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



IN REPLY REFER TO

AD846979

AGAM-P (M) (14 Jan 69) FOR OT UT 684287

17 January 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 34th General Support Group (AM&S), Period Ending 31 October 1968

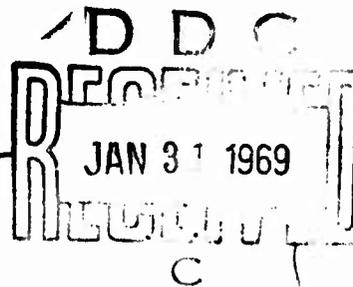
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1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. 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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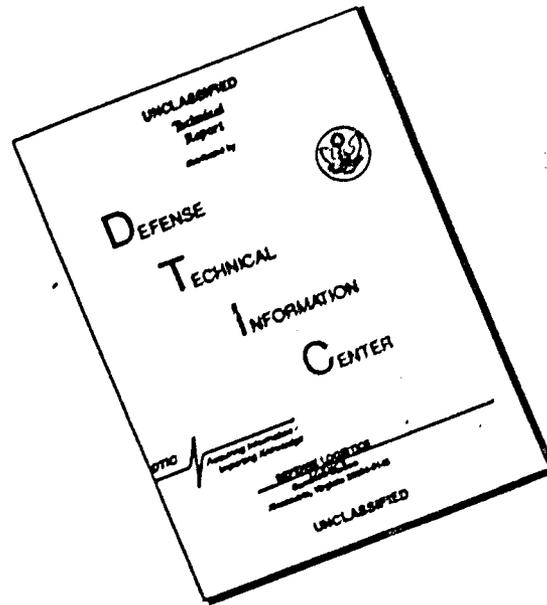
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (AM&S)  
APO 96309

AVGF-BB

14 November 1968

SUBJECT: Operational Report of Headquarters, 34th General Support Group  
for Period Ending 31 October 1968, RCS CSFOR-65 (RI)

THRU: Commanding General  
United States Army, Vietnam  
APO 96375

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

## 1. Section 1. Operations: Significant Activities

a. (U) MISSION: Provide Army aircraft maintenance and supply support (aircraft repair parts, avionics, and aircraft armament) to United States and other Free World Military Assistance Forces within Southeast Asia.

b. (U) OPERATIONS: During the period covered by this report the unit engaged in 92 days of combat service operations. Enemy-initiated activity was light and sporadic which allowed all elements of the command to improve and strengthen defensive positions, replenish aircraft repair parts, and improve aircraft maintenance services for supported units. Particular attention was directed towards purifying stock record accounts by identifying and turn in of excesses. Retrograde of unserviceable repairable components and end item aircraft continued at a record rate. Maximum effort was made to recover, repair and return to stock a majority of the TARP items appearing on the current listing. New and rebuilt aircraft arriving in-country were at an all time high and moved swiftly through the four processing points operated by the 34th Gen Spt Gp (AM&S).

c. (U) ORGANIZATION: The 34th General Support Group (AM&S) organization structure on 31 October is shown at Inclosure 1.

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**d. (FOUO) STRENGTH:**

(1) The personnel strength of the Group on 31 October 1968 was as follows:

	<u>OFFICER</u>	<u>WARRANT OFFICER</u>	<u>ENLISTED</u>
*Authorized	238	125	4334
Present for duty (Includes AMMS students and other attached personnel)	262	113	4594
Assigned	263	113	4610
Percent Auth/Asgd	110.5	90.4	95.3

\*Strength figures do not include the 1st Transportation Battalion (Depot) (Seaborne) attached for operational control.

(2) Civilian contract maintenance personnel augmentation attained 100% of the FY 69 authorization of 1774 personnel by 15 October 1969. These personnel were provided under contract with Dyna-Electron Incorporated, Lockheed Aircraft Corporation, and Lear - Siegler Incorporated. These personnel are attached to each DS, GS, and AVEL Company. In addition, a compliment of forty four (44) Department of The Army civilian personnel and one hundred and sixty five (165) Field Service Representatives rendered technical assistance to units throughout RVN.

**e. (U) INFORMATION BRIEFINGS:** During the period covered by this report information briefings were presented to the following distinguished visitors:

MG Hurlbut	ASSISTANT CHIEF OF STAFF	G-4 USARPAC
MG Forsythe	COMMANDING GENERAL	1st CAV (Airmobile)
DC Burdett	ASSISTANT DEPUTY COMMANDER	101st ABN (Airmobile)
BG Davis	ASSISTANT DEPUTY COMMANDER	1st CAV (Airmobile)
BG Heel	USARV SURGEON	
Air Commodore Cleaver	British Royal Air Force	

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

a. PERSONNEL. NONE

b. OPERATIONS.

(1) LOCATION OF PROGRAMMED UNITS

(a) OBSERVATION: Locations initially selected for deploying units are frequently changed.

(b) EVALUATION: Factors affecting the selection of locations for deploying units frequently change due to the fluid situation in RVN. Therefore the locations initially selected may no longer be satisfactory. For example, the 357th Transportation Company was originally programmed for Can Tho but an evaluation of the situation 60 days prior to its arrival revealed that it should be located in the III CTZ instead of the IV CTZ. Influencing factors are density of aircraft, type of maintenance support, i.e., direct support or back-up direct support and maintenance manhour requirements. Collocating a DS with a GS unit is a desirable feature of economy of operation and faster customer service.

(c) RECOMMENDATION: Commands scheduled to receive deploying units should reevaluate the locations initially selected for the deploying units 60 days prior to their arrival.

(2) MTOE Actions

(a) OBSERVATIONS: Approved MTOE's (NCR-500 augmentation) for four (4) of the ten (10) direct support companies, aircraft maintenance and supply, were received in February 1968. As of this date the MTOE's for the other six (6) companies have not been received.

(b) EVALUATION: The delay in return of the remaining six MTOE's appears to be excessive. Since all ten of the MTOE's were submitted at approximately the same time, it would seem logical that they would all be returned at approximately the same time.

(c) RECOMMENDATION: MTOE actions should be controlled so that they are returned in a reasonable time.

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(3) Relocation of non-divisional company size aviation units.

(a) OBSERVATION: Non-divisional company size aviation units relocate and this command is not advised of the relocation.

(b) EVALUATION: Since this command provides aircraft supply support to all aviation units in RVN and backup direct support and general support aircraft maintenance, it is imperative that this command receive notification of impending moves. Lack of notification has caused delay in the support provided to the relocating units.

(c) RECOMMENDATION: The headquarters directing the move of an aviation unit should include the 34th General Support Group (AM&S) as an information addressee.

c. TRAINING:

(1) Shortage of Aircraft Armament Technicians in Combat Aviation Units.

(a) OBSERVATION: Aviation units do not have a sufficient number of trained armament technicians (MOS 45J) to adequately maintain armament subsystems.

(b) EVALUATION:

(1) That the CONUS training base is incapable of satisfying theater requirements for trained personnel.

(2) That in-country training in organizational maintenance (both for officers and enlisted personnel) would alleviate problems caused by the shortage of trained personnel.

(3) That a training program should be established at the Army Aviation Refresher Training School, utilizing assets available within the 34th General Support Group and 1st Aviation Brigade, to provide organizational maintenance training on the M-5, M-21, XM-156, XM-28 and XM-18E1 armament subsystems. A course of instruction was established for the M-5, M-21 and XM-156 subsystems on 4 Nov 1968. This course will be expanded to include the XM-28 and XM-18E1 subsystems upon the termination of the XM-28 NETT.

(c) RECOMMENDATIONS:

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(1) That the armament course be modified as required to compensate for specific training deficiencies within the theater.

(2) That the armament course be utilized as the vehicle for satisfying future new equipment training requirements, eg, XM-35. The degree of assistance required from CONUS will depend upon the complexity of the subsystem being introduced.

d. Intelligence. NONE

e. Logistics:

(1) Unidentified Project Code Shipments.

(a) OBSERVATION: A significant number of project coded shipments assembled in CONUS and shipped to the 110th Aviation Depot for subsequent issue to specific units/projects were not readily identified and associated with ultimate using organization. Sufficient advance, "feeder data," information was received on approximately 60% of such shipments.

(b) EVALUATION: The bulk of project coded shipments are of such critical import that special handling is warranted, especially if shipment integrity is to be insured. Initial issue supply support "push packages" and special equipment, e.g. special engine tools, constitute the bulk of project coded shipments consigned to the 110th Aviation Depot. Despite intensive investigation, numerous packages cannot be identified from the Department of the Army Master Project Code Listing on hand in Group headquarters. After a period of time marked by anticipation of receipt of identifying documents, packages are opened and those contents identified as aircraft related items are placed in depot stock. Equipment identified as non-aircraft related items, e.g. boat bridge equipment, are shipped to a general supply depot. In any event, valuable time and equipment are lost due to lack of adequate project identification data.

(c) RECOMMENDATION: That CONUS originating activities AVCOM, ECOM, WECOM be requested to submit formal advance notice of ultimate consigned and noun FSN descriptions of contents on 100% of packages shipped to the consignee designated on the Transportation Control Movement Document.

(2) Abuse of requisitioning priorities for aircraft parts.

(a) OBSERVATION: Over 50% of the requisitions received at U.S.

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SUBJECT: Operational Report of Headquarters, 31st General Support Group  
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Army Aviation Materiel Management Center (USAAITC is the aviation repair parts IOC) are for O2 or O2 EDP priority.

(b) **EVALUATION:** Flagrant abuse of the priority system as experienced in aviation repair parts requisitioning has resulted in priority requisitions being routine, rather than the exception. Routine (priority 12 or 17) requisitions account for less than 5% of the activity. This results in a severe degradation of supply responsiveness for the true priority requisitions. There are sufficient regulations to prevent this, but they are not being enforced at the unit level. Commanders or officers designated in writing must, by USARV Regulation 735-35, verify the urgency of all priority requisitions and so indicate by signing the document register and the requisitions. Many times the urgency does not exist or, if it does, it is because timely routine replenishment requisitions were not submitted so that the urgently needed stocks were on hand.

(c) **RECOMMENDATIONS:** That USARV take necessary actions to insure that the Aviation Supply System can be responsive to priority requisitions by eliminating the present priority abuse.

(3) Tapes required for sealing barrier paper and small openings on crash damage/modernization retrograde aircraft.

(a) **OBSERVATION:** Tapes recommended for use in preserving retrograde aircraft are designed to preclude stripping of paint when the tape is removed from the aircraft. Recommended tapes will not stay on the aircraft under severe environmental conditions such as tropical downpours and/or high winds. The failure of this tape to hold completely negates the preservation and defumigation procedures completed on the aircraft. It should be noted that most aircraft prepared for retrograde are stored in the open due to the lack of covered storage.

(b) **EVALUATION:** Since retrograde aircraft are repainted a search was made for a tape that would perform satisfactorily under the adverse environmental conditions of RVN, without regard to the paint damage that could result. Tape pressure sensitive TSN 8135-269-8092 manufactured only by Minnesota Mining and Manufacturing Company was found to be completely sufficient for use in RVN. Cost, due to high volume of use in the aircraft retrograde program is indeed a factor. This tape has the relatively low cost of \$2.40 for a 60 yard roll. Recommended tape however would be completely satisfactory when used in conjunction with spray lat procedures.

(c) **RECOMMENDATION:** That tape, pressure sensitive 8135-269-8092

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be used on all aircraft retrograded from RVN. It is further recommended that only tape manufactured by Minnesota Mining and Manufacturing Company be classed under FSN 8135-269-8092 since other manufacturers produce a tape of a paper backing that is completely unsatisfactory for aircraft retrograde use but bears the same FSN.

(4) Availability of sufficient cleaning equipment at aircraft and aircraft component retrograde sites.

(a) OBSERVATION: All retrograde aircraft and aviation retrograde materials must be properly cleaned prior to shipment from RVN in accordance with US Health Department directives. To properly prepare items for retrograde, steam cleaners have been in constant use. The lack of responsive steam cleaner parts supply has severely hampered cleaning operations. A Graco Hydra Clean unit "206-515" which has a unit price of \$575.00 was demonstrated at two aviation retrograde sites. This device appears completely satisfactory and would enhance the retrograde effort in RVN.

(b) EVALUATION: Supply support for the 7 steam cleaners utilized by 34th General Support Group units has not been responsive enough to support the retrograde effort which must go on despite the status of steam cleaners. Aircraft and components cleaned without the aid of suitable cleaning equipment cannot be properly cleaned in accordance with exacting retrograde standards, which are based on U.S. Health Department standards.

(c) RECOMMENDATIONS: That parts required for steam cleaners be expedited through 1st Logistics Command. The required items are presently on priority requisition to 1st Log Command. It is further recommended that all DS units be authorized a Graco Hydra Clean Unit. This device has very few moving parts the majority of which could be made in any 34th Group machine shop. This device functions as well as the steam cleaner and could be used more effectively on operational aircraft since the damage caused by heat and steam to seals and wire bundles would not be an area of concern. The hydra clean device demonstrated in RVN is manufactured by Gray Company, Inc, Minneapolis, Minnesota 55413.

(5) Protection for Retrograde Aircraft Prepared for Shipment at Da Nang and Qui Nhon.

(a) OBSERVATION: Aircraft properly prepared and preserved must be protected from wind and rain if the requirements of preservation and fumigation are to be maintained.

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(b) **EVALUATION:** Aircraft processed at Da Nang and Qui Nhon for retrograde are stored in open revetments awaiting scheduled Air Force lift aircraft. Winds and heavy rains seriously hamper the state of preservation and fumigation requiring that the aircraft be reprocessed which is a waste of available man hours, and processing materials which are in short supply.

(c) **RECOMMENDATIONS:** That the immediate need for covered storage areas for retrograde aircraft processed for shipment be recognized as a valid requirement.

f. ORGANIZATION. NONE

g. OTHER. NONE

3. Section 3. Headquarters, Department of the Army Survey Information:

Information required by USARV letter, AVHGC-DST; SUBJECT: Operations Report - Lessons Learned: Escape and evasion Information, 6 August 1968 is negative.

*Robert G. Shepherd*

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as

ROBERT G. SHEPHERD  
COL, TC  
Commanding

AVHGC-DST (14 Nov 68) 1st Ind  
SUBJECT: Operational Report of Headquarters, 34th General Support Group  
for Period ending 31 October 1968, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 8 DEC 1968

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

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1968 from Headquarters, 34th General Support Group.

2. Comments follow:

a. Reference item concerning location of programmed units, page 3, paragraph 2b(1): Concur with the evaluation and recommendation. Experience reveals that, when possible, major subordinate commands place requests for changes at the earliest possible time. However, tactical requirements often necessitate changes on short notice.

b. Reference item concerning MTOE actions, page 3, paragraph 2b(2). Seven MTOE for the 34th General Support Group reflecting the NCR 500 augmentation were submitted by this headquarters on 2 December 1967. To date none of these MTOE have been returned. Action is being taken to determine the status of the MTOE in question.

c. Reference item concerning relocation of nondivisional company size aviation units, page 4, paragraph 2b(3): Concur. This headquarters will take immediate action to adopt this recommendation.

d. Reference item concerning shortage of aircraft armament technicians in combat aviation units, page 4, paragraph 2c(1): Concur. The recommended courses have been established at the Army Aviation Refresher Training School and this headquarters will modify the school curriculum as future needs dictate.

e. Reference item concerning unidentified project code shipments, page 5, paragraph 2e(1): Concur. This headquarters will request all commodity commands to submit formal advance notice of all future shipments.

f. Reference item concerning abuse of requisitioning priorities for aircraft parts, page 5, paragraph 2e(2): Concur. This headquarters will dispatch a message to all commands emphasizing the importance of proper use of requisitioning priorities.

AVHGC-DST (14 Nov 68) 1st Ind

SUBJECT: Operational Report of Headquarters, 34th General Support Group  
for Period ending 31 October 1968, RCS CSFOR-65 (R1)

g. Reference item concerning availability of sufficient cleaning equipment at aircraft and aircraft component retrograde sites, page 7, paragraph 2e(4): Concur. A nonstandard items branch has been established at USAICCV to provide more responsive supply management. The 34th General Support Group has now obtained cleaning parts. The 1st Logistical Command is establishing procedures to provide for items of this nature.

h. Reference item concerning protection for retrograde aircraft, page 7, paragraph 2e(5). The 34th General Support Group will be instructed to request a cost estimate of the proposed construction, compare the results with the loss of man hours and deterioration of equipment presently being experienced, and submit a construction request (DD Form 1391) if justified by the results of the comparison.

FOR THE COMMANDER:



A.R. GUENTHER  
CPT. AGC  
ASST. ADJUTANT GENERAL

Cy furn:  
HQ 34th GS Gp

GPOP-DT (14 Nov 68) 2d Ind

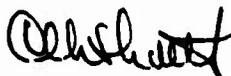
SUBJECT: Operational Report of HQ, 34th Gen Spt Gp for period ending  
31 October 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 28 DEC 1968

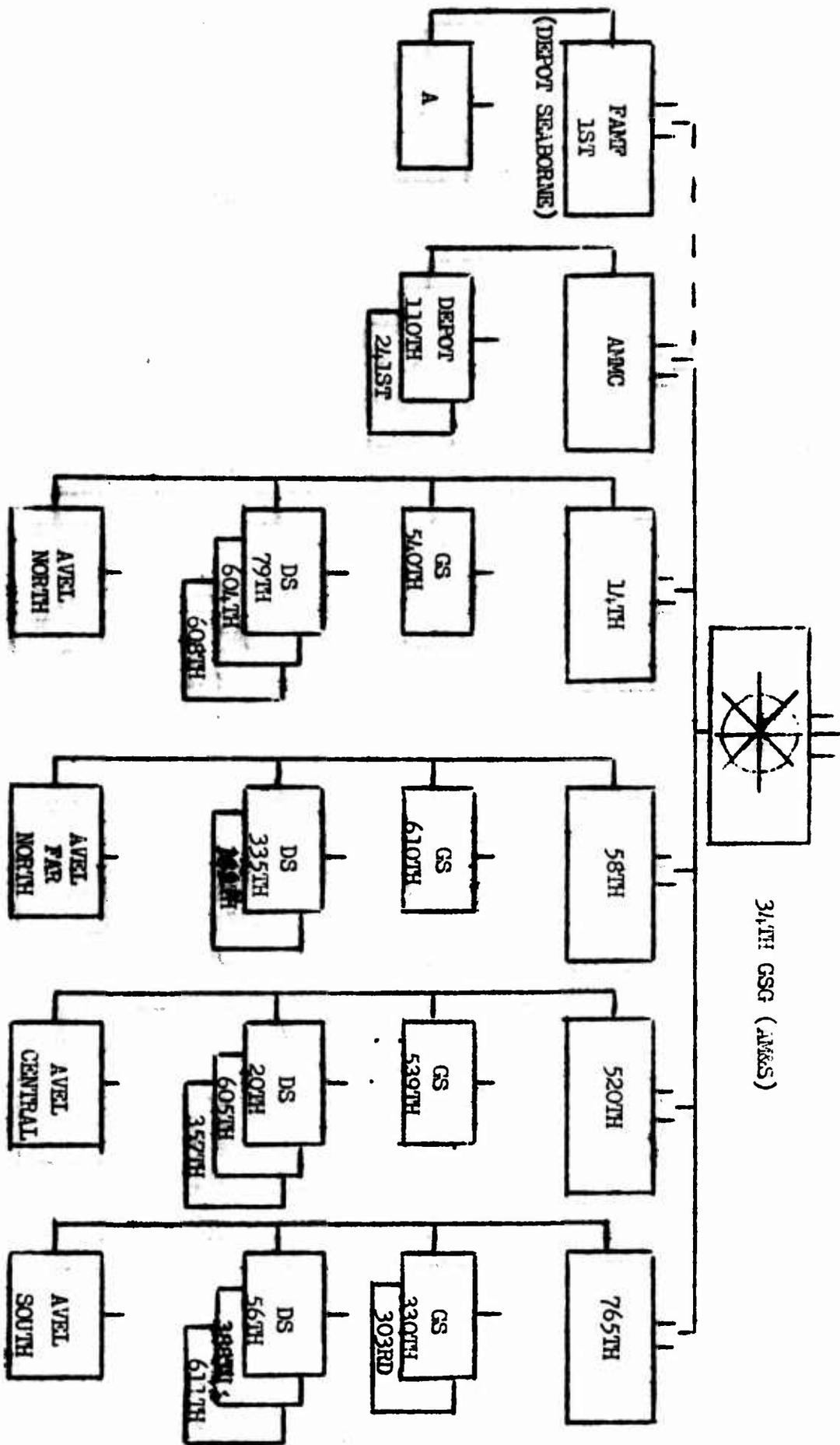
TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

1. This headquarters has evaluated subject report and forwarding indorsement and concurs in the report as indorsed.
2. Reference paragraph 2b, 1st Indorsement: The status of MTOE, reflecting the NCR 500 augmentation program, is currently subject to DA review.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT  
CPT, AGC  
Asst AG



## Security Classification

## DOCUMENT CONTROL DATA - R &amp; D

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13. ABSTRACT			

The following items are recommended for inclusion in the Lessons Learned Index:

ITEM 1

\* SUBJECT TITLE \_\_\_\_\_  
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\*\*\*PAGE # \_\_\_\_\_

ITEM 2

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ITEM 5

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PAGE # \_\_\_\_\_

\* Subject Title: A short (one sentence or phrase) description of the item of interest.

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