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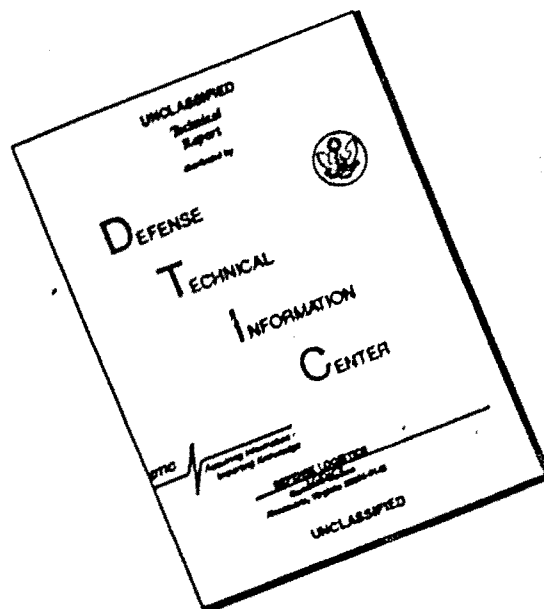
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DEPARTMENT OF THE ARMY
OFFICE OF THE ADJUTANT GENERAL
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (27 Aug 68) FOR OT RD 682190

30 August 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 31st
Engineer Battalion, Period Ending 30 April 1968

STATEMENT #2 UNCLASSIFIED

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1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.

3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

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This report, received at Hqs, Department of the Army without complete indorsements, is published as received to preclude further delay in benefits gained from the lessons learned herein.

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 31ST ENGINEER BATTALION (C)(A)
APO San Francisco 96257

EGFC-OP

18 May 1968

SUBJECT: ~~After Action Report~~ to Operational Report - Lessons Learned
for Quarterly Period Ending 30 April 1968

THRU: Commanding Officer
34th Engineer Group (Construction)
ATTN: EGF-OP
APO 96291

Commanding General
20th Engineer Brigade
APO 96491

Commanding General
United States Army Engineer Command Vietnam (Provisional)
APO 96491

Commanding General
United States Army, Vietnam
ATTN: AVHGC-DH
APO 96375

Commander-in-Chief
United States Army, Pacific
APO 96558

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

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682190

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Department of the Army
Headquarters
31st Engineer Battalion (C)(A)

After Action Report to Operational Report - Lessons Learned for Quarterly
Period ending 30 April 1968

TABS

- A - Personnel Status Summary as of 1 February 1968
- B - Personnel Status Summary as of 1 March 1968
- C - Personnel Status Summary as of 1 April 1968

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AFTER ACTION REPORT to OPERATIONAL REPORT LESSONS LEARNED for Quarterly Period Ending 30 April 1968

SECTION I - PURPOSE AND SCOPE

This report discusses the status of the Battalion upon its notification of designation and explains actions taken from that time forward. This report includes matters connected with requirements for personnel, training, logistics, problems encountered, lessons learned, and other preparations for overseas movement (PCS).

SECTION II - NOTIFICATION OF DESIGNATION AS A D-1 UNIT

1. The 31st Engineer Battalion (C)(A) was alerted for overseas movement by message CONARC (FOUO) MSG 73235 dtd 17 August 1967. When alerted the battalion was heavily over strength and engaged generally in post support activities at Fort Bliss, Texas. The status of the Battalion upon alert notification, in significant areas of importance, is as follows:

A. Personnel:

1. The Battalion was organized under TOE 5-35E, alerted authorized strength and shortages by grade and MOS are listed on TABs A, B, and C for the months covered by this Quarterly Period February, March, and April of 1968.

2. Preliminary POR qualification was initiated by screening personnel records primarily to determine which personnel were qualified for deployment.

3. Overstrength in the Battalion upon alert notification was attributed to the number of overseas returnees arriving at Fort Bliss. Previously three packets were deployed from the 31st Engineer Battalion to RVN leaving the Headquarters & Headquarters Company behind. All excess personnel and overseas returnees at Fort Bliss were assigned to the 31st Engineer Battalion (C)(A) in order to rebuild the battalion.

B. Equipment: The Battalion had all of their TO&E equipment except one item, 1 each spray outfit paint. There was no problem in this area considering that the battalion deployed short just the one item.

C. Training: At the time of notification the Battalion was conducting the normal annual training programs required by CONUS Regulations, along with Riot Control Training. In addition to normal training, the Battalion was involved in post unit training assignments.

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D. Functions:

1. Construction. During the time of notification the Battalion was involved in the following construction projects:

- a. Road project in Solidad Canyon to include culverts.
- b. Culvert project on Huaco Road.
- c. Zack White Boy Scout Camp.
- d. Barn Project at Mc Gregor Range.
- e. Clearing Range Area.
- f. Survey of Boy Scout Camp at Clouderoft, New Mexico.
- g. PCPT Course at Logen Heights (Fort Bliss).
- h. Clearing debris at Logen Heights (Fort Bliss).
- i. Clearing debris from burned garage on Fort Bliss.

2. Post Support. Post Support consisted of snow and ice removal.

2. Initial requirements upon notification, included release from existing commitments, new training requirements, and the establishment of a POR and PON qualification program.

A. Changed Commitments. Upon receipt of the deployment warning order, the Battalion commenced to phase out all construction projects and post support commitments. This was accomplished by higher headquarters curtailing assignments of new construction work to the Battalion. All previously assigned projects were carried on to completion, with the last project being completed on 20 February 1968. The post commitments were phased out by 23 February 1968, with these commitments being reassigned to various non-deploying units in Fort Bliss.

B. Personnel. An initial requisition was submitted to USALDCEN AG on 17 August 1967. This requisition consisted of 434 vacancies in all grades.

C. Training. The training status of the battalion was analyzed in light of deployment to Southeast Asia and a three phase training program was developed to prepare personnel for overseas movement as follows:

1. Advanced Unit Training (AUT). A modified Advanced Basic Unit Training program was prepared, based upon ATP 5-25. The program was modified to concentrate upon skills required for Southeast Asia, although all engineer subjects were taught. The program was scheduled from the beginning of November 1967 through February 1968, and generally six

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hours daily, five days per week. The Advanced Unit Training was culminated with an FTX conducted 4 February to 8 February 1968 and an Army Training Test which was conducted 11-15 February 1968.

2. Mandatory POM Training. A 16 hour block of mandatory subjects required for assignment to Southeast Asia was to be presented separately from AUT. This block of instruction consisted of 8 hours of classes and 8 hours on the RVN Village. Along with RVN Mandatory Training other mandatory subjects were conducted for POR & POM Qualification.

3. Weapons Qualification. A program of weapons qualification was prepared to insure all personnel were qualified on their assigned weapons and all crew-served weapons teams were qualified on their weapons. This program provided two days preliminary instruction on individual weapons, followed by firing the trainfire qualification course. One day of preliminary instruction on each type of crew served weapon would be followed by firing the qualification course for the weapon. This was done on all TO&E weapons.

4. An initial POR and POM Qualification check for all personnel was conducted to determine the requirements for establishing a central Battalion processing system.

SECTION III - PREPARATION FOR OVERSEAS MOVEMENT

1. Personnel Actions.

A. Failure of the losing organizations to notify the gaining organization of those individuals who could not comply with their assigned instructions was the largest problem of controlling fill action on the valid requisition. Also the unit received far too many personnel who were not medically qualified to deploy with the unit. Losing organizations failed to shortship these individuals thus causing an additional burden on the gaining unit.

B. Continuity was provided in processing personnel records through the preparation of work sheets which greatly reduced processing time, thus assuring a high degree of accuracy by those administering the program.

C. Generally, the program allowed for the determination of each individual's requirements to be completed on the spot or scheduled for future completion.

2. Conduct of General and Specific Training.

A. Training for overseas movement was composed of modified Advanced

and Basic Unit Training, based upon ATP 5-25, weapons qualification, and the mandatory training for Southeast Asia.

1. Advanced (264 Hours) and Basic (396 Hours) Unit Training.

A total of 550 hours of instruction was presented to the enlisted members of the Battalion between November 1 1967 and 15 February 1968.

2. Weapons Qualification.

(a) All members of the battalion were qualified on the M-16 Rifle. The trainfire Record Qualification Course was utilized for this qualification.

(b) A minimum of two terms per crew-served weapons were qualified on each crew-served weapon in the Battalion. This included the M60 machine gun and the 3.5 rocket launcher.

(c) All members of the Battalion who carry the M79 grenade launcher qualified on the familiarization course and the Record Qualification Course.

3. 16 hours of mandatory Southeast Asia Training.

(a) All members of the Battalion received the 16 hours of mandatory training on Southeast Asia. 8 of the 16 hours were given on two consecutive Saturdays (4 hours each). An 8 hour block of instruction spent at the Fort Bliss RVN Village.

(b) The Battalion received special orientations on personal affairs, venereal disease, malaria, and emergency medical treatment.

(c) Special training was given to selected platoon leaders and platoon sergeants of the Battalion on Air Mobility. The training consisted of 16 hours of instruction, divided into 8 hours of class room work and 8 hours of practical exercise.

(d) Special training on generators was given to the Battalion with over 200 men being trained. A similar program was set up for winch training with the same results. It was felt by the company commanders that the Battalion should have an excess of personnel skilled in the operation of generators and winches.

(e) A training program for on-board-ship was prepared and presented, in accordance with ATP 21-113. The training program provided for 28 hours of training during overseas movement.

4. Army Training Test.

(a) An Army Training Test (ATT) was drafted and administrated by Combat Support Group. The elements of the test were as follows:

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- (1) Alert and movement to training area by motor convoy.
- (2) Establishment of bivouac and defensive positions.
- (3) Engineer operations from base camp, to include engineer reconnaissance, and counter-ambush actions.
- (4) Defense of bivouac against guerrilla attack, both during daylight and darkness.
- (5) Reorganization as infantry with move out phase, setting up a defensive position and holding that position and a sweep operation to clear an area of aggressors.
- (5) Close-out of bivouac and movement to garrison by motor convoy.

(b) The Battalion was tested during the period 11 February through 15 February 1968 by Combat Support Group, (United States Army Air Defense Center), and received a rating of "Combat Ready" upon the completion of the test.

(c) In connection with Advanced Unit Training, Company PTXs, and a Battalion PTX was conducted in preparation for the Army Training Test.

5. PLL Build-Up. The Battalion received a portion of our PLL for our new equipment. The trouble arrived in finding the TMs for these new pieces of equipment. Fort Bliss furnished the battalion with an IBM print out from which to order. As a result, the battalion left country with many due outs for PLL for new equipment.

6. Deferment of Deployment. Due to late fill action, the POSD date could not be met. With the severe personnel shortages the PRD had to be slipped until 75% MOS qualified personnel arrived to include NCOs.

7. Assistance and guidance furnished by higher headquarters.

(a) Excellent assistance and guidance was received by all staff sections at Fort Bliss, Texas. A scheduled meeting with representatives from these sections to POM processing eliminated needless research and answered many necessary questions.

(b) Continued Assistance by Post Staff Sections aided in accomplishing operational requirements throughout the POM period and through the departure of the rear/advance parties.

(c) The Fort Bliss Transportation Office was extremely helpful in providing guidance for marking equipment, packing, and crating,

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on the collection of shipping documents. Daily communications were maintained between the Battalion and unit movement section of the Transportation Office on any problem areas that developed. Very satisfactory guidance was received.

(d) Guidance, by disseminating on a continuing basis, the "Lessons Learned" from other units heretofore deploying to Vietnam was a great help. Effectiveness of such guidance was enhanced through various publication directives, and cooperation on timely action regarding a multitude of varied personnel actions.

(c) Logistics Problems.

(1) There was difficulty in obtaining transportation from Fort Bliss while the vehicles were being POMed, due to our location 30 miles from post.

(2) Subordinate units did not anticipate their requirements for packing materials.

(3) Too many last minute deviations from published instructions on POM procedures caused some confusion.

8. POM Inspections.

(a) General: The Battalion was subjected to two POM Inspections by US Army Air Defense Center.

(1) The POM Inspections inquired into all functional areas of the Battalion to determine its effectiveness, and problems in meeting current and projected responsibilities. The status of the unit and the adequacy of support and effectiveness of existing procedures for achieving a high state of readiness were matters of primary interest.

(2) Battalion Commander's briefings were provided to all POM inspection teams covering subjects, and function outlined in paragraph (b) below. In addition, a brochure was prepared for each member of the team, for each briefing, covering the subjects.

(b) The scope of the inspections, and information provided for the brochure type briefings, included the following:

(1) General:

(a) Brief history of the organization including source of activation, organization, General Order and designated TO&E.

(b) TO&E mission.

(c) Brief summary of directives issued by higher headquarters pertaining to current and projected mission.

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(d) Submission dates of Unit Readiness Reports (RCS CSGPO-266(RL)), with reports available.

(2) Personnel and Administration.

(a) Personnel authorized, assigned-deployable, assigned not joined, and short-deployable.

(b) Critical personnel shortages by quantity, grade, MOS, job title and current action-headquarters responsible to for filling the personnel shortages.

(c) Status of DA Form 613 (Check List for Preparation of Replacements for Overseas Movement) which included an inventory of POR qualification and processing complete and pending completion. The unit's schedules and planned dates for completing individual POR processing, including special training for RVN, were available, as were DA Form 613 and personnel records.

(3) Training.

(a) Reports of latest Army Training Test and/or comparable training tests.

(b) Brief summary of participation in major exercise within the last year.

(c) Unit's schedule for training aboard transports.

(d) Current contingency plan requirements.

(4) Logistics.

(a) POM Equipment Status Report (DA Form 413), with an extract list of items and quantity on requisition (due in), but not received.

(b) List of critical equipment shortages by quantity, nomenclature and supply status.

(c) Status of unit loads.

(d) Status of MLL by technical service, lines authorized, lines on hand, percent on hand, and supply status of shortages.

(5) Maintenance.

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(a) Summary of latest CMMI Report, with reports available.

(b) Status of corrective action on equipment deficiencies/shortcomings found by the installation CMMI team.

(6) Security Procedures. Status of compliance with/or planned security measures required by Chapter 4, AR 220-10.

(7) Unit Funds. Status of disposition of unit funds (Cash assets, property, and trophies).

(8) TAT ("To Accompany Troops"). AR 220-10 specifies the items of equipment required "To Accompany Troops" (T/T). This is distinguished from Yellow TAT and Red Circle TAT. In the case of the 31st Engineer Battalion the Red TAT arrived later than our non-TAT shipment. Therefore, time and money would have been saved if everything had been shipped non-TAT. Upon arrival at LOE, ship personnel were not prepared to receive Yellow TAT; that is, they were unable to indicate where on board ship the Yellow TAT could be placed, resulting in a delay of several hours on the dock.

(9) Packing, Crating, Marking, and Documentation of Shipment. Packing and crating went smoothly, marking and documentation was supervised by the Fort Bliss Transportation Personnel.

(a) Preparation of Rolling Stock. The POM process occurred at one central point under one supervisor for the entire Battalion. The Battalion maintenance section with aid from the line companies maintenance sections processed each piece of equipment. As support maintenance faults were found the equipment was evacuated to their shop for repair.

(b) The inspection sheet was checked and all organizational parts were ordered at the same time. When the equipment returned from 3rd shop organizational and passed the final inspection the piece of equipment was available to be loaded by the units.

(c) Packing Lists. Complete packing lists were made by the using unit. Recommend one copy of complete packing list be furnished to S-4. This would eliminate difficulties in finding these lists while in country or in enroute.

(d) Statistics. Following is a recapitulation of the number of items shipped.

(1) Total number of pieces shipped Red (TAT):
119 inserts, 23 conexes, and 9 crates.

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(2) Total pieces of rolling stock shipped: 212

Category "Z": 33.

(3) Total number of conex containers shipped,

Red TAT: 23.

(4) Total number of conex containers shipped

SECTION IV - CONDUCT OF OVERSEAS MOVEMENT

1. Rail Loading of Equipment.

A. The heavy equipment of the Battalion, all conexes, and all other bulky crates of equipment were shipped by rail from Fort Bliss, Texas, to Beaumont, Texas. This shipment included all vehicles and rolling equipment in the Battalion.

B. The Rail-Loading Mission. The equipment was complete at a central point and was conveyed to the rail head. A team was appointed to tie down the equipment. The team received special training in this area so that they would be proficient in the proper method of tying down equipment. The equipment was placed on the rail cars and properly tied down. The entire process was very smooth and without incident.

C. When the equipment arrived at Beaumont, Texas, the Army had everything arranged. The railroad delivered equipment to the docks where longshoremen unloaded, loaded, tied down, and recorded loading of all the equipment.

2. Liaison to Port in Advance of Main Body Movement. The Battalion CO sent his representative to Oakland Army Terminal in advance of the main party on March 6, 7, & 8. It was his job to coordinate with the Officials at port.

3. Main Body Movement by Air.

A. The balance of the main body was moved by chartered commercial aircraft from El Paso International Air Port, Texas, to Oakland, California, where they boarded the USNS Barrett for the voyage to Vietnam.

B. The main body departed El Paso International Airport on 4 April 1968 on five chartered flights and two commercial flights.

C. The procedures for outloading the chartered aircraft were similar for all departures. The personnel first mustered in the Battalion area at Dona Ana Range Camp. Their baggage, plus the unit's Yellow TAT equipment, was loaded aboard trucks and transported to the El Paso International Airport, a distance of 30 miles. The baggage and equipment was weighed at El Paso International Airport by baggage handlers provided by

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the airlines. The baggage was then loaded aboard baggage carts for loading on the aircraft. The personnel were transported by military bus from the Battalion area to El Paso International Airport, one hour prior to arrival of the aircraft. After the baggage was loaded the personnel were moved to the aircraft and boarded in manifest order. The entire loading process was very orderly and well organized by transportation and civilian air personnel.

4. Main Body Movement by Sea and Conduct of Voyage.

A. At the port of embarkation, personnel were aligned in passenger list order and were checked on the ship carrying their baggage. Personnel were assigned to compartments, maintaining unit integrity as far as possible. All personnel E-6 and above traveled as cabin class passengers. The ship departed Oakland Army Terminal on 5 April 1968.

B. Ship duties were performed daily. These duties consisted of kitchen police, mess teams, police and sanitation, guard, medical support, laundry, and administration.

C. In addition to the conduct of scheduled religious services, recreational activities were offered including movies, ship's radio station, bingo, tours of the ship, and game tournaments.

D. Each unit conducted the mandatory ship board classes. Due to lack of space, non-mission classes were kept to a minimum.

E. A seven (7) hour shore liberty was granted at Okinawa to all E5 and below and an eight (8) hour shore liberty to all E-6 and above. A skeleton crew maintained order and discipline on board ship during the liberty and when the liberty was over.

F. In anticipation of the debarkation order, staging drills were conducted to insure a smooth operation. Units cleared their prospective compartments before debarkation. Personnel debarked on LCUs and were taken to the airport at Vung Tau, Vietnam for air transportation by C-130 aircraft to Xa Xuan Loc. From the Xuan Loc air port the Battalion was convoyed to their final destination at Long Giau (Blackhorse Camp). The Battalion arrived on 25 April 1968. Some difficulty was encountered with the flights from Vung Tau Air Base to Xuan Loc. One of the flights took 35 members of the Battalion to Beacroft instead of the proper location and another load was forced to land at Tan Son Nhut Air Base in Saigon because the flaps would not go all the way down and the landing strip at Xuan Loc was too short to land on.

G. Composition of the advance party and its movement.

(1) The advanced party was composed of 47 members, including the Bn Commander as party chief. Other members included: the S-3,

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Commo officer, S-2 officer, PEO, Battalion Property Book officer, the Battalion Operations Sergeant, HHC Company mess sergeant and all supply sergeants of the battalion, a Field Medical Assistant; and enough working people to accomplish what was necessary before the main body arrived.

(2) Generally, the equipment of the advance party was minimal, consisting of such items as: survey equipment, 30 days supply of expendables, one carpenter tool set, property books and field office equipment for staff sections. This enabled the advance party to become operational.

(3) Following the departure of the last element of the main body from Fort Bliss, the advance party functioned as the rear detachment clearing the post and relieving the Battalion of installation property and other facilities.

(4) The advance party departed **Fort Bliss, Texas, 13 April 1968** aboard a Mats C-141 to **Bien Hoa, RVN**, with two stops enroute. The first at **Elemeendorf, Alaska** and the second at **Yokota, Japan**. Upon arrival at **Bien Hoa** the party was met by representatives of their sponsoring unit, the **86th Engineer Battalion (C)(A)**, and transported to **Boercent, RVN**. The following day the advanced party was transported by vehicle to **Long Gien** and established the C.P. for the **31st Engineer Battalion (C)(A)** at **Blackhorse Base Camp**.

(5) Problems encountered by the advance party.

(a) Arrival of the Battalion vehicles and non-T/T equipment 10 days ahead of schedule caused displacement of half of the advance party back to **Long Binh** to aid in unloading and moving vehicles, thus decreasing capability in preparation of base camp for main body arrival.

(b) Communications were a continual problem although the communication equipment was brought with the advance party. No radio frequencies were assigned this unit until after arrival of the main body thus limiting coordination with sponsoring unit to be accomplished only by land line communication.

(c) Elimination of WABTOC equipment, especially cots, caused some initial problems but they were solved by close coordination between advance party supply personnel and local log support unit.

SECTION V - ARRIVAL AT OVERSEAS DESTINATION

I. Activities of Advanced Party.

A. The advanced party arrived in country ten days prior to the

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main body. In coordination with the host unit, the 11th Armored Cavalry Regiment, plans were reviewed for preparation of the base camp site to accommodate the main body. The 31st Engineer Battalion was to occupy already existing base camp facilities left by the 27th Engineer Battalion. The minimum essential requirements and facilities were already in existence but in extremely poor condition. Work was programmed so that the base camp would be able to accommodate the main body when it arrived. In addition, other tasks and administration requirements were satisfied jointly by the advance party and the sponsoring unit. These activities were as follows:

(1) Arrival of Equipment (Advanced Party). Due to early arrival of non-TAT equipment and vehicles close coordination between sponsoring unit and advanced party was necessary. In order that equipment could clear Saigon Port within the three day unloading period a staging area was established in the 573rd Float Bridge area at Long Binh. This staging area was necessary due to long distance from Saigon to Blackhorse and travel on the highways being limited to daylight hours. The lack of storage or warehouse facilities at Saigon Port required that equipment be moved from dock area almost immediately upon off loading from the vessel. Sufficient personnel were made available from advanced party and sponsoring unit to accomplish continual convey formation of vehicles at dock area while another group moved vehicles from dock to Staging Area in Long Binh. Upon complete movement of vehicles from Saigon to Long Binh, vehicles were then moved by convoy to Blackhorse. The movement of 212 items of equipment required eight days operation.

(2) Administration of S-1. The adjutant, finance clerk, personnel management specialist and the mail clerk accompanied the advance party which proved very beneficial. The mail clerk was told to anticipate many difficulties in mail handling but since we moved into an area with an established APO mail did not prove to be a problem. The unit was assigned an incorrect APO number, but a wire to the states quickly corrected the problem.

B. Minimum Essential Requirements Construction at Base Camp. Upon arrival, the battalion found that many WABTOC structures needed major repairs. The electrical systems were in poor condition and some difficulty was encountered in obtaining wire and electrical hardware. There was also a minor shortage of hand tools as only one carpenter set was brought with the advance party.

C. Preparation of Main Body for Becoming Operational. The main body arrived 25 April and immediately began construction on WABTOC structures. Vehicles and equipment were off loaded and Red-TAT was transported from New Port to Blackhorse by the 31st Engineer Battalion convoy. Base construction project responsibility was passed to the 31st Engineer Battalion on 29 April and construction continued without disruption. By moving into a prepared base camp this unit was able to

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each unit to pack. This would aid the packing, crating, and documentation teams. During the last phases of packing, there was a need for fork lifts to insure a speedy and efficient operation. Supporting units should furnish all transportation and mess support. A concentrated effort is needed by the deploying unit to pack and crate, with support in the areas mentioned a smooth operation is insured.

II. Item: Modification to TOE.

Discussion: Some question has arisen as to shortages in personnel and equipment from what is authorized by TOE.

Observation: The S-2 section requested several modifications to TOE prior to deploying, no approval was received.

A. S-2 requested exchange of TOE 3/4 Ton recon vehicles for 1/4 ton truck for same purpose. 1/4 Ton (jeep) is faster and easier to desirable vehicle for the purpose intended.

B. The S-2 section requested in addition to the three AM/GRC 016 radio sets (AM), three VRC 46 radios (FM). This request has not returned as of this time. Issue of FM radio, VRC 46 in addition to GRC 106 would furnish ideal communications. VRC 46 radio can net with most other units, (which the VRC 106 is not capable of), also the VRC 46 is of smaller size, not as complicated or expensive and does not require the same length of time to tune and put into operation.

C. An air conditioner (window model) should be brought to eliminate problems in the photo lab darkroom. Extreme heat will make it necessary to cool fluids to useful temperature. Without the recommended air conditioner, it will be necessary to use common ice to lower fluid temperature.

D. This unit requested, but did not receive adequate equipment for the enlarging and printing of 4x5 inch negatives, from the TOE camera (KS-4A(1)). Recommend that complete photo laboratory facility to handle all film used be brought by units.

E. Photographic dryer capabilities are necessary for good picture results and every effort should be made to obtain an automatic electric print dryer prior to departure from Conus.

F. Last minute records checks indicated alien personnel not ready to accompany the unit on move because of incomplete BI's or request for BI not initiated. Records check for alien personnel be made as soon as possible when individual is assigned; and follow up be made to insure that all aliens are complete as soon as possible.

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G. Observations (Line Companies): The company TOE should be modified to include a company operations section set up similar to the Battalion S-3. Their outlined duties would encompass organization of training schedules and training. Once in the theater of operations the section would turn its duties toward the operations of the company. While training and during POM it was necessary to have an NCO working in this area.

III. Item: Leave Procedures.

Discussion: There was a conflict between sending men on leave and retaining enough people to complete POM.

Observation: The number of activities and personnel required were such that we could not really afford to send people on leave during the POM phase, but due to the policy of each man having an opportunity to go on leave, the battalion was left slightly short-handed. This was particularly compounded by the fact that most of the ranking officers and higher NCOs in the Battalion were married and had to face the problems of relocating their dependents. This is a problem which is almost certain to eliminate the individual from usefulness just prior to moving out. A policy whereby all equipment is sent and then the organization as a whole goes on leave would seem to be advantageous even though this would have several drawbacks.

IV. Item: Shipping Equipment.

Discussion: Unit or section equipment should be shipped in their vehicles or conex containers to insure unit integrity and ready availability at destination.

Observation: Many items were difficult to find and some items lost even with inventory lists due to shifting of equipment at port. A very careful and accurate inventory must be made of the type and location of equipment down to the boxes within inserts packed in specific vehicles and conex containers. This is the only way to insure control of equipment upon arrival at destination on overseas movement.

V. Item: Lack of Concrete Mixers.

Discussion: Lack of concrete mixers caused a sharp reduction of production capability in base construction.

Observation: Combat Battalions separate should be augmented with a minimum of four 16S concrete mixers over TOE authorization before departure from CONUS. Mixers are very difficult to obtain in country.

Lesson Learned: Immediately upon receipt of POM Alert Combat Engineer Battalions TOE 35-5E should submit an MTO&E for four additional 16S mixers.

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EGF-OP (18 May 68) 1st Ind

SUBJECT: After Action Report to Operational Report - Lessons Learned
for Quarterly Period Ending 30 April 1968

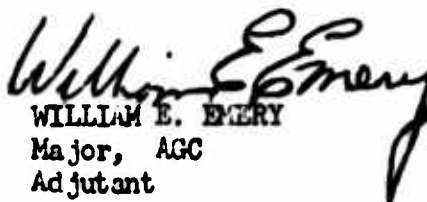
DA, HQ, 34th Engineer Group (Const), APO 96291, 22 May 1968

TO: ACSFOR-DA, Washington D.C. 20310

Commanding General, 20th Engr Bde, ATTN: AVEI-OS, APO 96491

1. The subject report submitted by the 31st Engr Bn has been reviewed by this HQ and is considered comprehensive and of value for documentation and review of the reporting unit's activities and experiences.
2. This HQ concurs with the submitted report with the following comments:
 - a. Ref para III, page 14: Change first sentence to read 86th Engr Bn not 27th Engineer Battalion.
 - b. Ref para IIB, page 15: Concur. AN/GRC 106 radios would be ideal if all units had them. However, Group units will not receive the GRC 106 SSB radios until Nov 68. While the GRC 106 would be adequate for the 31st Engr Bn's use, netting with other Group units is not practical at this time.
 - c. Ref para IIC, page 15: Concur. Experience of this HQ indicates that a room temperature below 75° F is required to develop quality photographs.
 - d. Ref para IIG, page 16: It is felt that the 31st Engr Bn has not been in-country long enough to assess the need for company operations sections. Use of combat battalions in a construction battalion role may indicate a need for an operations officer and section augmentation as provided construction companies.
 - e. Ref para V, page 16: The requirement for mixers depends on the mission of a combat battalion in Vietnam and adequacy of the present procedure of providing in-country mixers. When required, the mixers should be requisitioned by the host unit at time of notification of unit's assignment, to have mixers available on arrival.

FOR THE COMMANDER:


WILLIAM E. EMERY
Major, AGC
Adjutant

Copy furnished:
CO, 31st Engr Bn

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TAB A Personnel Status Summary as of 1 February 1968

Personnel Status Summary as of 1 February 1968

<u>Authorized</u>	<u>Assigned</u>	<u>Deployable</u>
Officers - 36	Officers - 37	Officers - 36
Warrant Officers - 3	Warrant Officers - 3	Warrant Officers - 3
Enlisted Men - 755	Enlisted Men - 710	Enlisted Men - 683

Initial Personnel & MOS Shortages

<u>Number</u>	<u>Grade</u>	<u>MOS</u>
1	E-4	05B20
22	E-3	12A10
20	E-4	12B20
9	E-5	12B20
11	E-4	12B30
4	E-5	12E30
7	E-5	12B40
3	E-6	12B40
1	E-4	31B20
2	E-5	31G40
1	E-5	94B20
4	E-3	63A10
2	E-3	B2A10
1	E-5	91B20
1	E-6	91B40

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TAB B Personnel Status Summary as of 1 March 1968

Personnel Status Summary as of 1 March 1968

<u>Authorized</u>	<u>Assigned</u>	<u>Deployable</u>
Officers - 36	Officers - 36	Officers - 36
Warrant Officers - 3	Warrant Officers - 3	Warrant Officers - 3
Enlisted Men - 755	Enlisted Men - 700	Enlisted Men - 692

Personnel & MOS Shortages

<u>Number</u>	<u>Grade</u>	<u>MOS</u>
20	E-3	12A10
14	E-4	12B20
9	E-4	12B30
10	E-5	12B30
2	E-5	12B40
1	E-4	31B20
1	E-5	94B20
4	E-5	63A10
2	E-3	62A10
1	E-5	91B20
1	E-6	97B40

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TAB C Personnel Status Summary as of 1 April 1968

Personnel Status Summary as of 1 April 1968

<u>Authorized</u>	<u>Assigned</u>	<u>Deployable</u>
Officers - 36	Officers - 36	Officers - 36
Warrant Officers - 3	Warrant Officers - 3	Warrant Officers - 3
Enlisted Men - 755	Enlisted Men - 730	Enlisted Men - 719

Personnel & MOS Shortages

<u>Number</u>	<u>Grade</u>	<u>MOS</u>
20	E-3	12A10
14	E-4	12B20
4	E-5	12B20
9	E-4	12B30
9	E-5	12B30
3	E-5	12B40
4	E-3	63A10
2	E-3	62A10
1	E-5	91B40

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