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AGO ltr 29 Apr 1980

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



IN REPLY REFER TO
AGAM-P (M) (24 Jan 67) FOR OT

26 January 1967

SUBJECT: Operational Report - Lessons Learned, Headquarters, 125th
Transportation Command (Terminal A)

TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 125th Transportation Command (Terminal A) for Quarterly Period Ending 31 October 1966. Information contained in this report should be reviewed and evaluated by CDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools 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
a/s

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FOR OT RD
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DEPARTMENT OF THE ARMY
HEADQUARTERS, 125TH TRANSPORTATION COMMAND (TERMINAL A)
APO 96307

AVCA-TC-XA-C

17 November 1966

SUBJECT: Operational Report for Quarterly Period Ending 31 October
1966, RCS CSFOR-65

TO: Commanding Officer
4th Transportation Command (Terminal C)
APO 96307

1. Section 1 - Significant Organizational Activities.

a. See attached After Action Report for period 1 Aug thru
4 October 1966. The following comments are for the period covering
5 October thru 31 October 1966.

The 125th Transportation Command started operations
in-country on 4 October 1966. Upon receiving the mission and being
introduced to the members of the National Port Authority, each officer
of this Command made personal contact with his counterpart in the Port
Authority organization. The first weeks were spent in observing the
Port activities and noting areas that needed improvement.

Joint committees have been organized to study problem
areas and make recommendations on actions necessary to eliminate these
problems. A Joint Stevedore Evaluation committee was formed to study
stevedore operations within the Saigon Port with a view toward improving
the efficiency of the stevedore companies. Also, a civic actions com-
mittee has been organized for the purpose of improving the health and
welfare of the dockworkers within the Saigon Port Complex.

Many other projects have been started, but due to the
short period of time this command has been in-country, it is not feasible
to comment on them at this time. More valid and complete comments will
be made in the next report.

A change in organization was required within the S-3
section in order to better perform the assigned task. The Movements,
Support Services and Documentation Branches were grouped into a single
entity, now called the Cargo Disposition and Movements Branch. This
was accomplished to improve the actual documentation, accounting and
clearance of cargo moving through the Saigon Commercial Port.

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b. The command underwent training for approximately thirty days. The land and sea movement covered a period of twenty-three days. The 125th Transportation Command began operations in-country on 4 October 1966.

c. During the period of activation and preparation for overseas movement it was occasionally difficult to determine what post personnel should be contacted on specific problems. A liaison officer, experienced in deployment, should be assigned, by the post, to each deploying unit during the period of activation and deployment.

d. During the period of training there was continual conflict over the priorities for the use of training facilities. Each change in priorities necessitated rescheduling of units for the training facilities which resulted in some confusion. Firm priorities should be assigned and enforced when a unit has been activated and is preparing for deployment.

2. Section 2 - Commander's Observations and Recommendations.

a. Section 2, Part I - Observations (Lessons Learned):

The following comments cover the period 4 October - 31 October 1966.

1. Personnel

Regulations and Blank Forms

Item: Regulations and Blank Forms

Discussion: Regulations and blank forms (90 day supply) were packed for shipment overseas. All accounts were notified before and after movement of the unit's correct mailing address.

Observation: Advance notification of change of address prevented misrouting of publications and blank forms. Prompt notification of new addresses insured speedy delivery of items held for the unit.

Personnel Management

Item: In-Country personnel management problems

Discussion: The mission assigned this command is not commensurate with the TOE under which constituted.

a. The difference in TOE personnel configuration and personnel required to perform the assigned mission has resulted in some management problems. They are primarily in personnel staffing, personnel replacement requisitioning and records maintenance.

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b. Personnel assignments should conform to the established TOE. Replacements must be requisitioned based on the TOE, rather than actual personnel requirements. This situation also perpetuates the management problem of identifying personnel on personnel records in the job actually being performed, as opposed to the TOE position against which they are charged.

Observations: Appropriate action to establish a TD or MTOE augmentation to correctly reflect the assigned mission and correctly define personnel requirements would eliminate or greatly reduce these management problems.

2. Operations

Ship's Manifest

Item: Incomplete Manifests.

Discussion: After procuring a manifest, preparing TCMD's and returning the manifest, it has been noted in some cases that various pages of the manifest were missing. This has been discovered by procuring a manifest from another source and comparing the number of line items. When these discrepancies are found, valuable time is used in making corrections.

Observation: Shipping lines carrying military or government interest cargo should be required to provide complete manifests, in the numbers required, to the appropriate agencies / headquarters.

Cargo

Item: Deterioration of Cargo within the Saigon Port Complex.

Discussion: Large quantities of deteriorated commercial cargo can be observed within the Saigon Port. Because of the outside physical appearance, it would appear that the cargo has been present for an excessive period of time.

Observation: Cargo entering the port may be unloaded directly to the pier or it may be unloaded to barges. Many times cargo observed to be rusted and completely ruined may have been recently unloaded from barge. Protection or preservation of the cargo has not been provided by the barge operator. Therefore, the presence of deteriorated cargo does not necessarily mean that cargo is not being accepted by consignees or importers.

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3. Training and Organization:

Organization

Item: Establishment of a Cargo Disposition and Movement Branch.

Discussion: Due to the need of direct coordination between the Movements, Documentation and Support Services Branches in effecting actual documentation, cargo accounting and cargo clearance from the port to consignee, it was determined that these three Branches could function more effectively as a single entity.

The three branches have been combined into a Cargo Disposition and Movements Branch. The head of the Movements Branch is acting as the Consolidated Branch Chief with the enlisted personnel of the Movements Branch forming an administration section to handle routine administration for the consolidated entity.

The internal structures of the Documentation and Support Services Sections have not been altered nor have the basic mission functions been changed.

The Support Services Branch is primarily interested in assuring notification of consignees and providing technical assistance in the pick up of cargo.

Observations: The organization is too new to merit a comprehensive evaluation; however, no problems have arisen and none are anticipated at this time.

4. None.

5. Logistics:

Vehicle Requirements

Item: Vehicles for Liaison.

Discussion: The mission of advising and assisting the Director General of Ports Vietnam increased the liaison requirements of the command. To accomplish this increased requirement a USARV Form 47 was submitted requesting a vehicle augmentation of 12 each $\frac{1}{2}$ ton utility trucks and 3 each $2\frac{1}{2}$ ton cargo trucks. These additional vehicles will be used for coordinating with the various sections, branches and agencies of USAID, Directorate General of Ports, Ship Agents and commercial Stevedore Companies.

AVCA-TG-XA-C

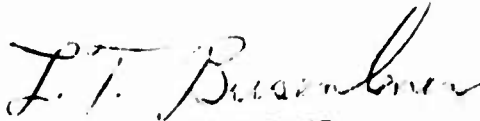
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Observation: Approval of USARV Form 47 has been obtained from the
4th Transportation Command and 1st Logistical Command. Approval by
Headquarters USARV is required before vehicles are issued.

Section 2, Part II - Recommendations: None

FOR THE COMMANDER:



L. T. BUSENLENER
1st Lt, AGC
Asst Adj

1 Incl
as

AVCA-TC-GCP (17 Nov 66) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

HEADQUARTERS, 4TH TRANSPORTATION COMMAND, APO 96307 29 NOV 1966

TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO-O, APO
96307

1. Since the 125th Transportation Command has been in the theater and assumed its mission of advising the Directorate of Saigon Port for only a short period of time, Observations (Lessons Learned) contained in the report are necessarily limited.

2. The following comments are based upon the Observations (Lessons Learned) contained in the basic letter and are referenced to the specific paragraph of Section 2 in which they are mentioned.

a. Reference Paragraph 1, Item: Personnel Management. The personnel management problem was referred to this command and a management survey is presently being conducted to determine the exact needs and most efficient organization for their purpose.

b. Reference Paragraph 2, Item: Incomplete Manifests. The ship's manifest referred to in this problem are commercial manifests. When the Government ships by Berth Team, it can only expect the same consideration as any other customer or shipper. Many of these vessels are not under U.S. Registry and, therefore, the U.S. cannot require any systems, procedures or formats. What is referred to in the basic letter is a world-wide ocean shipping documentation system. Repeated attempts have been made from time to time by the major maritime nations to develop a common system but these efforts have met with little success.

c. Reference Paragraph 5, Item: Vehicles for Liaison. The request for vehicles in excess of authorized allowances has been forwarded through 1st Logistical Command to Headquarters, United States Army, Vietnam, the approving authority. Approval is anticipated but to satisfy the immediate requirement, the 125th Transportation Command has vehicles on loan from USAID.

3. The mission of advising on port operations is unique to this unit and several of their Observations (Lessons Learned) apply to commercial operations. Since their role is advisory in nature, the 125th Transportation Command can not initiate action to correct discrepancies in the operation of the civilian port.

AVCA-TC-GCP

SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
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4. Two copies of this report have been indorsed directly to ACSFOR, DA as prescribed in paragraph 6b, Appendix II, USARV Regulation 870-2, dated 19 July 1966.

FOR THE COMMANDER:



B. D. SEIBOLD

ILT, ACC

Asst Adjutant General

TEL: Saigon Port 121/238

1 Incl
nc

AVCA GO-0 (17 Nov 66) 2d Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 October 1966
(RCS CSFOR-65)

HEADQUARTERS, 1st Logistical Command, APO 96307 1 DEC 1966

TO: Deputy Commanding General, US Army Vietnam, ATTN: AVHGC-DH, APO 96307

1. The Operational Report - Lessons Learned submitted by the 125th Transportation Command (Terminal A) for the quarter ending 31 October 1966 is forwarded herewith.

2. Concur with the basic report as modified by the comments contained in the preceding indorsements. The report is considered adequate.

FOR THE COMMANDER:



GLENN A. DOYLE
Capt, AGC
Asst. AG

TBL: Lynx 782/930

1 Incl
nc

AVHGC-DH (17 Nov 66) 3d Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 11 DEC 1966

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1966 as indorsed from Headquarters, 125th Transportation Command (Terminal A).

2. Concur with the basic report as modified by previous indorsements.

FOR THE COMMANDER:



K. D. HAMILTON
Lt Col, AGC
Asst Adjutant General

1 Incl
nc

GPOP-OT (17 Nov 66) 4th Ind
SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 4 JAN 1967

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

This headquarters concurs in the basic report as indorsed.

FOR THE COMMANDER IN CHIEF:



1 Incl
nc

G. L. McMULLIN
CPT, AGC
Asst AG