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



IN REPLY REFER TO

AGAM-P (M) (28 Dec 67) FOR OT RD 670712

8 January 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 185th
Maintenance Battalion (DS), Period Ending 31 July 1967

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by
USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in
accordance with paragraph 6c and d, AR 1-19. Evaluations and cor-
rective actions should be reported to ACSFOP OT within 90 days of re-
ceipt of covering letter.

2. Information contained in this report is provided to insure
appropriate benefits in the future from Lessons Learned during current
operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
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STATEMENT #2 UNCLASSIFIED
attn: OT-RD

Dept. of Army
Adj. DC 20310

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 185TH MAINTENANCE BATTALION (DS)
APO 96491

AVCA SGN SG MT O

13 August 1967

SUBJECT: Operational Report Lessons Learned for Quarterly Period
Ending 31 July 1967 (RCS CSFOR65)

THRU: Commanding Officer
29th General Support Group
ATTN: AVCA SGN SG O
APO 96491

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

SECTION I

SIGNIFICANT ORGANIZATIONAL ACTIVITIES

A. COMMAND:

1. The 185th Maintenance Battalion (DS) engaged in its operational mission for 92 days during the reporting period.

2. Notable Visitors:

- a. Major General Hurlbert O.E. - G4 USARPAC
- b. Major General Lollis, S.E. - CG, 1st LOG CMD.
- c. Major General Miller, F.D. - C/S, USARV
- d. Brigadier General Jones, McD. Jr. - CG, USASUPCOM

3. Unit Attachments:

a. 61st Heavy Equipment Maintenance Company (GS) attached by General Order 21, para 2, 29th General Support Group, dated 7 July 1967, with effective date of 10 July 1967. Unit was attached less Artillery Section, Engineer Heavy Equipment Repair Section and Equipment Maintenance Platoon.

b. USA Engineer Detachment (Tree Crusher) (Prov) attached by General Order 22, para 1, 29th General Support Group, dated 14 July 1967.

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4. Unit Detachments:

a. 41st APU detached by General Order 15, para 1, 29th General Support Group, dated 12 June 1967.

b. 506th Supply and Service Company detached by General Order 19, para 1, 29th General Support Group, dated 12 June 1967.

c. 551st Maintenance Company (Lt) detached by General Order 19, para 1, 29th General Support Group, dated 12 June 1967.

5. Unit Status:

a. Units assigned and/or attached to the 185th Maintenance Battalion (DS) as of the end of the reporting period are as follows:

- (1) Headquarters & Main Support Company.
- (2) 5th Light Equipment Maintenance Company (DS)
- (3) 19th Light Maintenance Company (DS)
- (4) 61st Heavy Equipment Maintenance Company (GS)
- (5) 140th Heavy Equipment Maintenance Company (GS)
- (6) 7th Public Information Detachment
- (7) 177th Ordnance Detachment
- (8) 349th Signal Detachment
- (9) USA Engineer Detachment (Tree Crusher) (Prov)

B. PERSONNEL, ADMINISTRATION, MORALE AND DISCIPLINE.

1. The following key individuals arrived or departed this command during the reporting period:

(a) Departed:

- (1) Major George E. Jones - Executive Officer
- (2) Captain Robert M. Dugren - Material Officer
- (3) Captain Durrie E. Lewis - CO, Hqs & Main Spt Co.
- (4) 1LT Iathan H. Farless - CO, 19th Maintenance Company
- (5) SGM Robert C. Chamberlain - Sergeant Major

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(b) Arrived:

- (1) Major John P. Lewis - Executive Officer
- (2) Captain John R. Halford - Material Officer
- (3) Captain Anthony B. Carmingham - CO, Hqs & Main Spt Co.
- (4) Captain John Yurcaba Jr. - CO, 19th Maintenance Company
- (5) Captain Thomas K. Pickles - CO, 177th Ord Det.
- (6) SGM Joe V. Yauk - Sergeant Major

2. Morale throughout the battalion has remained high. The influx of newly assigned personnel, the continuing improvement of cantonment areas, and, in particular, heavy mission workloads are the major contributing factors.

3. During the reporting period, a total of 41 recommendations were made for awards in recognition of meritorious and outstanding services. The break down was: Bronze Star - 7, Army Commendation Medal - 7, USARV Certificate of Achievement - 27. Awards received during the reporting period were: Bronze Star - 3, Army Commendation Medal - 5, USARV Certificate of Achievement - 0. Renewed emphasis is being placed on recommendations for the USARV Certificate of Achievement.

4. No unusual disciplinary problems were experienced during the reporting period.

C. PLANS, OPERATIONS, AND TRAINING

1. Plans:

(a) The battalion Operation Order was revised during the reporting period. The revision took into consideration the attachment and detachment of operational units and the increase in mission workload. New units in country and the relocation of units from the Saigon/Cholon area to Long Binh Post area have increased the battalion's direct support and back-up support maintenance workload. (Reference-Operation Order 4-67).

(b) Plans for the construction of newly standardized personnel bunkers and perimeter bunkers were implemented. The increasing probability of hostile mortar and rocket attacks in the Long Binh Post area focused attention on the need for greater security during such attacks. Construction of the standardized bunkers throughout the battalion area was started in July and will be completed in August.

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2. Operations:

(a) The battalion continued to support Operation Oregon (1 - NCO) and Operation Emporia (1 - NCO, 4 EM) with maintenance personnel.

(b) The battalion continued to assist the 3rd Ordnance Battalion (Ammo) in the security of the Long Binh Ammunition Depot. Requirements for personnel from the 185th Maintenance Battalion, however, have decreased from 113 in May to a total of 24 per day during the last half of July.

(c) Although the 551st Maintenance Company (Lt) was detached on 12 June 1967, the battalion continued to provide direct technical and maintenance assistance and supervision to this unit. The company is located at Black Horse Camp, approximately 45 kilometers East of Long Binh.

(d) With the decreasing requirement for security guards at the ammunition depot and with the attachment of the 61st HEM Co, renewed emphasis has been placed on increased use of Contact Assistance Teams. However, the battalion is currently short 50% (4 on hand versus 8 authorized) of its TO&E authorized Truck Mounted, 3/4 ton, Contact Sets #3. This shortage reduces the effectiveness of the contact assistance visits. Action has been taken to resolve the problem as rapidly as possible.

3. Training:

(a) Units within the battalion are continuing to cross train personnel in needed areas. The cross training of automotive repairmen for heavy engineer equipment repair and the cross training of towed artillery repairmen for turret artillery repair has received special attention. This has been necessary due to large workload requirements for repair of engineer construction equipment and turret artillery in Vietnam and the shortage of skilled mechanics in these specialties. Specifically, this battalion at the end of the reporting period had 63% (26 out of 41) of its authorized engineer equipment repairmen on hand and 30% (6 out of 20) of its authorized turret artillery repairmen on hand.

(b) Units are conducting normal training in accordance with applicable training directives. In addition training classes for all battalion officers have been resumed.

D. LOGISTICS:

1. The Collapsible Fuel Drum Repair Facility operating within the battalion (140th HEM Co) is one of two such facilities located in Vietnam. Operations started in January 1967 and during the reporting period a total of 631 collapsible fuel drums have been repaired (625 - 500 gallon; 1 - 3,000 gallon; 5 - 10,000 gallon). The recent addition of a 10,000 lb. warehouse crane which has a 360 degree rotating boom has resulted in more effective operations and increased production. Emphasis is being placed on increasing the capability for the repair of the 10,000 gallon drums.

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SECTION II, PART I

OBSERVATIONS (LESSONS LEARNED)

A. PERSONNEL, ADMINISTRATION, MORALE AND DISCIPLINE

1. ITEM: Officer Shortage

DISCUSSION: During the reporting period, 50% of the authorized TO&E officer positions were vacant. The major impact was felt in the O3 (Captain) positions. The lack of experienced officers to fill these positions tended to decrease overall mission effectiveness. From battalion level, it appears that the shortage was due to a combination of late arrival of replacements and diversion from original assignment. The late assignments resulted primarily from CONUS school commitments.

OBSERVATION: Officer replacements should be scheduled to arrive in sufficient time to permit a more effective transition of personnel. Diversion of officers from scheduled assignments should be minimized.

2. ITEM: Repair Parts Supply Career Field for Warrant Officers

DISCUSSION: The TO&E assignment of Warrant Officers as shop, artillery, and armament technicians plays an extremely important part in the overall effectiveness of maintenance support operations. The skill, techniques, and knowledge gained through years of experience and concentration of effort in these areas is proving invaluable. However, the complex field of repair parts supply at the direct support level does not have the benefit of career warrant officers. Since maintenance and supply are so closely interwoven, the non-availability of repair parts supply warrant officers tends to have a detrimental effect on both supply operations and maintenance operations. New lieutenants, even though trained in supply through the Army School System, do not have the ability - due to lack of experience - to take over and operate a Direct Support Supply Activity effectively. The greatest portion of the lieutenant's time in repair parts supply operations is concerned with learning and supervising an activity of which he is not thoroughly knowledgeable. By the time he has become knowledgeable and effective, he is ready to rotate.

OBSERVATION: That both maintenance and supply support operations would materially benefit by a warrant officer career field in repair parts supply.

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B. INTELLIGENCE AND COUNTERINTELLIGENCE: NONE

C. PLANS, OPERATIONS, AND TRAINING:

1. ITEM: Training of Office Machine Repairmen

DISCUSSION: The 5th Light Equipment Maintenance Company has the mission of providing direct support maintenance for all office machines in the III Corps area. The mission is steadily increasing with the movement of units to Long Binh from the Saigon/Cholon area. The 5th LEM Co arrived in Vietnam in March 1967 with only one school trained office machine mechanic of five that were authorized. An excessive backlog built up while personnel were given on-the-job training. This condition has been remedied. The problem developed because of the failure to - (1) correctly forecast the large workload for office machine repair in Vietnam due to climatic and environmental conditions, and (2) adequately stress the training of office machine repairmen prior to deployment. Approximately 60% of the office machines serviced at the direct support maintenance shop have become inoperable due to the accumulation of dirt and dust, not as a direct result of mechanical breakdown. The repair operation is basically a cleaning operation.

OBSERVATION: That all personnel who use office machines should be made aware of the importance and necessity for performing daily operational maintenance.

D. LOGISTICS:

1. ITEM: Signal Equipment Repair

DISCUSSION: Because of an extremely high density of signal equipment in Vietnam, most electronic support units are heavily loaded with maintenance work requests.

OBSERVATION: Mock-ups (an identical end item of equipment that is being repaired) can be utilized most effectively in trouble shooting and final inspection of signal end items and components requiring repair.

2. ITEM: Power Generators

DISCUSSION: Power generators within Vietnam have a high deadline rate. The primary reasons for this are improper operation and organizational maintenance and the heavy usage of power generators.

OBSERVATION: Power generator failures result more often from improper operation than from mechanical failures. In most cases, the operators are not trained in the proper operational maintenance techniques. Because of the climatic conditions in Vietnam, scheduled maintenance has to be more frequent than in CONUS.

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SUBJECT: Operational Report Lessons Learned for Quarterly Period
Ending 31 July 1967 (RCS CSFOR 65) (cont).

3. ITEM: Fire Control Instruments

DISCUSSION: Due to tropical heat and high humidity in Vietnam, a high deadline rate is being experienced in fire control sighting equipment. This is of particular concern since indirect fire weapons can be placed out of service as a result of defective sighting equipment. Often, the maintenance float stockage on these items is not adequate to keep artillery weapons in a high state of operational readiness. This problem is developing now as a direct result of the heavy rainfall which occurs each day. Action has been taken by this battalion to increase the authorized maintenance float stockage level from 5% to 10% on the following items:

1. Telescope, Panoramic M115
FSN: 1240-895-9186
2. Telescope, Panoramic M117
FSN: 1240-864-2930
3. Sight, Panoramic M12A7H
FSN: 1240-344-4633

OBSERVATION: It can be expected that the condition cited above will become more troublesome as the sighting equipment ages and is continuously subjected to the tropical weather conditions of Vietnam.

4. ITEM: Technical Supply - ASL

DISCUSSION: The filling of supply requisitions in Vietnam takes longer to complete than the prescribed time periods. If a unit doesn't deploy with a complete and accurate ASL, a period of from thirty (30) to ninety (90) days can be expected before repair parts requisitioned will be filled. Units have arrived in Vietnam with incomplete and inaccurate ASL's for the missions that they will support. Often the repair parts with which they deploy are excess to their requirements. This has occurred within units of this battalion. Considerable time and effort is taken up in the turning in excess ASL. During the reporting period and as a result of concerted effort to purify stockage, a total of some 48,000 lines of excess repair parts were turned in to supply channels by units within this battalion.

OBSERVATION: Units which are to deploy to Vietnam should be provided with a timely and accurate listing of the equipment they will support in Vietnam. It is better to deploy with no ASL than to deploy with one that will not provide the repair part for the equipment to be supported.

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Ending 31 July 1967 (RCS CSFOR65) (cont).

SECTION II, PART II

RECOMMENDATIONS

A. PERSONNEL, ADMINISTRATION, MORALE, AND DISCIPLINE:

1. That a study be conducted to determine the feasibility of establishing a Warrant Officer career field for Direct Support Supply Activities (DSSA).

B. INTELLIGENCE AND COUNTERINTELLIGENCE: NONE

C. PLANS, OPERATIONS, AND TRAINING:

1. That increased emphasis be placed in the CONUS school system on the training of repairmen in the following areas for future assignment to Vietnam as replacement personnel:

- a. Office Machine Repairman (MOS: 41 J Series)
- b. Engineer Equipment Repairman (MOS: 62 B Series)
- c. Turret Artillery Repairman (MOS: 45 G Series)

D. LOGISTICS:

1. That a study be conducted by 1st Logistical Command to evaluate the condition of fire control sighting equipment in Vietnam and to recommend corrective action if deemed necessary. Particular attention should be directed to indirect fire control sighting equipment.

Jonathan L. Holman Jr.
JONATHAN L. HOLMAN JR.
ITC, OrdC
Commanding Officer

AVCA SGN SG 0 (13 Aug 67) 1st Ind
SUBJECT: Operational Report Lessons Learned for Quarterly Period
Ending 31 July 1967 (RCS CSFOR65)(U)

// DA, HEADQUARTERS, 29TH GENERAL SUPPORT GROUP, APO US FORCES 96491

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

Commanding General, US Army Support Command, Saigon, APO 96307

1. The Operational Report Lessons Learned for the 185th Maintenance Battalion has been received by this headquarters and is considered adequate.

2. The following comment apply: Section II Part I A 1: Assignment of officer personnel is controlled by higher headquarters. Diversion of officer personnel, which again is controlled by higher headquarters, not only deprives the scheduled unit of original assignment of a replacement, but also effects career development of the officer as planned by his branch in OPO.

3. Concur in all recommendations.

M. S. Hochmuth
M. S. HOCHMUTH
COL, OrdC
Commanding

AVCA SGN GO (13 Aug 67) 2d Ind.
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
(RCS CSFOR-65) (185th Maintenance Battalion WBOWAA)

HA, HQ, US ARMY SUPPORT COMMAND, SAIGON, APO San Francisco 96491 8 Sep 67

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TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO O, APO 96307
Commanding General, United States Army, Vietnam, ATTN: AVHGC-DH,
APO 96375
Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,
APO 96558
Assistant Chief of Staff for Force Development (ACSFOR), Department of
the Army, Washington, D.C. 20310

1. Report is forwarded per paragraph 9, AR 1-19.
2. Reference: Section II, Part I, paragraph A1. Records indicate a favorable posture of filled officer positions overall. It is recognized by all echelons that a critical shortage of Captains does exist. In order to compensate the Captain shortage, an influx of Lieutenants are being programmed against Captain positions. This condition is not expected to be resolved in the immediate future.
3. Reference: Section II, Part I, paragraph A2. This headquarters concurs. The reinstalling of Warrant Officers to repair parts supply positions at Direct Support level would aid immeasurable maintenance and supply support operations.
4. Reference: Section II, Part I, paragraph C1. This headquarters concurs. Repair of office machines is also complicated by the number of machines being supported. No accurate density list exists and the volume being repaired indicates an over commitment of repair resources. Contractual support is being utilized to augment the military capability; however, the improvement of operator and organizational maintenance would assist in decreasing repair requirements at DS level. This headquarters will initiate a program to alert all assigned units to the importance and necessity of daily operational maintenance.
5. Reference: Section II, Part I, paragraph D1. Mock-ups can be most effective in trouble shooting and inspection of signal equipment requiring repair. The maintenance float as authorized, is used for this purpose. This is standard operating procedure. Research will be conducted to determine if adequate communications float equipment is on hand and utilized effectively.
6. Reference: Section II, Part I, paragraph D2. This headquarters concurs. Technical assistance personnel are frequently utilized to train operators and to provide organizational maintenance procedures to units.

AVCA SGN GO (13 Aug 67)

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
(RCS CSFOR 65) (185th Maintenance Battalion WBOWAA)

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A rigorous preventive maintenance program is needed at all levels of command. As Central Power facilities become operational in troop areas, the high usage rate of this equipment should decline.

7. Reference: Section II, Part I, paragraph D3. This headquarters concurs. An overhaul capability has recently been established in the 632d HEM Company, under the technical assistance of two WECOM representatives.

8. Reference: Section II, Part II, this headquarters concurs.

FOR THE COMMANDER

TEL: LBN 2301

s/Robert L. Doherty
t/ROBERT L. DOHERTY
CPT, AGC
Asst AG

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AVCA GO-O (13 Aug 67) 3d Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967
(RCS CSFOR 65)

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

13 SEP 1967

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TO: Deputy Commanding General, United States Army Vietnam, ATTN:
AVHGC-DH, APO 96375

1. The Operational Report - Lessons Learned submitted by the 185th Maintenance Battalion for the quarterly period ending 31 July 1967 is forwarded.
2. Reference page 5, paragraph A1: Concur with comments in paragraph 2, 2d Indorsement.
3. Reference page 5, paragraph A2, and page 8, paragraph A: Concur. Technical supply warrant officers were deleted from this career field in 1960 and replaced with commissioned officers. Request that higher headquarters make a study of this area with an objective of reestablishing the technical supply warrant officer within all TOE units (DSU/GSU) conducting technical supply (repair parts) operations.
4. Reference page 8, paragraph D: Nonconcur. This headquarters is fully cognizant of the problems associated with fire control instruments in RVN.
5. The UIC of the reporting unit is WBOWAAK.
6. Concur with basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 782/430

Timothy S O'Hara
TIMOTHY S. O'HARA
1LT, INF
Acting Asst AG

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AVHGC-DST (13 Aug 67)

4th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 July 1967 (RCS CSFOR-65) (U)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 185th Maintenance Battalion (DS) (WBOW) as indorsed.

2. Pertinent comments follow:

a. Reference item concerning shortage of officers, paragraph A1, section II, part I: Concur that a shortage of captains exists, however, an overall favorable officer strength is maintained. This comment reflects the substitution of lieutenants for captains caused by the world-wide shortage of captains.

b. Reference item concerning diversion of officers, paragraph A1, section II, part I: Concur in the observation that diversions do have an impact on a unit. However, diversions are necessary in maintaining an overall balance of resources and providing a degree of flexibility to meet situations that may not have existed at the time the officer was originally assigned.

c. Reference item concerning establishment of a warrant officer career field in repair parts supply, paragraph A2, section II, part I: Concur with the recommendation that the desirability of establishing such a warrant officer field be examined. Sufficient data to examine the recommendation in depth or establish the impact on other programs, is not available to this headquarters.

d. Reference item concerning MOS training, paragraph C3, section I and paragraph C1, section II, part II: Concur if there is a shortage in these MOS's.

3. A copy of this indorsement will be furnished the reporting unit, through channels.

FOR THE COMMANDER:


STANLEY R. SCHMITT
Major AMC

cc:
HQ, 1st Log Comd
HQ, 185th Maintenance Bn

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GPOP-DT(13 Aug 67) 5th Ind
SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967
from HQ, 185th Maint Bn (DS) (UIC: WBOWAA) (RCS CSFOR-65) 16

HQ, US ARMY, PACIFIC, APO San Francisco 96558

13 DEC 1967

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

This headquarters has evaluated subject report and forwarding
indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

K. F. Osbourn

K. F. OSBOURN
MAJ, AGC
Asst AG

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CO, 185th Maintenance Battalion (DS)			
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