnel?			
10a	51. Do US and KATUSA personnel have equal access to the same dayroom?			
10a	52. Is the overall character and appearance of the dayroom such that it invites use by all the men in your unit rather than "abandonment" in favor of service clubs or other facilities?			
10a	53. Are TV and radio-phonograph in good working order and satisfactorily located, do US and KATUSA personnel have equal access to them, and do KATUSAs have a fair, proportionate say in program and record selection?			
10a	54. Are pool and pingpong tables and equipment in good condition, are there appropriate quantities of items such as paddles and balls, and do US and KATUSA personnel have equal access to them, using the same sign-out procedures?			
10a	55. Is there a reasonable variety of miscellaneous games, magazines, and newspapers? Are there Korean games, Korean magazines, and Korean newspapers? Are sign-out procedures,			

SUMMARY

Guide Para		Yes	No	Notes
	if any, the same for US and KATUSA personnel?			
10a	56. Is cleaning the dayroom shared fairly by KATUSA and US personnel?			
10b	57. Are KATUSAs fully included in all activities supported by expenditure of unit funds, including parties, organization competitions and prizes, use of sports equipment or uniforms, etc.?			
10b	58. Does your unit have a sufficiently broad sports program in which KATUSAs are actively encouraged to participate along with US personnel, and vice versa?			
	<u>Section II</u>			
11a	59. Are your KATUSAs receiving 2 hours of English training weekly, and is the training entered on EA Form 7?			
11b	60. Are only US personnel who are native speakers of English used as instructors in these classes, and has each instructor received specific training for his job?			
11b	61. Are there 20 or fewer students in each class? Does each have a copy of the proper textbook (EA Pam 350-3), and are training aid charts displayed?			
11b	62. Are the classroom facilities, physical arrangement, and class conduct satisfactory?			
11b	63. Is the required "direct method" of language instruction being used?			
12	64. Have you checked the tailoring services available to your KATUSAs and the prices they pay for these services?			
13	65. Have you checked the barber service available to your KATUSAs, and do you know who cuts their hair for how much money in what facility?			

SUMMARY

Guide Para		Yes	No	Notes
14a	66. At the service club serving the men of your unit, have you checked the policies and practices with respect to your KATUSAs, including their admission to the club, use of game tables, music facilities, TV, writing areas, checking out of games or equipment, consumption of snacks, attendance at shows and dances, and participation in outings and contests?			
14 b, c, d	67. Have you checked your KATUSAs' use of the library, crafts shop, gymnasium, and swimming pool serving your unit and established whether any restrictions are imposed on their use of these facilities?			
15a	68. Have you determined what procedures are used to admit your KATUSAs to the Army theater serving your unit, including the time they must usually wait and the usual availability of seats?			
16 a, b	69. Are you fully familiar with the practices of open messes or clubs near your unit with respect to KATUSA guests and membership?			
17a	70. If there is a KATUSA PX available to your KATUSAs, have you visited it to get an understanding of the variety of goods available, some of the prices, and the extent your KATUSAs use the PX?			
17b	71. If there is a KATUSA Snack Bar serving your KATUSAs, have you visited it to learn about the menu, prices, sanitation, atmosphere, and the extent your KATUSAs use it?			
<u>Section III</u>				
18a	72. Are you meeting regularly and frequently with your ROKA liaison officer?			
18b	73. Is your ROKA liaison officer extended proper courtesy and			

SUMMARY

Guide Para		Yes	No	Notes
	consideration? Are you friendly and respectful? Do your men show respect for his rank, and can you be proud of their military conduct and bearing in his presence?			
18c	74. Do you consult your ROKA liaison officer on KATUSA training, discipline, complaints, promotion, and leave planning?			
18d	75. By your actions do you show a <u>clear</u> interest in the work of your ROKA liaison officer and the welfare of your KATUSAs?			
18d	76. Is your ROKA liaison officer given an opportunity to attend unit meetings and activities?			
18e	77. Have you established a working relationship with your ROKA liaison officer that enables you to depend on him and lets him know he can depend on you?			
19a	78. Have you assigned your KATUSA personnel in their MOS and, where their MOS is excess to your needs, are you making every effort to retrain and reclassify them?			
19a	79. Are you making every effort to qualify, by intensive on-the-job training, all KATUSAs with no MOS upon assignment?			
19a	80. Have you reported to your higher headquarters KATUSAs with a surplus MOS who cannot be retrained and reclassified?			
19a	81. Are you seeing to it that your KATUSAs are not just "killing time" as fillers in your unit but are being assigned to jobs and given training that increases the operating capability of your unit and provides well-trained personnel and skilled technicians for ROKA?			

SUMMARY

Guide Para		Yes	No	Notes
19b	82. While recognizing KATUSAs are not subject to the US UCMJ, do you avoid concluding that you, therefore, do not have sufficient disciplinary authority, and do you see to it that <u>none</u> of your personnel believes KATUSAs cannot be held responsible for misconduct?			
19b	83. Do all of your US personnel understand they are never to impose any punishment upon KATUSAs?			
19b	84. Are you enlisting the support of your liaison officer in disciplinary matters and using his help in spotting trouble, learning about both sides of controversial situations, and clearing up problems or misunderstandings due to language or custom?			
19b	85. Do <u>all</u> of your personnel fully understand that you expect and require observance of the same high standards of discipline by <u>all</u> of your personnel?			
19c	86. Are you setting the best possible example for your men in KATUSA matters, and are you seeing to it that all of your NCOs do the same?			
19c	87. Do your <u>actions</u> show you have as much concern for the welfare and morale of your KATUSAs as for that of your US personnel?			
19c	88. Do your KATUSAs get the credit they deserve at least as often as criticism they deserve?			
19c	89. Do your US personnel fully understand that you expect them: a. to show patience with the troubles KATUSAs have in <u>their</u> efforts to overcome differences in language and customs; b. to avoid offending the individual and national pride of any KATUSA; c. to treat KATUSAs always as <u>allies</u> and never as "outsiders"?			

SUMMARY

Guide Para		Yes	No	Notes
19c	90. While the KATUSA is being encouraged and expected to adjust to duty with the American Army, are you and your men recognizing that you are in <u>his</u> sovereign country and seeing that words and deeds while in this country reflect the best possible credit upon your Army and the United States?			
19c	91. Is the climate of leadership in your unit (the totality of actual leadership practices of <u>all</u> leaders down to the level of the individual soldier) of such quality with respect to treatment and training of KATUSAs that you are assured that, under combat conditions, your KATUSAs would work and fight <i>willingly</i> and <i>capably</i> to accomplish the unit's mission and to protect the security of <u>everyone</u> in the unit?			

Commander's KATUSA Program Checklist

Guide



COMMANDER'S KATUSA PROGRAM CHECKLIST

GUIDE

Section I

1. Orderly room.

a. Regulations. The following Eighth US Army Regulations establishing policies and procedures concerning conduct of the KATUSA program have Distribution A¹:

20-2 (Inspections and Investigations--Special Subjects for Inspections)

55-6 (Transportation and Travel--Bus Transportation)

600-2 (Personnel--General--Republic of Korea Army Personnel with Eighth United States Army)

600-21 (Personnel--General--Eighth Army Cold War Education and Individual Action Program)

600-51 (Personnel--General--Orientation of Personnel)

700-7 (Logistics--General--Logistical Support of ROKA Personnel and Activities)

(1) Check to see that copies of these regulations are on hand in your unit.

(2) Insure that you and, at least, the unit's first sergeant are fully familiar with the provisions of these regulations.

b. Orientation. Eighth Army orientation policies² require initial and follow-up orientation on topics which fall into the general categories of Administrative and Medical Topics (MPC, marriage, supply economy, VD, etc.), Status of Forces Agreement (SOFA) Orientation, Eighth Army Cold War Education and Individual Action Orientation³ (person-to-person appeal for understanding cultural and economic differences between the American and Korean people), and the KATUSA Program Orientation (history and current operation of the program).

(1) Consult descriptions of and policies governing the several administrative subjects, SOFA, and the Eighth Army Cold War Orientation included in EA Reg 600-21 and EA Reg 600-51, and insure that your unit is conforming to these policies.

(2) Check to see that orientations on the KATUSA program are conducted for US personnel and for KATUSA personnel within 48 hours

¹Other regulations referenced in this checklist have distribution indicated in References.

²EA Reg 600-51.

³EA Reg 600-21.

GUIDE, SECTION I

after assignment and quarterly thereafter.¹ Find out who is giving the orientations.

c. Promotion. Policies and criteria for KATUSA promotions are established by Chief of Staff, ROKA. Authority to promote (and to recommend for promotion) to certain grades has been delegated to US commanders as described in Eighth Army regulations.²

(1) Check (preferably with the assistance of the ROKA liaison officer as well as the US and KATUSA first sergeants) to see that definite promotion (and recommendation) policies and procedures have been established within your unit, that they are equitable, and that they are being followed.

(2) More detailed checks may be indicated if delays in promotion constitute a KATUSA complaint (see this Checklist Guide, para 18c, and Inclosure 2, Question 3).

d. Duty rosters. All assignments to detail, except authorized special duty details, are to be made in accordance with applicable rosters.³ Eighth Army policy intends that integration of US and KATUSA personnel include performance of duty.⁴ However, KATUSAs are not to be assigned to the headcount detail.⁵

(1) Check duty rosters, especially KP and Guard rosters, to see that they are run in accordance with regulations and policy.

(2) Make sure the system of rotation in use is equitable. Obtain opinions of both the US and KATUSA first sergeants. See that US and KATUSA personnel are not on separate duty rosters. Consult Inclosure 1--Duty Rosters in Augmented Units--for examples of equitable and inequitable duty rosters.

e. Unit fund. Your unit should receive a unit fund dividend of 25¢ per KATUSA per month and KATUSAs are to be included in the strength computation on DA Form 1758.⁶ KATUSA personnel should be included in the membership of the unit fund council⁷ (when their numbers so warrant⁸).

(1) Check the list of members of unit fund council and, if there are no KATUSA members, determine what other provision has been made for KATUSAs to participate in recommendations about unit fund disbursements. Minutes of council meetings may provide additional

¹EA Reg 600-51, para 3b(4); EA Reg 600-2, para 5a(3) and (4). Inclosures to these regulations provide guides for use in preparing orientations.

²EA Reg 600-2, para 13d.

³AR 220-45, para 1b.

⁴EA Reg 600-2, para 4b(1).

⁵EA Reg 30-41, para 2-9b.

⁶EA Reg 230-12, para 29a(2)(b)2.

⁷EA Reg 600-2, para 16c.

⁸Letter, EUSA GP-A, Hq, Eighth US Army, 12 July 1965, SUBJECT: Unit Fund Dividends for KATUSAs.

information about adequacy of representation of interests of the unit as a whole (including KATUSAs).

(2) Check fund accounts to see whether monthly dividend is being received.

f. Passes. The percentage of KATUSAs authorized on pass is the same as the percentage established for US personnel.¹

(1) Determine whether passes are being granted on exactly the same basis for (and to comparable percentages of) US and KATUSA personnel. (Make sure you get the opinion of the KATUSA first sergeant.)

(2) See that passes are being granted equitably within the KATUSA group.

g. Bus passes. KATUSAs are authorized to travel on US Army owned or leased buses. Eighth Army bus passes are not required on intracommand bus routes. They are required when using buses on inter-command bus routes only during weekend and US holiday periods.²

(1) See that there are enough bus passes on hand to permit issuance to about 10 percent of the KATUSAs assigned.³ If there are not enough passes because of loss, mutilation or destruction, take action to secure replacements⁴; if there are not enough passes for other reasons, report the problem to your next higher headquarters.

(2) Review your unit's practices in controlling these passes to make sure their use is shared equitably among the KATUSAs.

h. Holidays. KATUSAs are to be authorized absence on Korean national holidays and provisional holidays subject to exigencies of the service.⁵

(1) Check to see that such absences are being authorized as provided.

(2) Insure that when "exigencies of the service" are invoked, they are fully understood by US and KATUSA personnel and that mere "convenience" is not being confused with "exigency" (urgency, emergency).

i. Leave. Commanders of units may grant leave to their KATUSA personnel in accordance with policy established by ROK Presidential decree and ROKA directives.⁶ Ordinary leave is accrued annually and cannot be accumulated beyond one year. Travel time (not

¹EA Reg 600-2, para 14d(1).

²EA Reg 55-6, para 3a(4)(a); EA Reg 600-2, para 7c; EA Reg 700-7, para 11.

³EA Reg 55-6, para 3c(2)(a).

⁴EA Reg 55-6, para 3d.

⁵EA Reg 600-2, para 14c.

⁶EA Reg 600-2, para 14d.

GUIDE, SECTION I

over 10 days and not chargeable as leave) may be approved. (KATUSAs on pass or leave are authorized space-available travel on US/UN coaches or in US/UN reserved passenger space on Korean coaches¹ as well as travel by US Army buses as described in para g above.) There are additional provisions governing granting of Official, Compassionate, Recreational and Reward leaves, none of which are chargeable to annually accrued leave.²

(1) Check whether all KATUSAs are getting their authorized annual leave (ordinary leave). Ask the KATUSA first sergeant about this. Records should be checked carefully so that no one automatically loses leave through oversight.

(2) Determine whether your unit is also observing provisions for other types of leave and whether appropriate advantage is being taken of reward leave to recognize special achievements of individual KATUSAs.

j. Unit mail. KATUSA personnel are authorized use of APO facilities to mail letters addressed for delivery in Korea or to APO addresses of units in Korea, subject to restrictions specified by regulations.³ Unit mail clerks will deliver mail for KATUSAs in the same manner in which US mail is delivered.⁴ KATUSAs are not to be employed in the US Army postal system except in distribution of mail to ROKA liaison officers and KATUSA personnel.⁵ Change of Address and Directory Records (DD Form 1175) are to be maintained for all personnel receiving mail through the unit and are to be retained for one year after date of departure of individuals.⁶

(1) See that excellence of mail service is promoted by maintenance of excellent directory files in your unit and that the unit's US mail clerk is receiving sufficient assistance from the KATUSA first sergeant or other designated personnel in maintaining up-to-date DD Form 1175s for KATUSAs.

(2) Make sure that DD Form 1175s are being retained for one year after date of departure of KATUSAs from the unit.

¹EA Reg 55-18, para 7 and 8; EA Reg 600-2, para 7d.

²EA Reg 600-2, para 14d(2)(e).

³EA Reg 65-1, para 24a(9); EA Reg 600-2, para 14a(1).

⁴EA Reg 600-2, para 14a(2)(c).

⁵EA Reg 600-2, para 4b(4).

⁶EA Reg 65-75, para 10.

2. Awards and decorations.

a. Decorations. Provisions of AR 672-5-1 govern the award of US decorations to ROKA personnel assigned or attached to Eighth Army.¹ Established criteria for some decorations authorize awards to members of the Armed Forces of friendly foreign nations.² It is the responsibility of any individual having personal knowledge of an act, achievement, or service believed to warrant the award of a decoration to submit a recommendation for consideration.³

(1) If you believe that any acts, achievements, or service of a KATUSA deserve recognition by award of a US decoration, submit a recommendation for consideration, preferably using DA Form 638.

(2) In those cases where you believe any KATUSA deserves recognition from ROKA of heroism or meritorious or outstanding service or achievement, request current information from your ROKA liaison officer about awards appropriate to the circumstances and assistance in preparing recommendations for forwarding through proper channels to ROKA.

b. KATUSA Soldier of the Month. The Eighth Army KATUSA Soldier of the Month Program involves the selection, within each major subordinate command, of the Best KATUSA Soldier of the Month, each month, according to established methods and criteria and with competition open to all KATUSAs within that command.⁴

(1) Inform yourself about the methods and criteria used within your command to select the Best KATUSA Soldier of the Month. Find out who nominates participants, whether both US and KATUSA personnel help select nominees, etc.

(2) Insure that deserving KATUSAs in your unit are nominated for participation in the competition. Let your KATUSAs know that the award includes a letter of congratulations, a prize, and reward leave.⁵

c. Badges and other awards. In accordance with provisions of US Army regulations⁶ and the consent of ROKA, Eighth Army regulations authorize awarding the following badges to KATUSAs meeting eligibility requirements: Expert Infantryman Badge, Driver Badge, Mechanic Badge and Basic Qualification Badges.⁷ Programs to award such badges to qualified and deserving KATUSAs are to be established.⁸ All KATUSAs are also authorized to participate in the Army Suggestion Plan.⁹

¹EA Reg 600-2, para 14b(1).

²AR 672-5-1, para 3, 4, 5, and Chap 1, Sec II.

³AR 672-5-1, para 6.

⁴EA Reg 672-10.

⁵EA Reg 672-10, para 6.

⁶AR 672-5-1, Chap 2.

⁷EA Reg 600-2, para 14b.

⁸EA Reg 600-2, para 14b(6).

⁹EA Reg 600-2, para 14o.

GUIDE, SECTION I

(1) See that qualified and deserving KATUSAs are not being overlooked for the award of badges. Review copies of the unit's special orders on awards, decorations and badges. If such badges are appropriate to unit assignment and, where applicable, the MOS of any of your KATUSAs, but the proportion of KATUSAs who qualify is abnormally low, check further to find the reason. Find out how your KATUSAs are performing. Look over the unit's orders on the last annual firing or, better, examine range cards. Check records of qualification, EIB. Check the Driver Qualification Records (DA Form 348) of your unit's drivers and mechanics who drive. Determine whether you may need to make changes in assignment, supervision or training. Consider measures to increase motivation of KATUSAs who might qualify (beginning with making sure they know badges can be awarded, and the level of performance required for qualification).

(2) Compare the proportions of KATUSAs and of US personnel receiving Certificates of Achievement. If the proportions differ, find out why, making sure it is not due to oversight.

(3) Make sure your KATUSAs know they can participate in the Army Suggestion Plan.

GUIDE, SECTION I

3. Unit bulletin board. There should be a notice posted in English and in Korean informing KATUSAs they have the right to present complaints and to request assistance from the US Inspector General or the nearest ROKA Inspector General or The Inspector General, ROKA, and that they may do this either in person or through their liaison officer.¹

a. Check to see that notice is posted, as required, in both languages. See that the notice includes, as required, the location of IG and proper procedures for KATUSAs to follow.

b. While KATUSAs are to be encouraged to discuss complaints with their commander, insure that no one gives KATUSAs the impression that they must "clear" complaints or must submit to an interview with anyone (beyond permission to leave unit during duty hours) before they may see an Inspector General.² However, the procedures for receiving (and handling) complaints and grievances within the unit should be reviewed and monitored to see that KATUSAs are, in fact, genuinely encouraged to take up their problems within their unit.

¹EA Reg 20-1, para 5a; EA Reg 600-2, para 16d.

²AR 20-1, para 3-3c.

4. Unit area (all sites). Except as provided by regulations, KATUSA personnel are not to be subjected to restrictions or limitations on use of equipment and facilities more severe than those applied to US soldiers.¹

a. Check your unit area for any signs or notices posted that may be contrary to this provision.

b. If there are any signs in Korean only, get them translated so that you can make sure that the content is acceptable. Be especially alert for signs saying "Americans only" or "Koreans not permitted" (even if the intention is to exclude civilians only and not KATUSAs), or other similar signs which can be construed to be discriminative or which may, literally, be contrary to regulations.

c. If there are signs in English only and they have any importance for KATUSAs, consider having them posted in both Korean and English wherever feasible.

¹EA Reg 600-2, para 8.

5. Unit gate and shakedown policies.

a. Gate policies. Eighth Army policy requires KATUSA personnel to be fully integrated into units to which they are assigned, to include all facilities within the unit.¹ Application of special controls only to KATUSAs with respect to entering or leaving the unit area is not authorized by Eighth Army regulations and is specifically excluded where the result is to subject KATUSAs to restrictions or limitations (not provided by regulations of Eighth Army or higher headquarters) on the use of facilities more severe than those imposed on US personnel.²

(1) If your unit controls entry to and exit from the unit area, make sure that identical policies and control procedures are applied to both US and KATUSA personnel and that guards fully understand they are to check passes and frisk or search both groups in exactly the same manner and with the same frequency (not only to avoid imposing differential limitations or restrictions but also to avoid implying that national groups other than US are automatically less trustworthy). If your control policy permits US personnel to bring guests into the area, determine whether identical controls are also applied to guests of KATUSAs.

(2) While you may not control installation gate policies, it is your responsibility to know how your men are treated, and, if you determine that your KATUSA and US personnel are treated inequitably, bring this to the attention of your next higher headquarters.

b. Shakedown policy. Identical policies and practices should be observed with respect to US and KATUSA personnel during any and all "shakedowns."

(1) Check out the actual practices followed during shakedowns in your unit, including discussion with your US and KATUSA first sergeants and, preferably, additional senior US and KATUSA NCOs. Make certain that all NCOs fully understand that they must search everybody or nobody (never singling out KATUSAs) and at the same time (not KATUSAs first and then US personnel), and that they must scrupulously avoid procedures that communicate distrust of KATUSAs as a group or suspicion based on the individual's nationality.

(2) If your unit seems to have shakedowns unusually often, determine underlying reasons to make sure shakedowns are not being ordered capriciously, by anyone, and are not related to problems of mistrust between national groups.

¹EA Reg 600-2, para 4b(1).

²EA Reg 600-2, para 8.

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6. Barracks.

a. Billeting facilities. It is the intent of Eighth Army policy that KATUSA and US personnel share billeting.¹ (Separate billeting is authorized for KATUSA personnel assigned to units approved by Eighth US Army Headquarters as KATUSA units with no US personnel assigned; other exceptions may be authorized by major subordinate commanders provided KATUSA personnel are furnished facilities comparable to those occupied by US personnel.²)

(1) If your unit has both KATUSA and US personnel and they are billeted separately, make sure you have a letter of authorization from your higher headquarters, and check the barracks of both US and KATUSA personnel carefully to insure the facilities are fully comparable.

(2) If your US and KATUSA personnel share the same barracks, observe the location of bunks to determine whether there is any significant tendency for KATUSAs' bunks to be clustered together rather than a roughly random interspersal of bunks of the two groups (or an arrangement more or less according to work groups). If there is marked clustering of bunks by nationality, this may be an indicator of some intergroup problems and efforts should be made to find out what they are.

(3) Insure that quarters assigned US and KATUSA NCOs of equivalent ranks are fully comparable and that they have comparable furnishings and amenities.

b. Care of KATUSAs. The adequacy of care and supervision of KATUSA personnel can be subjected to at least limited spot checks while you are in the barracks.

(1) Check KATUSAs' clothing, equipment and, especially, boots to see whether they are in as good condition as those of US personnel and whether there appear to be any differential repair or salvage problems. See whether all KATUSAs' boots are marked (name and SN) and whether unit patches, name tags and rank insignia are well sewn on (if there are some KATUSAs in the barracks, ask where they get their patches and stripes--they should get them from supply³--and where they get them sewn on and at what cost).

(2) Review your findings on the basis of these spot checks in order to determine whether the NCOIC appears to be taking care of his KATUSAs and whether there are special problems to be checked with the unit supply (see para 8, this Checklist Guide).

c. Interviews with personnel. Several matters should be checked directly with KATUSA personnel, US enlisted personnel, and US NCOs who supervise KATUSAs. If there are such personnel in the

¹EA Reg 600-2, para 4b(1).

²EA Reg 600-2, para 4b(1).

³EA Reg 700-7, para 4c(2)and(3).

GUIDE, SECTION 1

barracks, the following inclosures may be used to suggest some topics which may be taken up informally with them:

(1) Inclosure 2--Commander's Questions for KATUSA Personnel.

(2) Inclosure 3--Commander's Questions for US Army Enlisted Personnel.

(3) Inclosure 4--Commander's Questions for US Army Noncommissioned Officers.

7. Mess hall.

a. Sharing of mess facilities. Separate messing of KATUSAs and US enlisted personnel is not authorized except at the KATUSA School, 38th Replacement Battalion. It is Eighth Army policy that full integration of KATUSAs into units includes messing.¹ KATUSAs are not to be subjected to restrictions or limitations on use of facilities more severe than those applied to US soldiers.² At mealtime:

(1) Check to see that KATUSA and US personnel use the mess hall at the same times and use the same entrances and mess lines. Check the formation of the mess line and, if most of the KATUSAs are either at the front or at the rear of the line, determine whether action is needed to correct any recurrent, systematic inequity.

(2) Check out completely any and all forms of portion control used. Make sure each one is absolutely necessary and justifiable and that it is never applied to only one group of personnel. Attention to details may be needed to identify controls which are ostensibly applied to both groups but actually function to limit only KATUSA consumption. Check for such inequitable control over use of condiments at tables as well as in mess lines.

(3) Observe the pattern of seating and determine whether there is a significant tendency for KATUSAs to cluster together in one area of the mess while US personnel cluster together in another area or whether KATUSAs and US personnel, with only a few exceptions, eat at separate tables. Marked evidence that the men of your unit pull apart into two groups based on nationality may indicate intergroup problems, and efforts should be made to track them down.

(4) If there is a special area of the mess set aside for senior NCOs, insure that it is available to both KATUSA and US NCOs of equivalent ranks and, if there is waiter or waitress service in such an area, that service is available to both KATUSA and US NCOs.

b. KATUSA assignments and duties. KATUSA personnel are to be assigned against MOS requirements as reflected in current TD,³ are to be fully integrated with US Army personnel during performance of duty,⁴ are not to be assigned tasks solely as KPs,⁵ but may, as individuals, be rotated to KP detail to which US personnel are detailed by unit roster,⁶ except that they are not to be assigned to the head-count detail.⁷

(1) If there are any KATUSA cooks, determine whether they are authorized by your unit TD, that they have the proper MOS (802), or

¹EA Reg 600-2, para 4b(1).

²EA Reg 600-2, para 8.

³EA Reg 600-2, para 13f(2).

⁴EA Reg 600-2, para 4b(1).

⁵EA Reg 600-2, para 4b(2).

⁶EA Reg 600-2, para 4b(2); AR 220-45; see this Checklist Guide, para 1d and Inclosure 1.

⁷EA Reg 30-41, para 2-9b.

GUIDE, SECTION I

that their on-the-job training is such as to qualify them. See that they are pulling about the same work loads and shifts as comparable US cooks in the unit.

(2) See that there are no KATUSAs permanently assigned to KP. Count the number of KATUSA, US and paid KPs and check them against the duty roster. Make sure KATUSAs are being exempted from the headcount detail.

(3) Observe the jobs being performed by US and paid KPs and compare these to the jobs of the KATUSA KPs. Make repeated spot checks at varying times of day. Look for signs that any particular group is working while the others take it easy or that anyone group is doing an unfair share of the "dirty work" (e.g., cleaning pots, pans, and grease trap vs. cleaning trays or assigned as dining room orderlies).

c. Mess sergeant. When meals are not being served, a number of matters can be reviewed with the mess sergeant. Inclosure 5, Commander's Questions for Mess Sergeant, suggests some of the topics about which he may be able to offer important information.

8. Supply room.

a. Clothing and equipment. Initial issue to KATUSAs of clothing and equipment (listed in Inclosures 6 and 7 to this Checklist) is made at the 38th Replacement Battalion, but when the initial issue cannot be completed there, property book officers are to requisition, from the appropriate supply support activity,¹ items required to complete the issue. KATUSAs are to be issued shoulder insignia, ROKA insignia of grade and Expert Infantryman, Driver and Mechanic badges which they are entitled to wear.² When reassigned within Eighth Army or upon return to ROKA under honorable conditions after more than six months' service with US Forces, KATUSAs are authorized to retain all personal clothing (Inclosure 6) and, from 3d Monday in October to 1st Monday in May, one sateen, wind-resistant, cotton, men's coat without liner.³ Clothing retention for KATUSAs returning to ROKA under other than honorable conditions or after shorter periods of service are listed in EA Reg 700-7.⁴

(1) Familiarize yourself with the differences between the issues to KATUSA and US personnel. Pull and check some Individual Clothing Records (DA Form 10-195) of KATUSAs, referring to Inclosure 6 to this Checklist and determining reasons for any differences between authorized allowances and actual issues. Similarly, spot-check some Organizational Clothing and Equipment Records (DA Form 10-102) of KATUSAs, referring to Inclosure 7 to this Checklist. Also determine whether the supply sergeant understands which items of clothing are to be retained by KATUSA personnel returning to ROKA.

(2) Pull and check some DX Slips (ST Form 16) and shoe repair slips, paying special attention to dates of turn-in, in order to determine whether any categories of items are taking a long time to be repaired or replaced. Cross-check enough DX and shoe repair slips of both KATUSA and US personnel to make sure that one group is not generally having to wait longer than the other for repair or replacement of items.

(3) Review preceding spot checks to determine whether there are any items of clothing or equipment that appear to be in short supply or to require excessive amounts of time for repair or replacement. (Commanders of field units should be especially sensitive to problems with fatigues, boots and shortages of any other items that would work special hardship for KATUSAs due to the interrelationship of limitations of issue, laundry schedules, replacement and repair delays, and frequency of use imposed by the unit's mission.) If such difficulties exist despite appropriate requisitioning procedures and follow-up actions by the unit, report the problem to your next higher headquarters.

¹EA Reg 700-7, para 5c.

²EA Reg 700-7, para 4c.

³EA Reg 700-7, para 9a(1).

⁴EA Reg 700-7, para 9a(2).

GUIDE, SECTION I

b. Issue of arms and special equipment. Except as provided by regulations of Eighth Army or higher headquarters, KATUSAs are not to be subjected to restrictions or limitations on use of equipment or facilities more severe than those applied to US soldiers.¹ No provision for special restriction or limitation has been made with respect to arms drawing or the issue of special equipment such as compasses, watches, binoculars, carpenter sets, etc.

(1) Review your unit's practices with respect to arms drawing and issue of special equipment to determine whether sign-out procedures are the same for KATUSA and US personnel or whether US personnel (in some or all cases) are required to sign out items to be used by KATUSAs. Insure that practices are in conformity with unit policy and that any policy requiring differential treatment is based on operational requirements and not on misconceptions of responsibility.

(2) Be alert to indications that personnel (US or KATUSA) believe KATUSAs cannot be held responsible for loss, damage, destruction or unauthorized disposal of US Army property. The belief is false, and if it is common in your unit it should be corrected and a close check made to see that procedures described in the next paragraph are being followed.

c. Loss, damage, destruction or unauthorized disposal of US property. Eighth Army regulations² specify procedures to be followed in the event of KATUSA involvement in loss, damage, destruction or unauthorized disposal of U.S. Government-owned property and also require unit commanders to conduct clothing inspections at least every six months to insure that KATUSAs possess the items for which they are charged.

(1) Insure that these procedures are followed in your unit:

(a) KATUSA personnel involved in improper conduct or illegal disposition relative to loss, damage, or destruction of US property are reported to the CG, Eighth US Army, Attn: AG-PKA, for return to ROKA.³

(b) Equipment issued to KATUSA personnel and lost, damaged or disposed of by means other than fair wear and tear is dropped from unit property records by Report of Survey action.⁴

(c) Minor items of nonexpendable property are dropped, as appropriate, through Quarterly Reports of Operational Breakage and Loss.⁵

¹EA Reg 600-2, para 8.

²EA 700-7, para 10.

³EA 700-7, para 10a.

⁴EA 700-7, para 10b.

⁵EA 700-7, para 10c.

(d) Clothing inspections are conducted at least every six months to insure that KATUSAs have the items charged out to them.¹

(2) In making surveys of the extent of KATUSA responsibility in apparent misconduct or illegal disposal, take special care to surmount communication problems and to avoid interpretation or decision involving misunderstandings. Also, take special care to avoid any procedures that give KATUSAs the impression they are less trusted than US personnel rather than communicating, instead, that they are just as responsible for property as US personnel. During clothing inspections, for example, it is suggested that KATUSAs not be singled out as a group, but that such inspections include all soldiers in the unit.

d. Comfort kits. A comfort kit (containing items listed in Inclosure 8 to this Checklist) is to be issued each month to each KATUSA assigned or attached to your unit.² The kits are not to be withheld (or withdrawn³) as a disciplinary measure.⁴ They are considered expendable but a monthly informal record of issue is to be maintained.⁵ Supplemental items are authorized for issue to KATUSAs on an annual or semi-annual basis⁶ (as listed in Inclosure 8 to this Checklist).

(1) See that requisition and follow-up practices within the unit help insure timely issue. If there are delays, check records to see that requisitions for comfort kits are being submitted in time to reach the supporting supply point before the last work day of each month.⁷ Bring serious delays in issue, attributable to reasons outside your unit, to the attention of your next higher headquarters.

(2) See that comfort kits are being checked for completeness on arrival. Familiarize yourself with contents of the comfort kit. Ask to see a comfort kit or select one yourself at random and check items against list in Inclosure 8 to this Checklist, noting also the condition and quality of the items.

(3) Request the informal record of issue of comfort kits and insure that the number of signatures indicates every KATUSA received his kit during the past month and that kits requisitioned but not signed for are on hand. See that the informal records of issue are retained for a reasonable period of time to permit checking and assuring proper issue of kits.

(4) Insure that the issue of comfort kits is never held up for disciplinary reasons, either on a group or an individual basis,

¹EA 700-7, para 10d.

²EA Reg 600-2, para 6b(2); EA Reg 700-7, para 7b.

³EA Reg 600-2, para 6b(3).

⁴EA Reg 700-7, para 7e.

⁵EA Reg 600-2, para 6b(2); EA Reg 700-7, para 7c.

⁶EA Reg 700-7, para 7f.

⁷See EA Reg 700-7, para 7b.

GUIDE, SECTION I

and that all concerned fully understand that such withholding or withdrawal violates Eighth Army regulations.

(5) Check on the requisitioning and issue of supplemental items listed in Inclosure 8 to this Checklist. See that replacements are being requisitioned promptly or, better, that the demand for these items is being anticipated and requisitions being submitted accordingly.

e. Laundry. KATUSA personnel are authorized free laundry service limited to one bundle (15 pieces including the laundry bag) per week.¹

(1) Find out how many of your KATUSAs make regular use of the free laundry service. A significant number of non-users may indicate something is wrong, and you should check it out fully.

(2) Determine whether your KATUSAs obtain laundry service through a Quartermaster laundry or through a JAKOR Pacific Exchange System concessionaire.

(a) If through a Quartermaster laundry, find out how long it usually takes for laundered items to be returned. If time is abnormally long or would cause hardship for KATUSAs in view of their clothing issue, insure that no delay is due to faulty processing² or follow-up within the unit and, if unit practices are not responsible for delays, inform your next higher headquarters of the problem.

(b) If through a PX concessionaire, perform checks similar to above and also determine whether the quality of the service given KATUSAs is comparable to that given US customers, preferably getting the opinion of the KATUSA first sergeant and several KATUSAs.

(3) Insure that procedures for obtaining cleaning of organizational items of clothing are understood and that KATUSAs are not having to add these items to their individual, limited, free laundry bundles.

¹EA Reg 700-7, para 8.

²See EA Reg 700-7, para 8c.

9. Duty groups/work details.

a. KATUSA assignments and duties. Eighth Army policy of fully integrating KATUSA personnel into units to which they are assigned includes performance of duty with US Army personnel.¹ They are to be assigned against MOS requirements as reflected in current TD, they may be reclassified in accordance with Eighth Army and ROKA regulations and directives, and every effort is to be made to qualify them by intensive on-the-job training.² KATUSAs are not to be assigned tasks solely as laborers (as well as cargo carriers, house-boys, or KPs) or other tasks not directly related to their MOS although they may be rotated, as individuals, to housekeeping tasks or guard and security details to which US personnel are detailed by unit rosters.³

(1) See that duty groups composed solely of KATUSAs or solely of US personnel are avoided to the maximum extent possible. Circumstances may seem to necessitate some all-KATUSA and some all-US duty groups or details (e.g., your unit may have a very high or very low percentage of KATUSAs), but such circumstances should be examined very critically. If such separate work groups are common in your unit, you should re-examine the extent and quality of on-the-job training the KATUSAs are receiving.

(2) See that KATUSAs are never permanently or constantly assigned tasks solely as laborers or to other tasks not directly related to their MOS.

(3) Make repeated checks on the activities of KATUSA and US soldiers of comparable ranks assigned to various duty groups or work details. Insure that no one group is pulling an unfair share of the work load or the dirtier or less desirable jobs.

b. NCOIC. Work details or duty groups should be in the immediate charge of the ranking NCO.⁴ For each work detail or duty group you observe, see that the ranking soldier, either US or KATUSA, is in charge. (Expect that any KATUSA receiving orders or supervision from a US enlisted man with a rank lower than his may not only regard this as an individual affront but also interpret it as an insult to his ROKA insignia of rank and, thus, to the Korean Army, to Koreans generally, or even to Korea as a nation.)

c. Interviews with personnel. Visits with duty groups or work details will offer some opportunities to talk informally with your men. The following inclosures may be used to suggest some of the topics which may be taken up with them:

(1) Inclosure 2 - Commander's Questions for KATUSA Personnel.

¹EA Reg 600-2, para 4b(1).

²EA Reg 600-2, para 13f.

³EA Reg 600-2, para 4b(2).

⁴AR 600-20.

GUIDE, SECTION 1

(2) Inclosure 3 - Commander's Questions for US Army Enlisted Personnel.

(3) Inclosure 4 - Commander's Questions for US Army Noncommissioned Officers.

10. Dayroom/unit activities.

a. Dayroom.¹ The Eighth Army policy requiring KATUSA personnel to be fully integrated into units to which they are assigned is intended to include all facilities within the unit.² In using equipment and facilities, KATUSAs are not to be subjected to restrictions or limitations (not provided by regulations of Eighth Army or higher headquarters) more severe than those imposed on US personnel.³ Unit funds will be expended only when equitable benefits accrue to the personnel of the unit as a whole.⁴ They may not be expended solely for the benefit of KATUSAs; the basic intent is that neither KATUSA nor US personnel be denied the use of recreational supplies procured from such funds.⁵ Guidance in obtaining issue, replacement and repair of furnishings, equipment and supplies is given in Eighth Army regulations,⁶ with special provisions for isolated units.⁷

(1) Insure that both KATUSA and US personnel have fully equal and ready access to the unit dayroom (separate dayrooms are not authorized). If access is controlled in any way (e.g., key drawing), see whether such controls are necessary and that they are applied in exactly the same ways to both groups.

(2) Make a general survey of attractiveness of the dayroom. See that building, furnishings and equipment are in the best condition possible and that the facilities give an impression of neatness, cheerfulness and comfort. (This general check is appropriate to this specialized Checklist because dayrooms are sometimes almost "abandoned" to KATUSAs while US personnel make principal use of service clubs, EM or NCO clubs, or, sometimes, off-post facilities. Therefore, insure that a relative lack of interest on the part of US personnel does not lead to neglect and deterioration. See also that the reverse does not occur and that US personnel do not "abandon" the dayroom to KATUSAs because the facilities have been neglected, or have become decrepit, unattractive or uncomfortable.) Check the number and condition of lounge chairs, settees, straight chairs, lamps, writing desks and game tables to see that they will comfortably accommodate requirements for watching TV, writing, studying, using games, etc. If this or any of the subsequent checks in this section reveal shortcomings of furnishings, equipment, supplies or maintenance, consult regulations for basic guidance in correcting them, take them up with the unit fund council, and bring insoluble problems to the attention of your next higher headquarters.

¹See also Unit fund, para 1e, this Checklist Guide.

²EA Reg 600-2, para 4b(1).

³EA Reg 600-2, para 8.

⁴EA Reg 230-12, para 6c.

⁵EA Reg 600-2, para 14j.

⁶EA Reg 28-8, para 4.

⁷EA Reg 710-4, para 21.

GUIDE, SECTION I

(3) See that the TV set is in the dayroom or otherwise located where all men in the unit have access to it. If the set is locked, find out who has the key and who can draw it. See that the set is in good working order or that action has been taken to repair or replace it with minimum delay. Determine whether there are any restrictions (formal or informal) as to who can use the set, who can adjust it, and who can decide the selection of programs (stations). Repeat all of the checks with the radio/record player combination, substituting record selection for station selection. Look over the collection of records to determine whether it is large enough to provide variety and cater to the men's preferences (get their opinion). If there are no Korean recordings, take this up with the unit fund council and check to see whether KATUSAs have proportionate voice in the expenditure of unit funds. Upon completion of these checks, review all restrictions (formal and informal) and insure that both KATUSA and US personnel have a fair and proportionate voice in the use of this equipment.

(4) Make sure the facilities for playing pool and ping-pong are in good condition. Examine ping-pong table, net and paddles; see that there are enough balls available. Check the cover and pockets of the pool table and the condition of cue sticks; see that a complete set of balls, a rack and chalk are available. Determine whether there are any restrictions or controls over the use of these tables, equipment or supplies and insure that any such controls or sign-out procedures, if any, are the same for KATUSA and US personnel.

(5) Make a general survey of the kinds of miscellaneous games and of magazines and newspapers. Determine whether there is a reasonable selection available and whether Korean games (e.g., Yut, Paduk, chess, cards) and Korean magazines and newspapers are available in reasonable proportion with respect to the number of KATUSAs in the unit (as well as to offer US personnel a chance to learn about Korea). Spot-check some of the games to check on their condition, and see that there is a magazine rack for periodicals. Insure that sign-out procedures, if any, are the same for KATUSA and US personnel. Note any signs that games or periodicals (especially current issues) "migrate" to NCO or other billets or to other locations where they are not available to all men of the unit.

(6) Determine the procedures for cleaning the dayroom and see that no one group of men has an unfair share of the clean-up work.

b. Unit activities/sports program. KATUSA participation in unit activities is governed by Eighth Army policies and regulations cited in paragraph a, above. Additionally, where prizes purchased with nonappropriated funds are involved, their award to KATUSA personnel is authorized¹ (except MPC,² which must be converted to won equivalent). Participation in the Eighth Army sports program by

¹EA Reg 600-2, para 14j.

²EA Reg 600-2, para 14k.

KATUSAs is authorized¹ and to be encouraged by commanders at all echelons.² They are also encouraged to participate in Eighth Army sports championships when competition will terminate in the Eighth Army championship (when team or individual champion will progress to a higher level, participation is limited to US Army personnel).³ As specific opportunities arise, make the following checks on KATUSA participation in unit activities and sports programs:

(1) When unit parties are given, insure that all men of the unit are permitted to participate on a fully equitable basis. Make spot checks of dispensing of food and beverages to see that "informal" controls do not impose restrictions primarily on one group of men.

(2) On organizational days, see that KATUSAs are encouraged to participate fully in the various competitions. If prizes are awarded, see that KATUSAs are permitted to take those they deserve (cash prizes of MPC amounts must be converted to won equivalent).

(3) See that KATUSAs share along with other members of the unit in the issue of items such as scarves, unit insignia or other items purchased from unit funds.

(4) If sports equipment or uniforms are purchased from unit funds, see that KATUSAs share in the use or issue of these items. If unit "policy" is equitable, but KATUSAs, by their own default, do not share in "practice," give special attention to item (5) below.

(5) Review your unit's sports program and insure that KATUSAs are actively encouraged to participate. Determine whether there is sufficient opportunity provided (by formal or informal programs) for KATUSAs to learn or to improve their skills in games such as baseball, softball, football or basketball. Determine also whether there is sufficient balance in the unit's program. If not already accomplished, consider including volleyball or soccer, providing equipment for sports commonly enjoyed and often played well by Koreans, and encouraging US personnel to participate in them or learn them with the help of the KATUSAs.

¹EA Reg 600-2, para 147.

²EA Reg 28-4, para 4a(4).

³EA Reg 28-4, para 8.

Section II

11. English classes. KATUSA personnel are received, processed (including issuance of clothing, medical examination and immunization), and given training at the 38th Replacement Battalion.¹ Training at the Eighth Army KATUSA Training School at the 38th Replacement Battalion includes instruction on subjects as directed by Eighth Army Headquarters and 45 hours of instruction in English.² All units having KATUSA personnel assigned are required to conduct English language training a minimum of two hours per week, using the "direct method" of instruction³ with only US personnel as instructors⁴ and with a maximum of 20 students per class.⁵ This training is to be entered on EA Form 7 (Individual Training Record).⁶

a. See that your KATUSAs are receiving a total of two hours of English training each week and that it is being entered on the Individual Training Record (EA Form 7).

b. Familiarize yourself with the way the English training program has been implemented at your unit or installation. Find out who is in charge of the instruction program. Arrange to observe classes to make sure you know what training is being given your KATUSAs.

(1) Find out who is teaching the classes and whether they have received specific training for this job. They should be US personnel only; KATUSAs, ROKA liaison officers, or any persons other than native speakers of English should never be used as instructors. They should have an Instructor's Manual for the Spoken English Program for KATUSA Personnel. Valuable additional training can be obtained by attending training sessions conducted by a language specialist from the Education Division, G-1 Section, Eighth US Army (arrangements made by communicating with that division), and by studying a special instructor training tape containing an analysis of methodology of an actual class (obtained by submitting a request to Headquarters, Eighth US Army, ATTN: EAGP-E, APO US Forces 96301).

(2) Observe the number of students in each class, the textbooks they are using and the training aid charts which are displayed. There should be no more than 20 students. The only proper textbook for them is Spoken English Follow-Up Course for KATUSA Personnel: Lessons One to Fifty (Revised), EA Pam 350-3. Each of

¹EA Reg 600-2, para 5b.

²EA Reg 600-2, para 19b.

³EA Reg 600-2, para 19a(1).

⁴EA Reg 600-2, para 19a(6).

⁵EA Reg 600-2, para 19a(5).

⁶EA Reg 600-2, para 19a(2).

GUIDE, SECTION II

your KATUSAs should have a copy. (No other textbook should be used: the book, Spoken English Course for KATUSA Personnel, is for use at the KATUSA Training School and not for the follow-up course.) The appropriate training aids (charts) are entitled, Spoken English Follow-Up Course for KATUSA Personnel, Lessons One to Fifty, and should be placed so they may be seen easily by all students.

(3) Note whether classroom facilities, physical arrangement and class conduct are satisfactory. Check the adequacy of lighting, ventilation and, in winter, heating. Arrangement of student chairs in a roughly horseshoe-shaped pattern is preferred. There should be a well-placed blackboard. (Note whether writing on it has been kept to a desired minimum; the blackboard is primarily intended for pictures, drawings and diagrams.) The class conduct atmosphere should be appropriate to effective instruction: it should be pleasant, but too much levity, disorganization or inattention suggests instruction is not being taken seriously.

(4) Observe the class instruction procedures to determine whether the direct method of language instruction is being followed. Its use is required and all instructional materials have been prepared on that basis. Inclosure 9, The Direct Method of Language Instruction, presents a brief and general description of this method. The following spot checks will help you establish whether recommended procedures are being followed:

(a) The instruction should be conducted only in English; Korean should not be used.

(b) The instructor should provide a good language model. He should speak distinctly, but not too slowly nor with exaggerated enunciation (the KATUSAs must learn to understand English as normally spoken by Americans). He should not have a regional accent so prominent as to make his speech indistinct to the average American (KATUSAs must imitate the speech of their instructor).

(c) Discussions, as such, should be avoided; at best, frequent or lengthy discussions disrupt systematic training. Instruction should follow preplanning. Explanations of grammar are especially undesirable.

(d) During class, textbooks should generally be kept closed or out of sight by KATUSAs. The idea is to train them to speak English and to understand spoken English, not just improve their reading ability.

(e) The KATUSAs should do as much talking as the instructor does, if possible. The instructor should avoid taking up too much of the time. The objective should be to give the KATUSAs as much practice as possible, and all KATUSAs should be participating.

(f) There should be plenty of opportunity for individual "recitation" so that their speech habits can be corrected and shaped up. "Choral recitation" can be valuable at the proper time, but each KATUSA should have a chance to perform individually. For the

same reason, however, no one KATUSA should be permitted to dominate the recitations.

(g) A brisk tempo should be maintained at all times. If the pace of instruction is not lively and enthusiastic, the KATUSAs are also unlikely to be alert, lively or enthusiastic.

c. If your observations suggest there are any problems, or raise any questions about this important language program, discuss them with the person in charge of the program at your unit or installation and, as appropriate, urge him to communicate with Language Specialist, Education Division, G-1 Section, Eighth US Army (Tel: Yongsan 3766).

12. Tailor shop. Specific arrangements for providing tailoring service for KATUSAs are not directly prescribed by Eighth Army regulations. Arrangements and agreements vary according to installation and unit. KATUSA personnel may be detailed to perform tailor service for other KATUSA personnel in the unit, utilization in such capacities to be kept to a minimum.¹ Generally, tailoring service is available to KATUSAs through concessionaires.

a. Visit the shop which provides tailoring service for the men in your unit. To inform yourself about the basis on which the shop is run, find out who owns it, who manages it, to whom the owner pays rent or other charges for the space occupied by the shop.

b. Find out what prices are charged for sewing on patches, insignia, etc., for KATUSAs and compare them to prices charged US personnel for these services. Consider the reasonableness of the prices charged KATUSAs in terms of their pay. Ask about the extent to which the KATUSAs use the tailoring services available.

c. If recently completed work awaiting pick-up is available for your examination, look it over in order to determine whether the work is being done well and whether KATUSA and US personnel appear to be getting comparable service.

¹EA Reg 600-2, para 4b(3).

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13. Barber shop. Standards of hygiene and sanitation applying to all barber shops, including separate KATUSA barber shops, are established by Eighth Army regulation.¹ A copy of the regulation and its inclosure, Sanitary Requirements, must be posted in a conspicuous place in barber shops.² KATUSA personnel may be detailed to perform barber services for other KATUSA personnel in the unit, utilization in such capacities to be kept to a minimum.³ Specific arrangements for providing barbering service for KATUSAs are not directly prescribed by Eighth US Army regulations. Arrangements and agreements vary according to installation and unit.

a. Same shop/same barbers. If US and KATUSA personnel in your unit share the use of the same barber shop and barbers:

(1) Ask enough questions of your unit personnel (see also Inclosure 2 to this Checklist, Item 12) and, if needed, make further efforts to determine whether KATUSA and US personnel receive comparable service and equitable treatment in the barber shop. (This is particularly important where KATUSAs receive haircuts free of charge.)

(2) Check for subtle as well as obvious inequities; for example, KATUSAs not receiving haircuts in their proper turn in accordance with their order of arrival at the shop because the barber gives precedence to the higher-paying US customer.

b. Same shop/KATUSA barber. If US and KATUSA personnel in your unit share the use of the same barber shop but KATUSAs have their hair cut by a KATUSA barber:

(1) Presumably, KATUSAs would receive haircuts free of charge, but check to make sure.

(2) Determine whether the KATUSA barber has the appropriate MOS (801).

(3) Compare the type and condition of the equipment used by the KATUSA barber to that used by the concession barber(s). Find out who provides the equipment used by the KATUSA barber and on what basis.

(4) Determine whether the arrangement provides overall satisfactory barber service for your KATUSAs. Include KATUSA opinions in arriving at your evaluation.

c. Separate KATUSA barber shop. If KATUSA personnel in your unit obtain their haircuts in a separate KATUSA barber shop:

(i) Compare in detail the facilities of the KATUSA barber shop to those of the shop for US personnel. In addition to general comparisons between space and overall pleasantness (or, at

¹EA Reg 40-567.

²EA Reg 40-567, para 7.

³EA Reg 600-2, para 4b(3).

GUIDE, SECTION 11

least, adequacy) of buildings used for the US and KATUSA shops, include comparisons of waiting chairs, barber chairs, ventilation, appearance of cleanliness, etc. Note particularly whether there are striking differences between facilities; for example, if in summer, there is air conditioning in the US shop while there are not even fans in the KATUSA shop.

(2) Proceed with checks described in para 13b above.

11. Special Services facilities.

a. Service Club. KATUSAs may use service club facilities and equipment up to the limitation imposed by lack of space and the requirement that US military personnel are not deprived of their use. The use of equipment requiring special skills, such as musical instruments, typewriters, tape recorders, projectors, etc., may be restricted to US and KATUSA personnel who can demonstrate passable skill in their use.¹

(1) Meet with the director of the service club serving the men of your unit to discuss the use of the club by KATUSA personnel. Review with her, as appropriate, comments or questions you may have received from your KATUSAs with respect to their use of the club.

(2) Obtain a description of the club's general policies and practices with respect to admitting KATUSAs to the club, their use of its facilities and equipment, and their participation in its activities. Get specific information about any differences between US and KATUSA personnel with respect to access to all areas of the club, the use of pool and ping-pong tables, and check-out of items such as games, records, musical instruments, tape recorders, typewriters, etc. See if check-out procedures and, where applicable, requirements to demonstrate proficiency are identical for US and KATUSA personnel. Ask whether beverages, snacks or refreshments are served to KATUSAs on the same basis as US personnel. Learn about restrictions or controls, if any, on KATUSA attendance at shows, participation in contests (including those involving prizes) and inclusion in such activities as dances, tours, outings, and picnics.

(3) If you observe any signs placed on or over game tables or elsewhere which appear to impose restrictions on use by KATUSAs or by US personnel, ask about the intent of and reason for such signs.

b. Library. KATUSA personnel are authorized to use libraries (to include loan and reading room privileges)² in the same manner as US personnel.³

(1) At the library serving the men of your unit, obtain information concerning the relative extent of use by KATUSA and US personnel. Estimate the proportions of KATUSAs and of US personnel using the library and compare them. Find out if you need to do anything to encourage greater use of the facilities.

(2) Determine whether book check-out procedures are identical for US and KATUSA personnel (including number of books that can be checked out and whether KATUSAs can check out books in English as well as Korean).

¹EA Reg 600-2, para 14p.

²EA Reg 28-85, para 8a(7).

³EA Reg 600-2, para 14e.

GUIDE, SECTION II

(3) Discuss with the librarian any problems with respect to KATUSAs' use of the library and obtain an explanation of any restrictions placed on their use of it. With the librarian's help, get a general understanding of the range of selection of Korean books and periodicals available to your KATUSAs. If no Korean books are available, report this as a problem to your next higher headquarters.

c. Crafts shop. The facilities and tools in crafts shops are to be made available to KATUSAs.¹ Military payment certificate (MPC) privileges may not be extended to ROKA personnel.² KATUSAs are, therefore, not authorized to purchase merchandise and materials which are sold in crafts sales stores in exchange for MPC only. However, prizes, such as kits to be used in crafts shops, which have been purchased with nonappropriated funds may be awarded to KATUSA personnel.³

(1) Check on how much KATUSAs use the crafts shop serving your unit. Expect few KATUSA users; inability to use MPC required to purchase kits and materials reduces participation. Make sure, however, that your KATUSAs know about the facilities available to them.

(2) Consult with the responsible officer about the possibility of making available to KATUSAs, and other shop users, outdated or to-be-discarded kits and materials. Check whether there is otherwise useless scrap lumber or other scrap materials around your unit compound that could be put to use in the shop. If interest among the men of your unit justifies it, consider checking with your next higher headquarters and your unit fund council on the possibility of using unit funds to purchase kits and materials for use by your US and KATUSA personnel.

d. Gymnasium; swimming pool. The use of gymnasiums and swimming pools by KATUSA personnel is authorized and encouraged to the maximum extent practicable.⁴

(1) Determine the extent to which your KATUSA as well as US personnel make use of the gymnasium nearest your unit or installation. Make sure they know the facilities are available to them. Find out whether KATUSAs are subject to any restrictions not equally applied to US personnel and, particularly, whether policies or practices employed in the check out and use of any and all equipment are identical for KATUSA and US personnel.

(2) At the swimming pool available to the men of your unit, determine the extent to which your KATUSAs use it. Learn whether there are any restrictions on KATUSAs which are not applied to US personnel and whether pool facilities are available to KATUSAs at all times that they are available to US personnel.

¹EA Reg 600-2, para 14n.

²EA Reg 600-2, para 14k.

³EA Reg 600-2, para 14j.

⁴EA Reg 600-2, para 14l.

15. Theater. Eighth Army regulations authorize KATUSAs to attend, free of charge,¹ US Army paid and free-admission theaters. Their attendance is restricted to theaters operated for the organization to which they are assigned or a designated theater located in the vicinity of their duty station.² Attendance by KATUSAs is limited to seating accommodations excess at any performance to the requirements of US military or other personnel authorized paid attendance³ (additional performances to accommodate KATUSAs are not authorized⁴). KATUSAs are to be admitted upon presentation of ID card (USFK Form 3016-1EK)⁵. Installation commanders have the responsibility for initiating additional control measures, if necessary, in consonance with the policies outlined by Eighth Army regulation.⁶

a. Obtain specific information about the procedures for admitting KATUSA personnel to the theater used by the men of your unit. (Practices vary somewhat because how many seats are "excess to the requirements of US military personnel or other personnel authorized paid attendance" involves interpretation and judgment. The basic idea is to get all of the paying customers inside first and then give the left-over seats to KATUSAs. At some theaters KATUSAs are admitted just as the main feature starts; at others, they may wait an arbitrary amount of time after the feature has started. At some movies, there may be more than enough seats to accommodate KATUSAs who show up; at very popular movies, not all of the waiting KATUSAs can be accommodated.)

(1) From your KATUSAs, get reports of their experiences when attending the theater (see also Inclosure 2 to this Checklist, Item 8).

(2) From the responsible personnel at the theater designated for use by your KATUSAs, get an understanding of the admission practices followed. Find out how long a KATUSA must usually wait before being admitted or turned away. Get estimates of how often KATUSAs who show up must be turned away.

(3) If, in addition to their ID cards, KATUSAs are required to present any special passes to be admitted, obtain an understanding of the basis for the allotment of passes to your unit's KATUSAs and make sure that, within your unit, there is an equitable system for sharing their use.

b. Find out whether there is any arrangement enabling KATUSAs to purchase such items as popcorn or soft drinks. (Of course, KATUSAs who are guests of US personnel might be given such items after purchase by the US hosts. However, this is apt to occur very rarely.)

¹EA Reg 28-7, para 2a; EA Reg 600-2, para 14f.

²EA Reg 28-7, para 2a(2); EA Reg 600-2, para 14f(2).

³EA Reg 28-7, para 2a(1); EA Reg 600-2, para 14f(1).

⁴EA Reg 28-7, para 2b.

⁵EA Reg 28-7, para 3a(2).

⁶EA Reg 28-7, para 3a(4).

16. NCO and EM clubs.

a. KATUSA guests. Open messes may be visited by KATUSA soldiers when accompanied by, and as the guest(s) of, US personnel.¹ Boards of governors of open messes establish, subject to approval by the commander concerned, controls over the use of mess facilities by guests and conditions under which privileges may be extended to guests.²

(1) Familiarize yourself with the practices of the open mess(es) in the vicinity of your unit with respect to KATUSAs as guests. Obtain complete understanding of all controls and conditions which apply to KATUSA guests.

(2) Obtain an estimate of how often KATUSAs are brought to the open mess(es) as guests. Determine whether, according to club policies, KATUSAs are as welcome as other Korean guests. (It can be assumed that, in practice, Korean females would be invited more often than Korean males, but any inequity in policy imposed on your KATUSAs compared to other Korean guests should be taken up with your next higher headquarters.)

b. KATUSA members. Associate membership in NCO open messes may be granted to KATUSA NCOs in grades E-6 and above and chit books may be purchased with won for use in the open mess in purchasing items for consumption on the premises.³

(1) Determine the extent to which your KATUSA NCOs in authorized grades are welcomed to associate membership at the NCO club serving your unit. Learn what can and cannot be purchased with won chit books. Given the limitations imposed by low pay and lack of MPC and MPC chit books, examine the extent to which eligible KATUSA personnel appear to make use of the facilities available to them.

(2) Find out whether KATUSA NCO members can (and do) bring guests into the club on exactly the same basis and to the same extent allowed other associate members.

¹EA Reg 600-2, para 14h.

²EA Reg 230-61, para 7c.

³EA Reg 230-61, para 7b(8); EA Reg 600-2, para 14i.

17. KATUSA PX and snack bar. Military payment certificate (MPC) privileges may not be extended to ROKA personnel.¹ KATUSAs are, therefore, not authorized to use or to make purchases at US Army post exchanges. They are also not authorized to make purchases at US Army snack bars, but are authorized to visit them when accompanied by and as the guest(s) of US personnel.² KATUSA PXs and KATUSA snack bars have been established at some installations to provide the KATUSAs with on-post facilities in which they can use won currency to purchase locally procured items.

a. KATUSA PX. Where such facilities are established, the US Army generally furnishes the space and the ROK Army arranges to stock and operate it. Space, in some cases, is shared with a KATUSA snack bar.

(1) If there is a KATUSA PX (ROKA PX) serving KATUSAs of your unit, visit it in order to find out, first-hand, what it is, how it is run and how well it satisfies the needs of your KATUSAs. Coordinate with your ROKA liaison officer. If possible, arrange for him to visit the PX along with you and your unit's KATUSA first sergeant.

(2) Familiarize yourself with the details of the arrangement for the PX. Find out who is in charge, be introduced, and remember his (or her) name.

(3) Make an informal survey of the variety of goods available (better, take notes for your own reference). Ask the prices of some of the goods (again, notes may be helpful--for your own information you may wish to compare local prices). Observe condition of the building and adequacy of space.

(4) Determine the extent to which your KATUSAs use this PX, what they think of its overall usefulness and convenience, what items they most commonly buy there, and how they feel about the stock, the prices, and the service.

(5) Be sure to reflect your interest to the responsible ROKA liaison officer, discuss your impressions with him, and give him encouragement to provide your KATUSAs with the best operation and stock possible under the circumstances.

b. KATUSA snack bar. Where such facilities are established, they are usually operated by a local civilian by contractual agreement. Space is sometimes shared with a KATUSA PX.

(1) If there is a KATUSA snack bar serving KATUSAs of your unit, visit it in order to find out what it is, how it is run and how well it satisfies the needs of your KATUSAs. Coordinate with your ROKA liaison officer. If possible, arrange for him to visit the snack bar along with you and your unit's KATUSA first sergeant.

¹EA Reg 600-2, para 14k.

²EA Reg 600-2, para 14h.

GUIDE, SECTION II

(2) Obtain specific information about the arrangement for the snack bar, including, as appropriate, who let the contract, who monitors it, who pays money to whom. Find out who is in charge of the day-to-day operation of the snack bar, arrange to meet them and remember their names.

(3) Look over the menu (probably on the wall). Have it translated and explained to you by your ROKA liaison officer, KATUSA first sergeant or a KATUSA who speaks English reasonably well. Note some of the items and their prices, especially the popular noodle dishes and wine (later, you may want to compare prices at restaurants off-post). Observe general conditions of sanitation. Look over the cooking facilities. Find out who conducts regular inspections of sanitation of the snack bar. Check for overall pleasantness of atmosphere. Since the men of your unit eat and drink there, determine whether, except for food preferences, you would care to eat there.

(4) Find out how much use your KATUSAs make of the snack bar, their overall opinion of it, what they think of the menu, and how they feel about the prices and the service. Learn whether customers other than KATUSAs (e.g., local hire personnel, US military personnel) are authorized. If US military personnel are authorized to visit as guests of KATUSAs, find out how often they go there.

(5) Discuss your impressions of the snack bar with your ROKA liaison officer. Use periodic visits to the snack bar to indicate definite interest in seeing that it helps to meet the needs of your men.

Section III

18. ROKA liaison officer. ROKA officers are attached for duty with Eighth US Army units to accomplish the liaison function¹ of maintaining contact and intercommunication to insure mutual understanding and unity of purpose and action. They perform specific tasks and they may be used by commanders to facilitate operations involving Korean military or civilian personnel and to advise and assist in implementation of the KATUSA program.² ROKA liaison officers are to be extended all courtesies and consideration accorded officers of the forces of member nations of the United Nations.³ Inasmuch as the Chief of Staff, ROK Army, retains courts-martial jurisdiction over KATUSA personnel,⁴ the Senior ROKA Liaison Officer of each major subordinate command has been appointed as acting commander of KATUSA personnel for disciplinary purposes only and upon the request of the individual unit commander.⁵

a. Insure that you maintain contact with your ROKA liaison officer on a close and continuing basis.

(1) Review the frequency and regularity of your meetings. If you have not done so, discuss with your liaison officer the possibility of regularly scheduled meetings--at least weekly, if possible. This provides a regular opportunity to take up plans and problems as they arise.

(2) Give attention to where you meet your liaison officer. If his rank is the same as yours, make every effort to meet with him in his office from time to time; do not put him in the position of always having to come to see you in your office. If his rank is higher than yours, it is even more important that you do not "summon" him to your office.

b. Be aware that, by your behavior toward him, you are reflecting to your ROKA liaison officer your opinion of his status and, along with that, his uniform's status, his Army's status and his Nation's status. Take special care to observe customary military courtesy, protocol and precedence. If you are already on a very friendly basis with him, be friendly and respectful: even though he may overlook small discourtesies, probably KATUSAs or someone else will be there to observe (and interpret) what happens. Even when you

¹AR 320-5.

²EA Reg 600-2, para 3a and 11a.

³EA Reg 600-2, para 4a(3)(a) and (c).

⁴EA Reg 600-2, para 4a(2).

⁵EA Reg 600-2, para 15d(1).

⁶EA Reg 600-2, para 4c.

GUIDE, SECTION III

are loaded with other problems, are feeling your worst and have just been given a going-over by your commander, remember what you already know:

(1) Stand up when he enters your office, whatever his rank but especially if his rank is higher than yours. Present the hand salute as a courtesy and on all occasions where proper protocol suggests it. Maintain good military bearing in his presence. When sharing a vehicle, observe entry and seating protocol.

(2) Avoid profanity and crudeness or roughness in your actions. Cursing is one of the "automatic" cultural criteria for classifying the user as an uneducated oaf. Worse, the use of profanity when you want only to add emphasis to a point you are making may be misunderstood by Koreans as an expression of hostility *toward them*. At best, even for those who have spent a long time around Americans, it shows a lack of respect for them and their position.

(3) Absolutely avoid any and all displays of anger. Koreans are apt to regard a display of strong anger as "hysteria." In Korea, such a display is one of the least effective ways of accomplishing anything except the destruction of one's status, dignity and friendships.

(4) See that all US personnel in your unit follow your example to such an extent that you can be genuinely proud of them. Make sure they are taught recognition of ROKA insignia of rank and that they extend respect and proper military courtesy toward ROKA officers, including attention to all aspects of strict military bearing and behavior.

c. Enlist the help of your liaison officer with problems and questions having to do with the KATUSA program. For example:

(1) Consult with him on the training being given KATUSAs in your unit and get his ideas on any problems you are having with it.

(2) Get his advice and support in handling disciplinary problems involving KATUSAs and coping with disruptive influences. If needed, get his help in spotting sources of trouble, obtaining more detailed or clear information where communication barriers have become a problem, learning about both sides of a controversial situation, settling problems, clearing up trouble and avoiding potential trouble. Where questions of punishment arise, his chain of command leads up to the Senior Liaison Officer who has authority equivalent to UCMJ Article 15. Therefore, do not overlook the importance of his liaison in helping to maintain uniform disciplinary standards within your unit.

(3) If not already accomplished, set up procedures within your unit for receiving KATUSAs' complaints and grievances. Get your liaison officer's advice on setting up these procedures and obtain his participation in handling grievances before they develop into more serious matters.

(4) Review with him the promotion of KATUSAs in your unit and, especially, request his help in programing promotions.

(5) Discuss KATUSA leaves and enlist his aid in programming them.

d. Highly related to suggestions in para c, above, remember to show definite evidence of your interest in his work and the welfare of your KATUSAs. Some examples:

(1) Attend a KATUSA pay session. Have your officers attend also. As commander, it is important for you to know how all of your men are paid, and it is a helpful way of emphasizing, for your officers, the pay scale of the KATUSAs in your unit. (ROKA pay sessions are held the 10th of each month; if 10th is a Sunday or holiday, pay sessions move to the previous day.)

(2) Ask your liaison officer for information about religious affiliations of your KATUSAs (by percentages, not individuals). Get his help in making sure your KATUSAs know that existing religious activities or services provided by the US Army are available to KATUSAs who want to attend.¹ Ask him to help you find out what other religious services and support are required so that, to the extent practicable, they can be obtained or the KATUSAs transported to local communities where this assistance is available.²

(3) Take up with him the matter of the KATUSA PX and KATUSA snack bar (see also this Checklist Guide, para 17). Encourage his interest in maintaining the quality of these facilities and services to promote the welfare of your KATUSAs.

(4) Be sure to include your liaison officer in unit meetings whenever possible and whenever it is of interest to him (but let him decide). In particular, notify him of meetings that deal with planning. Include him in social activities, unit parties, organization days and the like.

e. Establish a working relationship with your liaison officer that enables you to depend on him and lets him know he can depend on you. Show a genuine interest in him, and respect for him. Work sincerely for the welfare and effectiveness of all your men, including your KATUSAs, and you can expect invaluable cooperation, advice and assistance from him. He is a *key man*. Naturally, differences of opinion or occasional professional or personality conflicts can and do occur between people who work together. If such conflicts occur often, examine your own actions and those of your men first and try to improve relationships. However, if you become convinced that your liaison officer is not interested in working for the welfare of your KATUSAs, report this as a problem to your next higher headquarters.

¹EA Reg 600-2, para 14g.

²EA Reg 600-2, para 14g.

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19. Commander's review.

a. KATUSA training and MOSs. One of the objectives of the KATUSA program is to provide additional well-trained personnel and skilled technicians for ROKA.¹ It is Eighth Army policy that fully integrating KATUSAs into units to which they are assigned includes performance of duty with US Army personnel.² They are not to be assigned tasks not directly related to their MOS (except for rotation, as individuals, to housekeeping tasks or guard and security details to which US personnel are detailed by unit rosters).³ They are to be assigned against MOS requirements as reflected in current TD.⁴ They may be reclassified in accordance with Eighth Army and ROKA regulations and directives.⁵ Since trained replacements cannot be furnished by ROKA in all authorized MOSs, every effort is to be made to qualify KATUSAs by intensive on-the-job training.⁶ KATUSA personnel whose MOSs are surplus to authorized requirements and who cannot be retrained and reclassified are to be reported to Eighth Army headquarters for reassignment.⁷

(1) Review observations obtained during checks on duty groups and work details (Checklist Guide, para 9).

(2) See that your KATUSA personnel are being assigned in their MOSs and, where the MOS is excess to your needs, that every effort is being made to retrain and reclassify them.

(3) Insure that all possible efforts are being made to qualify, by intensive on-the-job training, all KATUSAs with no MOS upon assignment.

(4) Report to your higher headquarters those KATUSAs with a surplus MOS and who cannot be retrained and reclassified.

(5) See to it that your KATUSAs are not just "killing time" as fillers in your unit. Consider whether they are really being used to your unit's, to ROKA's, and to their own best advantage. Make sure they are being assigned to jobs and given training that will both increase the operating capability of your unit and provide well-trained personnel and skilled technicians for ROKA. Give the problem the time and ingenuity required for you to be confident, whenever a KATUSA serves with your unit, that your unit, the man, and, potentially, ROKA will benefit from it.

b. KATUSA discipline: Application of nonpunitive and punitive measures. As with US personnel,⁸ the US commanding officer

¹EA Reg 600-2, para 3b.

²EA Reg 600-2, para 4b(1).

³EA Reg 600-2, para 4b(2).

⁴EA Reg 600-2, para 13f(2).

⁵EA Reg 600-2, para 13f(1) and (2).

⁶EA Reg 600-2, para 13f(2).

⁷EA Reg 600-2, para 13f(3).

⁸See MCM, para 128c, and AR 600-20, para 33.

GUIDE, SECTION III

may impose upon KATUSA personnel such nonpunitive administrative measures as admonitions, reprimands, exhortations, disapprovals, criticisms, censures, reproofs, and rebukes, written or oral, not imposed as punishment for a military offense.¹ Eighth Army regulations also provide that such nonpunitive measures may include, when appropriate, administrative withholding of privileges, extra duty for training, and administrative restriction.² However, KATUSAs are not subject to the US Uniform Code of Military Justice.³ The Chief of Staff, ROKA, retains and exercises court-martial jurisdiction and punitive disciplinary authority over KATUSAs.⁴ Therefore, if court-martial or punitive disciplinary action is considered appropriate, the appropriate US commander will request the senior ROKA liaison officer to adjudge disciplinary action in accordance with ROKA regulations.⁵ (US commanders are to provide administrative assistance to the Senior ROKA Liaison Officer in disciplinary matters, but under no circumstances are US personnel to be used in implementing any punishment.)⁶ If an offense is considered too serious to be handled by a Senior ROKA Liaison Officer (or where the involvement of a KATUSA in improper conduct or illegal disposition relative to the loss, damage, or destruction of U.S. Government-owned property is indicated),⁷ the appropriate US commander will request return of the KATUSA to ROKA authorities.⁸ If a KATUSA has been reassigned to ROKA for confinement, but is found not guilty by court-martial or is otherwise exonerated of charges, he will be restored to KATUSA status with his former Eighth Army unit.⁹ KATUSA personnel who are AWOL are to be dropped from unit rolls 15 days after their departure from their unit and their records forwarded to Eighth Army Headquarters.¹⁰

III

(1) While recognizing that your KATUSAs are not subject to the US Uniform Code of Military Justice, avoid the self-defeating trap of assuming that therefore, you do not have sufficient disciplinary control over your KATUSAs. Be alert to indications that any of your personnel, whether US or KATUSA, believe that KATUSAs cannot be held responsible for misconduct. The belief is false: KATUSA personnel are subject to Korean military and civil laws. It is your responsibility to follow the prescribed procedures to hold them responsible for their conduct. You also retain the same power you have with your US personnel to make use of admonition and reprimand, as described above, where not intended as punishment, but as a corrective measure or instruction in the interest of maintaining the efficiency and, in its broader meaning, the discipline of your

¹EA Reg 600-2, para 15d.

²EA Reg 600-2, para 15d.

³EA Reg 600-2, para 4b(5).

⁴EA Reg 600-2, para 15d(1).

⁵EA Reg 600-2, para 15d(1); see also para 4c.

⁶EA Reg 600-2, para 15d(1).

⁷EA Reg 700-7, para 10a.

⁸EA Reg 600-2, para 15d(1).

⁹EA Reg 600-2, para 15c.

¹⁰EA Reg 600-2, para 15a.

unit.¹ Remember, too, that "discipline" in its broader meaning is enhanced by training and that every feature of military life affects it.²

(2) See that none of your US personnel impose punishment upon KATUSAs, that they fully understand the obvious reasons for this constraint and that they understand the proper procedures for securing adjudication where KATUSAs may be involved in misconduct.

(3) As suggested in this Checklist Guide, para 18c(2), enlist the support of your ROKA liaison officer in maintaining disciplinary standards within your unit (his chain of command leads up to the Senior ROKA Liaison Officer who has, upon request from the appropriate US commander, authority equivalent to UCMJ Article 15). He can be of special help in spotting sources of trouble, clarifying or obtaining information where language presents a problem, learning about both sides of controversial situations, settling problems and clearing up misunderstandings due to language or custom.

(4) See that all of your personnel fully understand that you expect and require observance of the same high standards of discipline by all of your personnel--and follow through.

c. KATUSA-U.S. soldier relations. The commander establishes policies and sets standards for his personnel.³ He assures adherence to his policies and maintenance of his standards.⁴ While the degree of delegation of responsibility and authority to his staff to relieve him of details varies with the commander, he must see that his staff does not isolate him from his subordinate commanders, and maintain a close, direct, and personal relationship with his subordinate commanders as well as with his staff.⁵ He will assist in the professional development of his subordinates including such means as frequently counseling them on their performance.⁶ All commanders are responsible for the welfare of their troops.⁷ Commissioned officers, warrant officers and noncommissioned officers will keep in close touch with personnel within their command, will take an active interest in their organizational life,⁸ will hear their complaints, and will endeavor on all occasions to remove those causes which make for dissatisfaction.⁹ The commander is to encourage among his subordinates harmonious relations coupled with a friendly spirit of competition in the performance of duty.¹⁰ Of great importance in securing and maintaining efficiency is the

¹See MCM, para 128c; AR 600-20, para 33; and EA Reg 600-2, para 15d.

²AR 600-20, Sect V, esp. para 28b.

³AR 600-20, para 34c.

⁴AR 600-20, para 34c.

⁵AR 600-20, para 34c.

⁶AR 600-20, para 34d.

⁷AR 600-20, para 34e.

⁸AR 600-20, para 34e; see also EA Reg 600-2, para 5a(5).

⁹AR 600-20, para 34e.

¹⁰AR 600-20, para 34a.

GUIDE, SECTION III

commander's timely intervention to prevent disputes, give advice to the inexperienced, and censure conduct liable to produce dissension in the command or to reflect discredit upon it.¹

(1) Review your own actions in detail and insure that you are setting the best possible example for your men in KATUSA matters. Do not complain about KATUSAs or Koreans in the presence of your US enlisted personnel (including your first sergeant) and then expect them to deal with KATUSAs fairly and patiently. As you know, your subordinates must be sensitive to even the subtle attitudes and opinions of their commander and will tend to act on them. You recognize, of course, your responsibility as commander for setting formal policies and standards, making them known, and making sure they are followed. Be just as aware that your informal comments, actions and attitudes function as informal statements of your policies and standards, that they carry the weight of your authority as commander, and that the responsibility for them is ultimately yours.

(2) Insure that your US NCOs are also setting a good example for your men. Take time to observe, first hand, how they handle KATUSAs. This may be their first experience in a binational unit and they may need advice and guidance even if they are already highly experienced and very capable in dealing with US enlisted personnel. Among the many kinds of advice and guidance you can offer them, include the following:

(a) Remind your NCOs of the need to place limits on their assumed right to "blow their stack" in loud, colorful language and with colorful face when confronted with or overwhelmed by the frailties of their subordinates. While US personnel may readily recognize that such an NCO is "mad" (angry), KATUSAs may think he is "mad" in the sense of crazy-hysterical.

(b) Help your NCOs recognize the difference between being "on their toes" and "going off half-cocked." Before accusing KATUSAs of failures or deception, the US NCOs must make sure they have the facts (learn whether the KATUSA really broke the shovel or the ping-pong paddle, or whether it was already cracked when he got it) and a balanced perspective (react with just as much of an acceptance-suspicion balance as when a US soldier explains how he lost or misplaced a pair of pliers).

(c) Remind your NCOs to avoid one of the most common, yet needless, sources of confusion and red, angry faces: the use of negative questions with Koreans, even those who have a generally excellent grasp of English. The NCO who asks, "Didn't your men police that area?" and is told "Yes," may later learn this answer meant "Yes, you're right, they didn't"; when he asks, "You put the pliers back in the kit, didn't you?" and gets a "No," this may mean "No, you're wrong, I did put them in the kit." The NCO should himself learn how to communicate clearly rather than losing

¹AR 600-20, para 34b.

his temper over the supposed deceptiveness and stupidity of a certain group of men. (Ask your liaison officer and KATUSA first sergeant to remind KATUSAs to avoid just using "Yes" and "No" alone as replies to ambiguous questions, and to use a complete reply, such as "They did not police the area," or "I put them in the kit.")

(d) Encourage your NCOs to remember to get some help from another KATUSA whose English is better or to resort to simple, non-slang English when faced with a KATUSA shaking his head or saying he doesn't understand, rather than first concluding he is either a "goof-off" or trying to give the NCO a hard time.

(e) Help your NCOs to learn the difference between being too soft as opposed to showing the patience, and often the ingenuity and invention, essential to assuring understanding. Help them appreciate that KATUSAs, too, are experiencing plenty of stress and strain even though they may normally consider it undignified to show it.

(3) Make sure your actions show that you honestly have as much concern for the welfare and morale of your KATUSAs as for that of your US personnel. Reflect on whether you show as much personal interest in KATUSAs as you do in US personnel. Note whether you're talking with KATUSAs and asking them how they're doing as often as you would ask US personnel. Take advantage of opportunities to interview your KATUSAs in order to learn about them and about their experiences in your unit (some topics are suggested in Inclosure 2, Commander's Questions for KATUSA Personnel).

(4) Make sure your KATUSAs get the credit they deserve at least as often as they get any criticism they may deserve. Of course, you and your subordinates must take time when troubles and problems come up or when jobs are not being carried out as they should be. You must make time to learn about positive contributions to the effectiveness of your unit and give recognition for jobs well done. Review your whole incentive program, from the most informal recognition in the form of individual praise through passes, letters, unit ceremonies, etc., to the most formal types of recognition authorized by regulations.¹ Insure that KATUSAs have as much chance to participate in all aspects (informal and formal) of this program as the other men in your unit.

(5) Take all possible measures to see that your US enlisted personnel do not curse KATUSAs or show anger (and, instead, show patience with their troubles and recognize how easily misunderstandings can arise); do not tease or taunt KATUSAs (and, instead, show understanding and help them with their problems in living within a foreign army and being controlled by foreigners); do not tell stories of conquests (and, instead keep stories--and remarks--about prostitutes to themselves and the battalion surgeon, and try to understand how Americans would feel if positions were reversed and

¹See this Checklist Guide, para 2.

GUIDE, SECTION III

ROKA men boasted about experiences with, or otherwise derogated, American women); and do not flaunt their possessions and money (and, instead, show appreciation of the fact that the KATUSA performs his duty in return for little more than his subsistence and a chance to learn from Americans and about Americans). In short, establish a full understanding with all of your US personnel that you expect them at all times, on and off duty:

(a) To show patience with the KATUSAs and the troubles they have in their efforts to overcome differences in language and customs.

(b) To avoid offending the individual and national pride of any KATUSA.

(c) To treat KATUSAs always as allies and never as "outsiders."

(6) While the KATUSA is being encouraged and expected to adjust to duty with the American Army, make sure that you and all of your American personnel show your recognition of the fact that you are in his country, a sovereign nation, and that your words and your deeds while in this country reflect the best possible credit upon you, your unit, your Army and the United States. Do not let yourself or your men forget that, every day, your KATUSAs are learning from you and your men what Americans are really like and how they really feel about people of other nations. Their experiences in your unit are going into the record--in their letters to families and friends, in articles in periodicals, in discussions among Koreans for many years to come. The words and deeds of the Americans in your unit right now might as well be chiseled into a stone tablet.

(7) As a final review, consider whether the climate of leadership in your unit--that is, all actual leadership practices of all leaders down to the level of the individual soldier--is of such quality with respect to treatment and training of KATUSAs as to give maximum assurance that, under combat conditions, your KATUSA personnel would work and fight *willingly and capably* to accomplish your unit's mission and to protect the security of all of the personnel of the unit.

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EA Reg 65-1	(Postal Service - Army and Air Force Postal Service in Eighth United States Army), Sp.
EA Reg 65-75	(Postal Service - Unit Mail Service), A and H.

¹Level of distribution is indicated by letter(s) following the title of each publication.

GUIDE, REFERENCES

- EA Reg 230-12 (Nonappropriated Funds and Related Activities - Nonappropriated Welfare Funds and Nonappropriated Fund Facilities and Activities), A, H, and Sp.
- EA Reg 230-61 (Nonappropriated Funds and Related Activities - Officers' and Noncommissioned Officers' Open Messes and Similar Funds), B, H, and Sp.
- EA Reg 600-2 (Personnel-General-Republic of Korea Army Personnel with Eighth US Army), A, H, and Sp.
- EA Reg 600-21 (Personnel-General - Eighth Army Cold War Education and Individual Action Program), A, H, and J.
- EA Reg 600-51 (Personnel-General - Orientation of Personnel), A, H, and Sp.
- EA Reg 672-10 (Decorations and Awards - Eighth United States Army KATUSA Soldier of the Month Program), C and H.
- EA Reg 700-7 (Logistics - General-Logistical Support of ROK Personnel and Activities), A, H, J, and Sp.
- EA Reg 710-4 (Supply Control - Special Services Appropriated and Nonappropriated Funds Supplies and Equipment), A and H.
- EA Pam 20-1 (Inspections and Investigations - Inspector General Guidance Material), A, H, and Sp.
- EA Fact Sheet (The KATUSA: Key Member of the Army Team), A.

INCLOSURES

INCLOSURES

	Page
1 - DUTY ROSTERS IN AUGMENTED UNITS.	79
2 - COMMANDER'S QUESTIONS FOR KATUSA PERSONNEL	83
3 - COMMANDER'S QUESTIONS FOR U.S. ARMY ENLISTED PERSONNEL	85
4 - COMMANDER'S QUESTIONS FOR U.S. ARMY NONCOMMISSIONED OFFICERS	87
5 - COMMANDER'S QUESTIONS FOR MESS SERGEANT.	89
6 - PERSONAL CLOTHING ALLOWANCE FOR KATUSA PERSONNEL	91
7 - ORGANIZATIONAL CLOTHING AND EQUIPMENT ALLOWANCE FOR KATUSA PERSONNEL	93
8 - CONTENTS OF KATUSA COMFORT KIT	95
9 - THE DIRECT METHOD OF LANGUAGE INSTRUCTION.	97

DUTY ROSTERS IN AUGMENTED UNITS

1. Duty by roster.

a. In accordance with AR 220-45, all assignments in detail, except authorized special duty details, normally will be made in accordance with applicable rosters.

b. Duty rosters are kept for recording the duty performed by each person in the unit in order to make an equitable determination of duty assignments.

c. By establishing and demonstrating the explicit basis for assignments to duty, properly run rosters assist in assuring each man he is being treated fairly.

2. Integrated duty rosters.

a. EA Reg 600-2 requires that KATUSA personnel be fully integrated into units to which they are assigned and states that it is intended that integration will include performance of duty with US Army personnel. An exception is that, in accordance with EA 30-41, KATUSA personnel will be exempted from the headcount detail.

b. The intent of this regulation includes duty rosters, and AR 220-45 indicates that listing should be alphabetical within grade and contain the names of those persons required to perform the duty involved. There is no basis provided for listing only KATUSAs, or only US personnel, or for listing them separately.

c. AR 220-45 provides that a person's name may be omitted or deleted from any duty roster whenever he is excused from or not qualified to perform the duty concerned. There is ordinarily no basis for excusing one group and not the other. Any such differential practice should be fully capable of justification.

d. Summary: Separate duty rosters for KATUSA and US personnel are not authorized.

3. Duty assignment inequities.

a. Especially careful attention should be given to possible inequities in assigning personnel to guard duty and various clean-up details. Duty by roster, as outlined above and as specified by regulations, should be strictly observed.

b. Although various jobs may require special details, and therefore need not necessarily be run by roster, every effort should be made to avoid arbitrariness and inequity. For example, KATUSAs should not invariably be asked to police the area alone, or to do other odd jobs and "scut work." They should be required to pull

INCLOSURE 1

their fair share of such details along with US personnel. Groups should not be alternated (e.g., KATUSAs one day, US personnel the next); the intent of the regulations is integrated duty. Rotation should therefore be arranged on some other basis than KATUSAs vs. US personnel.

4. KP rosters: Inequitable and equitable. All previous comments apply also to assignments to KP. However, the use of local-hire employees as permanent KPs in many units creates special problems in arranging for duties to be shared equitably. The following particularized comments on several brief descriptions of hypothetical unit practices are therefore offered:

a. In Unit A, it is agreed that the US personnel will voluntarily contribute enough money each month to engage enough local-hire KPs to replace US personnel otherwise required to pull KP. KATUSAs are required to pull what would normally be their share of KP. The KP roster contains the names of KATUSAs only. This system is not equitable: If one or a few of the US personnel do not pay their share, they will not pull KP since they are not on the roster.

b. In Unit B, it is also agreed that the US personnel will voluntarily contribute enough money each month to engage enough local-hire KPs to replace US personnel otherwise required to pull KP. Each month, however, all "nonpayers" are placed on the KP roster. This system may or may not be equitable, and because of this should be considered probably not equitable: If one or a few of the US personnel decide to "beat the system," they can pay only every other month. Thus, they may completely avoid pulling duty by paying "half price" because their names are entered on the duty roster only when they fail to pay up. Thus, despite the improvement in policy over Unit A, in practice Unit B may have the same consequences.

c. In Unit C, it is also agreed that the US personnel will voluntarily contribute enough money each month to engage enough local-hire KPs to replace US personnel otherwise required to pull KP. However, the names of all unit personnel who would ordinarily be eligible for KP are continuously listed on the KP roster. As turns for duty come up, only the "payers" are excused from KP, and the "nonpayers" are not excused as their turns come up. Thus, the KP duty exemption is on the basis of "payer" vs. "nonpayer" (rather than US personnel vs. KATUSA) and nonpaying US personnel cannot "beat the system." The system may be regarded as marginally equitable: The system exempts those with the ability (and the willingness) to pay, but does not exempt those who simply cannot pay. It is more equitable than the arrangements in Units A and B, but the KATUSAs are not likely to appreciate the difference. Expect complaints from them despite the argument that US personnel may find compelling, namely, that "Those who pay are the ones who should enjoy the benefits; why should I pay for someone else's KP?"

d. In Unit D, it is agreed that the US personnel will be permitted to contribute enough money to engage local-hire KPs to

replace them on KP, but only if they also "voluntarily" contribute enough money to employ enough people to replace KATUSA KPs also. There is therefore no need for a KP roster, unless the number of people trying the "beat the system" gets too large. The system may be regarded as marginally equitable: The system exempts the KATUSAs from KP, but at added cost to the US personnel. Expect complaints from the US personnel if this system is used, since some will resent paying for the KATUSAs' KPs.

e. In Unit E, it is agreed that all personnel will contribute enough money to engage local-hire KPs to replace them on KP. It is also agreed that the voluntary contribution from each man will be based on the pay he receives. Thus, KATUSA personnel pay the same percentage of their pay as do the US personnel. The use of a KP roster is not needed, unless there are too many men who try to "beat the system." The system may be regarded as equitable: Each man pays the same proportion of the pay he receives. Each man pays, but in accordance with what he can afford. A few US personnel might be expected to complain that they carry too much of the burden of paying for KPs for the KATUSAs. However, this system is the most defensible of all those described so far.

f. In Unit F, there are no local-hire KPs. All men (US and KATUSA) eligible for KP duty are listed alphabetically within grade in the KP roster, and are detailed to KP in accordance with the roster. This system may be regarded as equitable.

1

COMMANDER'S QUESTIONS FOR KATUSA PERSONNEL

The following matters which should be checked with several of the KATUSA personnel can be brought up in the barracks, on the job, and wherever else is convenient. It would be desirable to ask some of the questions when the KATUSA does not have to fear being overheard by US enlisted personnel or KATUSA NCOs of higher rank. The list of questions is not intended to be an exhaustive one, but only to suggest several topics on which the commander should have information from the KATUSAs.

1. How long has he been in this unit? Where did he serve before coming to this unit: RTC? Field unit? Other? (If he came from a field unit, what was his job? If he came from a service school, what school? Compare this information with his answers to the next question.)

2. What is his job in this unit? Is it in line with his answers to para 1, above, with his MOS and with his educational background? With how many Americans does he work, and what does he think of them? Does he feel he's getting useful training in your unit? Is his job interesting to him or is it boring?

3. Note his rank, and ask him when he will be eligible for promotion. Does he think KATUSAs have any special problem getting promotions in this unit?

4. [By now, you will have observed his ability to comprehend your English and to produce understandable replies. Taking anxiety into account, do you consider his English comprehension and production acceptable?] How often is he attending English classes? Who is his instructor? Does he get any help with learning English from US personnel in his barracks and on the job?

5. How is the food? Does he get all he wants to eat? Are there any restrictions on what he can take? Does he pull KP? How often? Is his KP roster fair?

6. How are things in the barracks? Any problems? Any American buddies? If yes, does he ever go around with them? If yes, where? Do they take him to the US snack bar? The NCO or EM club (as appropriate)?

7. Has he been getting his comfort kit every month? What about supplemental items? Has he ever had to go without any of these? If yes, for how long? What does he think of the kit?

8. Does he use the US Army theater? About how often does he go? Does he ever have problems getting inside? How long does he usually wait to get inside?

INCLOSURE 2

9. Does he use the service club? Can he use everything in it?
 - a. Can he check out games?
 - b. Do they have any Korean games?
 - c. Does he play any musical instrument? If yes, can he check one out to play at the service club?
 - d. Does he use the game room or area? Does he have fair access to the pool tables and ping-pong tables?
 - e. Does he go to shows at the service club? Any restrictions on them?
 - f. Do they have refreshments at the service club, and has he always had access to them?
10. Does he use the unit dayroom? What does he think of its facilities? Does everybody have equal access to TV, radio/phonograph, magazines, newspapers, ping-pong and pool tables?
11. Does he use the US Army library? Does he ever check out books?
12. Where does he get his hair cut? How often? What does it cost? Does he think he gets a decent haircut?
13. Where does he get his laundry done? How long does it take? Does he have any problems about getting it done?
14. Where does he get his unit patches and rank insignia? (They are supposed to be issued to him per EA Reg 700-7.) Where does he get them sewn on? How much does it cost him? Do they do a good job of sewing?
15. Does he pull extra duty? If yes, how often? Are rosters run fairly?
16. Where is his home? How far is it from the unit?
17. Has he taken any leave since coming to the unit? Does he have any leave coming? Any problems getting leave due him?
18. How often does he go on pass? Does he feel he gets passes on same basis as US personnel?
19. Does he always go on pass on Korean national holidays? If not, why?
20. When he goes on pass, does he use a US Army bus? Any problem using it weekdays? Does he use a bus pass on weekends? Are the bus passes given out fairly?
21. Does he make use of US APO system? Where does he mail his letters? Does he get good service on mail delivery?
22. What sports does he like best? Any chance to participate in them in this unit?

COMMANDER'S QUESTIONS FOR U.S. ARMY ENLISTED PERSONNEL

The following matters related to the KATUSA program which should be checked with several of the US personnel can be brought up in the barracks, on the job, and wherever else it is convenient. Topics ordinarily likely to occur in non-augmented units are not suggested and are left entirely to the commander's experience and discretion.

1. What is his job? Does he work with any KATUSAs? If yes, what are their duties? Does he feel they do a good job? Do they understand instructions? Does he know their names?

2. Does he have any trouble talking with KATUSAs? Does he ever help one or more KATUSAs with their English? Has he learned any Korean?

3. Do the KATUSAs associate with Americans or stay pretty much to themselves? Does he have any KATUSA buddies? If yes, do they go around together much? If yes, do they ever go anywhere off-post together? Does he ever take any KATUSAs to the snack bar? Does he go to NCO or EM club? If yes, does he ever take a KATUSA as a guest? Do KATUSAs reciprocate invitations?

4. Do the KATUSAs and Americans get along okay? Are there any problems? What about mess hall? With whom does he usually eat (any KATUSAs included at his table)? Do they get along okay in the barracks? Do KATUSAs and Americans talk to each other much in the barracks?

5. What about the unit dayroom and the service club? Does he use them? Do many KATUSAs use them? (Check for feelings that KATUSAs "take over".)

COMMANDER'S QUESTIONS FOR U.S. ARMY NONCOMMISSIONED OFFICERS

The questions listed in Inclosure 3 are intended for any US enlisted personnel. The following questions are primarily intended for US NCOs who supervise KATUSAs; essentially they consist of a series of spot checks to determine how much real concern supervisors have for KATUSAs' training and welfare. They should be used to supplement questions in Inclosure 3.

1. What are the names of the KATUSAs he supervises?
2. How well do his KATUSAs perform? (If any dissatisfaction is expressed about training deficiencies, ask supervisor what training he is giving the men to correct these deficiencies.)
3. How well do his KATUSAs speak English? Well enough to talk with Americans? To pick up instruction? To understand orders? Are they getting their English training?
4. How do his KATUSAs get along with his US personnel?
5. Where do his KATUSAs get their haircuts? About how often do typical KATUSAs get their hair cut? How much do they pay for it?
6. What do his KATUSAs do when they have time off? Where do they go when they go on pass? Do his KATUSAs go to the US Army theater? How do they get in?
7. Are his KATUSAs getting their comfort kits? Do the kits last the full month? Does he know what a comfort kit contains?
8. Does he feel his KATUSAs have any uniform problems? Does he feel they maintain a good appearance? Do his KATUSAs have any laundry problems? Does he feel they care for their uniforms properly?
9. Does he have any problems with any equipment checked out to KATUSAs? How does he maintain control of tools (if appropriate) or equipment used by KATUSAs? What procedure does he follow if an item is lost by a KATUSA?

COMMANDER'S QUESTIONS FOR MESS SERGEANT

The following matters should be discussed with the unit's mess sergeant, preferably after a preliminary inspection of the mess has been conducted. Only those topics of special relevance to augmented units are suggested and additional, more general coverage is left to the commander's experience and discretion.

1. Review any inequities that have been observed during your previous inspections, with the objective of gaining additional information to help resolve them.

2. Review any special problems the mess sergeant feels he has because of the presence of KATUSAs in the unit.

a. Is he handling these problems satisfactorily? Are his solutions fair to both US and KATUSA personnel?

b. Include in your review the topic of portion control. If you have not observed any controls, ask the mess sergeant to describe any that he ever applies under any circumstances (including coffee breaks, if any, held in the mess). Ask particularly about how condiments such as sugar, hot sauce and steak sauce are dispensed. Ask about bread. Ask about controls operated by limiting "seconds." If there are any instances of control, check in detail to make sure they are needed and fair.

(1) Insure that controls do not result from faulty requisitioning practices or from defects in planning and management.

(2) Do not permit superficial appearances or interpretations of controls to mask inequitable effects upon KATUSA and US personnel.

c. Establish whether or not the mess sergeant is aware of KATUSA food preferences. Determine whether, within the limits imposed upon him, he makes a special effort to cater to the tastes of both US and KATUSA personnel. Does he get any encouragement to do this?

PERSONAL CLOTHING ALLOWANCE FOR KATUSA PERSONNEL¹

<u>Item</u>	<u>Initial Issue</u>
Bag, duffel	1 each
Belt, trousers, cotton webbing	2 each
Boots, combat, men's, leather	2 pairs
Buckle, belt, web, waist	1 each
Cap, utility, cotton, OG 106	2 each
Drawers, men's, thigh length, cotton, white	6 pairs
Drawers, men's, ankle length, 50% cotton, 50% wool, ribbed knit	2 pairs
Glove inserts, men's, wool knitted, OD	2 pairs
Glove shells, leather, black	1 pair
Shirt, men's, cotton, OG 107	3 each
Shirt, men's, cotton, uniform twill, khaki	2 each
Shoes, dress, oxford, leather, black	1 pair
Socks, men's, cotton, black, stretch	3 pairs
Socks, men's, wool, cushion sole	5 pairs
Towel, bath	2 each
Trousers, men's, cotton, sateen, OG 107	3 pairs
Trousers, men's, cotton, uniform twill, khaki	2 pairs
Undershirt, men's, cotton, quarter length sleeves, white	6 each
Undershirt, men's, 50% cotton, 50% wool, full length sleeves	2 each

¹EA Reg 700-7, incl 2.

ORGANIZATIONAL CLOTHING AND EQUIPMENT ALLOWANCE FOR KATUSA PERSONNEL¹

<u>Item</u>	<u>Initial Issue</u>
Bag, barracks	1 each
Canteen, water, 950 cc	1 each
Cap, field, poplin	1 each
Coat, men's, cotton, wind resistant, sateen	2 each
Hood, winter, cotton, sateen	1 each
Liner, coat, men's, mohair, frieze, natural	1 each
Poncho, coated, nylon	1 each ²
Shirt, men's, wool, OG 108	2 each
Trousers, men's, wool, serge, OG 108	2 pairs

¹EA Reg 700-7, incl 2.

²Raincoat, taupe, shade 179 not authorized for issue to KATUSA personnel.

CONTENTS OF KATUSA COMFORT KIT

1. The following items are contained in each comfort kit¹ authorized for issue to KATUSA personnel on a monthly basis:

<u>Item</u>	<u>Quantity</u>
Candy bars	15 bars
Chewing gum	15 sticks
Cigarettes	30 packs
Matches, safety	4 boxes
Razor blades	10 each
Shoe polish, black	2 cans
Soap, toilet	3 bars
Toothpaste	1 tube

2. The following supplemental items² are authorized for issue to KATUSA personnel on an annual or semiannual basis as indicated:

<u>Item</u>	<u>Quantity</u>	<u>Replacement Authorized</u>
Razor	1 each	Annually
Cloth, polishing	1 each	Semiannually
Comb	1 each	Semiannually
Toothbrush	1 each	Semiannually

¹EA Reg 700-7, para 7a.

²EA Reg 700-7, para 7f.

THE DIRECT METHOD OF LANGUAGE INSTRUCTION

1. The fundamental principle of the direct method is that training is conducted solely in the target language (in this case, English) without any use of the trainees' native language (in this case, Korean).

2. Corollary principles vary from training program to training program, but generally include the following:

a. Translation is actively discouraged, directly and indirectly.

(1) It is somewhat difficult to engage in translation, because only the target language is used.

(2) It is felt that such "translation" actually slows down the rate of speech which the trainee can learn to comprehend or produce.

b. Explanations of grammar are actively discouraged.

(1) Such explanations are difficult without using Korean.

(2) It is often felt that such explanations hinder at least as much as they help the trainee.

(3) It is also often felt that it is best for the trainee to learn the grammar of the target language indirectly and by inference (see f, below).

c. Vocabulary is acquired in context. Emphasis is placed on learning speech sequences, rather than upon learning isolated words. Vocabulary is, in a sense, learned in a functional context of language use and not as lists of dictionary meanings.

d. Emphasis is placed on intensive and extensive oral drill. Trainees listen to the instructor, imitate the sounds, and continue repetition until, ideally, production of entire sequences of expressions becomes rapid and errorless.

e. It follows from d, above, that the instructor must speak the target language fluently and correctly. Emphasis is usually placed on securing selected native speakers of the target language, with appropriate instruction in language training techniques.

f. It also follows from b and d above, that the sentences or speech segments used in drill sessions must be specifically designed to give the student control of the grammar of the target language. These specially designed drills are generally referred to as "pattern practices" or "structural drills," although many more specific classifications are sometimes used by linguists. Clearly, such lessons or drills must be designed by a professional linguist. The basic objective is to achieve rapid grammatical control for the trainee, rather than to encourage him to become lost in time-absorbing decisions about correct forms.

3. The direct method thus places continual emphasis on the trainees' acquisition of the ability to comprehend, and to produce, the spoken language.

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13. ABSTRACT This Checklist was designed to help commanders in Korea, primarily at the company, battery, and troop level, review in detail the policies and practices involved in their units' implementation in the Program of Korean Augmentation to the U.S. Army (KATUSA). It consists of two interrelated components: the Checklist Summary, which is a memory aid in the form of brief "yes-no" questions covering the detailed topics; and the Checklist Guide, which gives the commander information on where to go and what to look for in supervising his unit's KATUSA program. Official policies and required procedures are summarized and documented; inclosures provide auxiliary information or explanation. The Checklist can be used for self-instructional purposes in familiarizing or orienting personnel to the program. The format is designed so that the Checklist may be updated and revised without being republished. Potentially, such a checklist system could be used for complex operational activities such as supply, maintenance, or food service, as well as on programs like KATUSA.		

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14.	KEY WORDS	LINK A		LINK B		LINK C	
		ROLE	WT	ROLE	WT	ROLE	WT
	Checklist						
	Commander's Checklist						
	KATUSA Program						
	Korean Forces						
	Binational Military Units						
	Troop Orientation						
	Memory Guide						
	Action Guide						
	Self-Instruction						
	Job Aid						

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