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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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

DDC (20)

IN REPLY REFER TO

AGDA (M) (17 Jun 70)

FOR OT UT 701153

19 June 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 369th Signal Battalion, Period Ending 31 January 1970

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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 ACSFOR OT UT 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

Incl  
as

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STATEMENT #2 UNCLASSIFIED

CLASSIFIED REPORT  
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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT  
(ARMY) ATTN: FOR OT UT, WASHINGTON, D.C. 20310

AD No. 871121  
FILE COPY

DEPARTMENT OF THE ARMY  
Headquarters, 369th Signal Battalion  
APO San Francisco 96291

RGLBS-OI

10 February 1970

SUBJECT: Operational Report - Lessons Learned, 369th Signal Battalion,  
for Period Ending 31 January 1970, RCS CSFOR-65 (R2)

Commander in Chief, United States Army Pacific, ATTN: GPOP-DT, APO 96558  
Commanding General, United States Army, Vietnam, ATTN: AVHGC-DST, APO 96375  
Commanding General, USASTRATCOM-PAC, Schofield Barracks, Hawaii, APO 96557  
Commanding General, 1st Signal Brigade (USASTRATCOM), ATTN: SCCVP-OP, APO 96384  
Commanding Officer, USASTRATCOM Regional Communications Group, RVN, ATTN:  
SCCPV-RG-MO, APO 96243

1. Operations: Significant Activities:

a. Mission: To provide a portion of the Defense Communications System by operating and maintaining intra-theater long lines communications, to include relay stations connecting designated nodal points and associated facilities as directed within the III and IV Corps Tactical Zones.

b. Concept of Operation: Fixed communications stations organized as detachments are dispersed throughout the III and IV Corps Tactical Zones under the supervision of three company headquarters strategically located to provide command control and support with battalion headquarters exercising command and staff supervision and providing administrative and logistical support. All stations are operational with OJT training conducted continuously. Technical training is augmented by formal courses conducted at battalion headquarters.

c. The Battalion received its Annual General Inspection during the first part of November 1969, followed by a Command Maintenance Management Inspection. During November and December the M-14 rifles were replaced by the M-16, and necessary familiarization firing was conducted prior to issue.

d. On 1 December 1969, the Battalion assumed full operational and maintenance responsibility from the contractor for a 60-day trial period. The contractor, Page Communications Engineers, remained at the nodal sites to critique the military and provide emergency assistance.

e. On-the-job training of ARVN personnel continued at selected detachments with a steady increase in both numbers of personnel and types of MOS's trained. On 1 December 1969, 21 ARVN personnel were assigned to Dong Tam

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Detachment where they are being trained to assume full responsibility for the operational control of the detachment.

f. On 11 December 1969, the Battalion was tasked to assume maintenance responsibility and supply accountability for three AN/TSC-82 microwave terminals. These units will be maintained by this unit for contingency use.

g. During the months of December 1969 and January 1970, all units of the Battalion engaged in preparations for TET. Physical security surveys were conducted, defense positions rehabilitated, security measures improved, and personnel retrained in contingency measures and weapons familiarization.

h. On 23 December 1969, permission was requested to relocate the B Company headquarters and barracks to more adequate facilities on Long Binh Post. This action was approved and relocation is anticipated on or about 1 March 70.

i. On 2 November 1969, the Battalion received its first chaplain, MAJ Anthony Dyba. Chaplain Dyba also has the responsibility for religious support for the Vung Tau area.

j. The Battalion voice orderwire switchboard was relocated with the SYSCON to effect an economy of personnel and increase efficiency. Efforts continue to improve this network as both a teletype and voice facility. Teletype facilities now exist from Battalion headquarters to B Company and Group headquarters. The voice portion of speech-plus circuitry is operational to Group headquarters and all companies. Installation of teletype equipment at A and C Companies will complete this vital link in command control.

k. Close cooperation with the Republic of Vietnam Armed Forces Signal School continues with Class 5 of the 32D Tech Controller Course convening on 8 December 1969. This class graduated 19 students on 30 January 1970, bringing the total graduated since the start of the program to 96. Class 5 was the second class in which ARVN instructors assumed the bulk of the instructional workload. With further augmentation of the instructor staff, Class 6 will be taught entirely by ARVN's except for practical exercises on operational equipment. On 17 November 1969, another ARVN training program commenced with a 26V and 32E course of 37 students. These courses have been combined to facilitate instruction on basic and intermediate electronic theory. On or about 15 February 1970, the composite class will divide into a 26V and a 32E course. Later portions of the classes will undergo OJT at selected operational sites for approximately 18 weeks.

l. On 16 December 1969, a pipeline and pumping station was installed to supply potable water for VC Hill, the location of Vung Tau Detachment and Battalion Headquarters. Potable water had previously been trucked to VC Hill from Vung Tau Airbase.

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m. During November 1969, two barracks were acquired adjacent to the Dong Tam Detachment to provide housing for ARVN OJT students and US personnel. The barracks underwent extensive rehabilitation, the perimeter fence was extended, latrine and shower facilities were built, water was piped in, and a hot water heater was installed. Trailers formerly used as barracks were moved to C Company to provide much needed billeting.

n. During the report period the overall strength of the battalion increased. The battalion's authorized versus assigned strength is at present 819/859 as compared to 819/802 at the end of the last report period.

o. A two-week supply procedures school was conducted at Battalion Headquarters during December 1969. Sixteen EM and officers from all companies attended the school.

p. During the latter part of January 1970, the Battalion was tasked to form an antenna maintenance team utilizing MOS 36D personnel. This team will assume antenna maintenance responsibility for the entire Battalion, a task formerly conducted by contractor personnel.

2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations:

a. Personnel:

(1) Utilization of Personnel:

(a) OBSERVATION: Certain support MOS's are currently in short supply, while others are above authorized strengths. Shortages exist of certain grades of "hard skill" MOS's.

(b) EVALUATION: Personnel fill is dependent upon TDA and TOE authorizations for specific grades/MOSC.

(c) RECOMMENDATION: The MTOE and MTDA are under revision to tailor them more specifically to the operational needs of the Battalion.

b. Intelligence: None

c. Operations:

(1) The 60-Day Trial O & M Period:

(a) OBSERVATION: At the conclusion of the trial period it was determined that military technicians were knowledgeable in theory but deficient in practical application and lacked the necessary hands-on experience to perform rapid, accurate troubleshooting in emergency situations. Also, military technicians

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lacked the knowledge to adequately utilize all available test equipment. They had a tendency to use only a few select items of test equipment which were not difficult to operate.

(b) **EVALUATION:** In the past, contractor technicians often performed the troubleshooting themselves rather than allowing the military technicians to gain hands-on experience.

(c) **RECOMMENDATION:** During February contractor technicians at nodal sites will direct their efforts toward training their military counterparts and establish their position primarily as "hands off" technical advisors and instructors rather than as "hands on" repairmen.

(2) Outages on Emergency Action Console Circuits:

(a) **OBSERVATION:** Troubleshooting of touch-tone EAC circuits was extremely difficult and resulted in extended outages during December 1969.

(b) **EVALUATION:** Troubleshooting was hampered by the lack of a touch-tone instrument comparable to the instrument utilized by the subscriber.

(c) **RECOMMENDATION:** Action was taken to hand receipt a touch-tone instrument to perform circuit termination tests in tech control.

(3) Outages on Special Grade Quality Data Circuits:

(a) **OBSERVATION:** Numerous outages were experienced on these circuits at the Can Tho TCG which defied normal localization procedures.

(b) **EVALUATION:** Cause of the outages was finally determined to be foreign AC voltages on the cable pairs between the TCG and the DCO. This effected E&M signalling.

(c) **RECOMMENDATION:** Pulse link repeaters were installed to isolate spurious AC voltages from the circuit.

(4) Quality Control Checks:

(a) **OBSERVATION:** DCA standards require that QC checks be performed every 72 hours on all circuits.

(b) **EVALUATION:** Difficulty is encountered in accomplishing the required checks because of conflicting QC schedules at different DCS stations and the large circuit load at some stations.

(c) **RECOMMENDATION:** A QC schedule has been established for this Battalion.

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This schedule should be utilized by Regional Communications Group as a basis for a Group-wide QC program.

d. Organization: None

e. Training:

(1) "Hands-On" Test Equipment Training:

(a) OBSERVATION: Personnel assigned directly from signal MOS courses lack sufficient "hands-on" training on test equipment.

(b) EVALUATION: Personnel cannot be utilized effectively until they have acquired substantial knowledge of the test equipment peculiar to the communications equipment in use. On-site OJT has not been successful.

(c) RECOMMENDATION: That sufficient test equipment be made available for use in a battalion-level test equipment training program.

(2) ARVN OJT Program:

(a) OBSERVATION: Background and training varies considerably among assigned ARVN OJT personnel.

(b) EVALUATION: After extensive classroom training ARVN students are assigned to selected operational sites for OJT instruction. It is required that the ARVN students take an active part in the daily operation of tech control. However, it has been noted on several occasions that the students' language deficiencies and lack of aggressiveness relegate him to simple routine maintenance checks rather than detailed troubleshooting normally found in every tech control.

(c) RECOMMENDATION: That ARVN OJT tech controllers be assigned specific daily duties and that the student be permitted to carry every troubleshooting task through to completion under the supervision of qualified US personnel.

f. Logistics:

(1) Modification of M-14 Racks for M-16 Rifles:

(a) OBSERVATION: Racks were not issued with the M-16 rifles and the racks on hand for the M-14's would not adequately secure the M-16's.

(b) EVALUATION: M-16 rifle racks could not be obtained through supply channels and local DSU facilities were backlogged with work orders for modification of existing racks.

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(c) RECOMMENDATION: A field expediency modification of the M-14 racks was accomplished by installation of a board cut to size under the butts of the M-16's to raise the weapons approximately four inches in the racks. This enabled the use of the locking bar to secure the weapons.

(2) Damage to Exide Batteries:

(a) OBSERVATION: Blasting at a nearby quarry has caused cracking of the Exide battery cases at Bien Hoa Detachment.

(b) EVALUATION: An engineering survey concluded that the rigid steel battery racks are transmitting vibrations from the blast concussion to the plastic battery cases causing them to crack.

(c) RECOMMENDATION: Battery racks at Bien Hoa Detachment should be mounted on springs to absorb vibration.

g. Communications:

(1) Battalion CCN Network:

(a) OBSERVATION: Difficulty has been encountered in maintaining a speech-plus command and control network between Group Headquarters, Battalion Headquarters, and the companies. This is due primarily to a lack of approved circuitry over the ICS system.

(b) EVALUATION: The CCN is vital to efficient operation of the unit and results in vast savings due to the reduction of clerical personnel normally required to prepare correspondence. Use of direct teletype facilities produces rapid response to command requirements, and voice orderwires are essential to command control.

RECOMMENDATION: That circuitry be allocated for a speech-plus CCN at Group, Battalion, and Company level.

h. Material: None

i. Other: None

1 Incl  
Organizational Chart

*Douglas A. Slingerland*  
DOUGLAS A. SLINGERLAND  
LTC, SigC  
Commanding



SCCPV-RG-PT-MO (10 Feb 70) 1st Ind  
SUBJECT: Operational Report - Lessons Learned, 369th Signal Battalion,  
for Period Ending 31 Jan 70, RCS CSFOR-65 (R2)

Headquarters, USASTRATCOM Regional Communications Group (Vietnam),  
APO 96243, 28 February 1970

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington D.C. 20310  
Commanding General, 1st Sig Bde (USASTRATCOM), ATTN: SCCPV-OP-AD,  
APO 96384

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed the report and basically concurs with it.
3. Following are corrections and/or comments concerning referenced paragraphs:

a. Section 1, Operations:

(1) Para 1a and 1b, Page 1: "Mission" and "Concept of Operation" are not significant activities.

(2) Para 1d, Page 1: The results of this 60 Day O&M Trial Period were inconclusive, and the trial period has been extended through 31 March 1970.

(3) Para 1i, Page 2: This should be deleted, since the report period covered only from 15 November 1969 to 31 January 1970.

b. Section 2, Lessons Learned:

(1) Para 2c(4), Page 4: Quality Control Check - Non concur. Referenced RCG message, 4493, dated 10 Dec 1969, subject: ICS Quality Control Checks. This message requires that ICS station perform in-service Quality Control (QC) checks of all circuits once per week instead of once per 72 hours as required by the DCAC. The larger ICS station cannot perform the QC checks once per 72 hours, in that the checks alone would require over 72 hours to perform. As of 17 Feb 70, per LCDR Thomas, DCA-SAM OPSEVAL, an official waiver of the 72 hours requirement had not been received. Chief DCA is aware of the message and its contents.

SCCPV-RG-PT-MO

SUBJECT: Operational Report - Lessons Learned, 369th Signal Battalion,  
for Period Ending 31 Jan 70, RCS CSFOR-65 (R2)

(2) Para 2f(1), Page 5: Modification of M14 Racks for M16 Rifles ..  
"Expedient" as described in the recommendation should not be installed  
as a permanent modification of the arms racks. Unit should continue  
attempts to have proper modification accomplished by support activity.  
However, this field expediency method is recognized as an effective  
means of securing M16 rifles in the interim.

(3) Para 2f(2), Page 6: Damage to Exide Batteries - This same  
problem has been experienced by ICS Sites Phan Thiet and Tay Ninh due  
to vibrations from nearby airbase planes. Results of the survey and  
recommendations by Page Comm Engr Incorporated were forwarded to 1st  
Signal Brigade for their approval. Logistics Division, 1st Signal  
Brigade, is reviewing this information and will make their recommend-  
ations in the near future.

*W. Lewis*  
WILLIAM D. LEWIS  
LTC, SigC  
Deputy Commander

SCCPV-OP-AD (10 Feb 70) 2d Ind  
SUBJECT: Operational Report - Lessons Learned of Headquarters, 369th  
Signal Battalion for Period Ending 31 January 1970, RCS  
CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 10 March 1970

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

1. Subject report is forwarded in accordance with AR 525-15.

2. The following comment is made: Reference item "Modification of M-14  
Racks for M-16 Rifles", para 2f(1), page 5: Modification of M-14 arms  
rack to fit the M-16 rifle is to be accomplished by an approved MWO. A  
backlog in application of this MWO is created due to the M-14/M-16  
exchange program being accomplished on a large scale.

FOR THE COMMANDER:



O. V. BONEBRAKE  
Major, AGC  
Adjutant General

CF:

Commanding General, U. S. Army Strategic Communications Command,  
ATTN: SCC-OPS-RT, Ft Huachuca, Arizona 85613  
Commanding Officer, USA Regional Communications Group, APO 96243  
Commanding Officer, 369th Signal Battalion, APO 96291

AVHGC-DST (10 Feb 70) 3d Ind

SUBJECT: Operational Report - Lessons Learned, 369th Signal Battalion,  
for Period Ending 31 January 1970, RCS CSFOR-65 (R2)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 2 8 MAR 1970

THRU: Commanding General, United States Army Strategic Communications  
Command-Pacific, APO 96557

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1970 from Headquarters, 369th Signal Battalion and concurs with the comments of indorsing headquarters.

2. Reference item concerning "Battalion CCM Network", page 6, paragraph 2g(1). Insufficient information is provided by the battalion concerning the routing of their existing CCM and the history of their actions to request ICS circuitry to support this network. USARV CEI 82-1, Circuit Requirements and Circuit Requests, dated 13 Feb 69 provides the procedures for subordinate units of USARV to submit requests for circuits and networks which can not be satisfied by organic resources. Subject unit has been so advised.

FOR THE COMMANDER:

  
C. E. MICHELS  
MAJ, AGC  
Assistant Adjutant General

Cy furn:  
1st Sig Bde  
369th Sig Bde

SCCP-OP3 (10 Feb 70) 4th Ind  
SUBJECT: Operational Report - Lessons Learned, 369th Signal Battalion,  
for Period Ending 31 January 1970, RCS CSFOR-65 (R2)

Headquarters, U.S. Army Strategic Communications Command-Pacific,  
APO San Francisco 96557 1 7 APR 1970

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

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed and concurs with subject report as indorsed.

FOR THE COMMANDER:

*Frank C. Mahin*

FRANK C. MAHIN  
COL, GS  
Chief of Staff

CF:  
Commanding General, U.S. Army, Vietnam, APO 96375 (w/o Incl)  
Commanding General, 1st Signal Brigade (USASTRATCOM), APO 96384 (w/o Incl)  
Commanding Officer, Regional Communication Group (USASTRATCOM), APO 96243  
(w/o Incl)  
Commanding Officer, 369th Signal Battalion (USASTRATCOM), APO 96291 (w/o Incl)

GPOP-DT (10 Feb 70) 5th Ind

SUBJECT: Operational Report of HQ, 369th Signal Battalion for Period  
Ending 31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 21 APR 70

THRU: Commanding General, US Army Strategic Communications Command,  
Fort Huachuca, Arizona 85613

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

CF:

DA, ACSFOR

CG, USASTRATCOM-PAC

SCC-PO (10 Feb 70) 6th Ind


SUBJECT: Operational Report of HQ, 369th Signal Battalion for Period  
Ending 31 January 1970, RCS CSFOR-65 (R2)

HQ, US Army Strategic Communications Command, Ft Huachuca, AZ 85613  
87 APR 1970

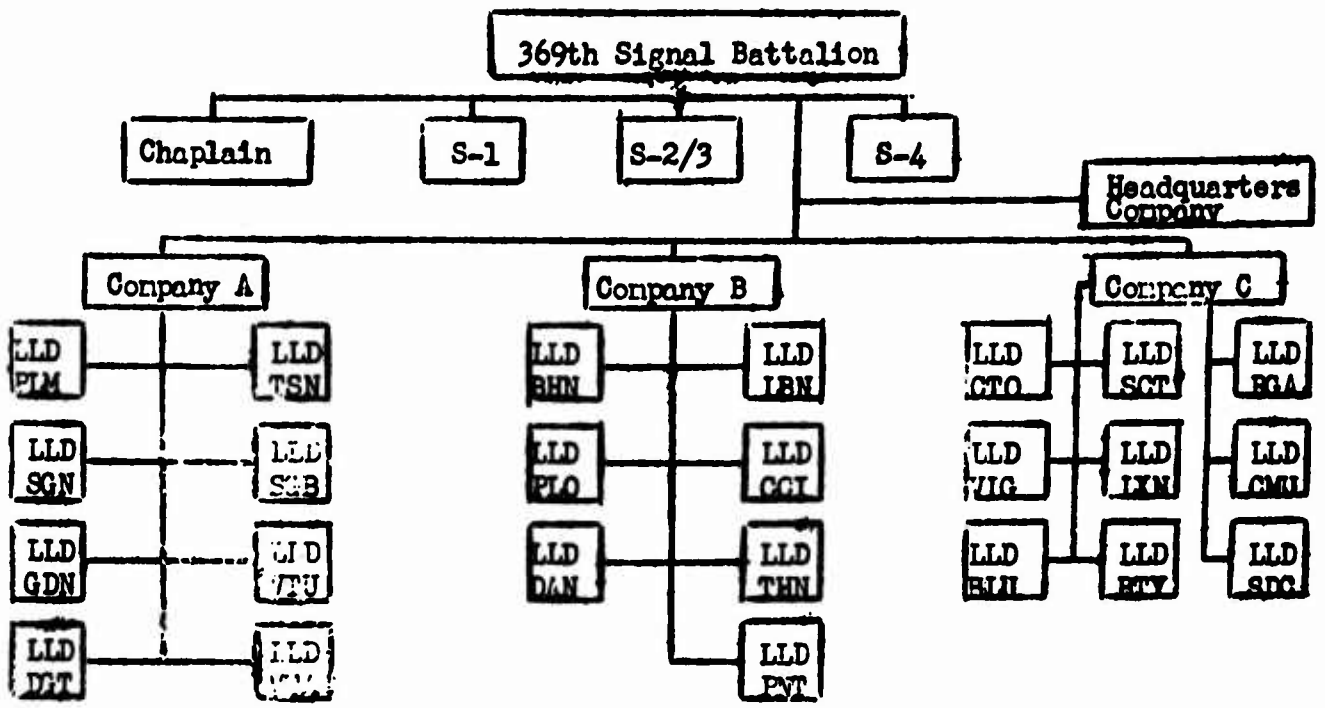
TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER:



W. O. POLSTON  
Maj, AGC  
Asst Adj Gen



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**DOCUMENT CONTROL DATA - R & D**

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