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

AD 500040

IN REPLY REFER TO

AGAM-P (M) (24 Jan 69) FOR OT UT 684267

31 January 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth
Field Army, Support Command, Period Ending 31 October 1968 (U)

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Internal Security Laws, this document is classified "Secret" in accordance
with the provisions of Executive Order 11652, dated August 17, 1950,
and its amendments, and is to be controlled in accordance with the
provisions of Department of Defense Regulation 5300.7, dated 7/24/64,
and its amendments.

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

1000000

MAR 13 1969

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DEPARTMENT OF THE ARMY
HEADQUARTERS, EIGHTH FIELD ARMY SUPPORT COMMAND
APO SAN FRANCISCO 96301

EASC-GO

15 November 1968

SUBJECT: Operations Report - Lessons Learned, Headquarters, Eighth Field Army Support Command, for Period Ending 31 October 1968, RCSUSFOR 45 (RI) (P)

THRU: Commanding General
Eighth United States Army
ATTN: EAGC-M
APO 96301

THRU: Commander-in-Chief
United States Army, Pacific
ATTN: GPOP-1
APO 96558

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

1. (C) Section 1, Organizational Functions, Activities.

a. (U) Command.

(1) Mission. Provide combat service support to US Army forces in the Army Service Area and to provisional US units in I Corps (Gp) area plus Class I and II maintenance support, general support and over-the-hill support maintenance to 2d and 7th Infantry Divisions and selective general and direct support maintenance to ROKA.

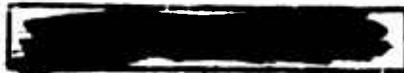
(a) Provide Class V supply support to all US Army units in Korea and limited Class I maintenance support to ROKA.

(b) Provide administrative support and services on an area basis (Post, Camp and Station functions).

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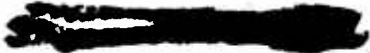
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Inclosure 1





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 US Army Weapons Command
 US Army Materiel Command
 Eighth Field Army Support Command
Commanding Officers
 US Army Limited War Laboratory
 US Army Logistics, Doctrine Systems & Readiness Agency





FASG-00

15 November 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth Field Army Support Command, for Period Ending 31 October 1968, RCSCFOR-65 (RI) (U)

(c) Exercise territorial control and area damage control in Eighth FASCOM area of responsibility and coordinate rear area security with the Second ROK Army.

(d) Provide rail and highway movement control for US Forces.

(2) Organization. A chart showing the organizational structure of Eighth FASCOM is shown at Inclosure 1.

(3) Distinguished Visitors. During the reporting period eight parties of distinguished visitors visited this command. These included 1 ROK civilian, 1 American civilian, and 6 US military visitors. A list is furnished at Inclosure 2.

(4) Command and Staff. Eighth Field Army Support Command and staff, and commanders of major subordinate commands are listed below:

Commanding General - BG G.P. Holm

Deputy Commander/Chief of Staff - COL H.E. Hamilton

Deputy Chief of Staff - COL L.D. Acheson, Jr.

ACofS, Personnel - COL E.H. Kipp, Jr.

ACofS, Security, Plans and Operations - COL N.C. White

ACofS, Services - COL L.I. Presley

ACofS, Supply and Maintenance - COL K.J. Steen

Adjutant General - LTC H.O. Weber

Comptroller - Mr. R.G. Owen

Command Engineer - COL R.F. McAloo

Staff Judge Advocate - LTC G.O. Taylor

Command Surgeon - COL C.C. Eaves

Information Officer - MAJ J.D. Cornell

Headquarters Commandant - LT D.R. Miller



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Operational Report - Lessons Learned, Headquarters, 8th
Field Army Support Command, for Period Ending 31 October
1968, RCSCSPOR-65 (RI) (U)

19th General Support Group - COL P.L. Peterson

20th General Support Group - COL P.J. Donoghue

21st Direct Support Group - COL E. Harper

23d Direct Support Group - COL E. Kobbe

2d Engineer Group - COL R.F. McAfee

69th Transportation Battalion - LTC P.K. Sheets

202d Transportation Battalion - LTC A.W. Youngren

304th Signal Battalion - LTC M.J. LeFever

728th Military Police Battalion - LTC H.S. Roby

25th Transportation Center (Mov Con) - LTC D.C. Thomas

8th Inventory Control Center (FASCOM) - LTC J.E. Meanor

21st Finance Section (Disbursing) - LTC J.E. Northcut

4th Finance Section (Disbursing) - MAJ O.E. Goeben

199th Personnel Service Company - MAJ J.R. Tetu

Headquarters Company, Eighth FASCOM - 1LT D.R. Miller

b. (C) Personnel.

(1) Personnel Posture.

(a) Officer personnel assets were redistributed according to the Projected Requisitioning Authority assigned to each position. This was done to better utilize the number of middle managers allocated to the command.

(b) Unit Readiness reporting units dropped from a total of forty-one to a total of twenty-five meeting their REDCAPR. This condition was caused by the deficiency of persons qualified in hard skill MOSs. Overall, the command had its authorized strength but did not have individuals MOS qualified. To correct this condition, commanders at

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14 November 1968

Annual Report - Lessons Learned, Headquarters, 1st
Pacific Army Support Command, for Period Ending 31 October
1968, RSCSFORM-65 (RI) (U)

All levels were instructed to utilize on-the-job training and cross training to the utmost. This headquarters assigned personnel with special MOS to hard skill MOS positions to help alleviate hard skill MOS shortages.

(2) Morale.

(a) Post Exchange: Pilferage and blackmarketing of post exchange merchandise are matters of continuing concern to the Command. These illegal diversions occur during storage, in transit, at sales outlets, and while in the possession of the consumer. There are similar problems in the military supply system, commissaries, field ration and open messes. To consider all aspects of these problems and to recommend control measures, the Commanding General established an AD HOC Committee on pilferage and diversion. The committee is composed of selected staff members and experts who are convened once a month in coordination with a similar committee at higher headquarters. Following are topics that are under review:

1 There are many successful and effective controls used that may have application to FASCOM supply activities. One such control under consideration is the system used by the 6th Medical Depot for internal document control and for authentication of signatures on requisitions.

2 The ADP capability of the 8th Inventory Control Center is being examined to determine the feasibility of providing customers with monthly records issues. These listings would be used for reconciliation with customer records to assist in detection and identification of diversions.

3 Various accounting systems are being considered by post exchanges to reduce collusion between clerk and customer. These systems include attachments to cash registers for printing out and correlating purchases to a specific customer, the use of plastic charge plates, and the use of separate accounting sections.

4 It has been determined that certain types of merchandise in the post exchanges are especially vulnerable to blackmarketing. Many of these items (female cosmetics for example) are used only by a narrow segment of customers. A recent survey of customer mix together with the current stock assortment list will be used to determine if certain items should be eliminated from certain sales outlets and centralized where greater control of merchandise is possible.

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15 November 1968
Functional Report - Lessons Learned, Headquarters, Eighth
Field Army Support Command, for period ending 31 October
1968, FOSCOM-65 (RI) (U)

(1) Provost Marshal.

(a) Approved view #12 Minimum Standards for Confinement Facilities was drawn up and approved on 4 April 1968 by the United States and Republic of Korea Joint Committee, Status of Forces Agreement to insure that Suwon Prison met the minimum standards of United States confinement facilities. On 1 October 1968, the Suwon Prison was inspected by Lt. Colonel (Provost Marshal), Eighth Field Army Support Command and Lt. Colonel, Eighth Field Army Support Command Confinement Officer and medical representative. At the conclusion of this inspection all members of the inspecting party agreed that the facilities complied with Approved View #12-Minimum Standards for Confinement Facilities.

(b) Due to the detailed preparation and close coordination with the Republic of Korea government, to date neither incident or adverse publicity has resulted from the confinement of these prisoners.

(4) Education.

(a) Project 100,000, a means of accepting personnel for military service who had been declared mentally unfit previously, was announced by the Department of Defense on 22 August 1966. This program was designed to help serve the needs of the military as far as manpower was concerned while at the same time helping to alleviate the serious deficiency in education suffered by the nation's disadvantaged.

(b) Project 100,000 personnel in the command total 530 as of this date or approximately 6% of the total enlisted strength. Of this number, 25% have received educational counseling and were administered tests at education centers. Twenty seven percent have received remedial class instruction in reading and arithmetic; while 6% have been administered the high school GED test battery with seven individuals gaining high school equivalency.

(c) (C) Operations, Training and Civil Affairs.

(1) Unit readiness. A total of 16 Eighth FASCOM Unit Readiness reports were submitted in the 1st Quarter, FY 69. Tabulated below are the number of Eighth FASCOM units reporting for each REDCAPE, and their reported REDCOY's:

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A 6-30

TITLE: Operational Report - Lessons Learned, Headquarters, 8th
Field Army Support Command, for Period Ending 30 June
1968, RMCNFOR-65 (RI) (U)

(b) Fund Activities.

1 A review of financial statements of nonappropriated funds indicated that most units were not placing excess funds in time funds, to be used by paragraph 45, Eighth Army Regulation 230-61 and paragraph 45, Eighth Field Army Support Command Regulation 230-1. A letter was distributed reminding all custodians of funds to comply with the above mentioned regulations.

2 Local National Hire Laundry Funds are authorized to collect, pay and pay employees of a personal hire nature. The financial statements of these funds have been revised to prevent intermingling of income and expenses by listing them under separate headings.

3 Chaplain funds require use of DA Form 1748 in accordance with AR 230-30. This new form does not consider the peculiarities of overseas funds as they pertain to the payment of indigenous employees. Consequently, the form has been revised to include on the reverse side a separate listing of expenses related to payment of Local National Employees. This separate listing allows easier analysis and control of labor expense items.

(c) Special Services.

1 Football team: The football team has experienced considerable difficulty in obtaining qualified football players during the past two (2) football seasons. The difficulty in obtaining qualified football players is primarily attributed to the small physique of personnel available, the low number of personnel available for selection, and unavailability of personnel selected due to inability of units to perform mission functions in absence of personnel concerned. In addition to Eighth FASCOM's football team 0-12 won-lost record for the past two seasons, it sustained one fatality and one non-rehabilitating injury during the past season. Therefore, a symposium, consisting of the AUSA, personnel, team physician, and sports officials, will meet and prepare an after action report on the past football season. Subsequently, appropriate recommendations will be forwarded to HQ, Eighth US Army concerning the conference level football program.

2 Recreational Facilities: Facilities for bowling alleys, service clubs, libraries, craft shops, gyms, and especially theatres are in critical need of repair and maintenance throughout the command. These conditions have been brought about by the low priority given these facilities in competition with other types of higher priority activities. However, a plan for a new theater at Yongson is pending approval of the Central Welfare Fund Council scheduled to meet in November 1968.

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15 November
Annual Operational Report - Lessons Learned, Headquarters, Eighth
Field Army Support Command, for period ending 31 October
1968, FOSCOM-65 (RI) (U)

(1) Provost Marshal.

(a) Approved view #10-Minimum Standards for Confinement Facilities was drawn up and approved on 4 April 1968 by the United States and the Republic of Korea Joint Committee, Status of Forces Agreement to insure that Suwon Prison met the minimum standards of United States confinement facilities. On 1 October 1968, the Suwon Prison was inspected by the Provost Marshal, Eighth Field Army Support Command and the Provost Marshal, Eighth Field Army Support Command Confinement Officer and medical representative. At the conclusion of this inspection all members of the inspecting party agreed that the facilities complied with Approved View #10-Minimum Standards for Confinement Facilities.

(b) Due to the detailed preparation and close coordination with the Republic of Korea Government, to date neither incident or adverse publicity has resulted from the confinement of these prisoners.

(4) Education.

(a) Project 100,000, a means of accepting personnel for military service who had been declared mentally unfit previously, was announced by the Department of Defense on 11 August 1966. This program was designed to help serve the needs of the military as far as manpower was concerned while at the same time helping to alleviate the serious deficiency in education suffered by the nation's disadvantaged.

(b) Project 100,000 personnel in the command total 530 as of this date or approximately 6% of the total enlisted strength. Of this number, 65% have received educational counseling and were administered tests at educational centers. Twenty seven percent have received remedial classroom instruction in reading and arithmetic; while 6% have been administered the high school GED test battery with seven individuals gaining high school equivalency.

(c) (C) Operations, Training and Civil Affairs.

(1) Unit Readiness. A total of 16 Eighth FASCOM Unit Readiness reports were submitted in the 1st Quarter, FY 69. Tabulated below are the number of Eighth FASCOM units reporting for each REDCAPE, and their reported REDCOM's

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EASC-20

15 November 1968

SUBJECT: Operational Report - Lessons Learned. Headquarters, Eighth Army Field Army Support Command, for Period Ending 31 October 1968, RCSCSPOR-65 (RI) (U)

<u>Assigned REDCAP</u>	<u>Units</u>	<u>Reported REDCON</u>			
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>
C1	1	0	0	0	1
C2	8	0	0	0	8
C3	10	0	0	0	10
E	47	0	0	6	41

The most significant weakness lies in logistics, with a shortage of major end items and repair parts. Increased emphasis on supply stocks result in an improvement for the next quarter. Effective 1 October 1968, this command lost the 65th Medical Group which entailed the loss of ten reporting units.

(2) Training.

(a) The 1968 Eighth Army Commanding General's Invitational Rifle and Pistol Match conducted on 19 September 1968 was considered an outstanding success by all concerned. Over 60 American and ROKA General Officers attended the Match conducted at the Korean Military Academy Rifle Range on the outskirts of Seoul.

(b) This efficiently coordinated event was supported by Eighth Army Field Army Support Command, by Special Troops Eighth US Army, and by the Korean Military Academy.

(c) Characteristic of the meticulous preparation made for the match were the communications facilities. Over 40 telephones were installed at the range to include communication with ROKA Headquarters, with Headquarters, Eighth FASCOM and a "Green Hornet" direct line to Eighth US Army Headquarters.

(d) For security, two infantry platoons from the 7th Infantry Division augmented the military police detail furnished by the 728th MP Bn. These units were assisted by two platoons from the ROK Army in security operations.

(e) A complete and detailed after action report will virtually insure the continued success of future Eighth Army Commanding General's Invitational Shooting Matches.

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Operational Report - Lessons Learned, Headquarters
Field Army Support Command, for Period Ending
1968, RCSCSFOR-65 (RI) (U)

(3) UNC - Exercise FOCUS LENS FY 69. Headquarters
Army Support Command (Field) FASCOM and its major subordinate
units participated in United Nations Command Command
-CONOPS FY 69 from 13 October 1968 to 23 October 1968.
entailed movement of headquarters elements to field locations
exercising of operational procedures and contingency plans.
in a field environment provided realistic training in performing
missions. The exercise objectives appropriate to Eighth Army
were attained and material benefits were derived from exercise
tion.

(4) Civil Affairs.

(a) Quarterly Donations: Following is a report of organizational
and individual support to Korean Institutions and groups by the Eighth
Field Army Support Command during the 1st quarter FY 69.

<u>ACTIVITY</u>	<u>DOLLAR CONTRIBUTIONS</u>	<u>OTHER CONTRIBUTIONS WITH ESTIMATED DOLLAR VALUE</u>	<u>TOTAL DOLLAR</u>
Public Welfare	\$10,372.16	\$ 2,977.38	\$13,349.54
Public Health	227.00	32,002.00	32,229.00
Education	625.95	299.80	925.75
Religion	927.68	100.00	1,027.68
TOTAL:	\$12,152.79	\$35,379.18	\$47,531.97

(b) KATUSA Advisory Councils: KATUSA Advisory Councils were
established throughout the command during the 1st Quarter FY 69. All
subordinate units reporting directly to this headquarters submit
minutes for consideration and approval by this headquarters. A review
of all minutes submitted indicated that most problems are minor in nature
and are usually solved on a local basis by the unit concerned. These
councils are considered to be an effective means of identifying and
eliminating those problem areas which do exist.

(c) Community Relations Advisory Councils: This command has
Community relations Advisory Councils established and nine meetings were
held during the period from 1 August to 31 October 1968.

(d) Cold War Education and Individual Action Program: This program
has been fully implemented throughout the command and has been

Operational Report - Lessons Learned, Headquarters,
Field Army Support Command, For Period Ending 31
8, HCSCSFOR-65 (RI) (U)

significantly towards improvement of the US - Korean relations. During the 1st quarter FY 69, two US officers and two US NCO's conducted the one week instructor clinic conducted by the Eighth Army War Division. During this quarter, 38 US officers, 38 US NCO's, UNKA Liaison officers and 31 KATUSA NCO's attended a one day clinic conducted by the Eighth Army Cold War Division.

u. (1) Services.

(1) Transportation.

(a) During the quarter, Transportation activities included discharging 97 ships of 271,916 metric tons of cargo from the port of London.

(b) 430,000 short tons of cargo were moved to consumers by rail, highway and military truck units.

(c) Approximately one hundred (100) 1968 Ford sedans were purchased and integrated in the administrative motor vehicle system to support Eighth United States Army and its subordinate units.

(2) Support Services.

(a) Food service advisers made 132 visits to unit messes, resulting in corrective measures.

(b) Memorial Activities processed 24 cases thru Eighth FASCOM facilities.

(c) Three laundry and four bath units were provided to support major field operations and training activities.

(d) Commissary capital equipment requisitions in the amount of \$1,200,000 for 218 items of equipment were submitted to Eighth United States Army.

(e) Allocations for 7,936,676 gallons of bulk petroleum product (POL and MOGAS) were processed, and the products were handled by Eighth FASCOM supply points.

v. (U) Logistics.

(1) Nametapes, Nameplates and Insignia, Distinguishing, US Army. Due to insufficient CMA funds, the initial mandatory wearing date of

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above items was extended until 1 January 1969 within Eighth US Army. Funds are now available and the initial issue requirements of US enlisted and KATUSA personnel have been furnished ACoS, G-4, Support Services, Eighth US Army, for planning purposes. KATUSA personnel are authorized only the nametapes. The items will be issued and attached at no cost to the individual. Units have requisitioned blank nametapes and the contract for inscription and attachment of nametapes to the uniform is currently being developed for Korean Regional Pacific Exchange Concessionaires by ACoS, G-4, Support Services, Eighth US Army through the Korean Procurement Agency.

(2) Establishment of a Combined Direct Exchange/Central Issue Facility (DX/CIF) at the 19th General Support Group. On 2 April 1968, Eighth US Army ACoS, G-4 directed that a direct exchange (DX) facility be established in the Yongnan area. Prior to this time, only a central issue facility (CIF) existed at Yongnan. A jumbo quonset was constructed (by the Korean National Railroad Company) on Yongnan South Post to house the combined DX/CIF. Combining the DX/CIF has resulted in more convenience for the customer and has substantially reduced the waiting period between the requisition and receipt of DX items. The number of requisitions placed on Supply Point #51 and Eighth US Army Depot Command has been reduced. Under the new system the individual clothing form 10-195 does not have to be annotated and double posting is eliminated.

(3) Intensive Management of Engineer Equipment.

(a) The repair parts management program initiated in June proved to be very effective. When first started, monitored requisitions were from four to seven months old. Currently the requisitions being monitored are less than three months old. Continuation of this program through the winter months should clear the supply system of the remainder of the old requisitions.

(b) Receipts of new equipment will substantially improve the support posture of this command. The TD-20 and the TD-24 tractors are being replaced with MD-16 tractors. I Corps (OP) Engineer units will receive the first new MD-16's. Eventually all TOE units will have the MD-16 model. At the present time five different models of scoop loaders, including the 175 M-23 and the M70CN, are in this command. To alleviate this situation, the number of models will be reduced to two. Scheduled receipts also include 4D road graders to replace the present fleet. Another improvement is the replacement of the 10 MW generators with PU 619 models. The change over of all equipment cited above is scheduled to be completed by 30 June 1969.

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(4) Management of Materials Handling Equipment. The feasibility of standardizing forklifts and warehouse tractors in Eighth FASCOM units is being evaluated. Such a program should reduce the number of prescribed load lists and improve the repair parts support. If results of the study are favorable, coordination with ASCOM Depot and Pusan Base Command will be accomplished in order to make the standardization Army-wide. Preliminary inquiries with ASCOM Depot and Pusan Base Command indicate agreement to the plan.

(5) Garrison Bakery (ASCOM). The original decision to replace the ASCOM Field Bakery was made in 1966; however, various problems have delayed the project until 1968 when all of the required equipment and materials necessary to complete the project arrived from CONUS. A Food Service Consultant from USAFSC, Chicago arrived in Korea 21 October 1968, to provide technical assistance in the installation and operation of the new equipment. Estimated date of completion is 1 January 1969.

(6) MCA Projects. Final review of plans for construction of Ammunition Supply Point 063 was accomplished and comments submitted to command engineer on 9 October 1968. The package was then submitted to ASES, Washington, D.C. for approval.

(7) Office Machine Repair. An office machine cannibalization point has been established at the 516th Maintenance Company (Lt Equip). This cannibalization point allows this command to make maximum utilization of existing office machine assets, thereby alleviating a serious shortage of repair parts.

(8) Shoe Repair. The capability for repair of shoes has been developed at Company A, 55th Maintenance Battalion. This action has improved customer support by eliminating the need for the time consuming and costly evacuation of shoes to another support group for repair. Also, substantial savings are being realized by performing maximum economical repairs thus eliminating the salvage of economically repairable shoes.

(9) Cannibalization Points. Review of the cannibalization point operations conducted by eleven direct and general support units in Eighth FASCOM revealed that direct support units were not properly equipped to operate these facilities efficiently. Manpower shortages had resulted in only partial stripping of vehicles of serviceable subassemblies. Inaccurate accounting of serviceable assets was prevalent, and most important, assets needed by other direct support units were not being laterally transferred due to a lack of interchange of information. To alleviate this condition a collection, classification, and

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SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth
Field Army Support Command, for Period Ending 31 October
1968, RCSCSFOR-65 (RI) (U)

salvage (CC&S) operation was established at the 512th Maint Co (General Support) (General Support) where adequate facilities were available for all-weather production line disassembly operations for tactical materiel handling equipment, generators, and engineer construction equipment. This action also placed the CC&S operation in close proximity to the salvage yard, thus expediting disposal of residue generated during cannibalization. Under this revision the 512th Maint Co was established as the primary CC&S facility with three sub-facilities operating on a regional basis (two supporting the Hjongbu and one supporting the Pyongbu area). The sub-facilities operate at reduced capacity and only maintain sufficient stocks to accommodate immediate requirements. All other assets are evacuated to the 512th Maint Co for issuance to customers or the general support supply company as required, or for turn-in to depot after proper credit has been established. Thus a more responsive system was developed by reducing the total number of facilities in operation. Consolidation has allowed the primary unit to operate more efficiently due to volume disassembly operations which may be programmed. Control over accountability of assets to be returned to the supply system was greatly enhanced. Most important, procedures were clarified and simplified to allow each maintenance customer to immediately determine if required repair parts or subassemblies were available from cannibalization sources.

f. (U) Command Engineer. During the reporting period Eighth AFSCM experienced no reportable fires (\$100 or more loss). This record is attributed primarily to the increased command emphasis on fire prevention. Each subordinate unit has been directed to conduct thorough, extensive and continuous fire prevention inspections, including inspection of all space heaters, daily by company commanders, and weekly by platoon commanders. In addition, each Post Engineer is conducting 100 percent inspections of electrical circuits and appliances and heating facilities within their geographical area. These inspections revealed numerous deficiencies which are potential causes of fires. Minor deficiencies were corrected on-the-spot by the inspection team and other deficiencies were reported to the Post Engineer for correction by individual work order or contract.

g. (FOUO) Staff Judge Advocate.

(1) Visit by the Judge Advocate General of the Army. The Judge Advocate General of the Army visited Headquarters, Eighth Field Army Support Command, on the afternoon of 31 October 1968. He discussed various military justice problems with the Commanding General and was then briefed by the Staff Judge Advocate on legal operations within

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SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth Field Army Support Command, for Period Ending 31 October 1968, RCSCSFOR-65 (RI) (U)

the command. The legal implications of the Manual for Courts Martial, United States, 1969, becoming effective on 1 January 1969, and the new Military Justice Act which becomes effective on 1 August 1969, were also topics of discussion.

(2) Confinement of US Personnel in Republic of Korea Penal Institutions. On 2 October 1968, Private (E-2) Willie N. Page and Specialist Four Raymond J. Velasquez, Jr., both assigned to the 30th Ordnance Company (GM) (DS/GS), were confined in the Suwon Correctional Institution, Suwon, Korea. These were the first United States personnel confined in a Republic of Korea penal institution as a result of convictions before a Korean court under the Republic of Korea-United States Status of Forces Agreement. These soldiers were convicted of rape on 21 December 1967, and their convictions were affirmed by the Korean Supreme Court on 26 September 1968. On 2 October 1968, the Commanding General, Eighth United States Army, designated the Commanding General, Eighth Field Army Support Command, to act as his representative to insure that the interests of United States personnel confined in Republic of Korea penal institutions are properly safeguarded in accordance with applicable directives. Accordingly, the Commanding General, Eighth Field Army Support Command, assigned to the Assistant Chief of Staff, Personnel, the overall responsibility for insuring that prison facilities meet the required standards, that the treatment of prisoners is proper, and that the prisoners are provided the necessary logistical and administrative support as prescribed in applicable directives. The Commanding Officer, 23d Direct Support Group, was assigned the responsibility for providing the prisoners with food and mailing privileges. The Staff Judge Advocate was assigned the responsibility of coordinating required monthly visits and making the necessary post-visit reports. The team consisting of a legal officer, a medical officer, a provost marshal officer, a chaplain, and the prisoner's unit commander will visit each prisoner every thirty days. A dentist will accompany the team at least every six months to provide necessary dental care. The first visit to the Suwon Correctional Institution was made on 10 October 1968. The team found the treatment of the prisoners was proper and that the facilities provided were outstanding.

h. (U) Comptroller.

(1) Control of TDY.

(a) TDY travel ceilings are received from Eighth US Army. These ceilings are distributed to subordinate commands based on their requirements as approved by the various staff officers in Headquarters, Eighth FASCOM.

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(B) Subordinate commanders are authorized to approve TDY travel only within Korea. All TDY travel outside Korea must be approved by the appropriate staff officer in this headquarters and his counterpart in Headquarters, Eighth US Army. These procedures will adequately control and reduce TDY to the minimum essential necessary to perform the mission of the command.

(2) Cost Reduction Emphasis.

(a) Cost Reduction Assistance Visits and Conferences.

1 Cost reduction visits were made to the 20th GSG and 512th Maintenance Co. to assist in identifying, documenting, and reporting cost reduction savings generated by the establishment of Collection, Classification, and Salvage (CC&S) Operations at the 512th Maint Co. This operation will reclaim serviceable/repairable major assemblies, repair parts, tires, batteries, etc., from uneconomically repairable military vehicles of all types.

2 Visits were conducted to subordinate commands to aid and assist the commanders in the Cost Reduction Program and to insure that command emphasis was instilled in personnel on the importance of the Cost Reduction Program.

3 The Cost Reduction Program Coordinator held conferences with all staff area monitors. A review of all FY 68 actions that were not validated was made in addition to discussion of Revised FY 69 Cost Reduction Program Goals assigned to subcommands.

(b) Correspondence to Subcommands.

1 A letter was sent to subordinate commands signed by the Deputy Chief of Staff, requiring increased emphasis and participation in the FY 69 Cost Reduction Program. That letter also furnished a list of 46 operational areas in which cost reduction savings may be applicable to the command.

2 FY 69 Cost Reduction Program Goals were dispatched to subcommands requesting Commanders to review all cost reduction areas where goals are assigned, and to submit "Management Improvement Plans" for the achievement of assigned goals.

3 Letters were dispatched to the commanders of the support groups regarding cost reduction savings in the reclamation of batteries, tires, repair parts, and boots and in the repair of clothing and equipment. This correspondence furnished guidance in recording required savings data, requirements for documenting savings, and established due dates for the reporting of cost reduction actions.

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(c) Publicity and Recognition.

1 The FY 68 Commanding General Award was made to the 25th Trans Center (Mov Con) for outstanding achievements in the FY 68 Cost Reduction Program.

2 Correspondence was dispatched on 13 August 1968 by Eighth Army to USARPAC nominating the 25th Trans Con (Mov Con) to be the recipient of the Eighth US Army Outstanding Unit Award.

(d) Proposed Manpower Survey. The Office of the Comptroller is in the process of preparing Schedule X, Manpower Requirement, DA Form 76-4 for the purpose of requesting a manpower survey. The last survey conducted of the Comptroller was in February 1966. Since that time significant changes have taken place which have increased the number of personnel authorized. A manpower survey would be beneficial in that it would bring into line the required personnel with the mission changes.

(e) ADPE Utilization and Time Sharing. Continuing reviews are being conducted of all units having ADPE equipment within Eighth FASCOM. Representatives from the office of the Comptroller, Eighth FASCOM are reviewing these units with the objective of determining the usefulness of ADPE reporting, feasibility of transferring certain type equipment and combining certain unit ADPE for the purpose of sharing the equipment, in order to obtain maximum utilization. Action continues.

1. (U) Information Office.

(1) During the month of August 1968, the Eighth FASCOM Information Office coordinated and sponsored eight "Hi-Neighbor" tours for students from local colleges. These trips were run twice a week and included a tour of Yongsan Compound, with stops at a service club, bowling alley, library and AFKN TV. These tours were arranged and guided by personnel from the community relations branch of the information office.

(2) The Eighth FASCOM Information Office provided press and photo coverage for the sixth annual Commanding General's Invitational Shooting Match, 19 September 1968. Coverage was made through Public and Command Information channels; 60 photos were taken, 200 prints made and 3 stories released.

(3) The significant activity during the month of October 1968 was press coverage by the information office of Exercise FOCUS LENS FY 69. The information office released stories via Command and Public Information media and released numerous "hometowners" through the Army Hometown News Center.

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2. (U) Section 2, Lessons Learned; Commanders Observations, Evaluation and Recommendations.

a. Personnel.

(1) Personnel Posture.

(a) Observation. An excessive number of personnel, officers and enlisted, are being assigned to this command not qualified in the basic Military Occupational Specialty (MOS) or grade for which they are requisitioned. This has caused an undesirable condition at all levels but especially so in the middle management area. The experience factor of an organization is the key to its efficiency which in turn directly effects the cost-reduction program.

(b) Evaluation. An extensive on-the-job-training (OJT) program has been instituted throughout the command to train those personnel possessing the qualifications for training in hard skill MOSs. Also personnel are being utilized in related MOSs in which shortages exist. This program alleviated the situation to some extent but not to an acceptable degree.

(c) Recommendation. That Department of the Army, Office of Personnel Operations, levy personnel possessing qualifications for training in MOSs that are on the shortage list early enough for them to attend the MCS producing school in sufficient time to be assigned against requisition requirements of overseas commands; that an 18 month Korea tour of duty be considered for personnel, officer and enlisted, filling key and hard skill positions; that special attention be given to encourage key personnel to extend their overseas tour of duty, thus providing better continuity at the organizational level.

(2) Customs Clearance.

(a) Observation. A customs clearance office was established for United States Forces Korea imports into Korea only; however, United States Forces personnel often request information regarding import procedures on goods returned to the United States. These persons in most cases have made inquiries at APOs, Embassies, and Legal Offices and have received conflicting information as to type of goods which require a United States customs charge, and amounts which can be sent into the United States.

(b) Evaluation: This customs clearance office has furnished information in some cases. This service, however, is not the mission of this office.

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(c) Recommendation: That comprehensive United States customs import guidelines be outlined in one Department of Defense pamphlet, and be issued by the personnel officers to military and civilian personnel sent overseas.

(3) Civilian Personnel.

(a) Observation: During the first part of this quarter, requests for personnel action (SF 52) were not being controlled by this HQ. The requests went directly from the subordinate commands to their respective civilian personnel offices. This resulted in several problems not consistent with approved manpower policies. For example, the following irregularities are noted: unauthorized positions were established, personnel were not properly assigned to recognized positions, low priority positions were filled while high priority positions were left vacant for extended periods, and positions were not being eliminated on a timely basis as directed by this headquarters.

(b) Evaluation: All requests for personnel action are currently being processed through this headquarters with the vacancy being verified from currently maintained documents. This action is being accomplished by authority of a message soon to be incorporated into Eighth FASCOM Regulation 1-44.

(c) Recommendation: That no further action be undertaken in view of that currently underway.

(4) Education - Remedial Training:

(a) Observation: The average school-grade average indicated on Form 20s is two grade-years above that indicated by testing. After 60-120 hours of education center instruction, school-grade average increases two years and the general technical score (GT) average increases 8-12 points. Reading ability is the largest problem; e.g. personnel with a 6th grade record often cannot read at the 2d grade level. Reading training therefore must be emphasized. USAFI CORE materials (remedial reading and arithmetic) have been especially prepared for 100,000 personnel and are being utilized for study purposes. Science Research Association (SRA) self study kits are also in use. None of the preparatory-high school remedial instruction offered is exclusively P100,000. The class size is 12-22, and subjects include pre-high school math and English. Instructors are enlisted personnel selected for their educational background. At present, due to coordination between the ACoFS, Personnel and subordinate commands, six EM are being utilized on a part time (2-4 hours per day) basis as instructors. Commands were encouraged to utilize enlisted instructors as the result of UNCLAS message EA 87985 GP-E, dtd 19 Apr 68.

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Approximately 60% of the 100,000 personnel assigned carry MOSs such as cook, baker, light vehicle drivers, wheel vehicle repairmen, wireman, aircraft maintenance crewman, communication center specialist, general duty carpenter, powerman/equipment repair, or rifleman.

(b) Evaluation:

1. Education centers report that on the whole people in this program have a positive attitude toward the Army and a definite amount of appreciation for the Army's interest in them. Commanders state these people make good soldiers. A survey showed that the courts martial/Article 15 record of 100,000 soldiers was better than that of Eighth Field Army Support Command as a whole and that there is no requirement for special military training for these people. Qualified enlisted personnel with backgrounds in teaching and counseling have proven quite adequate instructors, and in some cases even superior to professional teachers hired on a contract basis.

2. Assistance provided by the Eighth Army Education Division, Yongsan, and USAFI, Madison, Wisconsin have been adequate. An Eighth Army SOP on Educational and Occupational Development of Servicemen (P100,000), dated 10 Aug 67, has been provided. In addition, a monthly report, "Project 100,000 Personnel, RCS EAGE-67" has proven of value in the review and analysis of the program. Money has also been provided by Eighth US Army for the purchase of Science Research Association (SRA) reading laboratories which have been ordered for individual study.

3. In the future, the number of personnel who can be given remedial instruction during duty hours will be limited only by the number of instructors available and the number of men who can be released by commands for instruction. Commands have been extremely cooperative to date.

(c) Recommendations: Since instruction is being adequately provided at present, it is recommended that the present program be continued. Instruction during duty time is four hours per day for six weeks, or a total of 120 hours, for 100,000 personnel who can be released from duty. Whenever possible, Commanders should continue to provide qualified enlisted instructors (one or two per education center), to conduct the remedial training.

b. Operations.

(1) Unit Readiness Reports.

(a) Observation: The compilation and submission of Eighth FASCOM Unit Readiness Reports (URR) to Eighth Army for the 1st qtr FY 69 was done in a more efficient and orderly manner than for the previous quarter.

(b) Evaluation: Subordinate units of Eighth FASCOM were given individual instruction and practical exercises in the preparation of their URRs approximately thirty days prior to the submission date. In addition, they were required to submit a sample of their reports for evaluation approximately ten days before the due date. By giving sufficient emphasis and assistance to the URR program, the number of errors and the re-submission requirements were greatly reduced, and the quality was substantially improved.

(c) Recommendation: That all commanders anticipate possible problem areas and take appropriate corrective action.

(2) Civil Affairs.

(a) Observation: The Humanities Day - Public Safety Program conducted by the 20th General Support Group in the Ascom area was an overwhelming success.

(b) Evaluation: A joint school (Inchon-Bupyeong) and military sponsorship of a poster and essay contest on road safety netted 604 participants over a period from 2 through 28 September 1968. Over 10,000 reflective stickers have been applied to Korean vehicles of all types, excarts, taxis and bicycles at checkpoints in the Inchon-Bupyeong-Sosa areas of ASCOM District. Twenty-nine Safety Driver Awards have been presented to Korean employees for accident-free records this quarter. Seventy-Eight Humanities' Day Awards of Distinction were awarded to Korean drivers for exemplary safety records. An Inchon-Bupyeong seminar on safety, attended by 45 teachers and supervisors, and addressed by the ASCOM Safety Officer, were instructed in the new international road sign system for dissemination to the school systems. All these are part of the ASCOM District campaign to improve the driving habits and knowledge of the driver, both military and public, and improve driving conditions for all in the district. Only \$76.02 of Collateral Activity funds were expended by the 20th General Support Group during this quarter which indicates a very large return for a very low cost expenditure.

(c) Recommendation: That higher headquarters consider expanding this program throughout Korean on a large scale. That cooperation from the ROK Government and Republic of Korea Army be obtained to make this a joint effort to insure full accomplishment of the public safety objectives.

c. Training. None

d. Intelligence. None

e. Logistics.

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(1) Load Testing Procedures for Commercial Design Handling Equipment.

(a) Observation: Much of the material handling equipment used in the ammunition field is of commercial design. Handling equipment is required to be load tested. For commercial equipment no procedures exist.

(b) Evaluation: The units having such equipment are utilizing any type of testing procedures available regardless of origin. This covers equipment from forklifts to tiedown straps.

(c) Recommendation: That a consolidated listing of commercial handling equipment utilized in Korea be compiled and one regulation containing specific technical instructions for maintenance, proof and/or load testing be published. AMC Regulation 385-231, utilized by state-side ammunition depots should serve as a guide in preparing such a document.

(2) Storage of Mine, AT, HE, M15 in Project Stocks.

(a) Observation: During the recent 100 percent inspection of project stocks, stored at various locations along the DMZ, it was noted that numerous secondary fuse wells in the base of the mines were rusted through to the explosive filler to the extent that they could not be used for booby trapping purposes.

(b) Evaluation: The mines are packaged with the base facing the top of the open metal crate. Water, which leaks in or is blown in on the stocks, settles in the small recess around the casing. This casing is very thin and rusts through to the explosive filler. By storing these crates on their side such that the side secondary fuse well is pointing down, the problem is eliminated and the serviceable life of the mines is prolonged.

(c) Recommendation: That all stocks of M15 mines, packaged in metal crates, be stored on their sides with the secondary fuse well pointing down.

(3) Redesign of Components for Mine M17 Series.

(a) Observation: Through the nightly setup of these mines by using units, the firing wires and/or blasting caps coupling tend to crack or break because of continued handling. This causes the mine to be turned in as unserviceable.

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(b) Evaluation: Only one firing wire with blasting cap is furnished for each mine. A heavy duty firing wire could be designed for use on mines that are to be continually used in this manner, or additional firing wires with blasting caps could be packed with the mines.

(c) Recommendation: That the Army Materiel Command design a heavy duty firing wire and coupling holding the blasting cap which could withstand continued handling without being broken or damaged so easily.

(5) Maintenance of 12-Ton S&P Trailer Side Panels.

(a) Observation: Difficulties were being encountered in meeting requirements requiring side panels on trailers. Careful analysis of the problem pointed out a critical shortage of side panels and a low level of maintenance of those panels on hand. Further investigation disclosed that the DSU did not have the capability to repair the side panels and that the GSU was overloaded with side board requirements.

(b) Evaluation: It was determined that the using unit with a four man repair team could repair side panels.

(c) Recommendation: That the DSU provide using units with sufficient material to maintain trailer side panels and that units encountering the construction and repair of side panels.

(5) Accuracy in Requisitions.

(a) Observation: Many of the problems in the supply system can be attributed to erroneous data in requisitions submitted to Depot Command.

(b) Evaluation: Errors are caused by two factors; key punch errors and improperly prepared key punch worksheets. Manually transcribing all elements of data from a stock record account to a key punch work sheet is not only a very probable cause for errors but is also very time consuming.

(c) Action Taken: A procedure was developed to use prepunched requisitions which contain all elements of data except quantity and issue priority designator. This reduced the elements of data to be manually transcribed by 44 digits.

(6) Implementation of Requisition Modification Actions in Eighth US Army Supply System.

(a) Observation: During this period of time, Eighth FASCOM DS/GS units and supply points have been experiencing an overall low supply demand satisfaction and demand accommodation percentage to their

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respective customers. A large quantity of valid due-in requisitions are from 60 to 360 days old. Supported or supporting units are not in a favorable materiel readiness status if their stocks are at a zero balance for an unreasonable length of time. This "out-of-stock" position results in the units not being able to accomplish their mission.

(b) Evaluation. Implementation of paragraph 3-8.2, Change 11, AR 725-50, subject: Modification of Requisitions in Army Supply System, will reduce the number of supply days that stock record cards reflect a zero balance status. Modification of requisition priorities will enable Eighth FASCOM DS/GS units and supply points to upgrade previously requisitioned materiel on the basis of local emergencies created by lack of materiel required for performance of assigned operational missions. Implementation will also enable upgrading of previously requisitioned materiel required for emergency repairs to primary weapons and equipment. A cutoff period of sixty (60) days could be established from the time a requisition is submitted until it is completely filled. If a requisition is not filled at the end of sixty (60) days, and it falls within the provisions of paragraph 3-8.2, Change 11, AR 725-50, it could be upgraded by forwarding a requisition modification to supply points and to the 457th Repair Parts Company by DS/GS units. This action should assist in reducing the number of supply days a stock record card reflects a zero balance to an average of sixty (60) days or less and insure earlier fills of items at zero balance.

(c) Recommendation. A request that command letter be sent to USARPAC requesting immediate implementation, of paragraph 3-8.2, change 11, AR 725-50 in Eighth US Army Supply System, was made in Eighth FASCOM letter EASC GL-M, 8 October 1968. EADC-DMDS message 29504, 21 October 1968, subject: EADC-DMDS Request Number 281-68 (Requisition Modifier, DIC AM) was sent to CINCUSARPAC recommending implementation.

(7) Comprehensive Management Data and Accuracy of Stock Records.

(a) Observation: A basic management tool for analyzing supply conditions and problems in supply support activities is required for commodity managers to identify and take action to improve supply responsiveness. A positive procedure is also required to assure the accuracy of stock record accounts.

(b) Evaluation: Use of automatic data processing equipment to analyze the authorized stockage list provides complete management data required to evaluate the stock record accounts and verify the accuracy of stock record accounts.

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(c) Action Taken:

1. A program was developed and an analysis was made of each authorized stockage list item for supply points.

2. This program accomplished the following by line.

a. Computed the requisitioning objective based on 12 months demand experience.

b. Computed the reorder point.

c. Identified overdue requisitions.

d. Identified excesses.

3. The printout assisted the supply points in reviewing and correcting their requisitioning objectives and reorder points, disposing of reportable excesses and placing requisitions if due.

4. Analyses also provided a list of zero balance lines that required intensive management. These lines were added to the monthly intensive management program.

f. Transportation.

(1) Observation: Recent increases in suspected larceny of Government property on Code H vehicles being shipped by rail initiated a study regarding procedures for reimbursement to the US Government by the carrier. Two distinct problems were revealed. The first was lack of proper documentation with which to hold the carrier liable. The second was lack of command emphasis on processing discrepancy reports.

(2) Evaluation: In order to resolve the first problem two actions were initiated. Technical inspections will be performed no sooner than 24 hours prior to the date of shipment so that the condition of the vehicle and all components is known at the time of shipment. A continuation sheet to the Government Bill of Lading has been published which lists all major components. The carrier must sign for the condition of each code H vehicle after a joint inspection with the shipper. In order to resolve the second problem two actions were initiated. Consignees have been briefed on proper procedures for preparation and timely disposition of discrepancy reports. The channels through which this correspondence

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flows are currently being scrutinized so that any unnecessary delays can be eliminated and a valid claim placed against the carrier within the time frame specified in the current contract.

(3) Recommendations: Application by other commands.

FOR THE COMMANDER:



H. E. HAMILTON
Colonel, Infantry
Chief of Staff

3 Incl

1. Organizational Structure
of Eighth FASCOM

~~2. List of Distinguished~~

~~Visitors~~

wd, HQ, DA

~~3. Distribution List~~

wd, HQ, DA

DA FORM (15 Nov 68) 1st Ind
SUBJECT: Operational Report-Lessons Learned, Headquarters, Eighth Field
Army Support Command, for Period Ending 31 October 1968, US
OSPOR-65 (R1) (U)

Headquarters, Eighth United States Army, APO 96301 11 ELS 68

TO: Commander in Chief, United States Army, Pacific, AFM: JPOP-UT,
APO 96558

1. This headquarters has reviewed subject report. The following comments supplement the report.

2. Reference item concerning personnel posture, page 18, para 2a(1).

a. During the Pueblo/Blue house incidents and ensuing events, many overstrength AS's were sent to Korea to fulfill immediate strength requirements in accordance with Art 600-200, para 3-5a and b. The problem of non-POS-qualified personnel will be alleviated as these personnel rotate. Eighth Army is currently revising its lower grade enlisted requisitioning system to conform to a Personnel Line Item Requisitioning System (Art 614-212), by which units will prepare their own lower grade enlisted requisitions. When this requisitioning system takes effect, units should notice closer correlation between requirements and personnel qualified to meet these requirements.

b. This headquarters is presently studying the feasibility of establishing a longer tour of duty in Korea for personnel filling key positions.

c. All commanders are continually encouraged to promote the voluntary extension program to alleviate the severe personnel turbulence experienced in Eighth Army.

3. Reference item concerning custom clearance, page 18, para 2a(2). Concur.

4. Reference item concerning civil affairs, page 17, para 2b(2). Programs of this nature are already standard in the major subordinate commands of Eighth Army. Attempts to coordinate such a program command-wide would require an excessive commitment of manhours from commands handling such larger areas and populations than the Ascom district, and would result in neglect of more important aspects of the safety program. Experience has shown that operating such programs at the local level results in closer cooperation with local authorities and permits safety personnel to adjust the level of effort to available assets of time and money. This headquarters is active in other command-wide projects.

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CS.OA-65 (A) (1)

5. Reference item concerning load testing procedures for commercial design handling equipment, page 20, para 2e(1). Concur. Action has been initiated at this headquarters to provide such guidance.

6. Reference item concerning maintenance of 12-ton S&P trailer side panels, page 21, para 2e(4). Nonconcur with solution as presented for long term implementation. At 750-5, para 13f outlines that each maintenance activity will perform all authorized maintenance for which it is responsible. The commander of both the supporting and supported unit may authorize the supported unit to perform higher echelons of maintenance when operationally necessary. Continued performance of higher levels of maintenance by supported units often causes an overall deterioration of maintenance. A long term solution would be to shift assets to accomplish workload at the supporting maintenance activity, or submit an IIR recommending the Maintenance Allocation Chart (MAC) be changed to allow the organizational maintenance level to effect repairs of this type. Unit will be so advised.

DR THE COMMANDER:

R N Hunter

R. N. HUNTER
III. AGC
ASST AG

Copies furnished:
2-AC3:OR, JA
1-CG, Eighth FASOM, APO 96301

GPOP-DT (15 Nov 68) 2d Ind (U)

SUBJECT: Operational Report of HQ, Eighth Fld Army Spt Comd for Period
Ending 31 October 1968, BCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 8 JAN 1969

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

This headquarters has evaluated subject report and forwarding indorse-
ment and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:


E. L. SHORTT
CPT, AGC
Act AG

DOCUMENT CONTROL DATA - R & D

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