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

REPLY TO
ATTENTION OF:

DAAG-PAP-A (M) (30 Jan 74) DAMO-ODU

26 February 1974

Expires 26 February 1975

SUBJECT: Operational Report - Lessons Learned, 16th General Support
Group, Period Ending 10 February 1972 (U)

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1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material, as appropriate. This report should not be interpreted as the official view of the Department of the Army, or of any agency of the Department of the Army.
3. Information of actions initiated as a result of your evaluation should be forwarded to HQDA (DAMO-ODU) Washington, D.C. 20310.

BY ORDER OF THE SECRETARY OF THE ARMY:

VERNE L. BOWERS
Major General, USA
The Adjutant General

1 Incl
as

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SECTION II
COMMANDER OBSERVATIONS, EVALUATIONS AND RECOMMENDATION

Operational Report - Lessons Learned, 26th General Support Group, Period Ending
10 Feb 72

1. Personnel, Administration, Morale, and Discipline
None

2. Operations

a. Item: Drawdown of tactical units vs. drawdown of support units.

Observation: Tactical units and support units drawdown at different times and at different rates.

Evaluation: Because of the fluid situation in RVN at this time, it is difficult to predict far enough in advance the number of support units required for adequate service to tactical units. Consequently support units may still be operational long after their supported units have left. It would necessarily follow that support units could drawdown at this time; however, in order to pass through the MIPP/SIPP points USARV approval must first be obtained often a time consuming process.

Recommendation: The process for gaining approval for equipment turn-in should be simplified, either through faster coordination with USARV, or a lowering of the echelon of approval authority.

b. Item: Curtailment of tours for troops assigned to drawdown units.

Observation: Individuals are receiving curtailments of their tours effective the date their units cease operations.

Evaluations: Unit personnel are being released for Deros prior to completion of unit standdown. Unit tasks do not cease on the last day of formal operations; vehicles and equipment must still be readied for turn-in or transfer. Often units are hard pressed to muster enough personnel to clear their higher headquarters and the MIPP/SIPP points adequately.

Recommendation: Curtailments should be continued based upon MIPP/SIPP dates as opposed to "cease operations" date.

c. Item: Processing equipment thru the MIPP/SIPP Keystone turn-in points.

Observation: Lost time at both points due to errors in documentation.

Evaluation: Units arrive at the processing points with incomplete TI's. The missing parts are not complete. Errors such as these result from the hurried processing at home stations without a final check of all documents.

Recommendation: The final process of a unit prior to departure from home station should be a detailed verification of each document. This verification should be accomplished by the S-4/Log office for the unit and all errors corrected at this time. Proof of this check should be given to the S3/SP&O prior to release of the unit.

d. Item: Transportation of Excesses to authorized Turn-in Points.

Observation: Upon stand-down of a major combat commands, many items were found to be in excess and a burden was placed on supporting transportation to transport the excesses to depots to recover the U.S. assets.

Evaluation: Transportation during this period, is earmarked for unit move which has priority. A very low priority is given pure excesses and real estate cannot be transferred with these items on hand.

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Recommendation: That major combat unit be compelled to continually survey assets on hand and timely report excesses disposition to preclude over burdening transportation. Also that allied forces be contacted for the feasibility of leaving supplies in place and transfer ownership to the allied forces. This would stop the drain on transportation.

f. Item: Transfer of support responsibilities to another command on Keystone.

Observation: When a major subordinate command keystone and the area is still an active support area, many functions have to be transferred to a subordinate command to promote continuity of support within this area. Some of the examples are ordering officer's (commerical contracts) safety officer, AIK find officer etc.

Evaluation: Unless the subordinate command has close coordination with its immediate headquarters, many problems will arise and the continuity of support will be broken.

Recommendation: That a firm transfer date of functions be determined by the losing headquarters staff having a joint transition period, where into copies of actions be sent to the gaining command. On transfer date, all functions will be transferred.

g. Item: Retrograde at U.S. Army Port Tan My was hampered due to poor documentation that accompanied retrograde equipment. Personnel evidently were not familiar with proper techniques of filling out and submitting transportation control and movement documents (TCMD).

Evaluation: As a result, the port could not request sealift of the equipment which was improperly documented and a backlog of retrograde resulted. Personnel at the port spent an excessive amount of time remaking the documents in order that transportation requests to move the retrograde could be forwarded thru TMA (Transportation Management Agency).

Recommendation: Prior to anticipated units moves or retrograde progress, a team of qualified personnel familiar with TCMD's, should brief all units which will be involved with retrograde of material on the procedures in completing and submitting the required documents. This would eliminate an excessive backlog of equipment accumulating at a port due to improperly completed documents and would facilitate the scheduling of vessele required to lift the cargo.

3. Training: None

4. Intelligence: None

5. Logistics:

a. Items Proofing Units for the Field Bakery.

Observation. Personnel working in the bakery did not know that they had to TI the proofing cabinets and turn them in before they could order replacements.

Evaluating: This situation was created by the lack of school trained personnel in a bakers MOS 94D.

Recommendation: In the future only school trained personnel should be assigned to field bakery units or, as a minimum, the NCOIC be school trained and conduct a vigorous OJT program to offset the lack of trained personnel. This would prevent unnecessary wear and tear on bakery equipment due to lack of proper PII standards.

b. Item: Numerous Class I supplies are on hand which are not in depot pack.

Observation: Class I have supplies on hand which have been removed from depot pack.

Evaluation: Now that they are reducing their stocks, these supplies must be repacked in boxes and shipped in containers, back to depot. This requires additional man hours which would have otherwise been saved if excesses and items with large on hand balances had not been totally removed from depot packs.

Recommendation: Depot packs should be opened, on as required basis. Maintaining the integrity of the depot pack will preclude needless damage to supplies. In such cases depot packs should be removed when items are required for use or on some other practical basis.

c. Item: Lumber requirements for packaging, crating, and shipping operations.

Observation: The major command requires all units to pre-plan lumber requirements for packaging, crating and shipping operations. Then the units are required to requisition these items, as required.

Evaluation: Requisitions must go to ICCV for approval, then a forward depot must be notified to release the required amount. The ordering and shipping time is such that mandatory packing operations cannot be met due to lack of lumber.

Recommendations: Based on the units projected requirements, which requires justification, major command release lumber to the local support command (by area of responsibility) to be drawn as required and preclude having to go to major command for approval. This would release supplies for units use at the time required.

d. Item: Provide Individual Laundry Service to troops on a non-reimbursable bases.

Observation: 148th S&S (QM) Laundry is capable of only doing bulk work therefore this laundry is restricted to unit bulk linen.

Evaluation: USARPAV was contacted and the local commercial laundry contact was expanded to include individual bundles turned in through unit supply rooms. Commercial service offered 72 hours service.

Recommendation: That the capabilities of supporting QM laundries be determined from the beginning of operations and individual laundry service be contacted as soon as major support type units move into area of operation.

e. Item: Hold Baggage Operation for Keystone Units.

Observation: Hold baggage teams in support of the 101st Div (AMBL) from 92nd CS Battalion USASVPUCOM, DaNang, are arriving without proper equipment to accomplish their task and individuals reported to hold baggage for shipment of goods w/o adequate quantity of orders.

Evaluation: If teams sent to field arrive with special equipment forms required to operate, mission will be accomplished more efficiently.

Recommendation: That hold baggage teams some completely equipped to accomplish assigned mission. Particularly that they have appropriate CONEX's packing and crating material banding tape, seals and banding machines and that their operation be planned. Also that units be advised by the Team is to the requirements of documentation required for shipping of personal hold baggage.

f. Items: VARP LOANS

Observation Units are attempting to process through USARV prior to clearing up their VARP Loans.

Recommendation: All property book officers should review their property books and files to determine if they presently have VARP Loans that are still open. USARV will not begin processing property books for clearance until all VARP Loans have been resolved. Items on VARP Loans cannot be lateral transferred without USARV approval, they must be returned to depot.

g. Item: TA50-901 Equipment

Observation: Unit supply rooms are clearing in-country transfers without insuring that they have in their possession the authorized TA50-901 Equipment.

Recommendation: Commanders should insure that all personnel reviewing in-country transfer physically bring the items authorized for transfer (USARV Suppl 2 to AR 735-35) to the unit supply during out-processing. These items will be retained by the individual and carried to his next duty assignment.

h. Item: Maintenance Of Property Books and Supporting Transaction Files:

Observation: Improper maintenance of property book pages, PBO's and supply NCO's are not following procedures as outlined in AR 710-2, Improper methods of making corrective entries is a commonly noted deficiency. Line Item Numbers are not prefixed by the Equipment Category Code; this is also frequently noted.

Recommendation: That Property Book Officers and all supply personnel thoroughly familiarize themselves with AR 710-2 and practice the procedures set forth daily.

i. Item; Property Book Supporting Transaction Files:

Observation: Property Book Supporting Transaction Files are not being properly maintained. This file represents every posting made to a property book, therefore, more care and attention should be taken in its maintenance. Commonly noted deficiencies are: documents not legible, control numbers of the supporting activity not annotated, and torn and mutilated documents.

Recommendation: That supply personnel exert more effort to insure that all documents are legible, that all the required information is annotated and that careful handling of these documents be emphasized.

William E. Fisher
WILLIAM E. FISHER
SAC, D
COLUMBIA

AVCD-GO (12 Mar 72) 1st Ind

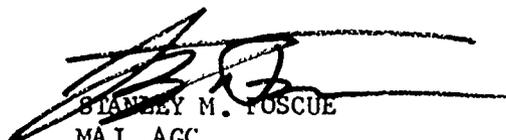
SUBJECT: Operational Report - Lessons Learned 26th General Support Group, Phu Bai, Vietnam APO 96308. Period Ending 10 February 1972. RCS CSFOR-65 (R3) (U).

Headquarters, United States Army Support Command, Da Nang, Vietnam, APO 96349

TO: Commanding General, United States Army Vietnam, ATTN: AVHDO-OH, APO 96375

Headquarters, US Army Support Command Da Nang has reviewed the Operational Report - Lessons Learned for the period ending 10 February 1972 from Headquarters, 26th General Support Group and concurs with the basic report.

FOR THE COMMANDER


STANLEY M. FOSCUE
MAJ, AGC
Asst AG

AVHDO-00 (10 Feb 1972) 2d Ind
SUBJECT: Operational Report - Lessons Learned, 26th General Support
Group, Period ending 10 February 1972, RCS CS FOR-65 (R3) (U)

Headquarters, United States Army Vietnam, APO San Francisco 96375 10 MAY 1972

TO: Commander in Chief, United States Army Pacific, ATTN: CPOP-FD
AFC 96559

This Headquarters has reviewed the subject ORLL and submits the following comments.

a. Nonconcur with paragraph 2b, Section II.

No HQ USARV approval is required for the turn-in of pure excess equipment. However for authorized TCE/TDA equipment approval for turn-in must be obtained from HQ USARV DCSOPS. This approval should not be delegated to lower echelon. Acceleration of approval has been obtained in the past by units handcarrying requests through HQ USARV. This procedure should be utilized in the future to accelerate HQ USARV approval for early turn-in of TOE/TDA equipment. In those past instances where there has been an unusual time lag in obtaining HQ USARV approval the primary cause has been the forwarding of requests through normal distribution rather than hand-carrying those requests.

b. Nonconcur with paragraph 2b, Section II.

Standdown/drawdown units cease all formal operations or a portion thereof on the 1st day of standdown/drawdown. On the end date of standdown/drawdown, units are to have completed all necessary equipment turn-in, transfer of equipment, closing or purifying of property books, closing or purifying of morning reports, and all other transactions related to the standdown/drawdown. In this regard MIPP/SIPP dates occur before the end date of unit standdown/drawdown. Curtailments are based on the end date of unit standdown/drawdown in order to give the commander enough flexibility to get his equipment turned-in or transferred prior to the reassignment of his personnel. Commanders have the authority to ship personnel as they choose within the standdown/drawdown period. However, they are encouraged to release them in an even flow as they become available.

c. Concur with paragraph 2d, Section II.

Concur. This headquarters is preparing instructions to all concerned for the turn-in of excess material.

AVHDC-00 (10 Feb 72) 2d Ind
SUBJECT: Operational Report - Lessons Learned, 26th General Support
Group, Period ending 10 February 1972, RCS CSFOR-65 (R3) (U)

d. Concur with paragraph 2g, Section II.

Liaison personnel visit retrograde sites regularly to assist in all aspects of preparation of cargo for retrograde.

e. Nonconcur with para 5a, Section II, "94D Personnel".

While it is desirable that all personnel be school trained, personnel achieving their FMOS through other means are considered to be fully qualified and available for assignment. Refresher training to keep personnel qualified in all phases of their MOS is a unit responsibility.

f. Concur with paragraph 5b, Section II.

Depot packs of subsistence supplies should be opened only as needed. Maintaining the subsistence in depot pack avoids much damage caused by weather and machinery operating in the area. Veterinary surveillance requires that periodically these depot packs be opened to allow for inspection. Immediately after the inspection, the packs should be re-sealed. Instructions regarding this problem will be dispatched to depots and Class I points immediately by this headquarters.

g. Reference paragraph 5c, Section II.

Concur with the system proposed in para 5c concerning the issue of lumber as it is in accordance with procedures prescribed in USARV message 050200Z Sep 71. If the lumber requirements for packaging, crating and shipping operations are for retrograde, they will receive priority over normal users. No further action is recommended.

h. Reference paragraph 5d, Section II.

Nonconcur with recommendation. TM 10-280 Field Laundry, Bath and Clothing Exchange Operations describes procedures used to process individual laundry bundles in field laundry operation. It is not necessary in every case to contract for individual bundle work. Since the reason for the 148th S&S Company's inability to process individual bundles is not stated, no further comment can be made at this time.

FOR THE COMMANDER:


T.T. COTTINGHAM
CPT, AGC
ASST. A.G.

GPOP-FD (10 Feb 72) 3d Ind
SUBJECT: Operational Report-Lessons Learned, HQ 26th General
Support Group, Period Ending 10 February 1972,
RCS CSFOR-65 (R3) (U)

HQ, US Army, Pacific, APO San Francisco 96558 16 JUN 1972

TO: HQDA (DAFD-ZA) WASH DC 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:

M. I. Muth

M. I. Muth
1LT, AGC
Asst AG

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