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**OFFICE OF THE ADJUTANT GENERAL**  
**WASHINGTON, D.C. 20310**

IN REPLY REFER TO

AGDA (M) (18 Dec 70) FOR OT UT 703147 30 December 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 38th  
Artillery Brigade, Period Ending 31 July 1970 (U)

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 38TH ARTILLERY BRIGADE (AD)  
APO SAN FRANCISCO 96570

EAAB-OP

15 Aug 70

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for the  
Period Ending 31 July 1970, RCS CSFOR (R1) (U)

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1. (C) Section 1, Operational: Significant Activities

a. The organizational structure of the 38th Artillery Brigade is indicated in Inclosure 1. The Brigade and its five subordinate battalions are presently organized under MTOE 44-002E, MTOE 44-236D, MTOE 44-237D, MTOE 44-536D and MTOE 44-537D.

b. The new Brigade G-Series conversion authorization documents (MTOE 44-002G, MTOE 44-236G, MTOE-237G, MTOE 44-536G and MTOE-537G) have been submitted to higher headquarters. Functional operations under these documents will be effected upon receipt of DA approval.

c. Brigade Operations: Significant Activities.

(1) Tactical Operations:

(a) The 38th Artillery Brigade (AD) is under operational control of Commander, Air Force Korea (COMAFK). The 38th Artillery Brigade in turn exercising operational command and control of US and ROK Army Air Defense units within the Republic of Korea. This control is extended thru a Brigade element located in the TACC at Osan, to the Brigade AADCP's, to the Battalion OC's and fire units.

(b) Fire unit Alert Status. US Nike Hercules units are scheduled so that two units are always ready to fire a missile within 15 minutes, two units within one hour of alert, one unit within three hours and one unit is released on a maintenance status of alert. Status is changed weekly so that Hercules units have a maintenance period every sixth week. US Hawk units normally change alert status every three days. Once every eight weeks each Hawk Battery is placed on maintenance status for a period of seven days. During normal operations, six Hawk Batteries are at fifteen minute alert, four are at one hour, and four Batteries are at three hour. Two units are released for maintenance. From BMNT to 2 hours later, the Hawk alert status is increased on a daily basis. During this period, 3 Batteries are placed on five minute status, an additional four Batteries are at fifteen minute and three are at three hour status.

(c) ADA Response. During the reporting period, ADA units responded fourteen times to unknown tracks, three times to North Korean tracks and once to a Russian track. In each case, a minimum of two units and seven cases five units were brought to five minute status. The number of Batteries affected depended upon the magnitude of the threat and the location of the individual tracks.

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(d) The Brigade participated in two joint Army, Navy and Air Force Exercises (Commando Tiger) during the last quarter. US Air Force, Navy and Republic of Korea Air Force aircraft conducted simulated air strikes in the Republic of Korea. These faked aircraft penetrated the Korean air defense sector to provide training for Army Air Defense Units.

(e) EB-57 ECM Operations. The Brigade participated in 29 ECM exercise missions during the last quarter. The participating units gained much needed experience in ECM operations and the use of System Counter Measures. This "live" training has proved to be an extremely effective training vehicle.

(2) AN-MSG-4 Fire Distribution System. The non-operational condition of the operations central AN/MSQ-28B discussed during previous reports remains a continuing problem because of extensive field modifications without annotation of the applicable records. An extensive material inspection was conducted on both AN/MSQ-28's by ECOM Reps. The results of the inspection indicate that both AN/MSQ-28B's can be refurbished locally and returned to operation by utilizing local and contract personnel. No date has been set for the start of refurbishing these systems.

(3) Construction Review. In response to a critical facilities shortage, a plan has been developed to combine self-help projects, a relocatable building project, and a concrete block building construction plan.

(a) Eighth Army has a current listing of unit self-help projects for this headquarters and will provide materials for the projects through its direct resources.

(b) The relocatable building program will provide fourteen buildings for use as barracks, recreation facilities and/or ready rooms. The program has construction scheduled to begin in July 1970 with an early winter completion date anticipated.

(c) The concrete block building plan is to provide twenty-four (24) buildings for ready rooms and/or day rooms with anticipated construction date early in the fall.

(4) CIGOREP. Thirty-four of the fifty-two projects in the security fencing and lighting plan have been completed. One project is still awaiting government furnished materials. The remaining programs will be completed at battery level consistent with tactical requirements. Because of reduced personnel strength a completion date can not be determined at this time. This project is approximately 87% complete.

(5) Barrier and Fortification Project. Materials for the project are now being acquired. The barrier project will utilize concertina wire and tape, German wire and barbed wire to augment the existing perimeter fencing. The wire will be laced with trip flares to alert guards of intruders. Sandbags will be utilized to construct or augment present bunker and service-hardened perimeter emplacements.

(6) Nike Hercules Systems Exchange. During the calendar year 1970, 3 systems will be exchanged for depot rebuilt systems. The first system being exchanged has arrived and the exchange is approximately 90% complete. The remaining two systems are scheduled to be in country by mid-September.

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(7) AN/GRC-122 Radios. During the last quarter fiscal year 1970, five (5) new family AN/GRC-122 radios were received by the 38th Artillery Brigade. These radios will provide the brigade with its initial teletype received radio system. To insure adequacy of operational maintenance, a course of instruction was given by an ECOM representative to two (2) operators per Battalion and two (2) operators from HHB, 38th Artillery Brigade.

(8) Aviation Section. The following reflects action taken on operational mission requests which were submitted to the 38th Artillery Brigade (AD) Aviation Section during the reporting period:

	<u>MISSION REQUESTS</u>	<u>FLOWN</u>	<u>DISAPPROVAL</u>
<u>MAY</u>			
38th Arty Bde (AD)	159	119	32
Forwarded to EUSA	8	7	1
<u>JUNE</u>			
38th Arty Bde (AD)	181	129	40
Forwarded to EUSA	112	9	3
<u>JULY</u>			
38th Arty Bde (AD)	148	101	38
Forwarded to EUSA	9	7	2
Totals for the Period	488	349	110

(9) Aviation Facilities. The site plans for the 38th Brigade's Aviation facilities at Osan Air Force Base are being reviewed to grant a demolition exception and/or waiver, PACAF is deferring FINAL site approval pending a survey of future base expansion at Osan Air Force Base. An aircraft hanger, presently at Keesler Air Force Base, will be relocated if a new building can not be acquired.

## (10) Intelligence and Security.

(a) USARPAC and Eighth Army personnel recently visited a 38th Brigade Nike Hercules site to evaluate feasibility and requirements for installation of an intrusion alarm system on missile storage structures. Presently, USARPAC and Eighth Army engineers are conducting final evaluations, estimates and planning prior to initiating a program to install these devices. Information of finalization of planning is anticipated within 90 days.

(b) During the past two months, the Brigade has been conducting a test of the Personnel Seismic Intruder Device (Persid-44) at a Hercules tactical site. This test is being conducted to determine the feasibility value of the Persid-44 to enhance security at 38th Artillery Brigade Nike Hercules Missile sites. Termination of the test and a final report is anticipated within August 1970.

(11) Increased Readiness. During the period 24-June through 1 August 1970, all elements of the brigade maintained an increased readiness posture. This posture was maintained in view of the 20th anniversary of the North Korean initiation of hostilities and possible increased infiltration and harassment by North Korea. Although there was no actual change in USFPCON the units of the Brigade manned command posts, reviewed contingency plans, exercised ground defense plans and increased radar surveillance.



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(12) Task Force Smith. The Brigade sponsored the annual Task Force Smith Memorial Ceremony on 5 July, which commemorates the initial US Battle in the Korean War. The Ceremony was held at Chimigi Hill outside of OSAN at the Task Force Smith Memorial. Attending the Ceremony was LTG Cassidy, DCG EUSA, Maj Gen Maloy, COMAFK, MG Lew ROKA, and BG Le Van, CG, 38th Arty Bde. The ceremony included a Wreath Laying Ceremony and speeches by LTG Cassidy and Mr Yang, the Korean Sponsor for the Ceremony.

(13) Personnel Shortages. This command is suffering a serious personnel shortage. During the last three months we have received approximately 70% fill on our requisitions. The mission impact of the critical shortage is substantial. While receiving signal equipment, the shortage of signal related MOS's (05B, 31M, etc) renders this equipment useless. The security of our missile sites remains in jeopardy because of the lack of qualified sentry dog handlers. Mess halls throughout the brigade are under-staffed because 94B20's (cooks) are under 50% strength. These are just a few examples of common critical shortages. We are also well under authorized strength in our missile-peculiar MOS's such as 16B (Hercules Missile Crewman) and 16E (Hawk Fire Control Crewman), which again has a serious impact on our ability to perform the mission. As of 27 July 1970, our strength was 82%, with authorization of 4562 and assigned of 3706. (Enlisted Personnel).

(14) Requisitioning and Assignments. The quality of requisitioning has increased substantially due to the A092 Report which we receive monthly from Eighth Army. We are able to requisition strictly from this report which projects assigned gains and losses for at least a 7 month period. We have been able to purify our assigned system, and with the exception of rare special requirements, assignments of enlisted personnel is based strictly on an MOS book for the Brigade which is kept current.

(15) Reenlistment. From January 70 to June 70 the Brigade has achieved or passed the assigned reenlistment MARK by Eighth Army. Effective 1 July 70, the MARK has been changed (one enlisted for each 100 men assigned). The Brigade reenlisted 25 personnel during July against a MARK of 37.6 or 66.5%.

(16) USO. The Brigade has been fortunate to have hosted several USO shows which were thoroughly enjoyed by the personnel stationed at the isolated firing batteries of this command. More of these shows would reap great benefits in troop moral.

(17) Redeployment. Requests for curtailments of Foreign Service Tour (FST), extensions for the purposes of early release and early discharge, have received a close scrutiny in light of our personnel problems. All such requests are personally approved or disapproved by the Brigade Commanding General, and proper justification is necessary before favorable consideration is given.

### (18) Enemy Activity

a. The summer months in the past have consistently been periods of increased agent activity. This trend is anticipated through the summer of 1970. Commanders are reminded that this increased threat requires aggressive unit security procedures to meet the increased potential hostile acts. In addition, unit commanders and security personnel must vigorously maintain counterintelligence activities to deny the enemy opportunities for hostile actions. The following air activity (unknowns)/UI incidents/sea infiltrations were reported to this headquarters for the months of May (8/8/3), Jun (3/11/8), and Jul (4/6/6). In each case of air

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activity (unknowns), UI incidents, or sea infiltrations timely and accurate reports and dissemination of information is essential and required to enable tactical units to rapidly respond to the various tactical situations to implement increase security and alert measures.

b. Attempted terrorist attacks on key South Korean government and military officials at public events indicates that agents strive for completion of high propaganda terrorist activities. A terrorist assassination of high ranking officials would have major psychological and political impact value. A similar terrorist/sabotage action that would have a high propaganda impact value is the destruction or neutralization of a sensitive military installation. Due to the wide dispersion and isolated nature of 38th Brigade sites, each site is a potential target of major proportions for a terrorist/sabotage act having psychological and propaganda value. This physical security at 38th Brigade missile sites continues to be of paramount importance.

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### Battalion Operations: Significant Activities

#### 1. 7th Battalion (HAWK), 2d Artillery

a. During the reporting period HC Btry and D Btry completed 8th Army Command Maintenance Management Inspections (CMMI). Hq Btry and B Btry readily passed their initial inspection, but a few weak areas were discovered at D Btry; these areas had to be reinspected. D Btry corrected the deficiencies, gave added emphasis to their preventive maintenance program, and passed their second inspection.

b. Indicated below are the results of Combat Readiness Evaluations (CRE) conducted by USARPAC during the reporting period.

<u>BATTERY</u>	<u>DATE</u>	<u>RESULTS</u>
B	7 May 70	LCR SAT/SAT
D	8 May 70	LCR SAT/SAT
C	11 May 70	LCR SAT/UNSAT

C Btry received an Unsatisfactory Crew Performance rating in the launcher area, because a crewman improperly secured a missile initiator door during the CRE.

c. Indicated below are the results of CRE's conducted by Hq, 38th Arty Bde (AD) during the reporting period.

<u>BATTERY</u>	<u>DATE</u>	<u>RESULTS</u>
C	5 May 70	NCR UNSCORED
C	12 May 70	NCR UNSCORED
C	19 Jun 70	LCR SAT/SAT
D	6 Jul 70	LCR SAT/SAT
B	11 Jul 70	LCR SAT/UNSAT
B	16 Jul 70	LCR SAT/SUF
C	16 Jul 70	LCR SUP/SAT

The Not Combat Ready (NCR) evaluation C Btry received on 5 May 70 was due to equipment failure in both firing sections during the CRE. The NCR C Btry received on 12 Jun 70 was because the unit failed to achieve the required number of missile ready lights within the prescribed time limit. B Btry received an Unsatisfactory Crew Performance in the launcher area on 11 July 1970 due to safety violations.

d. The Radar Signal Simulator (AN/TFQ-21) was moved from the tactical site of D Battery to Battalion Headquarters, and integrated into the items of tactical float equipment of the Direct Support Platoon (DSP). Relocating this equipment proved to have number advantages. Simulator training did not interfere with battery maintenance operations; the simulator was more centrally located, and therefore more accessible; it was much easier for maintenance personnel to have access to the simulator, and keep it operational; simulator training did not have to be scheduled around the status of the firing battery, and therefore could be scheduled much more frequently. 38th Artillery Brigade conducted Tactical Effectiveness Evaluation (TEE) on the Radar Signal Simulator (AN/TFQ-21) for all firing batteries from 20-21 July 1970. Of a possible 150 points, A Ptry scored 150; B Btry scored 145; C Btry scored 145 and D Btry scored 150. These TEE's are

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the initial phase of Annual Service Practice (ASP) with the firing phase scheduled for Sep thru Oct. The 150 possible points awarded for TEE's are a portion of the maximum possible score of 2000 points available for ASP. This headquarters is in the process of implementing an intensive ASP training to prepare for these upcoming evaluations.

e. Battalion Command Inspections were conducted at all batteries throughout the quarter. All units put forth a tremendous amount of effort in preparing for these inspections, and the results were outstanding.

f. The Monthly Battalion Best Section Inspections progressed with continued success. Sections which won these awards three consecutive times were allowed to retain the plaques. The Battalion Commander made permanent presentations for the best Motors, Engineers, Assembly and Service, and Communications Sections to B Btry.

g. The Battalion Best Operational Battery of the Quarter also resulted in keen competition among the firing batteries. D Btry closely edged out its closest contender for April-June award.

h. During the reporting period, 33 personnel of the battalion attended Eighth Army Schools for Cold War, General Supply, NCO Academy, Prescribed Load List, Maintenance Supervisor, CBR and Sentry Dog Handler.

i. Battalion conducted a Battery Terminal Equipment (BTE) class at Battalion Headquarters on 20-21 June 1970. Battery Warrant Officers, maintenance personnel, and selected personnel of the DSP Fire Distribution Systems (FDS) Section attended. Maintenance and operational problems pertaining to the BTE were discussed. Groups were later taken to the Battalion Operations Central Van for a brief orientation.

j. The battalion conducted small arms qualification with newly issued M16 rifles. The battalion also fired qualification with the .45 caliber pistol, and fired familiarization with the M60 machine gun.

k. All units of the battalion participated in Air Defense Exercises on 13 May 70, 18 June 70 and 22 Jul 70. The Battalion participated in Electronic Counter Measure (ECM) exercises on 1-5 Jun 70 and 26 Jun-2 Jul 70. Valuable training was received in all facets of HAWK tactical operations.

l. Construction was initiated for the erection of a Chapel for HHB of this Battalion. Services are presently being conducted in the battery theater. The new chapel will provide a more conducive atmosphere for Sunday Service. It is anticipated that the new chapel will also help increase chapel attendance. It is currently scheduled to be completed by the end of August 1970.

m. Much of the needed material required to complete the new war room at the Battalion Operations Center was obtained, and construction is progressing rapidly. It is anticipated that this project will soon be finished, and the new operations center fully operational. Additional construction is also underway to improve the crew quarters and working area.

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of the existing facilities.

n. The Direct Support Platoon continued work on an extensive program to rejuvenate their facilities. Individual shop offices have been constructed; the Direct Exchange Office relocated; Production Control, shop stock, and maintenance supervisors offices completed, and a six foot barbed wire fence erected around the entire platoon area. All of these projects were completed under the self help program utilizing troop labor.

o. The DSP's Organizational Maintenance Test Shop (OMTS) was moved to the 7th Ordnance Company, Camp Thompson, APO 96301, and a work station established for personnel of this battalion, who were involved in various

HAWK Missile turn-in programs. This concept allowed the Battalion to centrally locate all excess missiles at the 7th Ordnance Company, and to work there rather than transport the missiles to and from the site to correct malfunctions. This program not only reduced the time involved for turning in excess missiles, but greatly reduced the amount of road time required to transport them to and from site. On 11 July 1970, the battalion completed moving 82 more missiles to 7th Ordnance in preparation for their turn-in.

p. The Technical Supply Section of the DSP completed the first monthly reconciliation with HMSE. This reconciliation provided the section with an up to date status on all outstanding requisitions of O2 through 17 priority. It is anticipated that this policy will tremendously improve the efficiency of the supply channels. The Technical Supply Section also established a system to perform monthly reconciliations with all batteries. This policy will enable the units to verify the status of their due-outs and due-ins on a monthly basis.

q. The Battalion had several distinguished visitors during the reporting period: BG Leeper, Eighth Army G-4, visited D Battery on 1 May 70. LTC Heintges, Eighth Army Deputy Commander, visited B and C Batteries 8 May 70. BG Blakefield, Eighth Army Chief of Staff, visited A Battery on 14 July 70. All of these individuals were accompanied by MG Le Van, Commanding General, 38th Artillery Brigade (AD). All visitors were given a briefing on the operational capability of a HAWK battery, and conducted on a tour of the tactical sites. D Battery hosted the Republic of Korea National Defense Counsel on 11 Jun 70. A detailed briefing was given these honored guests, and an impressive demonstration conducted on the mobile capability of the HAWK missile system.

r. Site hardening continued at all batteries. Construction is underway to enclose the base of the remaining radars with concrete block shelters. As described in the last report, the radar antennas protrude above the roof of these shelters, remain exposed and free to rotate. Units are also involved in constructing concrete block PII and generator buildings on the tactical sites, and improving the sentry box shelters. Once again, all of these projects are being accomplished under the self help program utilizing troop labor.

s. An inspection was conducted on all empty missile containers located at the firing batteries. Seventy four of the containers were Classified Condition Code "H & F". Thirty nine of the containers were Classified Condition Code

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"E". Forty of the containers were classified Condition Code "A". Turn-in of the containers classified Condition Code "H & F" was completed on 30 June 70. Parts were requisitioned to repair containers classified Condition Code "E". These containers will be turned in as soon as they are repaired at unit level. The Battalion is presently awaiting permission to turn-in the forty containers classified Condition Code "A".

t. During the reporting period the poor condition of many buildings affected the operating effectiveness of the Battalion. For example, during thunderstorms, water ran through portions of the DSP Engineer building and the VHF New York Site building. Numerous self help projects were initiated throughout the battalion to alleviate these conditions, however, material and R & U labor has been difficult to obtain.

u. Due to an aggressive safety program, this Battalion experienced no vehicle accidents during the reporting period. Vehicle safety was stressed in every Command Information Class and in all Safety Council meetings. The Battalion also initiated stricter controls on dispatching vehicles. A complete technical inspection is performed by the unit motor sergeant before the vehicle is allowed to be dispatched. Vehicle repair parts are becoming more readily available, and units are utilizing cannibalization points more effectively. As a result, this battalion has maintained a deadline rate of less than 10 percent.

v. The CIGCONEP fencing project has been progressing at all units, however, the progress was significantly curtailed through numerous delays on the part of the contractors. Indicated below is the approximate status of the fencing erected at each of the line batteries.

A Battery	80%
B Battery	75%
C Battery	85%
D Battery	100%

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### 2. 7th Battalion (HAWK), 5th Artillery

a. Indicated below are the results of Combat Readiness Evaluations received by this Battalion from higher headquarters during the period 20 April thru 20 July 1976:

#### (1) USAFAPAC Combat Readiness Evaluations:

6 May - Battery A - Limited Combat Ready  
Fire Control Crew Performance - Superior  
Launcher Crew Performance - Satisfactory

#### (2) 38th Artillery Brigade (10) Combat Readiness Evaluations:

1 May - Battery A - Limited Combat Ready  
Fire Control Crew Performance - Satisfactory  
Launcher Crew Performance - Unsatisfactory

13 June - Battery C - Limited Combat Ready  
Fire Control Crew Performance - Unsatisfactory  
Launcher Crew Performance - Unsatisfactory

8 July - Battery B - Limited Combat Ready  
Fire Control Crew Performance - Satisfactory  
Launcher Crew Performance - Satisfactory

9 July - Battery D - Limited Combat Ready  
Fire Control Crew Performance - Unsatisfactory  
Launcher Crew Performance - Unsatisfactory

18 July - Battery C - Limited Combat Ready  
Fire Control Crew Performance - Superior  
Launcher Crew Performance - Satisfactory

18 July - Battery D - Limited Combat Ready  
Fire Control Crew Performance - Satisfactory  
Launcher Crew Performance - Superior

19 July - Battery A - Limited Combat Ready  
Fire Control Crew Performance - Superior  
Launcher Crew Performance - Satisfactory

b. Battalion Command Inspections were conducted for all batteries during the months of June and July. The results for each unit were as follows:

Hq Battery - Satisfactory  
Battery A - Unsatisfactory  
Battery B - Satisfactory  
Battery C - Satisfactory  
Battery D - Satisfactory

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c. On July 10th, COL Shriver, Commanding Officer, 4th US Missile Command, was given a briefing by the battalion staff officers and then was taken on a tour by the Battalion Commander of C Battery's administrative area and tactical site and the Battalion Operations Central.

d. Tactical Effectiveness Evaluations were conducted by Brigade for all four firing batteries on 13 and 14 July at C Battery's tactical site. Out of a possible 150 points, A Battery obtained 125 points, B Battery - 125 points, C Battery - 115 points, and D Battery - 95 points.

e. Two batteries conducted Augmented Assault Fire Unit Training during this period:

C Battery 5-7 May  
A Battery 3-5 June

f. This Battalion participated in the Commando Tiger Echo Air Defense Exercise on 13 May 1970. Valuable training was obtained by all personnel in the simulated build-up in defense readiness condition, and in the engagement of aircraft penetrating our air defense sectors. Ground defenses were deployed during the ADX and remained in position until inspected by the Battery Commander, Battalion Commander, or by Brigade.

g. The CIGCOMET lighting project at Site 40 and Site 75 is 95% completed. Upon completion it will be the second tac site completely encompassed by lighting which will significantly improve the security of the area.

h. The Battalion training program was very active during the reporting period. Personnel attended the Eighth Army courses for Chemical Warfare (8), NCO Academy (3), ELL (2), Projectionist School (4), Quality Control and Soldering (1), and Maintenance Supervisor (7).

i. On 9 May the 7th Battalion (HAWK), 5th Artillery colors changed hands. The Brigade Commander was present at Camp Pace to award the colors to the new battalion commander, LTC Frank E. Hamilton. Departing following 13 months of distinguished service at 7/5 was LTC Ronald G. Komornik. Also on hand for the ceremony was the Battalion Commander of the 2nd Battalion (HAWK), 71st Artillery, LTC Hutchinson.

k. A water system is in the process of being constructed at the Battalion Operations Central. This added facility will greatly increase the living standards at that site.

l. The Battalion personnel section was given a Personnel Management Inspection by the Eighth Army CPMI team from 21-24 April. The team consisted of LTC Albert Abraham III, Chief of the CPMI team and four WFOs. All areas within personnel were rigorously inspected. The CPMI team noted that the major cause of the errors, found during the inspection, was due to the inexperience of the clerks in the personnel section of the battalion and their unfamiliarity with personnel regulations.

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### 3. 4th Battalion (HERC), 44th Artillery

a. During this reporting period, this Battalion was engaged in a wide variety of activities as follows:

Normal TPI activities resulted in EUSA TPI's at C Battery on 18, 19, 20 May, E Battery on 1-2 July and Battery F on 20-21 Jul. All Batteries were rated SATISFACTORY.

b. The AN/MPQ-T1 Radar Signal Simulator was made operational and moved to A Battery during the last week in June. The simulator was put into place and "phased" into "A" Battery's system without difficulty. Formal ASP training for Batteries A, D, and F started at A Battery during the week of 20 July.

c. The system exchange program started for B Battery (Site 5) on 27 June. Acceptance of the new system is expected to be accomplished during the last week of July. Effective 23 June 1970, the 1st Battalion, 31st Infantry, 2d Brigade, 7th Infantry Division replaced the 2d Battalion, 31st Infantry, 2d Brigade, 7th Infantry Division which was attached to the 38th Brigade. This infantry unit is responsible for providing site security for 4/44 Battalion.

d. AN/MPQ-T1 Annual Service Practice training at B Battery for B, C, and E Batteries is expected to be started during the week of 27 July, immediately after the acceptance of the new system.

e. The basic load of all six sites was increased during this quarter.

f. The installation of the new interarea cables has been completed and all batteries in the battalion are capable of achieving a "Combat Ready" Status.

g. The significant visits to individual batteries are as follows:

(1) LTG Heintges, Deputy CG, EUSA, visited E and C Batteries on 8 May.

(2) MG Moore, CG, 7th Infantry Division, visited D Battery 21 May.

h. Summary of TPI's and CRE's for period 1 May - 30 July 1970.

(1) Although the operational capability throughout the battalion has improved greatly as reflected by equipment status reports and Material Readiness Reports (MRRs) for the quarter, the results of the Combat Readiness Evaluations (CREs) below do not measure up to the goals established. The results reflect a major problem area of shallow "training depth" caused by personnel shortages in all units. Maximum effort is being made to keep the ability of all batteries the same by cross leveling, with emphasis on key personnel level, and by aggressive command action to fill vacancies.

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<u>UNIT</u>	<u>HQ</u>	<u>DATE</u>	<u>TYPE</u>	<u>RESULTS</u>
A Btry	Bn	19 Jun 70	CRE	LCR SAT/SAT
A Btry	Bde	8 Jul 70	CRE	NCR SAT/UNSAT
A Btry	Bde (Tng)	27 May 70	CRE	LCR SAT/SAT
A Btry	Bde	20 Jun 70	CRE	LCR UNSAT/SAT
C Btry	Bde	14 May 70	CRE	LCR LCR SUP/SAT
C Btry	Bn	16 Jun 70	CRE	NCR
C Btry	Bn	17 Jun 70	CRE	NCR UNSAT/SAT
C Btry	Bn	17 Jun 70	CRE	LCR SUP/SUP
D Btry	Bn	6 May 70	CRE	LCR SUP/SAT
D Btry	Bn	14 Jun 70	CRE	LCR SAT/SUP
E Btry	Bn	7 May 70	CRE	LCR UNSAT/SUP
E Btry	Bde	12 May 70	CRE	LCR SAT/SAT
E Btry	Bn	21 Jun 70	CRE	NCR SAT/SAT
E Btry	Bn	22 Jun 70	CRE	NCR
F Btry	Bde	21 May 70	CRE	LCR SUP/SUP

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## 4. 6th Battalion (HAWK), 44th Artillery

a. Headquarters USARPAC conducted Combat Readiness Evaluations of three batteries of this Battalion with the following results:

<u>UNIT</u>	<u>DATE</u>	<u>RATING</u>
Battery C	8 May 70	Combat Ready - Sat
Battery B	9 May 70	Limited Combat Ready - Sat
Battery A	12 May 70	Limited Combat Ready - Sat

b. The following Combat Readiness Evaluations were conducted by Headquarters, 38th Artillery Brigade (AD):

<u>UNIT</u>	<u>DATE</u>	<u>RATING</u>
Battery C	5 May 70	Limited Combat Ready - Sat
Battery D	14 Jul 70	Limited Combat Ready - Sat
Battery A	15 Jul 70	Limited Combat Ready - Sat

c. The Brigade Commander, Brigadier General CJ Le Van visited all the units of the Battalion during the period. On 8 May 1970, Lieutenant General John A. Heintges, Deputy Commanding General, Eighth U.S. Army accompanied by General Le Van visited Battery B, Headquarters Battery and Battery C. On 20 May 1970 Major General Robert W. Maloy, Commanding General, 314th Air Division, U.S. Air Force, accompanied by General Le Van visited Battery A for a briefing and tour of the HAWK site.

d. All units of the battalion, including the Direct Support Platoon, received a combined Command Maintenance Management Inspection/Command Inspection by the Battalion Commander and Staff during the reporting period. Each inspection was conducted over a two day period. The CMI portion was conducted the first day and continued into the second day. The Command Inspection was conducted the second day. On 13 May 1970, Battery C received an Eighth U.S. Army CMI and received an overall rating of Satisfactory. On 15 June 1970, the Headquarters and Headquarters Battery received a Command Inspection by Headquarters, 38th Artillery Brigade (AD).

e. On 29 June 1970, Eighth U.S. Army conducted a CMI at Battery A. This CMI was part of Eighth Army's Best Maintenance Award Competition.

f. During the reporting period, all units of this battalion completed familiarization firing of the newly issued M16 rifles utilizing, in some instances, local militia and Korean National Police ranges.

g. Three Air Defense Exercises Commando Tiger Echo, Foxtrot and Golf, were conducted during which the Battalion Operations Center and the firing batteries participated.

h. During the period, the Battalion HAWK System Engagement Simulator (AN/TPQ-21) was maintained in an operational configuration and was rotated among all the firing batteries. Currently the Simulator is located at Battery C where fire control crews from all firing batteries are undergoing preparation for the Tactical Effectiveness Evaluations to be conducted by the 38th Artillery Brigade (AD) as part of Annual Service Practice.

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i. Augmented Assault Fire Unit moves were completed by Battery B (10-12 June) and Battery C (23-24 June). Batteries A and D were scheduled for this mobility training but the displacements were cancelled because of an increased readiness posture.

j. The construction of six (6) man BOQ's started during the last quarter was completed at three (A, C and Headquarters) of the four batteries. Battery D's will be completed in the next quarter. At Battery A, a new well was constructed and a new mess hall annex was constructed through the self-help program. A revamping of the Battalion Operations Center was begun and will be completed in the next quarter. This revamping includes moving the Operations Central Van, enlarging and improving the building, and installation of new plotting boards.

k. Because of the non-operational status of the Battalion Defense Acquisition Radar (AN/GSS-1) and the non-availability of repair parts, the float Pulse Acquisition Radar (AN/MPQ-35) and the float Battery Control Central have been placed in operation at the Battalion Operations Central thus maintaining acquisition surveillance capability at the battalion level.

l. This Battalion celebrated Organizational Day on 1 July 1970 commemorating the eighth birthday of the Battalion since reactivation as a HAWK battalion. All units conducted appropriate ceremonies at their own separate locations to include a reading of the unit history. The Brigade Commander, General CJ Le Van and the Deputy Commander, Colonel J. L. Hayden were among the distinguished guests during the festivities at the Battalion Headquarters, Reno Hill.

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### 5. 2d Battalion (HAWK), 71st Artillery

a. (U) The Battalion S2 section conducted its quarterly sentry dog and handler competition at Sihung Compound on 24 Jun 1970. The dogs were given veterinary inspections and then put through a series of obstacles and situations. Battery "D" had the outstanding sentry dog team and individual sentry dog and handler. This competition increased the effectiveness of sentry dog training as well as improving morale among troops who otherwise have a thankless job.

b. (U) The Battalion S4 section conducted a drivers rodeo competition this quarter for  $\frac{1}{2}$  ton,  $1\frac{1}{2}$  ton, and  $2\frac{1}{2}$  ton vehicle operators. Competition was first held at battery level and then at battalion level. Battery "D" placed first in the  $\frac{1}{2}$  ton truck competition and H. Battery placed first in both the  $1\frac{1}{2}$  ton and  $2\frac{1}{2}$  ton truck competition. On the 11th of July, the top driver in each class went on to compete in the I Corps (GP) Drivers Rodeo. The three Battalion vehicle operators placed first, second, and third in the  $\frac{1}{2}$  ton,  $1\frac{1}{2}$  ton, and  $2\frac{1}{2}$  ton truck classes, respectively. The Battalion also won the overall award in this competition. (See paragraph 3, Commander's Comments.)

c. (U) The Battalion conducted its quarterly Launcher Crew competition during the period 11-14 May 1970. Competition points were awarded for written examination results, performance of dailies on the launcher and loader, performance of safe-arm, and for ratings on the last 36th Artillery Brigade (AB) or USARPAC C.O. Battery "B" was awarded the trophy for the best Battalion Launcher crew.

d. (U) The Battalion's Quarterly Best Battery Award was presented to Battery "D" by the Battalion Commander on 11 July 1970 for overall excellence during the quarter.

e. (U) Construction throughout the Battalion continued as programmed. Battery "A" completed work on a new ILL building and with the help of the 51st Signal Battalion, concrete communications poles were erected. Also at Battery "A", work continued on the CIGREP fencing project and as the fencing progressed so did the concertina project. Battery "B" reconstructed five ammunition bunkers and the berms around two launchers. Battery "B" also constructed new berms around their QWAR and ROR. At Battery "C" the two site perimeter defense bunkers were repaired and the sentry dog kennels were renovated. In addition, the sentry dog training area was rebuilt at Battery "C" and is now considered one of the best in the I Corps area. Battery "D", using troop labor, completed a concrete ground defense bunker on their tac site and the finishing touches were completed on two recreational patios. All Batteries continued the concertina project.

f. (C) Because of the Battalion's proximity to the DMZ, the usual Spring increase in North Korean aircraft activity was monitored. The OC and the four batteries detected a total of thirteen North Korean and eight unknown aircraft to this date during the quarter. Although this type of activity is not scheduled training it did serve to keep the units alert to the actual air threat in Korea and thereby gave them a sense of urgency for their assigned mission.

g. (U) The Battalion training program continued to be extremely active during the second quarter. Personnel attended Eighth Army courses for: Chemical Warfare (3), Projectionist School (4), Quality Control and Soldering (2), Sentry Dog Handler Course (2). In addition, two individuals attended a course at 36th Artillery Brigade (HQ's on the AN/GRC-122 radio).

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h. (U) On 11 July 1970, the quarterly Battalion Officer's Call was held in I Corps (GP) Conference room. Briefings were given by the S1, S2, S3, S4, and the Battalion Surgeon. Past, present, and future activities were discussed, to include Battalion achievements, shortcomings, and problem areas. Prior to this, class was presented to Tactical Control Officers (TCO) and Battery Commanders. Emphasis was placed on current tactical procedures and general information that TCO's are required to know.

i. (U) The following Command Maintenance Management Inspections were conducted:

<u>INSP HQ</u>	<u>UNIT</u>	<u>DATE</u>	<u>RATING</u>
Eighth Army	A Btry	6 Jul 70	SAT
38th Arty Bde (AD)	A Btry	24 Jun 70	UNSAT
	D Btry	13 Jul 70	UNSAT

j. (U) The following Combat Readiness Evaluations were conducted by USARPAC:

B Btry	CR	SUP/SUP	7 May 70
D Btry	LCR	SUF/SAT	11 May 70

k. (U) The following Combat Readiness Evaluations were conducted by 38th Artillery Brigade (AD):

A Btry	LCR	SAT/SAT	17 Jul 70
B Btry	LCR	SAT/UNSAT	20 Jul 70
	LCR	SAT/SAT	20 Jul 70
C Btry	LCR	SAT/SAT	7 Jul 70
D Btry	LCR	SUP/SUP	7 Jul 70

l. (U) The following Combat Readiness Evaluations were conducted by Battalion:

B Btry	LCR	SAT/UNSAT	6 May 70
	CR	UNSAT/SAT	1 Jun 70
	LCR	SAT/UNSAT	10 Jul 70
C Btry	LCR	UNSAT/UNSAT	7 May 70
	LCR	SAT/UNSAT	19 May 70
	LCR	SAT/UNSAT	20 Jun 70

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D Btry	LCR	SAT/SAT	1 May 70
	NCR	SAT/SUP	6 Jun 70
	LCR	UNSAT/SAT	10 Jun 70

m. (U) The following Tactical Effectiveness Evaluations were conducted by 38th Artillery Brigade (AD):

B Btry	150 pts	17 Jul 70
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D Btry	120 pts	17 Jul 70
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Maximum points possible were 150. Battery D lost a total of 30 points; 25 because the unit failed to engage one hostile target and 5 for crew error.

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### 2. (C) Section 2, Lessons Learned:

#### COMMANDER'S OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS.

##### a. Personnel

Critical Shortage of MOS 71B (Clerk Typist) and 71W (Personnel Specialists) personnel.

(1) Observation: The shortage of trained Personnel Specialists and Clerk Typists is seriously hampering the administrative effectiveness of units of this Brigade. During the past quarter, only a small percentage of the personnel clerks on valid requisition have actually been assigned to the Brigade. Clerical personnel are properly requisitioned, and many of these requisitions were filled by Department of the Army; however, upon arriving in country, these personnel were diverted to other organizations.

(2) Evaluation: This shortage of clerical type personnel has forced the Brigade to utilize personnel of other MOS's to perform clerical duties. This action has resulted in malassignment of personnel, reduced the overall administrative efficiency, and hampered the combat effectiveness of the firing batteries.

(3) Recommendations: Positive steps be taken to insure that clerical personnel assigned by Department of the Army against valid requisitions are not diverted to other organizations.

##### b. Intelligence

###### Sentry Dog Handlers

(1) Observation: The Brigade currently has a severe shortage of school trained sentry dog handlers.

(2). Evaluation: Partial relief for the shortage of school trained sentry dog handlers is being obtained with the resumption of classes conducted by the 820th MP Platoon.

(3) Recommendation: That facilities and equipment be provided the 820th MP Platoon to enlarge and improve training areas to permit training of significantly greater numbers of personnel. An increased school capability will assist Eighth Army in minimizing the annual shortage of school trained sentry dog handlers.

##### c. Operations

###### (1) Augmented Assault Fire Unit (AAFU) Move:

(a) Observation: On 13 May 1970, B Battery 2/71 made an AAFU Move.

(b) Evaluation: This was a quarterly move in accordance with Brigade regulations. The following points were noted by the evaluators.

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1. Improvement in message preparation and dissemination is required to insure that alert instructions are promptly executed.
2. The March Order was well organized and all personnel involved appeared to have been briefed and knew their assigned duties.
3. The conduct of the motor convoy was good. Air strikes provided by the 39th Aviation Company were outstanding.
4. As with other batteries in the battalion, traffic control on the tactical site was a major problem.
5. A CRE by battalion was conducted on 14 May 1970 and the unit was rated nonoperational. On 15 May 1970, the unit was reevaluated and rated operational. As a result of difficulties noted during the AAFU Move, the battalion S3 section wrote a new AAFU SOP with evaluator's checklists for each of the march order and emplacement operation.

(c) Recommendation: That all units within the Brigade determine if existing SOP's adequately cover AAFU operations.

### (2) Preventive Maintenance for Monsoon Season

(a) Observation: In spite of precautionary measures taken as recommended (ref: 38th Artillery Brigade (AB) Letter, dated 14 May 1970, subject: Preventive Maintenance for Monsoon Season) to provide against rain and season high humidity harming equipment, moisture continues to get into electrical components, especially when maintenance is being performed that requires keeping a radar out of radiate.

(b) Evaluation: Waterproofing innate to HAWK peculiar radar equipment is not adequate. Personnel shelters added around the equipment help, but they do not alleviate the problem.

(c) Recommendation: Possible modifications should be investigated which would reduce the adverse effects on the system when it is operated in high humidity and wet weather climates. Initial waterproofing and an optional dehumidifying system should be investigated.

### (3) Erratic Operation of Tactical Generators

(a) Observation: Damage to HAWK tactical equipment can result from erratic operation of tactical generators.

(b) Evaluation. Frequency and voltage fluctuations in the output of a tactical generator causes damage to HAWK equipment, specifically by damaging all low-voltage power supplies, the modulator oscillator in the CNAR, the series regulator and/or stabilizer in the PA3, and FFC switches in the HAWK missiles. One primary cause of generator fluctuations is the lack of proper daily maintenance, for example, cleaning filters. Generator fluctuations can be detected and corrected before they become of sufficient amplitude to cause damage to equipment if a generator operator is in constant attendance.

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(c) Recommendation: Close attention should be given to the daily maintenance of the tactical generators. A qualified generator operator should also be in attendance whenever a generator is powering tactical equipment. In addition, presence of a generator operator should be checked and his actions evaluated by the CRE teams.

### (4) Tactical Mobility Exercises

(a) Observation: Infrequent conduct of tactical mobility exercises limits the value of training.

(b) Evaluation: The tactical mobility exercise is a most comprehensive and helpful training vehicle. It is an opportunity for battery personnel to demonstrate what they have learned both in schools and on-site. It allows experienced unit personnel as well as evaluators to impart their knowledge to others. In short, it is an opportunity to teach the refinements of tactical life in the field. When such exercises are conducted infrequently, the basic level of field training within the unit drops to a dangerously low level. In the interim between exercises many trained personnel are lost through rotation, and much of the valuable training is simply forgotten. Loading plans fall out of date because of understandable priority re-evaluations, and interest in the far-in-the-future mobility training exercises wanes. As a result of this, each participating unit can expect a low, probably unsatisfactory score on an AAFU. It is impossible to teach "refinements of tactical life in the field" because the majority of the exercise is spent teaching basic instruction to untrained personnel. According to 38th Artillery Brigade Regulation 525-3, tactical mobility exercises are to be conducted semi-annually with an Augmented Assault Fire Unit, and annually with the entire battery. This frequency is adequate, however, this schedule has not been met due to budgetary considerations.

(c) Recommendation: Tactical mobility exercises should be conducted with the frequency outlined in the Brigade Regulation 525-3. The mobility exercises should receive a high priority of funds and resource allocations.

### (5) Air Defense Exercises

(a) Observation: Air Defense Exercises do not involve all elements of the defense.

(b) Evaluation: Air Defense Exercises (ADX) conducted in Korea require all battalions to participate, however units in the extreme northern sector are seldom involved with more than two or three faker aircraft, because the majority of faker aircraft are in an area of operation to the south, out of the acquisition range of our equipment. Firer crews in this area are thus required to be alert and actively participate in exercises for which, effectively, there are no targets.

(c) Recommendation: That aircraft flight routes be modified to allow all elements of the defense to participate. This may also require the use of forward air controllers, but the advantage of the training would be worth the extra effort.

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d. Organization: None

e. Training

AN/TPQ-21 Simulator Training:

(1) Observation: The AN/TPQ-21 simulator has been emplaced at the Direct Support Platoon of two Battalions this quarter, and maximum training was conducted.

(2) Evaluation: In the past the simulator was sent to each unit for a period of 30 days. As a result of transporting the equipment, it was usually nonoperational for several days following emplacement and the use of the simulator was limited to one battery per month. By moving the simulator to the Direct Support Platoon, down time as a result of transportation was eliminated. All four batteries are now able to receive simulator training at least once a week by sending Fire Control Crews to the DSP. In addition, while the simulator was at a unit limited training was being conducted. This was primarily due to requirements for status changes, for work details, CRE training, and equipment maintenance requirements. Inspections by Battalion and higher headquarters further hindered the training program. In an effort to obtain maximum benefit utilizing the simulator, the battalion initiated a program whereby personnel would be trained at night. Again, the units were generally faced with the same typical problems mentioned. Presently float equipment is being used in conjunction with the simulator to improve training. Emplacement of the simulator at the DSP eliminates all of the above problems. Crews can report for training at 0800 hours and receive intensive instruction all day without interruption. The program worked so well, serious consideration is being given to a proposal to move a second HIPIR to the DSP whenever a battery is on STATE VII so as to utilize both consoles in the BCC.

(3) Recommendation:

(a) That all Battalions use the AN/TPQ-21 with the float equipment at the battalion or DSP location.

(b) That each battery be scheduled for TPQ-21 training at least once weekly for one day.

(c) That the Battalion ETO section insure the TPQ-21 and float equipment is operational at least 24 hours prior to scheduled training periods.

(d) That a second High Power Illuminator be made available to the Battalion so that 2 sections can be utilized.

f. Logistics

(1) Battalion Staff Visits:

(a) Observation: During the past quarter the S4 Section of one battalion conducted coordinated staff visits. Each visit had a specific area to inspect and appropriate assistance was rendered where necessary. Copies of the results of the inspections are left with the Battery Commander and the supervisor of the area inspected. Reinspections of past deficiencies are made by spot check during the course of the next visit, which is aimed at a different area.

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(b) Evaluation: This system gives each battalion a better indication of the overall status of problem areas.

(c) Recommendation: That other Battalions evaluate their staff visit program and determine if their present system is adequate.

### (2) Vehicle Maintenance Records

(a) Observation: There is a shortage of qualified Equipment Record Clerks. Although battalions are authorized ten Record Clerks, by MOS, few are actually assigned. Presently personnel of other MOS's are being utilized to fill these slots.

(b) Evaluation: The functioning of our units has been adversely affected because equipment records are being kept by untrained personnel. These records are being maintained by maintenance and supervisory personnel who have diverted their attention from other duties to concentrate on this area.

(c) Recommendations: All echelons of command effectively control assignment of these personnel. Full advantage be taken of the Eighth Army Logistics Training School.

### (3) Tactical Generator Power

(a) Observation: Lack of sufficient reliable tactical generators continues to be a critical problem throughout the brigade.

(b) Evaluation: Units of this brigade still have many over hour generators which require constant second echelon maintenance. Repair parts are still extremely difficult to obtain. Several times during the quarter, batteries have had to call firing sections out of action for a lack of tactical power. The excessive road time involved in transporting generators, over very bad roads, to and from the Direct Support Platoons also compounds the problem. Reallocation of tactical generators from Hercules Sites to HAWK Units has helped the problem, but this is only a temporary measure.

(c) Recommendations: Replacement generators be furnished battalions to replace all over hour generators. Critical repair parts be made more readily available for first and second echelon repairs.

### (4) Reconciliation between supply activities and customers

(a) Observation. Due-in and due-out suspense files along with receipts and issues are not being properly or expeditiously maintained.

(b) Evaluation: Personnel maintaining PLL records are not fully trained on posting or organizing the files.

(c) Recommendations: More time and effort be expended in the training of supply personnel at unit level. That these people be more closely supervised to insure compliance with applicable regulations; and that scheduled reconciliations be carried out to insure that current requisitions are valid.

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### g. Communications

#### (1) Degrading radio communication by utilisation of poor land lines

(a) Observation: It was noted that although communications from one VHF radio terminal to another is loud and clear, subscribers may either have to shout to be heard at the distant subscriber terminal, or can not communicate at all.

(b) Evaluation: The line loss in most cases seems to occur in the land line communication system feeding the VHF network. Losses occur at terminal devices themselves (TA-312's) due to poor equipment such as receiver and transmitter elements, weak batteries, poor stringing techniques, bad terminal connections, etc.

(c) Recommendation: That scheduled, periodic maintenance be made on all land line communication devices, and that poor quality items be replaced. Poor communications, usually thought to be a result of problems with the radio shots, will significantly improve with such preventive maintenance being pulled on a regular basis.

#### (2) Training of Switchboard Operators

(a) Observation: Lack of properly trained switchboard operators (MOS 36K20) or related MOS continues to be a critical problem throughout the 38th Artillery Brigade.

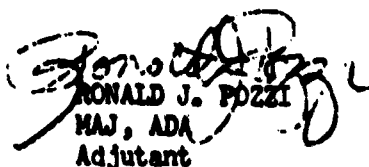
(b) Evaluation: The untrained or inexperienced operator can often lose communications from subscriber to subscriber, even though the VHF to VHF is loud and clear, and the land lines are in perfect order, by not knowing the proper telephone procedures.

(c) Recommendation: That training be given to all switchboard operators in switchboard procedures, the use of alternate routes between subscribers and maintenance (operators) on their respective switchboards.

h. Material: None.

i. Other: None

FOR THE COMMANDER:

  
RONALD J. POZZI  
MAJ, ADA  
Adjutant

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EASO-MH (15 Aug 70) 1st Ind

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for the  
Period Ending 31 July 1970, ACS CSFOR (RL) (U)

Headquarters, Eighth United States Army, APO 96301

**4 SEP 70**

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. (U) This headquarters has reviewed subject report. The following  
comments supplement the report.

2. (C) Reference item concerning Critical Shortage of MOS 71B (Clerk  
Typist) and 71H (Personnel Specialist) Personnel, page 19, para 2a.  
Concur. The replacement flow has been adequate in July and August to  
alleviate the shortage in the above MOS categories. The status of the  
38th Artillery Brigade's 71B and 71H personnel as of 31 July was:

<u>MOS</u>	<u>AUTH</u>	<u>ASD</u>
<u>71B</u>	<u>41</u>	<u>63</u>
71H	67	70

3. (C) Reference item concerning Sentry Dog Handlers, page 19, para  
2b. Nonconcur. The 320th Military Police Platoon (Dog) School is capable  
of training 24 US students and 15 Korean students each class. Duration  
of the class is four weeks. The school was closed for renovation during  
May and June. This caused a slight delay in the training of personnel.  
However, the 38th Artillery Brigade had only five personnel enrolled in  
the July class while a total of 12 US student vacancies were unfilled.  
In the August class, five 38th Artillery Brigade students attended and  
15 US vacancies were unfilled. Therefore, maximum participation is  
recommended to fill the required spaces prior to initiating action for  
expansion of the school facilities.

4. (U) Reference item concerning Augmented Assault Fire Unit (AAFU)  
Move, page 19, para 2c(1). Concur.

5. (C) Reference item concerning Preventive Maintenance for Monsoon  
Season, page 20, para 2c(2). Concur. This matter should be brought to  
the attention of the US Army Missile Command for their evaluation and  
recommendations.

6. (C) Reference item concerning Erratic Operation of Tactical Generators,  
page 20, para 2c(3). Concur. Operators should be on hand and monitoring  
output of generators at all times. The operator is also responsible for  
insuring that all required preventative maintenance is being performed  
on the generator equipment.

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SAGC-MH (15 Aug 70) 1st Ind

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for the Period Ending 31 July 1970, RCS CSFOR (K1) (U)

7. (U) Reference item concerning Tactical Mobility Exercises, page 21, para 2c(4). Concur. Budgetary considerations relate to FOL shortages which are command-wide.
8. (U) Reference item concerning Air Defense Exercises, page 21, para 2c(5). Concur. Faker missions for high performance aircraft can be coordinated with 314th Air Division/5th ADVN and the Navy Representative TF-71. Both US and ROK aircraft should be utilized.
9. (U) Reference item concerning AM/TPJ-21 Simulator Training, page 22, para 2a. Concur. Unit can initiate procurement as a separate action.
10. (U) Reference item concerning Battalion Staff Visits, page 22, para 2f(1). Concur.
11. (U) Reference item concerning Vehicle Maintenance Records, page 23, para 2f(2). Concur. By taking full advantage of the instruction offered by the Eighth Army Logistics Training Center, an activity can significantly improve the skill levels of untrained personnel assigned the task of preparing and managing vehicle maintenance records.
12. (U) Reference item concerning Tactical Generator Power, page 23, para 2f(3). Concur. This headquarters is attempting to have tactical generators, scheduled to be received through closed loop sources, increased to a more realistic quantity. The 38th Artillery Brigade should effect a more timely turn-in of generators that have been replaced. Delay in evacuation of unserviceable generators presents a distorted combat asset posture to the National Inventory Control Points resulting in reduced input through closed loop.
13. (U) Reference item concerning Reconciliation Between Supply Activities and Customers, page 23, para 2f(4). Concur. PLL clerks and supervisory personnel can improve their proficiency by attending the PL course offered at the Eighth Army Logistics Training Center.
14. (U) Reference item concerning Degrading Radio Communication by Utilization of Poor Lead Lines, page 24, para 2g(1). Concur. It should also be noted that, by utilizing proper installation techniques (e.g., checking lines out as they are being installed), many of these problems could be eliminated before the lines are terminated at the subscriber.

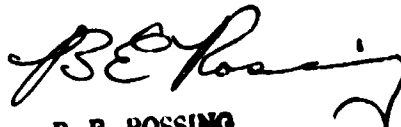
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DA30-MH (15 Aug 70) 1st Ind

SUBJECT: Operational Report of the 38th Artillery Brigade (AD) for the  
Period Ending 31 July 1970, RGS CSFOR (R1) (U)

15. (U) Reference item concerning Training of Switchboard Operators,  
page 24, para 2g(2). Concur. However, a greater amount of on-the-job  
training should also be stressed in conjunction with other training.

FOR THE COMMANDER:



B. E. ROSSING  
1LT, AGC  
Asst AG

Copies furnished:

2-AC3704, DA

1-33, 38th Arty Bde, APO 96570 (Ind only)



GPOP-DT (15 Aug 70) 2d Ind (U)

SUBJECT: Operational Report of HQ, 38th Arty Bde (AD) for Period Ending  
31 July 1970, RCS CSFOR-65 (R2) (U)

HQ, US Army, Pacific, APO San Francisco 96558 13 OCT 1970

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

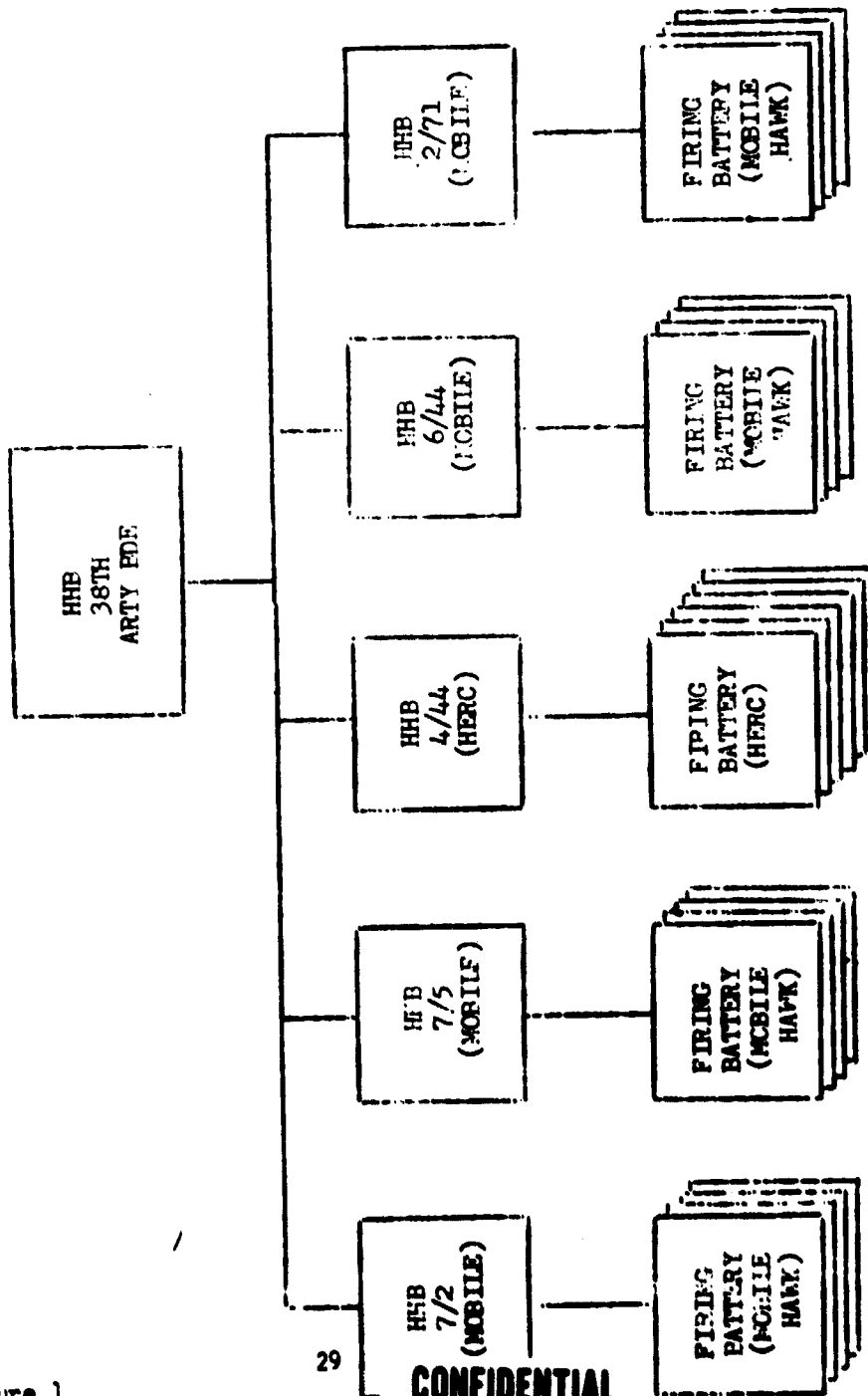
FOR THE COMMANDER IN CHIEF:



D.D. CLINE  
2LT, AGC  
Asst AG

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ORGANIZATIONAL STRUCTURE OF 38TH ARTILLERY BRIGADE (AD)



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Inclosure 1

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UNCLASSIFIED

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20315

12 Dec 70

IN REPLY REFER TO

AGDA (M) (18 Dec 70) DAMO-ODU 703147 30 December 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 38th Artillery Brigade, Period Ending 31 July 1970 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Information of actions initiated as a result of subject report should be forwarded to DCSOPS ODU within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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2. (C) Section 2, Lessons Learned

COMMANDER'S OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS.

a. Personnel

Critical Shortage of MOS 71B (Clerk-Typist) and 71 (Personnel Specialists) personnel.

(1) Observation: The shortage of trained Personnel Specialists and Clerk Typists is seriously hampering the administrative effectiveness of units of this Brigade. During the past quarter, only a small percentage of the personnel clerks on valid requisition have actually been assigned to the Brigade. Clerical personnel are properly requisitioned, and many of these requisitions were filled by Department of the Army; however, upon arriving in country, these personnel were diverted to other organizations.

(2) Evaluation: This shortage of clerical type personnel has forced the Brigade to utilize personnel of other MOS's to perform clerical duties. This action has resulted in malassignment of personnel, reduced the overall administrative efficiency, and hampered the combat effectiveness of the firing batteries.

(3) Recommendations: Positive steps be taken to insure that clerical personnel assigned by Department of the Army against valid requisitions are not diverted to other organizations.

b. Intelligence

Sentry Dog Handlers

(1) Observation: The Brigade currently has a severe shortage of school trained sentry dog handlers.

(2) Evaluation: Partial relief for the shortage of school trained sentry dog handlers is being obtained with the resumption of classes conducted by the 820th MP Platoon.

(3) Recommendation: That facilities and equipment be provided the 820th MP Platoon to enlarge and improve training areas to permit training of significantly greater numbers of personnel. An increased school capability will assist Eighth Army in minimizing the annual shortage of school trained sentry dog handlers.

c. Operations

(1) Augmented Assault Fire Unit (AAFU Move.)

(a) Observation: On 13 May 1970, B Battery 2/71 made an AAFU Move.

(b) Evaluation: This was a quarterly move in accordance with Brigade regulations. The following points were noted by the evaluators.

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SUBJECT TO GENERAL DECLASSIFICATION  
SCHEDULE OF EXECUTIVE ORDER 11652  
AUTOMATICALLY DOWNGRADED AT TWO YEAR  
INTERVALS  
DECLASSIFIED ON 31 DECEMBER 1976

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1. Improvement in message preparation and dissemination is required to insure that alert instructions are promptly executed.

2. The March Order was well organized and all personnel involved appeared to have been briefed and knew their assigned duties.

3. The conduct of the motor convoy was good. Air strikes provided by the 59th Aviation Company were outstanding.

4. As with other batteries in the battalion, traffic control on the tactical site was a major problem.

5. A CRE by battalion was conducted on 14 May 1970 and the unit was rated nonoperational. On 15 May 1970, the unit was reevaluated and rated operational. As a result of difficulties noted during the AAFU Move, the battalion S3 section wrote a new AAFU SOP with evaluator's checklists for each of the march order and emplacement operation.

(c) Recommendation: That all units within the Brigade determine if existing SOP's adequately cover AAFU operations.

### (2) Preventive Maintenance for Monsoon Season

(a) Observation: In spite of precautionary measures taken as recommended (ref: 38th Artillery Brigade (AD) Letter, dated 14 May 1970, subject: Preventive Maintenance for Monsoon Season) to provide against rain and season high humidity harming equipment, moisture continues to get into electrical components, especially when maintenance is being performed that requires keeping a radar out of radiate.

(b) Evaluation: Waterproofing innate to HAWK peculiar radar equipment is not adequate. Personnel shelters added around the equipment help, but they do not alleviate the problem.

(c) Recommendation: Possible modifications should be investigated which would reduce the adverse effects on the system when it is operated in high humidity and wet weather climates. Initial waterproofing and an optional dehumidifying system should be investigated.

### (3) Erratic Operation of Tactical Generators

(a) Observation: Damage to HAWK tactical equipment can result from erratic operation of tactical generators.

(b) Evaluation: Frequency and voltage fluctuations in the output of a tactical generator causes damage to HAWK equipment, specifically by damaging all low-voltage power supplies, the modulator oscillator in the CWAR, the series regulator and/or stabilatron in the PAR, and FFC switches in the HAWK missiles. One primary cause of generator fluctuations is the lack of proper daily maintenance, for example, cleaning filters. Generator fluctuations can be detected and corrected before they become of sufficient amplitude to cause damage to equipment if a generator operator is in constant attendance.

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(c) Recommendation: Close attention be given to the daily maintenance of the tactical generators. A qualified generator operator should also be in attendance whenever a generator is powering tactical equipment. In addition, presence of a generator operator should be checked and his action evaluated by the CRE teams.

(4) Tactical Mobility Exercises

(a) Observation: Infrequent conduct of tactical mobility exercises limits the value of training.

(b) Evaluation: The tactical mobility exercise is a most comprehensive and helpful training vehicle. It is an opportunity for battery personnel to demonstrate what they have learned both in schools and on-site. It allows experienced unit personnel as well as evaluators to impart their knowledge to others. In short, it is an opportunity to teach the refinements of tactical life in the field. When such exercises are conducted infrequently, the basic level of field training within the unit drops to a dangerously low level. In the interim between exercises many trained personnel are lost through rotation, and much of the valuable training is simply forgotten. Loading plans fall out of date because of understandable priority re-evaluations, and interest in the far-in-the-future mobility training exercises wanes. As a result of this, each participating unit can expect a low, probably unsatisfactory score on an AAFU. It is impossible to teach "refinements of tactical life in the field" because the majority of the exercise is spent teaching basic instruction to untrained personnel. According to 38th Artillery Brigade Regulation 525-3, tactical mobility exercises are to be conducted semiannually with an Augmented Assault Fire Unit, and annually with the entire battery. This frequency is adequate, however, this schedule has not been met due to budgetary considerations.

(c) Recommendation: Tactical mobility exercises should be conducted with the frequency outlined in the Brigade Regulation 525-3. The mobility exercises should receive a high priority of funds and resources allocations.

(5) Air Defense Exercises

(a) Observation: Air Defense Exercises do not involve all elements of the defense.

(b) Evaluation: Air Defense Exercises (ADX) conducted in Korea require all battalions to participate, however units in the extreme northern sector are seldom involved with more than two or three faked aircraft, because the majority of faked aircraft are in an area of operation to the south, out of the acquisition range of our equipment. Firing crews in this area are thus required to be alert and actively participate in exercises for which, effectively, there are no targets.

(c) Recommendation: That aircraft flight routes be modified to allow all elements of the defense to participate. This may also require the use of forward air controllers, but the advantage of the training would be worth the extra effort.

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d. Organization: None

e. Training

AN/TPX-21 Simulator Training:

(1) Observation: The AN/TPX-21 simulator has been emplaced at the Direct Support Platoon of two Battalions this quaters, and maximum training was conducted.

(2) Evaluation: In the past eh simulator was sent to each unit for a period of 30 days. As a result of transporting the equipment, it was usually nonoperational for several days following emplacement and the use of the simulator was limited to one battery per month. By moving the simulator to the Direct Support Platoon, down time as a result of transportation was eliminated. All four batteries are now able to receive simulator training at least once a week by sending Fire Control Crews to the DSP. In addition, while the simulator was at a unit limited training was being conducted. This was primarily due to requirements for status changes, for work details, CRE training, and equipment maintenance requirements. Inspections by Battalion and higher headquarters further hindered the training program. In an effort to obtain maximum benefit utilizing the simulator, the battalion initiated a program whereby personnel would be trained at night. Again, the units were generally faced with the same typical problems mentioned. Presently float equipment is being used in conjunction with the simulator to improve training. Emplacement of the simulator at the DSP eliminates all of the above problems. Crews can report for training at 0800 hours and receive intensive instruction all day without interruption. The program worked so well, serious consideration is being given to a proposal to move a second HIPIR to the DSP whenever a battery is on STATE VII so as to utilize both consoles in the BCC.

(3) Recommendation:

(a) That all Battalions use the AN/TPQ-21 with the float equipment at the battalion or DSP location.

(b) That each battery be scheduled for TPQ-21 training at least once weekly for one day.

(c) That the Battalion EMMO section insure the TPQ-21 and float equipment is operational at least 24 hours prior to scheduled training periods.

(d) That a second High Power Illuminator be made available to the Battalion so that 2 sections can be utilized.

f. Logistics

(1) Battalion Staff Visits:

(a) Observation: During the past quarter the S4 Section of one battalion conducted coordinated staff visits. Each visit had a specific area of inspect an appropriate assistance was rendered where necessary. Copies of the results of the inspections are left with the Battery Commander and the supervisor of the area inspected. Reinspections of past deficiencies are made by spot check during the course of the next visit, which is aimed at a different area.

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(b) Evaluation: This system gives each battalion a better indication of the overall status of problem areas.

(c) Recommendation: That other Battalions evaluate their staff visit program and determine if their present system is adequate.

### (2) Vehicle Maintenance Records

(a) Observation: There is a shortage of qualified Equipment Record Clerks. Although battalions are authorized ten Record Clerks, by MOS, few are actually assigned. Presently personnel of other MOS's are being utilized to fill these slots.

(b) Evaluation: The functioning of our units has been adversely affected because equipment records are being kept by untrained personnel. These records are being maintained by maintenance and supervisory personnel who have diverted their attention from other duties to concentrate on this area.

(c) Recommendation: All echelons of command effectively control assignment of these personnel. Full advantage be taken of the Eighth Army Logistics Training School.

### (3) Tactical Generator Power

(a) Observation: Lack of sufficient reliable tactical generators continues to be critical problem throughout the brigade.

(b) Evaluation: Units of this brigade still have many over hour generators which require constant second echelon maintenance. Repair parts are still extremely difficult to obtain. Several times during the quarter, batteries have had to call firing sections out of action for a lack of tactical power. The excessive road time involved in transportation generators, over very bad roads, to and from the Direct Support Platoons also compounds the problem. Reallocation of tactical generators from Hercules Sites to HAWK Units has helped the problem, but this is only a temporary measure.

(c) Recommendations: Replacement generators be furnished battalions to replace all over hour generators. Critical repair parts be made more readily available for first and second echelon repairs.

### (4) Reconciliation between supply activities and customers

(a) Observation. Due-in and due-out suspense files along with receipts and issues are not being properly or expeditiously maintained.

(b) Evaluation: Personnel maintaining PLL records are not fully trained on posting or organizing the files.

(c) Recommendations: More time and effort be expended in the training of supply personnel at unit level. That these people be more closely supervised to insure compliance with applicable regulations; and that scheduled reconciliations be carried out to insure that current requisitions are valid.

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### g. Communications

#### (1) Degrading radio communication by utilization of poor load lines

(a) Observation: It was noted that although communications from one VHF radio terminal to another is loud and clear, subscribers may either have to shout to be heard at the distant subscriber terminal, or can not communicate at all.

(b) Evaluation: The lines loss in most cases seems to occur in the land line communication system feeding the VHF network. Losses occur at terminal devices themselves (TA-313's) due to poor equipment such as receiver and transmitter elements, weak batteries, poor stringing techniques, bad terminal connections, etc.

(c) Recommendation: That scheduled, periodic maintenance be made on all land line communication devices, and that poor quality items be replaced. Poor communications, usually thought to be a result of problems with the radio shots, will significantly improve with such preventive maintenance being pulled on a regular basis.

#### (2) Training of Switchboard Operators

(a) Observation: Lack of properly trained switchboard operators (MOS 36K20) or related MOS continues to be a critical problem throughout the 38th Artillery Brigade.

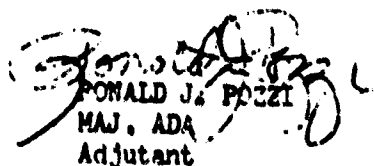
(b) Evaluation: The untrained or inexperienced operator can often lose communications from subscriber to subscriber, even though the VHP to VHP is loud and clear, and the land lines are in perfect order, by not knowing the proper telephone procedures.

(c) Recommendation: That training be given to all switchboard operators in switchboard procedures, the use of alternate routes between subscribers and maintenance (operators) on their respective switchboards.

h. Material: None.

i. Other: None

FOR THE COMMANDER:

  
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MAJ, ADA  
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