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AUTHORITY

OAG, D/A ltr, 29 Apr 1980

CB 10

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

IN REPLY REFER TO

AGDA (M) (7 Oct 70) FOR OT UT 702233 12 October 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, US Army Aviation Materiel Management Center, Period Ending 30 April 1970

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 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

1 Incl
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DEPARTMENT OF THE ARMY
US ARMY AVIATION MATERIEL MANAGEMENT CENTER
APO 96309

AVGFS-P 15 May 1970

SUBJECT: Operational Report of Headquarters, United States Army Aviation Materiel Management Center (AMMC) for the Period Ending 30 April 1970 RCS CSFOR (R2)

See Distribution

1. Section I, Operations: Significant Activities:

a. Inclosure 1 is a list reflecting the current organizational structure.

b. Unit engaged in operations for eighty-nine (89) days. All headquarters personnel received familiarization firing of their individual weapons and eight (8) days of Standard Training during the reporting period.

c. Directorate of Maintenance

(1) Turbine Engine Inventory. Considerable improvement in Aircraft Turbine Engine Inventory procedures was accomplished. A new improved weekly Turbine Engine Report format was devised and is presently in use. A weekly unit print-out showing those engines in each unit is being sent to some 325 units in the field for updating and return. A verification computer program has been devised and used to insure the validity of entries to the master inventory. This resulted in elimination of all invalid engine serial numbers from the inventory. The result of the present improvements in the Turbine Engine Inventory procedure should result in a much more accurate picture of USARV turbine engine assets.

(2) Theater Aircraft Inventory. The Aircraft Inventory Records have been converted from a card system with manual updating to a computer tape system with automated updating. The aircraft density print-out is now being generated daily by the computer. The aircraft inventory has been adopted and modified to be used in conjunction with the EDP (Equipment Deadlined for Parts) listing to produce an EDP - Unit Identification Code tail number print-out each week which is used to eliminate abuses of the EDP requisition system. These steps have significantly increased the efficiency and accuracy of the system.

(3) Theater Aircraft Reparables Program and Unserviceable Returns.

(a) Due to the actions taken in the last 90 days the reparable data furnished to higher headquartes has improved tremendously and now includes

FOR OT UT
702233
Inclosure

all aircraft reparable components not turned in. The units now have complete and detailed information for implementation of Supplement 1 to AR 711-45. Tight controls are now in effect on all reparables in theater, if all units comply with Supplement 1 to AR 711-45. It is believed that the present report and procedure represent the ultimate in reparables accounting, and can easily be utilized by all units. The tremendous stride made through the use of this system is reflected by an increase from 70 percent in January to 96 percent in March for the ratio of turn-ins to issues of critical reparable components.

(b) It was realized that a central point was needed to process all aircraft reparable components in RVN. The establishment of a central processing center would allow for more efficient control over the Theater Aircraft Reparable Program, insure a faster turn around of repairable components in good condition, and reduce misrouting of reparables to wrong CONUS repair facilities. It was realized that if loss, damage, improper preservation, improper documentation, or improper packaging of reparables could be eliminated, it would result in sizable savings to the U.S. Government. On 23 March 1970 the Aircraft Classification Collection Point (ACCP) began limited operation at the Saigon Heliport attached to the 166th Aircraft Processing Detachment (APD). The 166th APD was attached to USA AMMC and placed under the staff supervision of the Directorate of Maintenance. The ACCP is currently accepting all unserviceable aircraft components from the 1st Cavalry Division and the 25th Infantry Division. Also, all unserviceable and retrograde turbine engines in RVN are being accepted by the ACCP. All components will be classified either as disposition, Theater Aircraft Reparables Program (TARP), Closed Loop, or retrograde to CONUS. All items will be inspected, properly packaged, and preserved prior to shipment from the ACCP. The successful operation of the ACCP will result in thousands of dollars of saving to the US Government.

(4) Configuration Status Report. The Aircraft Configuration Listing sent to the units for verification serves as a means to improve the accuracy of the Aircraft Configuration Status Report. A new listing requested by AVSCOM and USARV was sent to the field by registered mail on 30 March 1970, with a return deadline of NLT 15 April 1970. A cover letter prepared by USARV, was attached in sufficient copies to reach detachment size units with aircraft. This letter expressed command emphasis and stressed the importance of accurately inspecting the aircraft and its records to determine the true MWO compliance status.

d. Directorate of Materiel Requirements

(1) Repair Parts Grounding Ten or More Aircraft. Continued emphasis and intensive management placed upon critical items is assisting in reducing the number of aircraft grounded for repair parts. As a result of the efforts of USA AVSCOM, USAMC Logistics Assistance Office representatives, and AMMC personnel, the quarter ended with 4 repair parts grounding 96 aircraft. The quarter was highlighted during the week of 28 February - 7 March, when there were no repair parts grounding ten or more aircraft and the Equipment Deadlined for Parts (EDP) rate reached an all-time low of 3.7% on 1 March 1970. The close liaison between the USA AVSCOM and AMMC through daily telephone contacts expedited the documentation and flow of critical aircraft repair parts from CONUS. AMMC, in

conjunction with the Floating Aircraft Maintenance Facility, coordinates the rapid in-country repair and return to theater stock of critical repair parts, thereby reducing the number of items grounding aircraft in Vietnam.

(2) Intensive management of the 2000 Most Frequently Demanded Aircraft Repair Parts. During the reporting period, it was determined that 2000 of the 38,000 AMMC Theater Authorized Stockage List items comprised 50% of the monthly issues to Direct Support Supply Activity. As a result of this determination, commodity managers are providing intensive management for these 2000 most demanded repair parts with the view in mind of increased customer satisfaction by decreasing both dues-out and items at zero balance. Listings and card decks of these most demanded items have been provided USA AVSCOM on a monthly recurring basis in order to assist that agency in providing the support required by AMMC. This management action is in consonance with DA Circular 700-18 and should benefit customer, supplier and other governmental agencies.

(3) Aircraft Intensively Managed Items (AIMI) Conference.

(a) During the period 8 - 12 March 1970, the quarterly recurring AIMI Conference was conducted at the Aviation Systems Command, St. Louis Missouri. Those attending the Conference included representatives from AVSCOM, USARPAC, CONARC, and AMMC. The purpose of the conference was to negotiate levels of supply for 189 AIMI prime lines for 4th Quarter FY 70 and 1st and 2nd Quarters FY 71.

(b) The AIMI program requires unmistakeable clarity in development and negotiations of its supply levels. Prior to September 1969, negotiations were conducted via TELECON, TWX, and mail. As a result of unsatisfactory levels and untimely response, it was recommended by AMMC, Materiel Requirements Directorate and approved by USARPAC and USA AVSCOM to send a representative from AMMC to the AVSCOM quarterly AIMI Conference. The presence of an experienced and knowledgeable AIMI representative from AMMC was most effective in resolving problems and responsible for a most significant improvement in the aviation repair parts supply system in RVN. The following represents some of the most important benefits realized by having a representative at the AIMI Conference:

1 More current and accurate demand data can be used to compute levels since previous data used was up to 30 days old.

2 Minimize delays in resolving problems at the conference as opposed to the use of correspondence.

3 Representative can negotiate new items incorporated into the AIMI program which eliminates the time lag previously realized.

4 Unnecessary cancellations of AMMC Requisitions by AVSCOM are now eliminated for those items that have had increases in levels at the conference thus reducing the delay in reconciliation under the previous procedures.

e. Directorate of Supply

(1) During the first two months of operations, the AMMC Priority Division's lateral search efforts have filled or shortened 189 Redball documents - a saving of between $95,000 and $130,000 in handling costs alone. Theater-wide lateral search is merely an expansion of local-level-scrounge that always exists, but is now proving its value. Efforts are continuing to increase timeliness of communications systems to make it even more effective.

(2) During the reporting quarter, two recurring Special Mission Airlift Request (SMAR) were obtained from TMA by 34th General Support Group. These flights, controled by AMMC Storge and Distribution Division, provide airlift of Non-Operational Ready-Supply (NORS) and high priority aviation repair parts from the Saigon and Qui Nhon Aviation Depots to appropriate Direct Support Supply Activity (DSSA) and Divisional Units. Cargo is placed on Air Force 463L cargo pallets and each pallet is consigned to a 34th General Support Group DSSA or Divisional Unit. Selected reparables from the DSSA's are shipped to Aviation Depots on return flights for consolidation and shipment to CONUS. Approximately 55,000 pounds of aviation repair parts are moved daily by SMAR flights between AMMC Depots and supported units. Utilization of SMAR flights have reduced transportation time, therefore reducing requisitioner's order-ship-time for aircraft parts.

(3) Inventory adjustments were closely scrutinized during the quarter ending 31 March 1970. During this period 853 adjustments totaling over $4,000,000 were researched. This intensive management tool placed accounting procedures under close scrutiny and identified logical errors for necessary corrective action.

(4) AMMC support to the Vietnam Air Force (VNAF) increased during the period 1 Feb -30 Apr. Approximately 130 UH-1H aircraft received supply support from AMMC as of 30 April. AMMC sent a representative to WRAMA (Warner Robins Air Materiel Area) to reconcile AMMC records with Air Force Logistics Center and WRAMA records. In addition to the reconciliation, many problems of Air Force and Army system interface were resolved.

f. Directorate of Data Processing

(1) Work continued on refining programming and operating procedures on the IBM 360-50 to improve supply support.

(2) The number of supply cycles completed by the Data Processing Center increased from 11 in February to 18 in April.

(3) Work continued on transition of programs from the IBM 1460 to the IBM 360-50. Better balancing of scheduling was also stressed in order to optimize computer utilization.

(4) Contingency planning was reviewed to insure continuity of operation of the aviation supply system if damage or loss occurs which would adversely affect normal ADP operations for an extened period of time.

(5) Programming, coordination of computer usage, and operational planning continued in order to insure that the DPC is ready for conversion to the Standard Supply System. (3S)

g. Headquarters Company, US Army Aviation Materiel Management Center

There have been no significant changes in operations within Headquarters Company during the previous quarter.

h. 110th Transportation Company Depot

(1) Beginning in March, in coordination with 34th General Support Group and AMMC, the depot has prepared cargo for two recurring Special Mission Airlift Request (SMAR) each day. The SMAR aircraft will provide airlift of NORS and high priority aviation repair parts from the depot to the appropriate DSSA's and Divisional Units.

(2) Depot Physical Security Plan.

(a) During the period of report, a physical security plan for the depot was developed. Up to this time the depot has provided easy entrance and exiting for all personnel and vehicles.

(b) The plan included a security force to control traffic, POV parking lots, and fencing in the depot complex and open storage yards.

(c) An 18 man security force has been formed from depot personnel and controls the entering and exiting of all personnel and vehicles. This security force has deterred thieft of depot stock. The remaining parts of the plan will be completed on a "self help" basis when materiel and manhours become available.

(3) During the month of April the depot conducted Project FIND (Find Items Not Documented). All personnel in the depot were requested to look for depot stock that appeared to be lost or not moving at all, and report the federal stock number and location. Each stock number reported was run across the locator deck to determine if the item was on location and then the AMMC balance file was checked. During this one month period approximately 1 million dollars worth of stock, that was not on the locator or on the balance file, was discovered.

i. 241st Transportaion Company Depot

(1) During the past quarter the open storage warehouses have been completely rewarehoused. During the rewarehousing multiple locations were consolidated and dunnage has been used to keep the stock off the ground.

(2) The installation of fluorescent lighting in warehouses 1, 2, and 3 has been completed. This has improved the working conditions in the warehouses and provided for the capability to work at night.

(3) The bins in warehouse 2 have been respaced to 36 inches. The previous spacing of 24 inches was determined to be inadequate because of the lack of light, but primarily due to the narrow aisles. Stock pickers would inadvertently knock down items from the bins and the items were either not replaced in the correct location or they would have to be processed through receiving again causing additional work. This resulted in a considerable amount of lost stock and time. The respacing of the bins and the installation of fluorescent lighting has improved working conditions within the warehouse.

2. Section II, Lessons Learned, Commander's Observations, Evaluation, and Recommendations.

a. Personnel: None

b. Operations:

(1) OBSERVATION: Demand accommodation is directly affected by the number of lines on an activity's Authorized Stockage List. Size of ASL is directly affected by stockage criteria established for the activity. Therefore, demand accommodation is directly affected by the stockage criteria of an activity.

(2) EVALUATION:

(a) AR 711-16 establishes stockage criteria for all DSU's. Yet, due to density and relative criticality of end items supported, inflexible stockage criteria is not in the best interest of the supply mission. If demand history for a DSU were analyzed by commodity, each separate commodity would require a different stockage criteria to achieve parity in demand accommodation. A low density end item would not receive as responsive supply support as high density end item. The DSU is also likely to be in an excess position in the commodity supporting a large density of end items.

(b) Mechanized DSU's (equipped with the NCR-500) accomplish a quarterly ASL purification. The program, due mainly to NCR-500 limitations, has limited capability. If a more capable machine system (i.e. IBM 360-50) analyzed DSU's demand data stratified by CMC, a more equitable quarterly review would be accomplished. Establishment of suitable stockage criteria maintained by commodity class would enhance a mission responsive ASL.

(c) The AMMC is currently experimenting with analyzing DSSA ASL's using more sophisticated equipment (IBM 360-50) to stratify and analyze ASL by commodity. NCR-500 programs currently in existance will allow management by commodity class as well as variable stockage criteria by commodity class.

(3) RECOMMENDATION:

(a) Consideration be given to management of stocks by commodity at DSU level.

(b) Consideration be given to authorizing separate stockage criteria for separate commodities at DSU level.

(4) OBSERVATION: Unreliable power supply in the combat zone may result in frequent disruption of computer operations. Alternate computer sites are usually subject to the same outages or do not have time available to provide adequate support. Available standby generator equipment has proven unable to provide necessary voltage and cycle reliability for computer operations.

(5) EVALUATION: Lack of power supply reliability can adversely affect computer dependent aviation supply operations.

(6) RECOMMENDATIONS:

(a) A part of the planning for requirements for Army automated data processing installations should include a consideration of the availability of adequate standby power equipment to insure continuity of operations.

(b) Guidance concerning ADP operations in a combat service support role should stress the use of checkpoints and restart points in programming to insure the minimum loss of computer time as a result of unscheduled power loss.

c. Training:

(1) Officer Personnel - NICP Level

(a) OBSERVATION: Officer and enlisted personnel assigned to AMMC logistics functions are not fully qualified in NICP type supply operations.

(b) EVALUATION: It has been found that USARV assignment policies for officer and enlisted personnel at USA AMMC are not providing the most qualified and properly trained individuals for positions which require expertise in the complexities of an inventory control center operation. The mission of providing optimum logistical management for all aircraft, avionics and armament repair parts required to support the total aviation program in RVN requires officers who have attended logistics orientated schools and preferably have had several years experience in the aircraft supply and maintenance operations. NCO's should be members of the NCO logistics program.

Frequently, untrained and unskilled personnel are assigned to AMMC. There is insufficient time during a one year tour to fully train a commodity manager who is relatively new to the logistics management field. Experience as a property book or unit supply officer does not suffice for formal training in logistics management such as is provided at the Army Logistics Management Center, Ft. Lee, Va. Many of these officers are graduates of the Army Transportation School, Ft. Eustis Va. However the Transportation School does not, nor should it be expected to provide adequate training for inventory control center (ICC) logistics managers.

(c) RECOMMENDATIONS: Recommend, as a minimum, that all field grade officers assigned to AMMC be required to attend the Army Logistics Executive Development Course, Ft. Lee (formerly the Army Logistics Management Course). Company grade officers should have completed one of the ALMC speciality courses such as Requirements or Maintenance Management or a related Quartermaster School supply course. Also recommend USARV clcsely monitor assignments of replacements assigned to AMMC to assure that only those officers and NCOs who possess the requisite training and experience are assigned.

d. Intellegence: None

e. Logistics: None

f. Organization: None

JOHN BERGNER
COL, TC
Commanding

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AVGF-B (15 May 70) 1st Ind CPT Kirila/rph/923-4325
SUBJECT: Operational Report of Headquarters, United States Army Aviation Materiel Management Center (AMMC) for the Period Ending 30 April 1970 RCS CSFOR (R2)

DA, HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (AM&S), APO 96309

TO: Department of the Army, ATTN: ACSFOR, Washington, D. C. 20310

1. This headquarters has reviewed the Operational Report, Lessons Learned, for the quarterly period ending 30 April 1970 from Headquarters, United States Army Aviation Materiel Management Center (AMMC).

2. Comments follow: Reference Section 2, Lessons Learned, paragraph b, Operations, concerning substitution of an IBM 360-50 in place of the NCR 500 in the DSU's to improve Demand Accommodation. Nonconcur. While the basic idea is sound, the complexity of implementation is too great at the DSSA level.

3. This headquarters concurs with the remaining observations, evaluations and recommendations and has no additional comments.

FOR THE COMMANDER:

W. L. DAMPIER
CPT, AGC
Adjutant

AVHGC-DST (15 May 70) 2d Ind
SUBJECT: Operational Report of Headquarters, United States Army Aviation Materiel Management Center (AMMC) for the Period Ending 30 April 1970 RCS CSFOR (R2)

Headquarters, United States Army Vietnam, APO San Francisco 96375 6 JUL 1970

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 30 April 1970 from Headquarters, United States Army Aviation Materiel Management Center (AMMC) and comments of indorsing headquarters.

2. Comments follow:

a. Reference item concerning "Unreliable Power Supply", page 7, paragraph b(4): concur. Power Supply reliability can be effected by thunder storms or sudden demands on the system. To preclude an outage during expected electrical storms, a switch over to standby power sources is recommended. The power supply is considered adequate under normal situations. No action by USARPAC or DA is recommended.

b. Reference item concerning "Officer Personnel - NICP Level", page 7, paragraph c(1): nonconcur. USARV assignment policies for enlisted and officer personnel insure that each subordinate command receives an equitable share of all personnel resources available within USARV. The 34th General Support Group (AMS) is responsible for assigning personnel to AMMC from the personnel assets made available from USARV. The experience mix within subordinate units can therefore be adjusted within the limits of available resources by the 34th General Support Group (AMS). The resources made available to USARV are in accordance with existing DCSPER policy limiting involuntary repetitive tours in short tour areas. USARV and DA are aware that more experienced personnel are desirable, however equity to all parties concerned limits the number of repetitive involuntary tours for individuals. No action by USARPAC or DA is recommended.

FOR THE COMMANDER:

D. J. Winter
CPT, AGC
Assistant Adjutant General

Cy furn:
34th GS Gp
US Army Avn Materiel Management Center

GPOP-DT (15 May 70) 3d Ind
SUBJECT: Operational Report of HQ, US Army Aviation Materiel Management Center (AMMC) for period ending 30 April 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558 6 AUG '0

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

Inc 1 2

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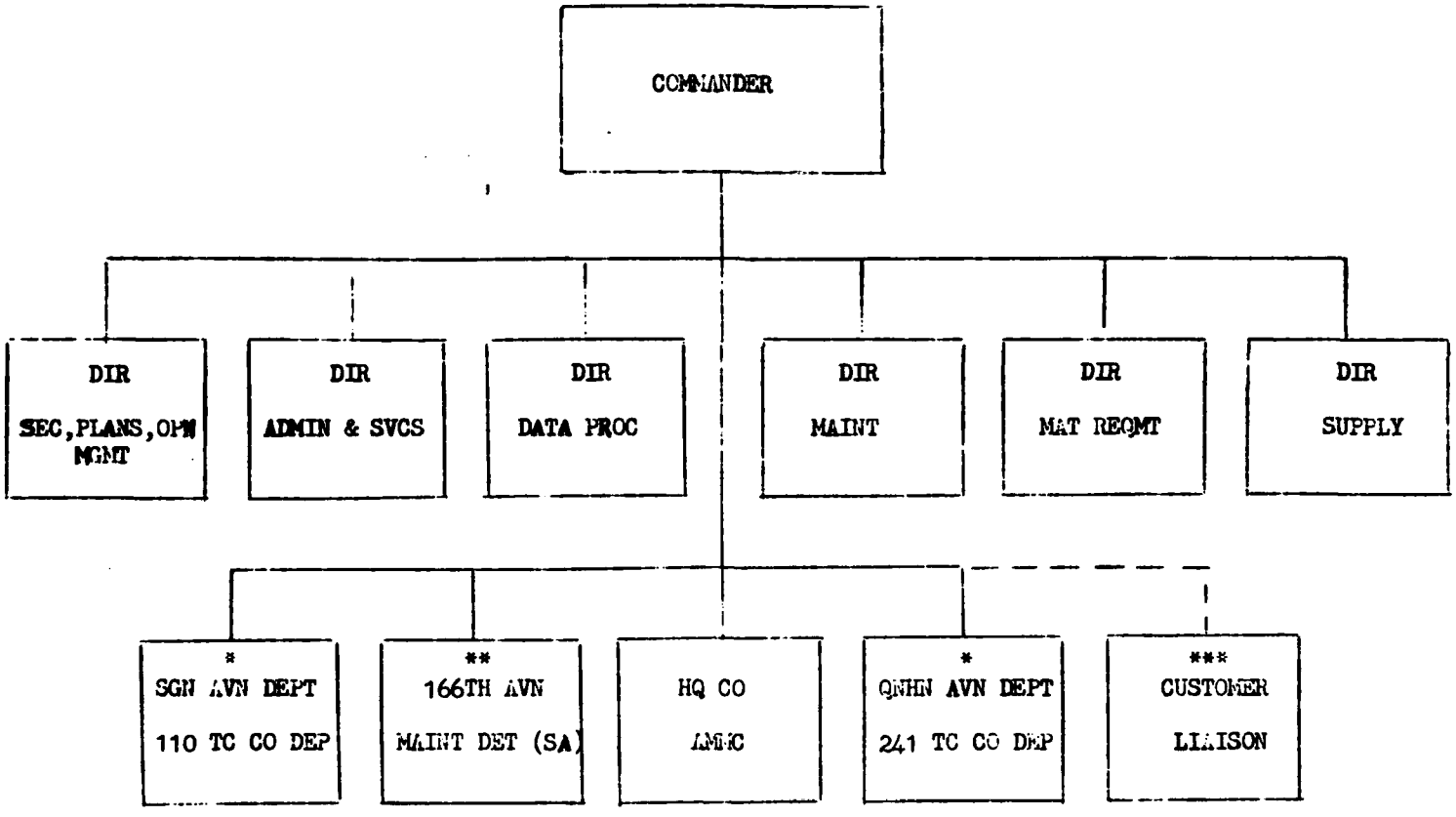
USA AMMC ORGANIZATIONAL CHART



*STAFF SUPERVISION-DIRECTOR OF SUPPLY
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