



**Integrated Communication System (ICS)  
Training Evaluation Program**

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**Abstract**

**Background**

A comprehensive study of the *Intercontinental Communication System (ICS)* training program was conducted at six sites located throughout South Vietnam. The training was instituted to develop Vietnamese Signal Corps capability for independent operation of all ICS sites.

**Purpose**

The study was conducted to gather information on the following specific areas:

- Assess the technical skill level of Signal Corps trainees.
- Identify supervisory potential among trainees.
- Evaluate the progress of overall training to determine readiness for independent operation.
- Determine the effectiveness of various training approaches used by advisors.
- Determine the cross-cultural effectiveness of U.S. technical advisors in training Vietnamese counterparts.

**Method**

The *Vietnamese Trainee Evaluation Form* was used to assess: a) functional skill level; b) work habits; and c) the future potential of Vietnamese trainees. Vietnamese supervisory potential was measured by: a) personal characteristics related to leadership and management aptitude; b) basic reasoning ability; c) motivation toward functional area; and d) performance on the job. Readiness for independent Vietnamese operation was determined by Communication Agency inspection team readiness reports. Since training was administered at the discretion of the U.S. Advisor, training was based on operator/team judgment of effectiveness. Finally, U.S. advisors were administered a *Cross-Cultural Effectiveness* scale to assess relevant personal characteristics.

## Results

Operator team technical skill was *not* related to prior formal training or length of assignment. Team technical proficiency correlated with operator motivation and quality of on-the-job training (OJT). This was directly related to the U.S. advisor's interest in and ability to train others, as well as his interpersonal/cross-cultural skill.

Supervisory potential among Vietnamese operators as measured by the IRI Leadership/Management scale showed a high correlation with functional performance and advisor/OIC evaluation.

Vietnamese operator training was best accomplished through a planned, organized, and highly structured OJT program. Repetition and hands-on activity with a gradual opportunity for responsibility is most successful in expediting ICS turnover.

Advisor cross-cultural effectiveness scores were highly correlated with operator team ratings, effective training methods used, and site readiness.

**Table 1**  
**A Comparison of Advisor Cross-Cultural Scores**  
**And Vietnamese Trainee Rating**

Site	Cross-Cultural Score	Vietnamese Rating of U.S. Advisor			
		Very Positive Percent	Positive/Qualif. Percent	Very Negative Percent	No Comment Percent
11	-4.0	-	11.1%	66.7%	22.2%
74	8.0	100.0%	-	-	-
16	4.0	16.7%	83.3%	-	-
75	14.0	88.9%	-	11.1%	-
12	-3.0	-	-	100.0%	-
15	6.0	100.0%	-	-	-

**Table 2**  
**Analysis of Technical Advisor and Vietnamese**  
**Trainee Responses and Recommendations**

ICS	Summary of Advisor Status Reports	Advisor Cross-Cultural Score & Analysis	Vietnamese Power Plant Operator Response to Work Summary Form		Evaluator Recommendations	
			U.S. Advisor	Work Situation	Suggestions	
11 Vung Tau	No reports received from ICS 11 during 1972. Advisor cited lack of interest and poor attendance as major OJT problems.	Score: - 4.0 General lack of interest in others, poor understanding, indecisive.	Generally negative attitude. Advisor talks excessively, lacks integrity, and displays a suspicious attitude toward Vietnamese operators.	General satisfaction with area of assignment	3 operators recommend replacement of advisor. OIC called for effective measures to end suspicion of stealing by advisor	Replace advisor. Establish effective training program. Site not ready for Phase II.
74 Dong Tam	Poor logistics was major problem cited by advisor. Trainees competent, site ready for Phase II.	Score: 8.0 Organizational ability, interpersonal understanding, non-aggressiveness are primary positive characteristics	High praise expressed for advisor's assistance in training, professional ability, and pleasant working attitude.	Major complaint related to remoteness of site. Noise in plant and poor logistics also mentioned.	Expedite supply system, primary suggestion.	Good training program established. Trainees have control of plant. Site ready for Phase II.
16 Nha Trang	Poor motivation, absenteeism, and tardiness reported as major OJT problems.	Score: 4.0 Average range. Highly motivated but inflexible. Good efficiency of performance but tendency toward intolerance.	All respect advisor's dedication, ability, industry, and interest in training. Some complaints about advisor's excessive talking and poor communication with operators.	General satisfaction. Some complaints about excessive heat in plant.	Consensus indicated more training needed.	Assist advisor with planned, scheduled, training program. Site not ready for Phase II.

75 Ling Binh	Poor participation in OJT program.	Score: 14.0 Very high efficiency of performance indicated. Highly organized and decisive. Some intolerance of others less prone toward efficiency.	General positive attitude. Advisor agreeable and unprejudiced.	General satisfaction with assignment, but many complained about heat and noise in plant.	More time to relax requested.	Due to high level of efficiency, consider advisor for District Advisor position of III Corps. More training required before Phase II.
12 Pleiku	Weekly reports since March indicate progressively deteriorating situation. Laziness, lack of interest, and poor discipline of trainees cited by advisor.	Score: -3.0 Advisor exhibits a generally disturbed pattern. Loss of confidence, irritability, and general dissatisfaction indicate possible culture shock.	Unanimous negative response. Advisor dogmatic, unfair, and abrasive. Severe negative tone.	Good interest in functional area. Poor transportation main complaint.	Transfer of U.S. advisor requested to alleviate disagreeable situation.	Condition at site unstable. Replace advisor immediately. Establish effective training program. Site not ready for Phase II.
15 Qui Nhon	Advisor reports operators interested and competent in all phases of plant functions.	Score: 6.0 Profile indicates excellent cross-cultural understanding and high efficiency of performance.	Unanimous positive response. Advisor conscientious, tolerant, and provides excellent guidance.	General satisfaction with assignment. Some complaints about heat in plant and equipment shortage.	Repair and overhaul equipment before turnover suggested.	Recommend U.S. Advisor for District II Corps. Site ready for Phase II.