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AUTHORITY

30 Nov 1982, DoDD 5200.10; OAG, D/A ltr, 29 Apr 1980

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



*18*  
**OACSFOR**

*19*

AGDA-A (M) (26 May 71) FOR ~~OT-UT-704181~~

14 June 1971

SUBJECT: ~~Operational Report~~ - Lessons Learned, Headquarters, United States Army, Vietnam *(11)*

SEE DISTRIBUTION

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.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: FOR OT UT within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

*J. L. Bowers*  
**JERNE L. BOWERS**  
Major General, USA  
The Adjutant General

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*15 Nov 71*

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DEPARTMENT OF THE ARMY  
HEADQUARTERS UNITED STATES ARMY VIETNAM  
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AVHDO-DO

15 NOV 1970

**SUBJECT:** Operational Report-Lessons Learned of Headquarters,  
United States Army, Vietnam, Period Ending 31 October  
1970, RCS CSFOR-65 (R2) (U)

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

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

1. (C) Operations: Significant Activities.

a. COMMAND.

(1) Commanders.

CG, USARV

1 August 1970 - 31 October 1970      GEN Creighton W. Abrams

DCG, USARV

1 August 1970 - 31 October 1970      LTG William J. McCaffrey

CG, USAECV(P)

1 August 1970 - 31 October 1970      MG Charles C. Noble

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CG, USAMEDCOMV(P)

1 August 1970 - 31 October 1970

BG David E. Thomas

**(2) Distinguished Visitors Summary. During the reporting period distinguished visitors to this headquarters were:**

<u>NAME/DATE</u>	<u>POSITION</u>
GEN Ralph E. Haines, Jr. 1 - 8 August 1970	CINCUSARPAC
BG George A. Godding 1 - 8 August 1970	DCSINT, HQ, USARPAC
BG(P) Arthur H. Sweeney, Jr. 3 August 1970	Commanding General, Qui Nhon Support Command
BG Henry R. Del Mar 4 August 1970	Commanding General, USA Support Command, Cam Ranh Bay
COL(P) Daniel Vance, Jr. 5 - 7 August 1970	CO(Des) USASUPCOM. Da Nang
BG Wilson R. Reed 7 - 10 August 1970	CG, USA Computer Systems Command
BG Robert L. Fair 7 - 10 August 1970	Director of Management Information Systems, Department of the Army
LTG Walter T. Kerwin, Jr. 7 August 1970	DCSPER, Department of the Army
Senator Norman Lent 7 August 1970	New York State Senator and non-incumbent candidate for U.S. Representative in New York
COL(P) O. E. Smith 11 - 12 August 1970	ADC, 101st Airborne Division (Airmobile)

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Senator Ralph Smith (R-Ill) 11 August 1970	Member Senate Aeronautical and Space Sciences to SEA Committee
BG Eugene M. Lynch 12 - 19 August 1970	DTIG, Department of the Army
LTG Joseph M. Heiser, Jr. 13 August 1970	DCSLOG, Department of the Army
Mr. Gerald B. Russell (GS-18) 13 August 1970	DASD (I&L)
AVM A. H. Marish 14 & 20 August 1970	Director General Armed Forces Medical Services, Australia
Chaplain (LTC) Mark V. McCullough, Chaplain (LTC) James Wilson 15 - 24 August 1970	DA Character Guidance Resource Team
BG Frank McCarthy (USA, Ret) 16 - 29 August 1970	Twentieth Century Fox Film Corp
RADM Robert E. Adamson, Jr. 16 August 1970	Commander, Naval Support Activity, Saigon
MG John R. Deane, Jr. 17 August 1970	Director (Designate), Defense Communi- cations Planning Group
RADM Frank B. Voris 18 August 1970	CINCPAC Surgeon
Mr. Clyde Hardin (GS-18) 19 - 26 August 1970	SEA Assistant to the Assistant Secretary of the Army for Research and Development
LTG Wang Ching-Hsu 24 - 31 August 1970	Deputy Chief of Staff, Logistics, Ministry of National Defense, Republic of China

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Mr. Stephen Winship (FSO-2, GS-16) 26 August 1970	1st Secretary of the American Embassy, Saigon, Chief of Political- Military Section
COL(P) O. E. Smith 26 August 1970	ADC, 101st Airborne Division (Airmobile)
Honorable Egil Krogh 27 & 31 August 1970	Deputy Assistant to the President for Domestic Affairs
MG Conn L. Milburn, Jr. 27 - 31 August 1970	Chief Surgeon, United States Army Pacific
Mr. Walter B. Goldfinger (GS-16) 27 - 28 August 1970	Installations and Logistics, Supply Management Policies, Office of the Secretary of Defense
CSMA (Des) Silas L. Copeland 27 August - 4 September 1970	Command Sergeant Major of the Army (Designate)
Dr. Louis M. Rousselot 28 - 29 August 1970	Assistant Secretary of Defense (Health and Environment)
BG Stewart C. Meyer 31 August - 1 September 1970	Commanding General (Designate), XXIV Corps Artillery
MG John Norton 1 - 10 September 1970	Deputy Director, Project MASSTER, Department of the Army
LTG(P) Frederick C. Weyand 2 September 1970	Deputy Commanding General (Designate) United States Military Assistance Command, Vietnam
MG Jack C. Fuson 5 - 10 September 1970	DCSLOG, USARPAC
BG Lewis E. Maness 6 - 11 September 1970	DCSCOMPT, HQ, USARPAC

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LTG Julian J. Ewell 7 September 1970	U. S. Military Representative to the Paris Peace Talks
BG Ross R. Condit, Jr. 7 - 16 September 1970	CG, USACDCCSSG
Mr. C. F. Mullaly (GS-17) 8 - 12 September 1970	Director of Civilian Personnel, Department of the Army
MG Charles M. Gettys 9 - 14 September 1970	Chief of Staff, USARV
MG Harry L. Jones, Jr. 12 - 16 September 1970	Chief USAAA
LTG Hal B. Jennings, Jr. 19 September 1970	Surgeon General
GEN Ralph E. Haines, Jr. 19 - 24 September 1970	Commander in Chief, USARPAC
BG(P) James J. Ursano 21 September - 13 October 1970	DCS (P&A), HQ USARV
Honorable Robert L. Johnson 21 - 25 September 1970	Assistant Secretary of the Army (R&D)
Kary C. Emerson, PHD, (GS-18) 23 - 24 September 1970	Assistant for Research to the Assistant Secretary of the Army (R&D)
Mr. H. F. Walker 30 September 1970	Deputy of Defense, Canberra, Australia
LTG Richard G. Stilwell 2 - 6 October 1970	DCSOPS, Department of the Army
BG J. D. Purcell 5 October 1970	Director of Ordnance Services, Australian Army HQ, Canberra

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COL Alton Peyton 6 - 15 October 1970	CO, USAMEDCOM, Japan
VADM Arthur R. Gralla, USN 7 October 1970	Commanding Officer, Military Sealift Command
GEN Louie Yen-Chun 8 - 9 October 1970	Vice Chief of Gen Staff, Ministry of National Defense, Rep of China
Ambassador Hu-Lien 9 October 1970	Chinese Ambassador to RVN
MG Herron N. Maples 9 October 1970	ACofS, J-4, MACV
MG John J. Hayes 12 - 17 October 1970	CG, 2d Logistical Command
BG Arthur S. Hyman 15 - 16 October 1970	ADC (Designate), 1st Cavalry Division (AM)
BG Thomas J. McGuire, Jr. 15 - 16 October 1970	CG (Designate), 1 Field Force Artillery
BG Frederic E. Davison 16 - 21 October 1970	Director of Enlisted Personnel, Department of the Army
Mr. Richard U. Scott (GS-17E) 16 October 1970	Department of Defense, Research and Engineering
The Reverend Dr. William R. Vivrett (GS-17E) 14 - 17 September 1970	Representative of Endorsing Agency of the Christian Church (Disciples of Christ)
BG John C. Raaen, Jr. 18 - 23 October 1970	Director of Ammunition, Office of the Deputy Chief of Staff for Logistics, Department of the Army

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BG P. E. McConnell 24 - 31 October 1970	Assistant for Construction Operations, OASD (I&L)
Mr. Ken Fasick 26 October 1970	Associate Director for Supply Manage- ment, Defense, Division of HQ GAC
Mr. Paul H. Riley 28 - 29 October 1970	Deputy Assistant, Secretary of Defense for Supply, Maintenance and Services
Honorable Barry J. Shillito 28 - 30 October 1970	Assistant Secretary of Defense (I&L)
Mr. Donald S. Cuffe 29 October 1970	Director for International Programs OASD (I&L)
Mr. Edward C. Cox 29 October - 1 November 1970	Chief, Procurement Policy Division OASD (I&L)

b. PERSONNEL, ADMINISTRATION, MORALE AND DISCIPLINE.

(1) Chaplain Activities. There was a decrease of 278,319 personnel attending Character Guidance instruction over the same quarter last year. At the same time, there was a decrease of 822 Character Guidance instruction sessions. The percent of Command attending religious services weekly was 16.5%. The same quarter last year was 18.8%. The number of services conducted per chaplain per week this quarter was 7.3, while the same quarter last year was 7.2. Contributions by chaplains' funds to Vietnamese religious charitable causes during 1st quarter FY 71 totaled \$21,953.11.

(2) Personnel. (a) BG(P) Frederic E. Davison, Director, Enlisted Personnel Directorate, DA, visited RVN during the period 16 to 21 October. The visit was made to obtain information and to present briefings. Information was gathered on all aspects of personnel support and current personnel problems, adjustments to replacement flow following Fourth Incremental Deployment, personnel shortages and morale problems due to third and fourth short tours, critical MOSC shortages and imbalances, and additional MACV requirements. BG Davison, Director, Enlisted Personnel Directorate, DA presented an informal briefing on Development in Enlisted Personnel Management at each stop on his itinerary. In addition to HQ MACV and USARV, he visited the 25th Inf Div, the 4th Inf Div, the

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101st Airborne Div (AM), the Americal Div, the 1st Bde, 5th Inf Div (Mech),  
the 108th Arty Gp, Da Nang Support Command, and HQ XXIV Corps.

(b) During the quarter under review, this Headquarters received complaints from commanders concerning lack of promotion opportunities to grade E-4, E-5, and E-6. These promotions were reported as restricted due to lack of position vacancies and promotion quotas. As the situation impacted on morale and restricted commanders' ability to motivate their soldiers by recognition through promotion, the situation was reported to HQ DA (DCSPER) and relief was requested.

(c) This HQ provided comments to HQ USARPAC on the first two packages of the All Volunteer Army Improvement Actions. These comments covered 26 actions out of a total of 250 now being considered by DA.

(3) General Education Development. (a) Approval was obtained to establish a language laboratory technician space to operate the Defense-Language Institute approved language laboratory at the Long Binh Army Education Center. A qualified local national civilian was hired for the position and given a three-week training course by the Defense-Language Institute contract technician assigned to MACV. It is planned to hire additional technicians for the laboratories at Cam Ranh Bay and Saigon Education Centers whenever authorized spaces can be obtained and qualified local national civilians found. Data were obtained from the Defense Language Institute on the availability and cost of repair kits for all three language laboratories. Purchase order will be placed for this equipment during the next quarter.

(b) With the vouchering of DAC Education Services Officer spaces to this headquarters, the recruitment of DAC education personnel to fill vacant positions was materially improved. At the beginning of the quarter, 19 DAC Education Officers were on duty in Vietnam, 7 less than the authorized strength of 26. During the quarter, losses amounted to 7 for an overall total of 14. Replacements from CONUS during the same period totalled 14, so that by the end of the quarter all 26 DAC positions had been filled. Centralized administration of Education Officers also made it possible to assign these individuals to Education Centers on a priority basis, make reassignments when and where needed, and maintain rigid control over all overtime pay. Benefits from this procedure will continue to accrue

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with the deployment of troops, establishment and disestablishment of Education Centers, and the planned reduction in DAC education spaces.

(4) Provost Marshal Activities. The USARV Provost Marshal hosted a dinner for the Free World Forces Provost Marshals in the Republic of Vietnam on 24 Sep 70 in the Commanding General's Mess. This provided an opportunity to communicate ideas and compare mutual problems with our allied counterparts. On 18 September a conference was conducted in HQ USARV of US Provost Marshals and representatives of US Government civilian agencies to include: Internal Revenue Service, Bureau of Narcotics and Dangerous Drugs and USAID. The purpose of the conference was to provide the opportunity to exchange ideas and solutions to problems experienced by our US civilian counterparts and the military police in Vietnam today. This proved to be a very rewarding conference. Many problem areas were covered and clarified.

c. INTELLIGENCE.

(1) Significant Enemy Activities.

(a) General. Throughout the quarter, enemy-initiated activity was at a low level and, with a few exceptions, was characterized by economy-of-force tactics against lightly defended targets, harassment, terrorism, reorganization of enemy units, and adjustment of the logistical structure. Sharp engagements occurred in the Ha Lang area of Quang Tri Province in mid-August. From mid-August to early October the enemy maintained pressure against Allied fire support bases (FSB) in Quang Tri and Thua Thien Provinces; in particular, FSB's Ripcord and O'Reilly. A limited surge of activity in late August and early September corresponded with the GVN senatorial elections and North Vietnam's Independence Day. On 4-5 October, the number of enemy-initiated incidents increased sharply throughout VC MR-5, as that headquarters demonstrated its continuing ability to coordinate the activity of its subordinate units. In general, however, enemy activity throughout the Republic reflected the guidance of COSVN Resolutions 9 and 14 which call for maximum efforts to increase the number, quality, and effectiveness of guerrilla and local force units, and emphasize economy-of-force tactics against the GVN Pacification Program. The bolstering of lower level units was particularly noticeable in MR 3, and there were indications that the 3 NVA Division in MR 2 has been dissolved.

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Enemy sapper units received emphasis, and water sappers were particularly active in October. Enemy forces and activity in MR's 2, 3, and 4 continued to be adversely affected by operations in Cambodia. The effect was most notable in MR 3 as major elements of the 5 VC, 7 NVA and 9 VC Divisions remained committed to tactical or logistical operations inside Cambodia. Also, it is evident that the enemy suffered serious logistical problems due to destruction of base areas and interdiction of his traditional LOC's. Thus, throughout the period, the enemy was beset by many problems and initiated only a relatively small number of incidents, mostly of a minor nature. Nevertheless, his economy-of-force tactics permitted him to maintain a significant presence as he continued to adjust his command structure and logistical apparatus to cope with the situation.

(b) Military Region 1. The intensity of enemy-initiated activity in MR 1 fluctuated during the past quarter. Enemy activity was characterized by: attacks by fire, ground probes, and sapper attacks on isolated unit outposts and hamlets. However, the Hai Long District of Quang Tri Province was the site of intense enemy activity, as elements of the 808 NVA Battalion, Front 7, and elements of the 9 Regiment, 304 NVA Division entered the lowlands on rice collection and proselyting missions. In a series of contacts with friendly forces that lasted from 12 August to 15 August, 315 of the enemy were killed and 30 captured. Friendly losses were 27 KIA and 43 WIA. Also, the fire support bases in the A Shau Valley area of western Thua Thien Province were the targets of heavy enemy mortar/rocket fire and ground probes from elements of the 324B NVA Division, the 304 NVA Division, and the 6 NVA Regiment of VC MR Tri-Thien-Hue (TTH). In VC MR 5, during the period 30 August - 12 September, there were ten ground attacks. The two most significant actions were: 30 August, when the Duc Duc Village in Quang Nam Province sustained 50 mixed 60/82mm mortar rounds resulting in 15 killed and 45 wounded; and 8 September, when the Tra Bong Village defense was overrun, resulting in 39 friendly killed, 56 wounded and 2 missing. In that contact the enemy lost 52 killed and 5 captured. Finally, the Thuong Duc CIDG Camp was the target of numerous attacks by fire from elements of the 38 NVA Regiment, Front 4. Weather and friendly

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preemptive operations apparently thwarted enemy plans of increased activity in October. In addition, the Allied rice-denial program added to the problems--both morale and logistical--of the enemy.

(c) Military Region 2. In MR 2, for the past quarter, enemy-initiated activity generally remained at a low level. A low level of enemy activity during the month of August was terminated by an increase in the last four days of the month, lasting through the first week of September. During August, a total of 25 significant enemy-initiated incidents were reported (14 of which were reported during the last four days). Four of these incidents occurred in the B3 Front area, 16 in MR 5, 4 in MR 6, and one in MR 10. In the month of September, except for the first week, enemy activity was at a low level. During the first week, there were 13 significant enemy-initiated incidents reported, all of which occurred along the Coastal and Piedmont Regions in MR 5. During the remainder of the month there were 13 significant enemy-initiated incidents: 6 in MR 5, 2 in the B3 Front, 4 in MR 6, and 1 in MR 10. From early October to mid-October, enemy-initiated activity was at a moderately low level as the enemy initiated 18 significant attacks against friendly units and installations. In the B3 Front there were seven incidents, most of which occurred in the vicinity of Pleiku City. In MR 5 there were 11 enemy-initiated incidents, including six in the vicinity of Qui Nhon and two ambushes on QL-21. During the month of October, for the past two years, major elements of the B3 Front have infiltrated south along the Cambodian border from Base Area 609 to MR 10. However, such activity was not noted this October. Although the reasons for this lack of movement are not clear, B3 Front elements may still have been in the process of resupplying and refitting after their heavy losses at Dak Seang and Dak Pek earlier in the year. The lack of movement may also be a reflection of difficulties presented by the Allied operations in Cambodia. Finally, of note in this quarter, were reports of organizational changes involving the 3 NVA Division. The division headquarters personnel were reported to have been sent to MR 5 Headquarters and to the 2 VC Regiment. The 2 VC Regiment is also reported to have been reinforced by the subordination to it of the division's artillery battalion and sapper battalion. Thus, the reports indicate the dissolution of the 3 NVA Division as such, and the subordination of its regiments directly to MR 5. These changes, however, have not yet been confirmed.

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(d) **Military Region 3.** Enemy activity in MR 3 declined to an extremely low level during the quarter, and was characterized by light and scattered standoff attacks by fire, limited ground probes, guerrilla operations, and terrorist and proselyting activity designed to counter the Pacification Program and to intimidate the populace. Evidence of a major reorganization of COSVN-controlled agencies and their subordinate units, as well as an apparent shift in tactics, accumulated during the period, indicating that the enemy was forced to adjust to the impact of Allied cross-border operations and to a declining political and military posture at the district level. In southwestern Military Region 3, SR's 2 and 3 have been merged to form the Long An Sub-Region, and there are indications that the VC Ben Thu District of SR 3 has been divided into two separate districts, coinciding with the GVN's Ben Thu and Thu Thua Districts. Indications of similar developments in Sub-Region 4 and VC U-1 Province have yet to be confirmed. Throughout the military region, there has been a general trend toward the dispersal of main force and provincial local force units to bolster district local force companies and guerrilla units. Of particular interest has been the disbanding of the Dong Nai Regiment of SR 5 and the Quyet Thang and 268 VC Regiment of SR 1. With the decline of many main force units, Allied interdiction of the enemy's supply lines, and enemy requirements for his forces in Cambodia, COSVN's logistical operations were significantly altered. A Hoi Chanh who rallied on 21 September indicated that a new west-east supply road has been created from Svay Rieng Province in Cambodia, through Southern War Zone C, to SR's 1 and 5. Indications of a reduced resupply role for COSVN's rear service groups were also noted during the period. The most significant development in this regard was the apparent resubordination of elements of the 84 Rear Service Group to VC MR 7. During this transitional period, major enemy units throughout the MR generally avoided contact. Although elements of the 7 NVA and 9 VC Divisions have been frequently identified in the vicinity of Highway 22 in northwestern Tay Ninh Province, the enemy appeared to be concentrating on slowing the flow of supplies to ARVN units operating in Cambodia, rather than attempting to offset the GVN's pacification progress in Tay Ninh. In VC MR 7 and MR 6, there was generally light activity during the period. Major enemy units in the area began to redeploy into Long Khanh Province, possibly to secure adequate supplies in the Xuan Loc area. Elsewhere in Military Region 3, the enemy remained targeted primarily against the GVN Pacification Program, adopted economy-of-force tactics, and conducted a more intense proselyting and terrorist campaign.

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(e) Military Region 4. Enemy activity in MR 4 during the months of August, September, and October was characteristic of the country-wide trend of increased emphasis on guerrilla warfare. Economy-of-force tactics comprised the majority of the enemy incidents, with Regional and Popular Forces outposts and troop positions being main targets. Discrediting the Pacification Program remained the chief objective of the enemy, especially in areas such as VC Ben Tre Province and in enemy base areas, where the support of the populace is essential. However, the enemy sustained increased activity throughout the quarter, and on 31 August and 1 September the highest incident rate was recorded since the start of the Cambodia operations. During this quarter the enemy has been suffering from a lack of supplies, especially in VC MR 2, since initiation of Allied operations in Cambodia. This probably was the primary reason for the lack of effective enemy activity in VC MR 2 during the past three months. Although increased activity was planned, the enemy did not have the resources to implement his plans fully. However, in VC MR 3, the enemy continued to use resources from old base areas and received support from the people (although he had to resort to increased use of terrorism). This enabled him to continue his actions against the Regional and Popular Forces--stressing, nevertheless, conservation-of-force tactics. Thus, throughout the MR, the enemy continued to harass on a low level, sought alternate infiltration routes, partially offset logistical problems by capturing friendly equipment and terrorized the populace in an effort to maintain his presence in the Delta and to defeat the Pacification Program. During the three-month period, the enemy failed in many of his objectives, mainly due to his lack of supplies and the increased effectiveness of Allied offensive operations, particularly by Regional and Popular Forces. Although the incident rate was fairly substantial, the incidents were generally of low intensity and were indicative of a logistical shortage. Many major enemy units generally avoided contact and large unit movement was not reported.

(2) Significant Intelligence Operational Activities.(a) Publications.

23 August 1970

Resume of VC/NVA Convoy Ambush Techniques

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United States Army, Vietnam, Period Ending 31 October  
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23 August 1970                      Review of Recent Convoy Ambushes  
(1 February 1970 - 22 August 1970)

25 August 1970                      Combat Intelligence Lessons, Issue  
Number 8

(b) A monthly intelligence briefing was conducted for all newly arrived personnel assigned to duty with Headquarters, USARV. In addition, intelligence briefings were given for visiting dignitaries as required.

(c) A weekly intelligence conference was held each Friday at 1330 hours. Participants were representatives from the local intelligence community and from the General and Special Staffs of HQ USARV. The agenda included summaries of significant operations and enemy activity.

(d) The Current Analysis Special Intelligence (CASI) Section provided all source intelligence, which was presented daily in the form of a Commander's Briefing Book, to the Command Group and designated USARV Staff Members.

(e) The USARV G2 Daily Intelligence Review (DIR) and Weekly Intelligence Review (WIR) were published throughout the quarter.

d. PLANS, OPERATIONS, AND TRAINING.

(1) Artillery Ammunition Expenditures.

(a) The high artillery expenditure levels in April (932,052 rounds), May (925,214 rounds) and June (986,838 rounds) caused issues to exceed the DA budget level for these items.

(b) In early July, DA advised this headquarters that the level of USARV/FWF ammunition issues was exceeding the level that had been budgeted for CY 70. At the same time, DA identified 12 high dollar munitions which accounted for 56% of the total dollar value of the ammunition budget for USARV/FWF (\$784 million). The four artillery HE projectiles (105mm, 155mm, 175mm and 8 Inch) were included. On 9 July, USARV expanded management controls to the four artillery HE

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projectiles. The expanded controls initiated reduced levels of expenditure. However, the Field Commanders are credited with achieving the significant results to date.

(c) Reduced expenditure levels for July (542,784 rounds), August (414,796 rounds), and September (361,573 rounds) with no reduction in tube density indicates that intensified artillery management is being practiced by commanders at all levels.

(2) War Dog Program. During the reported period the USARV Dog Training Detachment trained a total of 103 handlers in six classes and 113 dogs in seven classes. The detachment has 124 dogs on hand. Four hundred and eighty-three are assigned to combat units. The transfer of 120 excess scout dogs to ARVN, which was approved during the past quarter, was completed on 29 October. Current disposition of war dogs in RVN is depicted below:

Current Distribution of War Dogs in RVN

	<u>Total Scout Dogs</u>	<u>Total Trackers</u>	<u>Mine Dogs On Hand</u>	<u>Tunnel Dogs On Hand</u>
1st Cav Div	83	9	2	
4th Inf Div	55	8		
25th Inf Div	74	9	9	4
101st Abn Div	71	4	5	
Americal Div	64	7	13	5
173d Abn Bde	22	2	2	1
1st Bde, 5th Inf Div (M)	22	2	10	
USARV Dog Tng Det	<u>105</u>	<u>6</u>	<u>13</u>	<u>        </u>
TOTAL	496	47	54	10

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(3) Quick Reactions Lessons Learned (QRLL). Combat Operations continue to be analyzed and material of value to tactical units extracted and published. Four QRLL's were published and distributed during the period.

(a) Combat Lessons Bulletins.

Combat Lessons Bulletin Number 12 (Defense of Logistical Installations)	10 August 1970
Combat Lessons Bulletin Number 13 (Use of Indirect Fire Support)	October 1970
Combat Lessons Bulletin Number 14 (Convoy Operations)	20 October 1970

(b) Battlefield Reports - Tips for Commanders August 1970

(4) Training.

(a) Sniper Program. The USARV Sniper Program continues to enjoy marginal success command-wide, with a small number of units accounting for the majority of kills. USARV units were credited with 52 sniper kills in August and 44 during September. One hundred nine snipers were trained during the two-month period. An average of 450 snipers were employed during the quarter.

(b) MACV Recondo School. The MACV Recondo School continued to run at maximum capacity. Three classes graduated during the quarter and one class, now in session, will graduate on 7 November. One hundred fifty students were trained during the quarter. Planned closing date for the school is 19 December 1970, immediately after the last class graduates.

(c) USARV Advisor School. MACV assumed operational control of the USARV Advisor School on 11 August 1970, relieving the DCG, USARV of responsibility for staff supervision of the school.

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(d) Two changes to USARV Supplement 1 to AR 350-1 were published during the quarter. Change 3 provided for unit training standdowns. Combat and combat support units are to stand down for five days quarterly and combat service support units are to stand down 10 days semiannually in order to accomplish training objectives. Change 4 revised the list of Department of the Army mandatory training and increased the USARV mandatory COMSEC training requirements.

(5) Command Vietnamization. The RVNAF OJT program continued to increase during the quarter. Reports submitted by major subordinate commands indicate that 6,255 military and 2,022 civilian personnel were trained during the quarter. As of 31 October, 40,003 military and 25,883 civilian personnel have completed training, and 1,722 military and 2,250 civilians are currently undergoing training.

(6) ENSURE Program. ENSURE activities and events during the period were:

(a) ENSURE Review. A review of all ENSURE and VLAPA projects resulted in the cancellation of seven ongoing projects.

(b) ENSURE 308: STABO Extraction Harness. Operational quantities of this ENSURE were shipped to RVN beginning 25 October. This harness provides a means of extracting ranger personnel on long-range patrols from heavy jungle where helicopters cannot land.

(c) ENSURE 100: INFANT. Thirty-four of these systems were to be deployed to USARV commencing 1 October. Due to lack of O&MA funds at USARV only ten INFANT's will be retained in-country.

(d) ENSURE 318: Heavy-Duty High-Pressure Cleaning Equipment. On 12 September 1970 a request was submitted to DA for an additional 23 high-pressure cleaning systems. This equipment will be issued to support sharply increased retrograde requirements in FY 71.

(e) ENSURE 134: XM 806 Recovery Vehicle. Twenty-two XM 806 Recovery Vehicles arrived in September and October for issue to US

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Army mechanized units and separate cavalry troops. This vehicle provides trafficability improved over the M 578 Recovery Vehicle, particularly in marshy terrain.

(f) KEYSTONE ROBIN Activities. ENSURE equipment that had previously been issued to the 199th Light Infantry Brigade and the 3d Brigade, 9th Infantry Division was turned in to the KEYSTONE processing location by these units prior to their redeployment.

e. LOGISTICS.

(1) Command Maintenance Management Inspection (CMMI) Program. During 1st Qtr, FY 71, 21 Command Maintenance Management Inspections were conducted in USARV, with 5 units (23%) receiving an unsatisfactory rating. The standards used for USARV CMMI's are those listed in DA Pam 750-10, Command Maintenance Management Inspection Handbook, 24 January 1969. Emphasis is continually placed on vehicle spot inspections. During the quarter, 1498 vehicles were inspected by USARV teams. In addition to these USARV inspections, each major subordinate command is implementing spot inspection programs.

(2) Maintenance Float Policy Revision.

(a) A study of USARV Maintenance Float Policy has recently been completed by Maintenance Division, DCSLOG. The study disclosed that little or no review of maintenance floats is being conducted and that, while tactical units are the highest float users, overall float usage is low.

(b) Based on the results of this study, a new USARV Maintenance Float Directive (USARV Suppl 1 to AR 750-19) has been prepared. This supplement is designed to reduce the unused float, increase customer usage, and require management review by subordinate commands. It is estimated the supplement will be printed and distributed by 20 Nov 70. Initial impact of this new directive will be to return approximately 1150 items to the supply system and will represent a savings of approximately three million dollars.

(3) School to Certify Bridge Inspectors to Classify Tactical Bridging. During September and October, classes were conducted by USARV Support

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Commands for the certification of bridge inspectors to classify tactical bridging. The classes emphasized repair procedures and proper classification. Such courses provide units with the ability to maintain this high-dollar equipment in a state of readiness and to impress upon them the value of constant preventive maintenance. A total of 40 personnel attended this second class.

(4) Fiberglass Hull Repair Course. All units operating fiberglass shallow-draft boats (Boston Whalers and Kenner Ski Barges) were invited to send maintenance personnel to US Army Marine Maintenance Activity, Cam Ranh Bay, from 12-17 October 1970 to learn fiberglass hull repair skills. Personnel from the 101st Airborne Division (AM), 25th Infantry Division, Americal Division and the 18th MP Brigade participated in the course. All personnel successfully graduated on 17 October 1970. Continuation of these courses will assist operating units in maintaining their fiberglass shallow-draft boats at higher operational readiness rates and will reduce the requirement to transport these boats long distances for repair purposes.

(5) Significant Transportation Activities.(a) Cargo discharged and handled in RVN ports (STON).

<u>MONTH</u>	<u>DISCHARGED</u>	<u>HANDLED</u>
July	628, 804	837, 311
August	532, 957	754, 437
September	480, 724	686, 390

(b) Sealand Container Service (STON).

<u>MONTH</u>	<u>DISCHARGE</u>	<u>OUTLOAD</u>	<u>TOTAL HANDLED</u>
July	57, 601	11, 773	69, 374
August	67, 542	18, 284	85, 826
September	57, 072	10, 047	67, 119

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(c) Motor Transport Tonnage (STON).

<u>MONTH</u>	<u>PORT &amp; BEACH</u>	<u>LOCAL</u>	<u>LINE</u>	<u>TOTAL</u>
July	301,737	199,117	112,576	613,430
August	370,430	256,884	110,801	738,115
September	312,617	258,638	175,249	746,504

(d) Roll-On/Roll-Off (RO/RO) Service (Semi-trailers and Vans).

<u>MONTH</u>	<u>RECEIVED</u>	<u>SHIPPED</u>	<u>REPORTING ON HAND PERIOD</u>	( END OF
July	217	189	450	
August	374	390	806*	
September	401	570	768	

\* Adjusted figures due to an RO/RO Pacific-wide survey.

(e) Rail Movement.

<u>MONTH</u>	<u>US MILITARY SPONSORED CARGO</u>	<u>US MILITARY SPONSORED PASSENGERS</u>
July	71,346 STON	311,943
August	56,551 STON	244,311
September	47,562 STON	109,621

(f) Rail Spur Construction. The Long Binh Spur construction was continued during the reporting period and is scheduled for completion by 5 February 1971. The work on the Newport Spur continued and is scheduled for completion by 15 November 1970.

(g) Seat Utilization. USARV has continued to exceed its aircraft seat utilization standard of 95% for all months of 1st Quarter FY 71. This data includes all MAC channel traffic from RVN to CONUS destinations.

<u>MONTH</u>	<u>SEATS ALLOCATED</u>	<u>PAX MOVED</u>	<u>% UTILIZATION</u>
July	29,792	36,023	101
August	24,095	23,705	97
September	25,655	26,974	105

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(6) PEMA Principal Items.

(a) A study was initiated to determine the USARV FY 71 requirements for PEMA Principal Items and the quantity of equipment to be retrograded during the remainder of this FY. The study of 44 wheeled and track vehicles took into consideration reduced requirements, equipment to be generated because of redeployments, and anticipated transfers to ARVN. Several types of vehicles were identified as candidates for immediate retrograde, and disposition instructions were requested of USARPAC. The study is to be reviewed monthly to update the estimates, based on actual KEYSTONE operations.

(b) The shipment of Class VII items, including Closed-Loop Support items, has been frustrated unless the requirement is verified by the US Army Inventory Control Center, Vietnam.

(7) Ammunition Issues. Ammunition issues decreased over previous quarters, as a result of decreased enemy activities and increased command emphasis on earning the greatest return for ammunition expended. Total issues for the quarter were 111,6 thousand STON compared to an average for the previous two quarters of 232.9 thousand STON per quarter. Redeployments and continued command emphasis will cause a greater reduction in issues in the future.

(8) Ammunition Storage. The Quan Loi ASP in MR 3 was closed on 11 September 1970, and the Pleiku ASP in MR 2 (N) was transferred to ARVN on the same date.

(9) Emergency Review Class V Conference.

(a) The Emergency Rate Review Conference was held at HQ USARV 19-21 October 1970. Attendees were: BG John D. Raaen, representing DA/DCSLOG; Mr. Henry Hendle, representing AMC; Mr. Thea A. Fahlberg, representing MUCOM; LTC C. M. Murry, representing CINCPAC; COL Leroy W. Stark and LTC Vincent A. Risteter, representing USARPAC; LTC J. E. Williams, Colonel Leslie McNair, and Major R. W. Mickelson representing MACV. Representing USARV were MG W. J. Woolwine,

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COL C. E. Davis, COL R. D. McGovern, COL E. Crist, LTC P. M. French, LTC A. Lenzi, LTC R. J. Browne II, MAJ P. W. Morgan, MAJ T. E. Walton, MAJ F. W. Hackley, CPT K. W. Fontaine, and CPT J. Konicki.

(b) Subjects covered were: Weapons Density; Review of ICR's and TSR's; USARV capability to handle in-country stocks, and current stockage posture; trends in elemental deterioration to on-hand stocks; retrograde of excess and unserviceable and suspended ammo; excess criteria; status of fill of off-shore capacity; capability to meet SEA emergency requirements from off-shore and CONUS; a single ammunition system for Vietnam; update on current status of the MACV/JGS, ARVN ammunition improvement plan; use of hold status for incoming ammo vessels; and impact of containerization.

(c) 254 line items were reviewed. Results of the review were that 79 rates were reduced, 7 rates were increased, 21 rates were deleted, and stockage objective tonnage was reduced by an estimated fifteen percent.

f. COMMAND MANAGEMENT.

(1) Management Information Systems.

(a) UNIVAC 1005 Programming Course. A two-week programming course was conducted by representatives of UNIVAC in October 1970. A total of 14 students participated in the course. Students were required to write a complex program and to run the program on a UNIVAC 1005. Students were from several personnel service companies as well as division administrative companies within USARV.

(b) DA and USARPAC Management Assistance Visit. During the period 11-25 September 1970 a combined DA, USARPAC, USARV (DCSMIS) team visited 59 data processing installations (DPIs), with 75 computers. This included all PERMACAP units and 39 DSU/GSU. These visits assisted the DCSMIS in identifying potential problem areas and identifying Automatic Data Processing Equipment (ADPE) to be released or re-utilized within the command because of lack of utilization.

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(c) RVNAF Automated Material Management System (RAMMS).

The DCSMIS has provided MACV with 29 of the 30 items of IBM punched-card machines requested. The final piece of equipment is scheduled for shipment to RAMMS prior to 1 December 1970. This equipment will be utilized to upgrade RVNAF supply, maintenance, and logistics management capability, prior to receipt of more sophisticated, third-generation, computer equipment.

(d) Cost Savings During the Period. A continuing review of ADPE utilization and drawdown resulted in the discontinuance of 34 items of leased ADPE from the USARV inventory during the period 1 August - 31 October 1970. This reduction results in an ADPE rental savings of \$14,737/month.

(e) Reorganization of the Office of the Deputy Chief of Staff, Management Information Systems.

1. BG Robert L. Fair, MIS, OAVCS. DA and BG Wilson R. Reed, CG Computer Systems Command, visited USARV 6 - 10 August 1970, to observe data processing operations. Based upon their comments, and DCSMIS recommendations, on 31 August 1970 the DCG approved: an increased ODCSMIS staffing; establishment of a small mobile maintenance team; priority preparation of a USARV master ADP plan; initiation of a comprehensive study of ADPE utilization in USARV combat divisions, Long Binh Depot, LDSC, and in the USARV Data Service Center, to determine if consolidations are possible; preparation, in conjunction with DCSLOG, of a depot ADP support plan; DCSMIS assumption of responsibility for the ADP portion of USARV DCSLOG implementation program; suspension of further PERMACAP expansion until a firm troop base is determined; DCSMIS centralized management of ADP systems; establishment of a DCSLOG information systems office (ISO); and the establishment of an ODCSMIS ADP inspection team.

2. To provide ODCSMIS with the staffing necessary to manage USARV ADP systems properly, and to accomplish approved functions and actions, an MTDA increasing the ODCSMIS staff from 12 to 26 was developed and submitted, and necessary recruiting action begun. To date, five officers, three EM, and one LN have been obtained.

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(f) Back-Up Maintenance for IBM Punch-Card Machines (PCM). A military maintenance team, with the mission of providing back-up maintenance service on PCM not covered by prime maintenance contract, has been providing service to DSU/GSU units operating the NCR 500 system and to units operating the PERMACAP system. The team was formed to reduce the exorbitant costs incurred by the use of commercial technical representatives and to provide more responsive maintenance service.

(g) ADP Management Inspections. USARV letter, 16 August 1970, Subject: "ADP Management Inspections," prescribed the policies and procedures governing management inspections of data processing installations (DPIs). As announced in the letter, each DPI will be inspected annually in the following major areas: maintenance, utilization of ADPE, ADP applications being performed, management procedures, compliance with 18 series regulations, housekeeping functions and practices, and qualifications of DPI personnel.

(h) Major Army Subordinate Command Management Information System (ASMIS). The planned installation of a Burroughs 3500, third-generation computer in the USARV Data Service Center on 13 November 1970 is a part of the upgrade of computer equipment worldwide for ASMIS. In USARV, the B-3500 computer will displace two RCA 501 computers and two RCA 301 computers. One RCA 501 computer and one RCA 301 computer are scheduled for release on 13 November 1970. The remaining RCA 501 and RCA 301 computers will be used to support the changeover and are scheduled for release on 30 April 1971.

(i) 3S Benchmark ADPE Implementation. Award of contract for third-generation ADPE in support of Logistics Support System 1971 (LSS-71) is currently expected to be accomplished on 1 December 1970. Pre-plan site requirements are being prepared and command-unique systems and applications which will require conversion at the 3S Benchmark pilot site at USARPAC are being identified. When the actual vendor is known, work on site preparation, conversion, and installation will continue.

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**(2) Reorganization of Headquarters, USARV.**

(a) On 30 August 1970, announcement of the reorganization of HQ USARV, as directed by the Deputy Commanding General (DCG), was made. The effective date of reorganization was 1 October 1970.

(b) At the time of decision, the Headquarters was organized as a "G" type staff. There were eight general staff sections, and the normal special and personal staff sections. In addition to the DCG, there were also two assistant DCGs and two Deputy Chiefs of Staff (DCS)(Figure 1). The Headquarters was to be reorganized similar to a functionalized directorate-type staff with 5 DCSs and 1 assistant chief of staff, plus the usual special and personal staff sections (Figure 2).

(c) The rationale for reorganizing at the time specified, and the guidance provided was this:

1. Economize; i. e., do more with less. In view of the existing redeployments and anticipated future redeployments, it was apparent that the Headquarters would have to reduce its strength as its subordinate commands redeployed and the requirements placed on the Headquarters decreased. While immediate economy was not the goal, the new organization would facilitate future reductions as we moved toward the transitional force era.

2. Reduce layering. Within the Headquarters, a system of layering existed. In addition to the DCG and two assistant DCGs (ADCG/Logistics and ADCG/CofS) there were two deputy chiefs of staff (DCS) and eight assistant chiefs of staff. The eight assistant chiefs of staff were under the functional supervision of one or the other DCS and reported through them to the CofS and/or DCG. The reorganized Headquarters would eliminate this layering.

3. Minimize turmoil. With continuing redeployment and drawdowns, this Headquarters had to maintain its capability to coordinate and control those actions. Therefore, this reorganization had to be conducted in a low key, without unnecessary personnel shifts or losses, until such time as Headquarters activity was restabilized.

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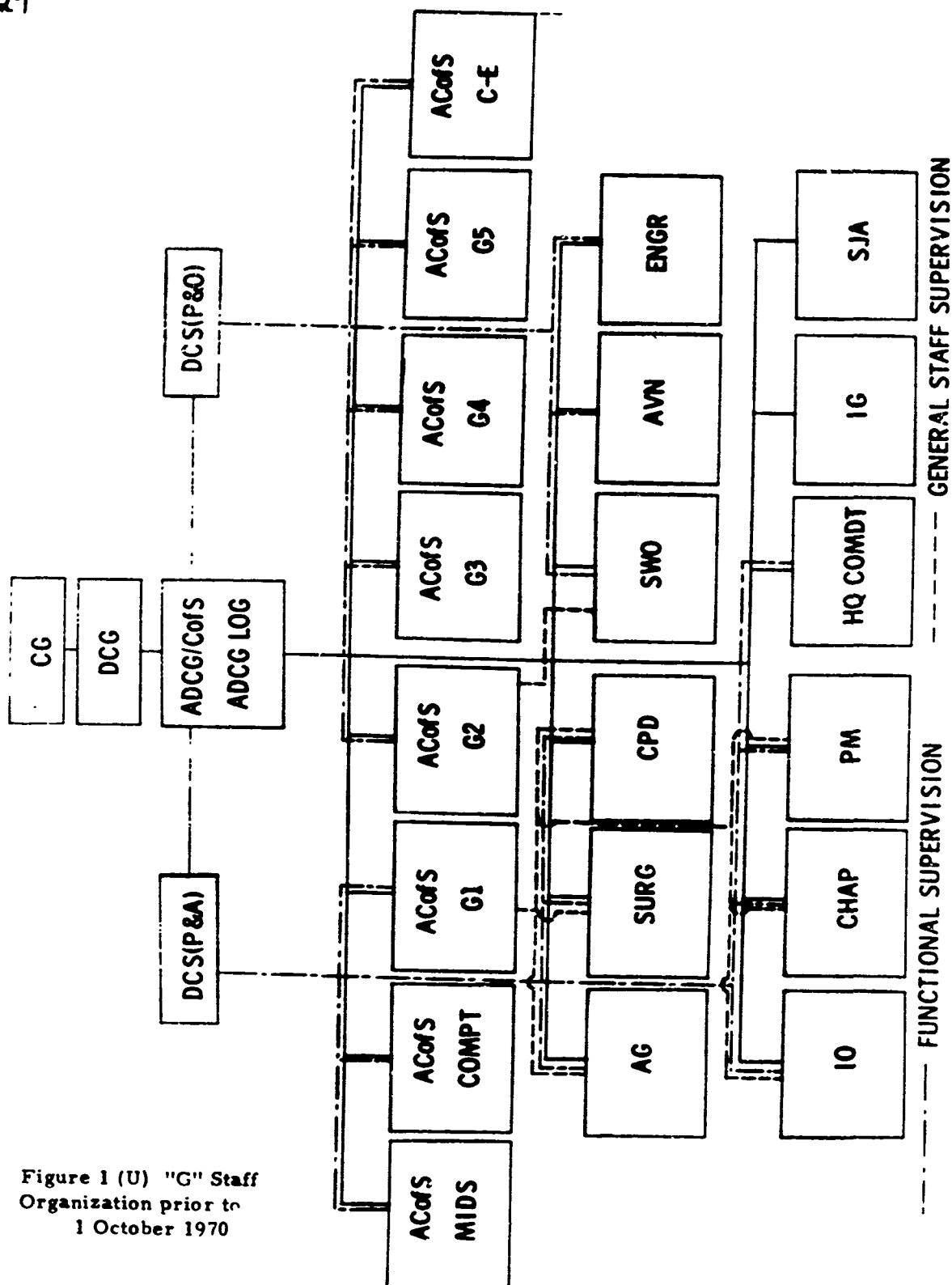


Figure 1 (U) "G" Staff Organization prior to 1 October 1970



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4. Prepare for the USARPAC manpower survey. This action would conflict with our reorganization since the reorganization, in all probability, would not be totally completed by survey time. New and revised staff sections would have had little or no workload data to support their existence. However, until such time that USARPAC officially acted on our request to defer the survey, we had to continue preparation in the event it would be conducted as scheduled. Since prior guidance had been provided, no additional information or data was called for at the time the DCG approved the reorganization plans.

(d) The plan for the reorganization, the milestones to be achieved, and the achievement of all the steps in the reorganization were carried out using a task-group concept. Each staff section involved provided representation to the working group which was headed by a project officer from the office of the Assistant Chief of Staff, Comptroller (now ODCS Compt). The initial announcement of the reorganization also included a recommendation for the establishment of a management office within each section. These officers were the focal point for reorganization actions and were continued as the nucleus of permanent management offices after the reorganization was completed. Because of the short time-frame for completing the action, it was low keyed and the coordination of actions was kept as informal as possible. The milestone schedule, serving as a guide for task accomplishment, was reviewed and revised as necessary. The milestones achieved are listed below. In view of the informality with which the project was conducted, ready access to the Chief of Staff was required and was granted. This enabled rapid resolution of problems and conflicts. In view of the short time-frame for accomplishing the reorganization, certain tasks, of necessity, had to carry beyond the effective date, but every attempt was made to keep these to a minimum. The Headquarters was reorganized on the effective date without apparent problem, and normal business was continued without interruption. Two tasks remain to be completed as of this date -- the printing and distribution of the organization and functions manual, and the preparation of the new Headquarters TDA. The time requirements for these actions were anticipated and accounted for in the planning.

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## MILESTONE SCHEDULE

2 Sep	Initial meeting to discuss reorganization with members appointed to the task group	
7 Sep	Distribute initial milestone chart. Revise as required	Compt
9 Sep	Meeting to discuss proposed organizational changes from staff sections	All
12 Sep	Submit internal staff structure to Compt as marked-up copy of O & F Manual	All
18 Sep	Staff internal structure for final review	Compt
19 Sep	Submit internal structure package to Comd Gp for approval	Compt
22 Sep	Inventory officer personnel & provide assignment instructions to AG for their reassignment to newly created staff offices	All
25 Sep	Brief DCG on progress of reorganization	Compt
26 Sep	Submit requests for orders on DA form 2446-R for deputy chiefs of staff, assistant deputy chiefs and deputies to the comptroller	All
27 Sep	Resolve transfer of functions within the Headquarters	Staff Sections Concerned
28 Sep	Submit internal office symbols to Compt	All
29 Sep	Provide assignment instructions to AG regarding reassignment of officer personnel to newly created activities	All

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- 29 Sep      **Submit requests for orders, on DA form 2446-R,  
for all other officers to comptroller**      All
- Provide AG with official titles of organizational  
elements and associated office symbols**      Compt
- Furnish pinpoint distribution requirements for  
publications**      All
- Submit request for publication of General Order  
to reorganize to AG**      G3
- Develop new OER rating scheme and submit to  
AG**      All
- Submit personnel requirements to AG and, for  
06's, to XO, G1**      All
- 30 Sep      **Publish new correspondence symbols based on  
guidance from SGS and data received from Compt** All
- Report surplus enlisted personnel to CO, Special  
Troops**      All
- Report anticipated officer surplus to AG (06's  
to XO, G1)**      All
- Initiate review of contingency plans and begin  
preparation of revisions**      G3
- Submit any additional input for O&F Manual to  
Comptroller (revisions and additions as  
applicable)**      All
- Submit office space requirements to HQ COMDT All**  
NOTE: Required of all staff sections regardless  
of requirements or lack of requirements. HQ  
COMDT needs documentation on office space  
allocation.

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1 Oct	Prepare and submit locator cards to AG for personnel with new mailing addresses	All
	Publish and distribute GO on staff office chiefs and deputies for new staff assignments	AG
	Publish new OER rating scheme for HQ USARV (USARV Memo 623-1)	AG
	Revise formula distribution scheme	ACofS, C-E in conjunction w/ staff sections concerned
	Notify finance office and CPO of any change in location of civilian personnel	All
	Cancel pinpoint distribution for DA publications and blank forms and establish new accounts (AG Admin Svc provide any required assistance)	All
2 Oct	Publish and distribute Special Order on other officer assignments	AG
	Change strength accounting	AG
	Review regulations and initiate revision	All
	Initiate forms changes or cancellation	All
3 Oct	Reassign surplus officer personnel	G1/AG
	Reassign surplus enlisted personnel	AG
	Submit request for telephone changes to HQ COMDT	All

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5 Oct	Submit complete new input for Staff Directory to Comptroller	All
	Announce office space allocations	HQ COMDT
	Start turn-in of excess equipment	All
7 Oct	Start move to newly assigned office space	All concerned
9 Oct	Forward new staff directory to printing plant	Compt
10 Oct	Complete movement to new location	All
15 Oct	Prepare draft (temporary) copy of O&F Manual	Compt
20 Oct	Operating officials review positions to determine any changes affecting DAC/LN employees and prepare revised job descriptions before 1 November	All
30 Oct	Distribute temporary copy of O&F Manual to staff sections	Compt
1 Nov	CPO team conduct survey of civilian positions	CPD
5 Nov	Target date to forward O&F Manual to printing plant	Compt
5 Dec	Distribute printed copies of O&F Manual	Compt/AG
To be Announced	Submit input for TDA to DCSOPS. NOTE: DCSOPS will provide working sheets to assist in preparing TDA	All

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g. INSPECTOR GENERAL. None

h. INFORMATION. None.

i. CIVIL AFFAIRS.

(1) Preparation of Civil Affairs (CA) Plans. CA Estimates, Handbooks, and Area Studies for specific areas of Southeast Asia were prepared and forwarded to USARPAC as required by operational instructions from that headquarters. This included an annual update of earlier plans, plus a complete rewriting of these documents in a new format provided by USARPAC.

(2) Implementation of USARV Personal Response Program: Standard Division Training. The first three lesson plans of the six to be published were disseminated in August. The remaining three lesson plans were prepared and disseminated in September. The lesson plans contain instruction in history, culture, habits and attitude differences of Vietnam, and guidelines to good understanding. They are designed to give US Forces an understanding of the Vietnamese people and their different culture.

j. COMMAND HISTORY.

(1) Organization.

(a) Under the 1 October 1970 reorganization of HQ USARV, the Secretary of the General Staff transferred staff supervision of the Command Historian to Operations and Training Division of the Office of the Deputy Chief of Staff for Operations, Plans, and Security.

(b) During the reporting period, two Military History Detachments, the 19th (3rd Brigade, 9th Infantry) and the 44th (199th Light Infantry Brigade) were inactivated. The inactivation was a part of the KEYSTONE ROBIN drawdown and was effective 1 October 1970 per USARPAC General Order 403, 11 September 1970

(2) Mr. Thomas Scoville, a representative from the Office of the Chief of Military History, DA, visited RVN during the period 2 - 27 October. He conducted research, gathered data, and made assistance visits to the Military History Detachments responsible for US advisor activities in RVN.

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(3) USARV Regulations 870-1 and 870-5 were revised and published during the quarter. USARV Regulation 870-4 was revised and approved for publication.

**k. AVIATION.**

**(1) Progress Status, Vietnamese Air Force Improvement and Modernization (VNAF I&M) Program II.**

(a) The implementation phase of VNAF I&M Program II began on 1 July 1970 when USARV units began on-the-job training of VNAF UH-1H mechanics at 1st Aviation Brigade units. On 15 July 1970 the first increment of 20 VNAF UH-1H pilots began training with 1st Aviation Brigade units. Subsequent VNAF input of mechanics, aircrews, and pilot trainees on both the UH-1H and CH-47 helicopters has occurred on schedule and training is proceeding satisfactorily. A US Army CH-47 Mobile Training Team (MTT) arrived in-country on 2 October 1970 to train 149 VNAF mechanics on the CH-47 helicopter. The CH-47 MTT was requested by US Air Force Advisory Group through Chief of Staff, US Air Force and is under the operational control of Air Force Advisory Team 3 at Bien Hoa Air Base. USARV was tasked by MACV to provide all required training aids, including those peculiar to the CH-47 helicopter.

(b) From 1 July 1970 through 31 May 1971, the duration of the implementation phase of Program II, VNAF will activate eight UH-1H and one CH-47 squadron. As of 1 October 1970 two VNAF UH-1H and one CH-47 squadrons had been activated and implementation is progressing according to the schedule outlined in VNAF/USAF Advisory Group/USARV Plan 70-51.

(c) A joint review of Plan 70-51 was conducted on 17 October 1970 by US Air Force Advisory Group and USARV. Proposed changes, additions and deletions to the plan were made at that time, and staffing of the proposed change to Plan 70-51 will soon be effected. The joint review was conducted in an attempt to resolve problem areas and to provide more detail to agencies responsible for implementation of the plan.

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**(2) Aviation Safety Inspection Team**

(a) An Aviation Safety Inspection (ASI) Team was approved on 19 April 1970 with the identification and elimination of aviation hazards and the reduction of aviation accidents as its mission. A provisional team, staffed by technicians and expert in all areas of Army aviation operations, was formed to conduct the ASI. The ASI was intended to complement rather than duplicate the AGI and CMMI inspections.

(b) The ASI Team inspected 11 aviation battalions during the first quarter FY 71 and identified several problem areas in unit operations. The most predominant problem areas were -

1. Poor maintenance procedures; i. e., failure to follow prescribed maintenance technical manuals and regulations.

2. Poor policing of unit areas, allowing debris to accumulate which presented foreign object damage (FOD) hazards.

3. Shortages of critical maintenance MOS skills; e. g., turbine engine mechanics, technical inspectors, and avionics specialists.

(c) The ASI Team inspection reports have enabled commanders to pinpoint potential problem areas and direct their attention to those areas where the greatest benefits will be achieved. USARV accident experience decreased by 12.5 percent in the first quarter FY 71, when compared to the same period in FY 70. While the ASI Team cannot take full credit for this reduction, its efforts have certainly been instrumental in achieving the reduction.

(d) The favorable experience gained through the implementation of an ASI in HQ USARV indicates that the ASI concept might achieve similar results if applied by other Army areas throughout the world.

**(3) Aviation Accident Prevention Course**

(a) USARV Aviation units are authorized 186 Aviation Safety Officers (ASO's), MOS 7423. There has been a critical shortage (averaging fifty percent) in this MOS since October 1969. Department of the Army has

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initiated action to increase the output of ASO's. However, the results of the increased training base will not be felt in Vietnam until the end of the 2d Quarter, FY 71.

(b) The United States Army Board for Aviation Accident Research (USABAAR) conducts a one-week aviation accident prevention course at Fort Rucker, Alabama. The course does not award the 7423 MOS, but graduates from the course could perform ASO duties, in the interim, until sufficient ASO's are in-country. Consequently, in May - June 1970 seven USABAAR instructors conducted their course at HQ USARV and trained 297 accident prevention officers.

(c) Undoubtedly these 297 aviators contributed significantly to the reduction of USARV aviation accident experience in the First Quarter FY 71. Consequently, during the months of September - October 1970, plans were formulated to repeat this USABAAR course in USARV during November and December 1970.

1. ENGINEER.

(1) Engineer MTOE Update. Significant effort has been devoted to the preparation of detailed MTOE documents for non-divisional engineer units as part of the command program to implement TAADS in USARV. The Engineer Command is responsible for preparation and submission of 54 detailed documents, with an expected completion date of 30 November 1970.

(2) US-ARVN Engineer Affiliation. The Engineer Command's subordinate units continue the affiliation program. A total of 185 ARVN Engineers completed on-the-job training in asphalt paving operations, heavy equipment operations, equipment maintenance, welding, and other engineer skills.

(3) RVNAF Improvement and Modernization The training and equipping of ARVN land-clearing units has progressed satisfactorily. The 62nd Engineer Battalion (LC) completed training the first unit, the 318th ARVN Land Clearing Company (LCC), in mid-July 1970, and the 118th ARVN LLC is now 98 percent complete. The 118th ARVN LCC is presently

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receiving its equipment at Da Nang from assets of the 18th Engineer Brigade (US). As of 29 October 1970, this transfer was 58 percent complete and progressing satisfactorily. Training of the 218th ARVN LCC began in August 1970 and is scheduled to terminate on 15 November 1970, at which time the personnel will relocate to MR 2. In addition, the 62nd Engineer Battalion is training 13 personnel of the 418th ARVN LC Platoon (Provisional) in dozer operations. This training is scheduled to end on or about 5 December 1970.

#### (4) Mine/Countermine Warfare

(a) Enemy mining continues to be a problem. During the quarter, 70 percent of all USARV combat losses of key equipment were due to mines, and 29 percent of all personnel casualties were caused by both mines and booby traps. The number of mine and booby trap incidents during the period was 1000. Of this number approximately 50 percent were safely found.

(b) To counter the capability of the metallic mine detector, the enemy has shown a tendency to use more improvised mines of minimum metallic content. For the months of August and September, an increased employment of command-detonated mines was noticed.

(c) A new non-metallic mine detector, the AN/PRS-7, is expected to be shipped to RVN shortly. Current testing of new countermine hardware in RVN includes the FLIR (Forward Looking Infrared) and the HHTV (Handheld Thermal Viewer).

(d) Emphasis has recently been placed on improving mine/booby trap incident reporting. A command letter signed by the DCG USARV was sent in October to all US units, urging compliance with existing mine-reporting procedures.

#### (5) Mapping and Terrain Intelligence

(a) The Mapping and Intelligence Division, USA Engineer Command (USAECV), manned by personnel of the 227th Engineer Detachment (Topographic Liaison), continued to perform five primary functions.

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First, it provided staff support and planning in topographic matters to USARV and USAECV. Second, it maintained operational control over the 66th Engineer Topographic Company, the 547th Engineer Platoon (Map Depot), the 579th Engineer Terrain Detachment, and Hydrographic Survey Team #1. Third, the Division continued to coordinate the activities of other in-country topographic agencies, which included the two other US terrain detachments: the 64th Engineer Detachment (Terrain), and the 517th Engineer Detachment (Terrain); the two Vietnamese mapping agencies: the National Geographic Directorate and 1st Engineer Topographic Group; and the 1st Australian Survey Troop. The fourth function performed was coordinating in-country topographic activities with out-of-country agencies, primarily the USA Topographic Command (TOPOCOM). Fifth, the division continued to support the "Vietnamization Program" by endeavoring to increase the topographic capabilities of the Vietnamese mapping agencies.

(b) The 66th Engineer Company remained fully committed. The Survey Platoon was employed in support of both artillery surveys and construction projects. The Cartography Platoon completed 22 of the 27 planned 1:5,000-scale base-planning photomaps, and continued work on a city map of Phan Rang and the update of the Military Region Major Road Net and Airfield maps of the four military regions. The Reproduction Platoon continued tactical data map overprinting projects and the printing of in-country products.

(c) The terrain detachments continued to work on a variety of projects. The two detachments assigned to the two field force headquarters were primarily involved in tactical data overprints and in road, trail, and bridge reconnaissance. The third terrain detachment, assigned to the Engineer Command, was primarily concerned with drainage and rock quarry site studies. The hydrographic survey team was employed in the survey of streams and canals in the delta, in support of construction activities, by determining the feasibility of moving equipment and materials by waterway.

(d) The Vietnamese mapping agencies were primarily engaged in the printing of all maps of RVN used by Vietnamese forces, the production of 1:10,000 and 1:25,000 scale maps of specific areas of

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RVN, the production of various gazetteers and intelligence items, and the revision of map sheets of the 1:50,000 scale L7014 series. A continuing effort was made to increase the Vietnamese participation in the revision of the 1:50,000 scale, L7014 series and to increase the Vietnamese topographic capabilities in general.

(e) General Comments. Stockage of the initial 29 map sheets of the L8023 series orthophotomap arrived in-country from TOPOCOM and is being distributed. A contract with Asia Mapping Inc., which provides a camera, cameraman, and film processing, will expire in November and will not be renegotiated. The contract is monitored by personnel from the M&I Division and was let primarily to support the 1:5,000 base-planning photomap series. The remaining required photographs for this project will be obtained prior to the expiration of the contract.

(b) Quality Control - Road Construction.

(a) During the reporting period, increased command emphasis was exerted to improve the quality of LOC road construction. Definite progress was made toward the goal of providing each LOC battalion with the equipment and personnel to perform all the tests needed to control roadwork properly. At the Engineer Group level, Quality Control Officers have been appointed to work on a full-time basis. They will monitor the performance of battalion testing sections and provide backup equipment and personnel support.

(b) A program has been initiated to provide training for supervisory personnel involved in road construction. On-the-job instruction will be given by Quinton-Budlong engineers who are under contract to USAECV(P). This should improve the quality of troop-constructed LOC roads.

m. COMMUNICATIONS AND ELECTRONICS. None.

n. MILITARY JUSTICE AND LEGAL AFFAIRS. None.

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

a. PERSONNEL.

(1) Enlisted Promotions.

(a) OBSERVATION: Commanders desire to promote more E-4's, E-5's and E-6's.

(b) EVALUATION: During the quarter under review USARV received and distributed 22,291 promotions to E-4, 16,989 promotion to E-5, and 415 promotions to E-6. These allocations were considered inadequate. A message was sent to DCSPER, HQ DA, on 26 August, outlining the case for E-4 promotions. On 21 October a letter was sent which reiterated the E-4 situation and outlined USARV's position on the E-5 and E-6 promotions. These promotions are deemed vital to the maintenance of morale and in order to adequately recognize performance of duty and execution of responsibility under fire. The individuals who are completing a normal tour as E-3, are, for the most part, good soldiers who have done their jobs well, caused no disciplinary problems and have been decorated. A large majority of them return to CONUS for separation. Many have extended their tour to take advantage of the "early-out" program, and thus have spent more than 12 months in-country. These individuals have difficulty in explaining to family and friends why, after all their sacrifices, they have never advanced beyond PFC. Concurrently, officers and NCOs are being frustrated in their attempts to motivate subordinates who have little chance of recognition by means of promotion.

(c) RECOMMENDATION: That CG USARV be granted authority to promote PFCs to E-4 upon completion of 11 months in RVN, without regard to position vacancy or promotion allocations, if otherwise eligible. CG USARV be allowed to promote 50 percent of eligible E-4's to E-5 and 10 percent of eligible E-5's to E-6 each month without regard to quota.

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(2) Chaplain Activities

(a) OBSERVATION: The tactical situation continues to affect the availability of personnel for services and character guidance instruction.

(b) EVALUATION: Certain units have complete religious programs and character guidance instructions, while others carry on programs to the extent possible, consonant with their military situation and mission. The continuing drawdown and redeployment of troops in Vietnam has caused much personnel turbulence and is resulting in many changes of chaplain assignments.

(c) RECOMMENDATION: Chaplains must rely more and more on the area-coverage concept in order that their troops may be properly covered.

b. INTELLIGENCE. None

c. OPERATIONS

Vietnamese Air Force Improvement and Modernization (VNAF I&M) Program.

(1) OBSERVATION: The US Army experienced some difficulty in the turnover of UH-1H helicopters to the Vietnamese Air Force under the VNAF I&M Program.

(2) EVALUATION: The transfer of 31 UH-1H helicopters was scheduled to commence on 1 September 1970. The initial plan called for ten helicopters to be transferred on 1 September, ten on 5 September, and the remaining eleven on 10 September. This provided a period of ten days in which 31 aircraft were to be inspected, inventoried, and transferred. The time factor was unrealistic. In order to meet the Avionics configuration, aircraft airframe hours, and to reduce the impact on any one company, the 31 aircraft were obtained from 28 different assault helicopter companies. These aircraft had to be inventoried, turned in to the nearest direct support unit (DSU), and ferried to Bien Hoa, where the processing DSU and receiving VNAF Squadron were located. The processing DSU and receiving VNAF inspectors did not perform a joint inspection. Because of this, some problems were not immediately resolved. No one single individual had total responsibility to coordinate the transfers,

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although the US Army, US Air Force, MACV, and VNAF were all involved. As a result of the above, the 31 aircraft were transferred in 30 days versus the planned 10-day period.

(3) RECOMMENDATION: No action by higher headquarters required. Action within the command has required early placement of VNAF aircraft at the processing point, better pretransfer inspections and joint acceptance inspections. In coordination with other services, one individual is now designated as the responsible coordinator. The new VNAF I&M Plan has recommended a transfer period of 21 days versus the previous ten-day period.

d. ORGANIZATION:

(1) Headquarters Reorganization.

(a) OBSERVATION: The low-keyed reorganization of a major headquarters may be accomplished effectively and in a short period of time, without disruption of the headquarters functions, if the action is conducted informally through a working group.

(b) EVALUATION: The reorganization of Headquarters, USARV, was planned and executed by an informal working group consisting of representatives of all staff sections. The group was directed by a project officer who was experienced in the reorganization process. He had ready access to the Chief of Staff and to each staff officer, and his guidance from the Deputy Commanding General (DCG) was sufficient to enable him to determine which decisions were within his authority and which should be presented to the DCG. Because the planning was conducted informally, paperwork and coordination time were considerably reduced. Planning and execution were carried out concurrently in some instances, and there was very little disruption of the normal headquarters functions.

(c) RECOMMENDATION: No action by higher headquarters is required. Action by this headquarters is complete as described above.

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## (2) USARV Customs Teams

(a) OBSERVATION: There has been an increase in the flow of contraband items being sent to CONUS by military servicemen stationed in Vietnam.

(b) EVALUATION: USARV proposes the establishment of a customs unit to counteract the introduction of contraband items into CONUS. The USARV Customs Unit would perform customs functions for postal activities, household goods, personnel and baggage inspections and unit equipment. The Customs Unit will be assigned to the 18th MP Brigade and will be activated and manned with resources from the 18th MP Brigade. The proposed staffing is 11 officers, 13 enlisted men and 4 LNs. The 18th MP Brigade is preparing TAADS documentation to include personnel and equipment requirements and justifications. The 18th MP Brigade is presently identifying trade-off spaces for the customs unit. Documentation will be submitted to USARPAC and DA for approval.

(c) RECOMMENDATION: That USARPAC and DA approve the documentation for the formation of the USARV Customs Unit.

## e. TRAINING

### (1) Reconnaissance Training.

(a) OBSERVATION: Only three Recondo School classes remain prior to the closure of the school.

(b) EVALUATION: The MACV Recondo School remains very popular with commanders as the only means in-country to train replacements for the Long Range Recon Companies. The long-range recon patrol capability of units is becoming more important with the continued draw down. The termination of the school will place a significant requirement on the CONUS training base.

(c) RECOMMENDATION: That CONUS schools begin training sufficient recon personnel to man the existing Ranger Companies in RVN and continue to train as long as required.

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(2) NCR 500 Supervisors Seminar.

(a) OBSERVATION: Supervisors at mechanized DSUs are not trained for NCR 500 operations.

(b) EVALUATION: The officers and NCOIC's being assigned to the DSUs in most cases are not school trained, and lack on-site experience in mechanized stock control. This has been hampering the efficiency of the DSUs.

(c) RECOMMENDATION: No action is required by higher headquarters. The NCR 500 Supervisors Seminar has been established to train supervisor personnel in the mechanized stock control system. This training has increased the efficiency and utilization of both personnel and equipment assigned to the NCR 500-equipped units.

f. LOGISTICS.

(1) Friden Flexowriter Maintenance.

(a) OBSERVATION: The quality and responsiveness of maintenance performed on the Friden Flexowriter during the past contract year were not sufficient.

(b) EVALUATION:

1. To improve the quality and responsiveness of Flexowriter maintenance for the contract year beginning 1 November 1970, the following contract changes were made:

a. Twelve maintenance inspections per machine per year are now required, compared to three inspections per machine during the previous year.

b. The contract now stipulates that maintenance calls will be answered within a maximum of 24 hours in the Saigon-Long Binh area and within 36 hours outside of that area.

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**2. The ordering officer for the contract will be appointed within the Office of the Deputy Chief of Staff for Management Information Systems, USARV.**

**(c) RECOMMENDATION: No action by higher headquarters is required. Action by this headquarters as described above is sufficient.**

**(2) Repair Parts Support of Low Density Engineer Construction Equipment.**

**(a) OBSERVATION: US Army Engineer Construction Units experience difficulty in maintaining low-density engineer construction equipment.**

**(b) EVALUATION: Many items of low-density construction equipment are operated by engineer construction units in Vietnam. (e.g.: bituminous paving machines, hot-oil heaters, asphalt plants, rock-crushing plants, rotary brooms, D9 tractors, etc.) However, there are no DA Technical Manuals and Repair Parts Lists published for many of these items, and many repair parts, not having a Federal Stock Number (FSN) assigned, are source-coded X2. The supply system is more responsive to FSN parts than to these X2 parts and as a result of the high number of non-FSN parts and parts source-coded X2, many repair parts lines in the unit Prescribed Load List (PLL) and Direct Support Unit (DSU) Authorized Stockage List (ASL) are at zero balance. The high quantity of zero-balance repair parts lines results in an increased down-time and a greater quantity of high-priority requisitions. Source coding repair parts X2, indicating cannibalization as a source, is unrealistic in support of low-density equipment, because items are rarely available for cannibalization.**

**(c) RECOMMENDATION: That X2 source coding of repair parts for low-density construction equipment be discontinued; and that all requisitions for high-priority deadlining X2 repair parts for low-density construction equipment be accepted rather than rejected, as is the current practice.**

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**(3) Depot Operations Symposium**

(a) OBSERVATION: Due to the dynamic logistics situation and personnel turbulence, many of the personnel assigned to key positions in USARV depots were not fully familiar with planned and current programs and projects associated with depot operations.

(b) EVALUATION: In October 1970 a Depot Operations Symposium was conducted. The symposium was attended by representatives from interested USARV General and Special Staffs, support commands, medical, aviation and general supply depots. During the symposium an Inventory Improvement Program was presented, and briefings and discussions on depot-related programs and projects were conducted. A review of critique sheets indicated that the symposium was a success. Attendees recommended that a symposium of this nature be conducted each quarter.

(c) RECOMMENDATION: No action is required by higher headquarters. Consideration will be given to scheduling a Depot Operations Symposium for each quarter.

**(4) Project ART.**

(a) OBSERVATION: The quantity of supplies on hand in USARV depots greatly exceeds the quantities that are required due to the reduced level of enemy activity and troop withdrawals.

(b) EVALUATION: Reduction of tonnage in USARV depots must be accomplished while equipment and manpower remain in the support structure in Vietnam to accomplish the task efficiently. Approximately eighty percent of the excess must be retrograded out of country. Project ART (Accelerated Reduction of Tonnage) was instituted to monitor the reduction in tonnage. The project sets quarterly goals by class of supply for each depot.

(c) RECOMMENDATION: No action is required by higher headquarters. Progress will be monitored by this Headquarters. Goals will be adjusted as required by changing troop strengths and programs.

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## (5) Repair Parts Support

(a) OBSERVATION: That repair parts support for the NCR 500 systems was inadequate.

(b) EVALUATION: Units were experiencing difficulties in receiving repair parts for the NCR 500. For example, an Aviation DSU in MR I had to requisition a part through a Class IX DSU to USAD DNG, to ICCV, to USAD LBN which stocked the part. This procedure caused much confusion and unnecessary work at all echelons. In addition, low demand satisfaction was experienced.

(c) RECOMMENDATION: No action required by higher headquarters. All units equipped with NCR 500s became direct customers for USAD LBN for NCR 500 repair parts on 25 September 1970, and substantial improvement has been shown in repair parts support.

## (6) Free Turn-In of Excess Supplies and Equipment.

(a) OBSERVATION: There are considerable quantities of excess supplies and equipment on hand in units throughout Vietnam. Commanders desire to turn in these excesses; however, because of stringent rules for turn-in, much of it is being disposed of in an unauthorized manner.

(b) EVALUATION: Procedures for free turn-in of excess items on a "no questions asked" basis were instituted for a temporary period of time. These procedures minimized requirements for the units turning in equipment and placed most of the processing burden on the direct support unit and CC&S companies. Because of the success of this program, the termination date was extended from 31 October to 31 December 1970.

(c) RECOMMENDATION: No action by higher headquarters required. Free turn-in procedures should be periodically implemented to insure the return of excess equipment to the supply system.

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**(7) POL Delivery Schedules.**

(a) OBSERVATION: Tanker ships (T-5 Class) used to deliver bulk fuels to RVN must arrive at intervals dictated by consumption of POL in RVN and with balanced cargoes.

(b) EVALUATION: The capacity of on shore tankage at port terminals in RVN is limited. In most locations tankage for each of the four fuels is sufficient for less than 30 days of supply; in some cases, storage capacity is as low as 19 days. Because of these limitations, incoming cargoes must be balanced; that is, a proportionate quantity of each fuel must be transported on every ship. The incoming ships must also arrive at regular intervals dictated by RVN consumption. If these conditions are not met, excessive delays in off-loading out-of-country ships occur, or critically low stockage positions develop.

(c) RECOMMENDATION: Petroleum tankers should be scheduled into RVN with balanced cargoes and at a frequency commensurate with consumption.

**(8) Low Use Aviation Armament Subsystems.**

(a) OBSERVATION: US Army aviation units, through lack of utilization and issue of new armament subsystems, are required to maintain, store, and account for numerous unused aircraft subsystems.

(b) EVALUATION: The XM-18E1, 7.62mm padded minigun is a ridgedly-mounted aircraft weapon subsystem flown on the AH-1G helicopter. In comparison to other armament found on the Cobra, the XM-18E1 requires the most maintenance time to obtain peak performance. Another factor that contributes to the low use of this system is that every Cobra is equipped with a flexible turret-mounted 7.62mm minigun. Possessing the turret 7.62mm capability, most aviation commanders have replaced the wing-mounted 7.62mm minigun with rocket launchers. Issues of the XM-35, 20mm cannon have caused an additional accumulation of XM-18E1 at the unit level due to the fact that it is mounted in the same location as the padded minigun.

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(c) RECOMMENDATION: No action is required by higher headquarters. A change to the XM-18E1 BOI has been approved to allow a turn-in of one system for each XM-35 issued. Coordination has been accomplished with CGUSAWECOM to establish the necessary retrograde program for the return of surplus XM-18E1 subsystems to CONUS control.

(9) Aircraft Repair Parts Budget

(a) OBSERVATION: The out-of-country O&MA budget ceiling for aircraft repair parts is 28 percent below the FY 71 obligation requirement.

(b) EVALUATION: The total aircraft repair parts portion of the Approved Operating Budget (AOB) for FY 71 was computed by the Comptroller to be \$116.6 million. That amount is considerably lower than the \$207 million that Aviation Materiel Management Center (AMMC) shows as issued from its depots during FY 70. Because of the disparity in figures, AMMC computed the average cost per flying hour by type aircraft for aircraft repair parts. That figure multiplied by average flying hours per aircraft times densities of aircraft throughout the year shows a total budget obligation requirement of \$151.4 million. Additionally, an amount of approximately \$22 million was carried forward from FY 70 and an estimated \$11.2 million will be carried forward to FY 72. The resulting net obligation requirement is \$162.2 million. The difference of \$45.2 million is a budget shortfall that requires considerable action to effect reduction in requirements. In order to reduce the amount of shortfall it was determined that AMMC would accomplish the following:

1. Consume a portion of the permissive overstockage level.
2. Recompute and adjust the requisitioning objective as frequently as once per month to remain commensurate with aircraft density reductions.
3. Consume stocks on hand without restockage as aircraft densities decrease.

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**4. Reduce stockage levels of direct support supply agencies from 60 days to 45 days.**

**Additionally, field commanders have been directed to reduce repair parts requirements by curtailing flying hours wherever possible.**

**(c) RECOMMENDATION: Aviation unit reductions should be considered as the most effective means of reducing aircraft repair parts budget requirements. Establishment of management controls, internal requisition constraints, reduced supply inventories, and curtailed flying hours are necessary and desirable actions but are not, by themselves, sufficient to remain within a budget falling 28 percent short of projected requirements.**

**g. COMMUNICATIONS.**

**Compromise of Codes and Keylists.**

**(1) OBSERVATION: Entire monthly editions of codes and keylists are replaced when only a few days of the code or keylist are compromised.**

**(2) EVALUATION: Machine-run codes and keylists are printed and issued to units for a one month period. Only 3 to 5 days are issued to operating elements. When a compromise occurs, it is usually these 3 to 5 days that are compromised. The practice of issuing an entire new edition of the code or keylist when only a few days have been compromised is wasteful in terms of money to print them and man hours for distribution.**

**(3) RECOMMENDATION: A one month edition should be designated as a reserve edition. In the event of a compromise of a few days material, those should be replaced by an identical number of days from the reserve edition. Units are being encouraged to follow these procedures.**

**h. MATERIEL**

**(1) Standard Lightweight Avionics Equipment (SLAE)**

**(a) OBSERVATION: There is a basic incompatibility between the AN/ARC-114 (FM radio) and the KY-28 (Nestor, secure voice device).**

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(b) EVALUATION: A thorough investigation showed the incompatibility between the AN/ARC-114 and the KY-28 was caused by the use of a polarized tantulum capacitor on the audio amplifier assembly which, due to a series of electrical occurrences, resulted in no audio being processed in PLAIN mode. This problem can be overcome by replacing the polar type tantulum capacitor with a non-polar type capacitor. This fix is a part of MWO 11-5821-259-40/1 which will consolidate all MWO proposals relative to updating the AN/ARC-114 radio sets. The fix will eliminate any SLAE secure voice interface problems and will be initiated during November - December 1970 by a NETT and completed by 34th General Support Group.

(c) RECOMMENDATION: No action by higher headquarters required. Action within the command is that 34th General Support Group will provide MWO application and update action.

(2) Excessive Failure of Antenna Feedhorn AN/PPS-5A Radar.

(a) OBSERVATIONS: Radar Set AN/PPS-5A has experienced excessive failure rate of the antenna feedhorn.

(b) EVALUATION: During September and October 1970, three sets in 3 MR and two sets in 2 MR were deadlined because of antenna feedhorn failure. Investigation revealed that the plastic feedhorn locking ring on the receiver/transmitter was broken. Breaking of the locking ring was attributed to two causes. In one case, operators were not securing the radar by tiedowns and sandbagging. In another, operators were over-torquing the feedhorn.

(c) RECOMMENDATION: That operators be instructed in proper securing and torquing techniques. Direct Support units and ECOM Technical Representatives are available upon request to provide necessary instruction. No further action is required by higher headquarters since units have submitted EIR's. Information relative to tie-down and sandbagging has been disseminated by message.

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**(3) 20-Ton Truck Mounted Crane Failures.**

**(a) OBSERVATION: 20-Ton Truck Mounted Cranes, MT320T, FSN 3810-861-8088, have been experiencing premature engine failures.**

**(b) EVALUATION: It was brought to the attention of this Headquarters that some of the 20-Ton Truck Mounted Cranes were being received in-country in a faulty condition. Oil is not circulating through the rocker arm bearings (Carrier Engine) causing premature engine failure to the MT320T Crane.**

**(c) RECOMMENDATION: Organizations receiving the MT 320T Crane have been instructed to remove rocker arm covers prior to operation to determine if rocker arm bearings are receiving lubrication. If rocker arms are not receiving lubrication, the crane should be deadlined and DS maintenance units notified so that proper corrective action can be taken. USARV organizations operating and supporting these items have been notified of this problem and the necessary corrective action required. No further action is required by higher headquarters; units have been instructed to submit EIR's.**

**(4) Muzzle Bore Erosion, M16 Rifle.**

**(a) OBSERVATION: M16A1 rifle inaccuracies have resulted from erosion of the bore at the muzzle.**

**(b) EVALUATION: In July 1970, during the AGI of the Americal Division, it was noted that contacts at short range often resulted in no enemy KIA or WIA. Further investigation revealed that bore erosion may be the cause of the inaccuracy. At the time there was no criterion for wear at the muzzle end of the barrel. However, a local criterion was developed and used in a subsequent check. Twenty-seven percent of weapons inspected in combat units failed the check. USAWECOM was notified of the muzzle bore erosion problem and requested to test and evaluate barrels that had failed the local check. A computer analysis of the results of the test firings by USAWECOM showed a correlation between muzzle bore erosion and inaccuracy. When the standard bore erosion gage penetrated the muzzle 5/16 inch, the analysis showed a**

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high probability of an unacceptable barrel. USAWECOM considered the penetration check appropriate for field use. Upon request, a small arms team from USAWECOM surveyed the extent of the muzzle bore erosion problem in USARV units. Their findings further verified USAWECOM's conclusions. A 100% inspection and repair of all M16 rifle barrels in USARV units was initiated using the rejection criteria cited above. The inspection is being conducted in two phases: phase I involves a 5% inspection of the weapons; the results of this are being used to predict the barrel replacement requirements for USARV; phase II involves a complete inspection and repair of the remaining weapons. Based on the results of the 5% inspection, an interim estimate of the requirement is 34,820 barrels. Sufficient number of barrels are on hand or are being shipped to meet replacement requirements.

(c) RECOMMENDATION: This command will evaluate the final inspection results and increase command emphasis on discipline, training, and operator maintenance to improve serviceable life of the M16 rifle. No further action by higher headquarters is required; USAWECOM is continuing to evaluate this problem.

i. OTHER

Drug Abuse.

(1) OBSERVATION: During the past six months, there has been a significant increase in the number of personnel using hard (narcotics) and dangerous (amphetamines and barbiturates) drugs.

(2) EVALUATION: There has been an increase in the number of hospitalizations and dispensary visits due to drug overdose/withdrawal symptoms. Drug related deaths have also increased. The Amnesty Programs instituted throughout USARV have revealed a significant increase in the number of known marijuana and drug users.

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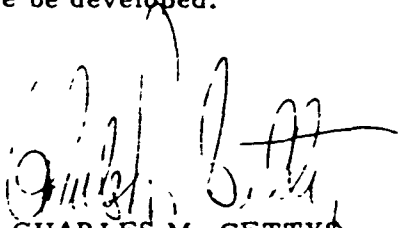
SUBJECT: Operational Report-Lessons Learned of Headquarters,  
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## (3) RECOMMENDATIONS:

- (a) The problems connected with drug abuse be given greater publicity.
- (b) Taped interviews concerning the seriousness of problems connected with drug abuse be made in coordination with the USARV Information Officer.
- (c) Psychiatric teams undertake the increased education of commanders and surgeons throughout USARV.
- (d) Psychiatric teams become more involved in active treatment and counselling of drug abusers.
- (e) Better statistics on drug abuse be developed.

FOR THE COMMANDER:

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CHARLES M. GETTYS  
Major General, USA  
Chief of Staff

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GPOP-DT (15 Nov 70) 1st Ind (C)  
SUBJECT: Operational Report of HQ USARV for Period Ending 31 October  
1970, RCS CSFOR-65 (R2) (U)


HQ, US Army, Pacific, APO San Francisco 96558 4 JAN 1971

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

(C) This headquarters concurs in subject report as indorsed with the  
following comments:

- a. Reference paragraph 1d(6)(c), page 17: The Closed Loop Support conference of October 1970 resulted in 13 UH-1M aircraft with INFANT systems being programmed for retention by USARV (per USARV's request). Attrition losses of any of the 13 aircraft will be replaced on a one-for-one basis.
- b. Reference paragraph 1f(1)(e)2, page 23: USARV included the additional 14 spaces for ODCSMIS in MTDA P5WOBRAA08 and also submitted an 07 and an 09 document at the same time. This headquarters is now consolidating the three documents and will issue a USARPAC general order authorizing reorganization.
- c. Reference paragraph 1f(2)(c)4, page 28: The USARV request for delay of the USARPAC manpower survey was approved.
- d. Reference paragraph 2a(1)(c), page 40: Nonconcur with that part of the recommendation which pertains to promotion of 50 per cent of eligible E-4s to E-5 and ten per cent of eligible E5s to E-6 each month without regard to quota. Promotion allocations are based on cumulative vacancies in the next higher grade. This system is designed to prevent grade imbalances which would eventually stifle promotions. In addition, DA has recently instituted a promotion policy to E-6 based on world-wide competition within MOS. The best qualified are promoted and there is no position vacancy criterion.

FOR THE COMMANDER IN CHIEF:

  
E. M. OZAKI  
CRT, AGC  
Asst AG

Cy furn:  
CG USARV

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