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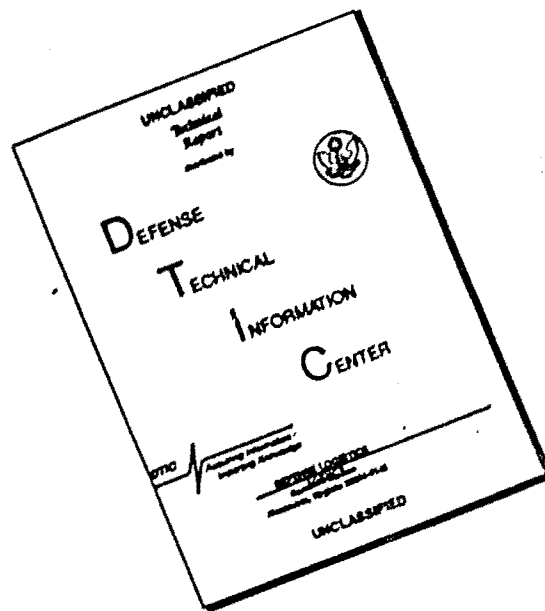
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"Reliable Engineers"
HEADQUARTERS
15th ENGINEER BATTALION
APO US Forces 96370

ALRD-ER

17 December 1966

SUBJECT: Report - Lessons Learned for the Period 1 February 1966 - 31 October 1966

THRU: Commanding Officer
159th Engineer Group (Const)
APO US Forces 96492

Commanding General
United States Army Engineer Command (Provisional)
APO US Forces 96307

Commanding General
United States Army Vietnam
ATTN: AVC-DH
APO US Forces 96307

Commander in Chief
United States Army, Pacific
ATTN: GPOP-MH
APO San Francisco 96558

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

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1. This Report - Lessons Learned is submitted in lieu of an Operational Report - Lessons Learned (RCS CSFOR-65) for the period 1 February - 31 October 1966.

2. Forwarding of this report was delayed until approval concurrence could be obtained from the Commanding General, 9th Infantry Division.

FOR THE COMMANDER:

Charles R. Mandelbaum
CHARLES R. MANDELBAUM
CPT, CE
Adjutant

STATEMENT #2 UNCLASSIFIED

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FOR
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1. Employment:

a. Activation: The 15th Engineer Battalion was activated on 1 February 1966 by General Order Number 22, dated 26 January 1966, Headquarters Fifth US Army, at Fort Riley, Kansas.

b. Assignment and Location: The 15th Engineer Battalion was designated as the organic engineer battalion of the 9th Infantry Division and is presently stationed at Camp Martin Cox, Long Thanh, Vietnam.

c. Mission: To increase the combat effectiveness of the Division by means of engineer skills and equipment. The present mission is the construction of base camps to accommodate the division.

2. Organization:

a. Table of Organization and Equipment (TOE): The battalion was formed under TOE 5-155E consisting of Battalion Headquarters and Headquarters Company (TOE 5-156E), four lettered line companies (A, B, C, and D, TOE 5-157E), and one bridge company (Company E, TOE 5-148E). These TOE's were modified by General Order Number 207, Headquarters Fifth US Army, dated 15 August 1966. Basically the modified TOE deleted the Atomic Demolition Munition (ADM) Platoon and added a Flame Thrower Platoon. It also increased the water supply capability of the battalion.

b. Personnel: The authorized strength of the battalion is 44 Officers, 2 Warrant Officers, and 934 Enlisted Men for an aggregate strength of 980 men. (See Annex A)

c. Equipment Strength: (See Annex B).

3. Training and Functional Activities:

a. Phases of Training and ATT: Company C and Company D started Basic Unit Training (BUT) on 15 June 1966. The majority of the "Line Company" personnel present for duty with the battalion were assigned to these two companies. The remaining companies started BUT on 5 July 1966. During this period of training all companies participated in a week of water operations to include float bridge, raft and river crossing training. Companies C and D completed BUT on 17 August 1966 and participated in a three day FTX. All companies completed Advanced Unit Training on 23 August 1966 and the battalion received an overall rating of excellent on the Army Training Test which was conducted 24 through 27 August 1966.

b. Specialized Training and Functional Activities:

(1) During the period of training all units and sections were inspected by 9th Division and Fifth US Army CMMI teams and received passing scores in all areas examined.

(2) In conjunction with unit training a formal program was established to train personnel within special MOS slots. The program covered a 90 day period with written exams and job performance tests as the basis for awarding a new MOS or skill digit.

(3) Under the control of the Battalion Motor Officer a Drivers Training Program was initiated to alleviate the shortage of qualified drivers within the companies. This training consisted of safety lectures, operation of equipment and organic tools, log book procedures and practical application.

(4) All M48 tank dozer crews participated in six weeks concurrent training with the 3d Squadron, 5th Cavalry.

(5) Flame Thrower personnel (1 Officer and 16 EM) took part in two days of training in the operation of the M132 Flame Thrower and fuel mixing procedures at Fort McClellan, Alabama.

(6) All personnel within the battalion are qualified on their TOE individual weapon with the exception of M79 Grenade Launcher due to lack of ammunition. In addition, 15 machine gun crews were trained and qualified. Approximately 10% of the personnel have undergone training and practical exercise in the throwing of hand grenades and 108 personnel have fired the LAW for familiarization.

(7) On 1 August 1966 the 15th Engineer Battalion held an Organization Day Ceremony. The ceremony was conducted in the morning with Major General George S. Eckhardt, Commanding General, 9th Infantry Division as the reviewing officer. In the afternoon competitive events were scheduled as the day was proclaimed a training holiday. Static displays of engineer equipment were manned during the entire day.

(8) Shortly after the battalion's Organization Day, on 6 August 1966, LTC William E. Read assumed command of the battalion. LTC Read succeeded LTC Charles R. Supplee.

4. Preparation for Movement:

a. Movement Order Number 17, dated 18 July 1966, Headquarters Fort Riley, Kansas was the start of formal preparations for a permanent change of station for the 15th Engineer Battalion from Fort Riley, Kansas to USARPAC. The order specified an Equipment Readiness Date (ERD) of 10 September 1966 and a Personnel Readiness Date (PRD) of 24 September 1966. Due to the accelerated training program and the battalion ATT, packing and loading could not be accomplished until after 27 August 1966.

b. Vehicles and other organic equipment were loaded and prepared for overseas shipment during the period 29 August to 3 September 1966. They were loaded onto railway flat cars commencing 5 September 1966. Loading was completed on 8 September 1966 and equipment departed for Beaumont, Texas on 9 September 1966.

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c. During the period 28 August 1966 through 10 September 1966 a battalion POR board was established to assure that all requirements were met prior to granting a ten day leave to all personnel.

d. One officer of the battalion staff (the S-3) departed Fort Riley, 29 August by air to act as an Advance Element for the battalion and as a member of the Division Advance Planning Group. He arrived in Vietnam on 30 August 1966.

e. Personnel traveling as guards for vehicles and equipment departed Fort Riley on 8 September 1966 and accompanied unit equipment by surface shipment to Vietnam.

f. Personnel traveling with the WABTOC packages departed Fort Riley 30 September 1966 and accompanied WABTOC equipment from Oakland Army Terminal on the USNS PENDELTON which sailed on 8 October 1966.

g. The main body under the Battalion Executive Officer departed Fort Riley in four increments on 29 and 30 September 1966, traveling by air and surface transportation to Oakland Army Terminal. All four increments of the main body sailed on the USNS SULTAN on 1 October 1966.

h. Advance Party/Rear Party Detachment personnel under the Battalion Commander departed Fort Riley on 6 October 1966 by air and arrived in Vietnam on 10 October 1966.

i. One officer and nine (9) enlisted men remained in Fort Riley and will depart for Vietnam on or about 20 November 1966 with an increment of the Division. The Assistant Division Engineer stayed behind to act as liaison between the Battalion and the Division. Three (3) of the enlisted men are assigned to his section and the remaining enlisted men were on emergency leave, etc., at the time the battalion departed.

j. Attached as Annex A is a detailed list of personnel strength deployed, attached personnel, distribution of personnel during movement and critical personnel shortages.

k. Attached as Annex B is a listing of major items of equipment deployed and critical equipment shortages.

5. Projects: The following projects were begun almost immediately after arrival at the base camp and are typical of initial engineer efforts.

a. Site Preparation: The clearing and grubbing of jungle growth required for the expansion of the base camp. Construction of earth filled perimeter berms was also included. Rome Plows and dozers were used extensively in these operations.

b. Earth Surface Roads: In conjunction with the grubbing and clearing, road construction was also initiated. Roads were filled with a laterite wearing course. Ditches were constructed in a large pan cut design to accomodate heavy rains and steel culverts were installed with sand bag headwalls.

c. Construction and Operation of Class IV Storage Yard: This project entailed grading, ditching and fencing of an area of 195 by 225 feet. Also included in the project was the establishment of a semi-permanent carpenter shop for the prefabrication of tent floors and other pre-cut requirements.

d. Hardstands and Access Road: This project included the improving of the access road to the water point and the construction of a hardstand and turn-around for water transportation vehicles.

e. Vertical Construction (Concrete pads, Mess hall, latrines, showers and division headquarters building): This project include forming and placing concrete for floors and constructing mess halls, latrines, showers, and Division Headquarters building.

SECTION 2: Part 1, Observations (Lessons Learned)

1. Personnel:

a. Item: Formation of a battalion without a cadre. (Personnel Aspects)

DISCUSSION: Filler personnel for the 15th Engineer Battalion began to arrive in early March. The bulk of these men were in pay grades E-1 and E-2. By 20 May 1966 approximately 350 enlisted men and 9 officers, all assigned to Headquarters and Headquarters Company, were on the battalion rolls. Still, the bulk of all assigned personnel were in the lower pay grades. In the interim 7 other engineer officers and some engineer NCO's were assigned to the 9th Division, but not to the engineer battalion. All these men, plus some of the NCO's already assigned to the battalion, were diverted to perform duty with various other units conducting BCT. The eventual release of these key personnel was a painfully slow process terminating in late July. Their absence delayed the formation of line companies until early June when the sheer weight of numbers forced the hand of the battalion commander.

During this period it became apparent that the unit would be deploying early. All plans for cadre formation, BCT and AIT training were cancelled, and all available resources, including a large number of personnel received with PMOS's of 11C20 and 11H10, were channelled to the newly formed C and D Companies so that these units could begin BUT on 15 June 1966. Concurrently, the four remaining companies, some without officers, were formed.

June saw the major import of personnel into the battalion, still primarily in the lower enlisted grades. However, by the end of the month 18 officers, 2 warrant officers and sufficient E-7 and E-8 personnel were on hand to form the 1000 plus men in the unit into companies. During this period the battalion was forced to accept packets of men (15 to 95 EM) with various MOS's not required in the unit. During this period, the battalion also received its only group of AIT trained engineer troops; some 219 E-2's and 1 E-3 in MOS 12A10 arrived on the afternoon of 24 June. At this time the officer and NCO personnel available were redistributed and on 5 July 1966, the remainder of the battalion began BUT.

7:

It was at this time that what might be called "the filling of cadre slots" began. From 30 June to 31 July promotions were made to fill one E-8, two E-7, and 25 E-6 positions. The majority of the E-6 promotions were from non-engineer MOS's to 12B40 because these EM were the only men available to act as squad leaders. Through July, and the first days of August a few more NCO and Officer fillers continued to arrive. Just prior to and during the battalion ATT, 22 - 25 August the largest packet of filler officers and NCO personnel arrived. Nineteen Officers, six platoon sergeants and eight squad leaders reported to the battalion from 10 August through 5 September, with the bulk of the NCO's arriving during the battalion ATT in August.

The lack of a cadre organization was felt most acutely in the areas of strength accountability, and on personnel management. Approximately 80% of the fillers were assigned, on paper, to Headquarters and Headquarters Company, the only company, at that time, preparing a morning report. In cases, personnel were assigned to the battalion on paper, placed on TDY from their old unit, and neither the man nor his orders ever reached the battalion. In isolated cases the men physically reported to the unit, but were not, until a much later date, assigned on paper. The job of keeping track of all the personnel, some 1800 names have appeared on the Headquarters and Headquarters Company morning report, became too much to handle. In September, after almost 2 1/2 months work, the first accurate strength was available to the battalion commander. Had the six companies been able to form prior to the arrival of the bulk of the filler personnel, direct assignment to the proper company could have been accomplished.

The burden of requesting orders to rearrange the battalion, i.e. preparing the formal request for orders, fell on the unit itself. This constituted a serious problem because the unit did not maintain its own personnel records. Many man hours were spent going back and forth to PSD simply acquiring personnel data.

OBSERVATION: That a cadre, containing at least 2 personnel men per battalion and one NCO and clerk per company be established before significant fillers are sent to a new unit.

b. Item: Personnel data on the individuals assigned to the battalion was not available to the Unit Commander.

DISCUSSION: Under the provisions of procedure 11-4-3, AR 600-17, a company commander must prepare and maintain a Personnel Data Card (DA Form 2475), based on information furnished by PSD. This feeder data was not furnished and the units had to seek it out for themselves when time permitted. As a result preparation of requests for orders, educational level surveys, and other reports normally prepared by the custodian of the personnel records, became major projects pulling company clerks off other more important work.

OBSERVATION: During the formative stages of a unit personnel data be made available in one of two ways: (1) Personnel records be moved and maintained at the unit, or (2) The initial Personnel Data Card be prepared at PSD and forwarded to the company for maintenance.

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c. Item: Preparation of Overseas Replacements (POR)

DISCUSSION: The preparation of battalion personnel for overseas movement and the accompanying legal, personal affairs and orientation briefings had to be superimposed on an already full training schedule. Much of this work was done at night, some, particularly the personnel affairs briefing, was done by flyer. All requirements were touched, but none in the detail desired.

OBSERVATION: Units must begin POR procedures at the earliest possible time to allow sufficient time to insure each individual is completely prepared for deployment.

d. Item: POR Processing.

DISCUSSION: The POR Board in this unit was conducted and manned by personnel from this unit, under the direction of the Fort Riley Post POR-PCS Board. All coordination for the POR Board was done by this unit. Roster clearance of post facilities was accomplished. Temporary automobile stickers were obtained and issued to facilitate clearance of the Provost Marshal. In all eight agencies, PSD, Division Finance, the Dispensary, the Dental Clinic, the Central Clearance Agency, the Provost Marshal, the Staff Judge Advocate, and the EM and Officer Clubs, the Post POR-PCS Board had to be conferred with and schedules adjusted before the actual POR Board met.

OBSERVATION: A central agency should conduct POR processing for a unit. This agency should be the sole contact for the unit in matters of POR processing.

e. Item: Preparation for the POR Board.

DISCUSSION: In order to facilitate the processing of personnel through the Unit or Division POR Board the companies and staff sections should insure that the following items have been accomplished: All personnel should have Identification Cards and Dog Tags; all training records are complete and up to date; all reenlistment data cards are complete; Geneva Convention, Code of Conduct and Escape and Evasion requirements complete; orders for promotion and weapons qualification complete, up to date and on hand; and shot records and physical examinations up to date.

OBSERVATION: To complete preliminary requirements for POR Qualification, the check lists should be made available to units preparing for overseas deployment a minimum of 60 days prior to PRD. In addition selected personnel within each unit should be trained as to what is expected by the POR Board.

f. Item: Shipping Rosters.

DISCUSSION: Alphabetical shipping rosters were prepared for each increment leaving Fort Riley. In mustering all personnel from a single roster a certain amount of confusion was incurred.

9.

OBSERVATION: Movement of personnel could be controlled more efficiently if rosters were according to TOE Company Units involved in shipment.

g. Item: A divisional engineer battalion is not organized to maintain its own personnel records.

DISCUSSION: When it became apparent that this battalion was to operate separate from the remainder of the division an attempt was made to obtain an augmentation for a ten man (seven personnel, three finance) personnel section. By deployment time, seven men were obtained. Of these, however, five clerks were attached from Division Finance. Division PSD could spare only two personnel clerks, the number allotted to service the battalion in their organization. The remainder of the clerks were drawn from the battalion itself.

OBSERVATION: That provision be made for a division to provide sufficient personnel to support a separate engineer battalion.

2. Operations:

a. Item: Equipment Loading.

DISCUSSION: Much time was lost by crews loading TOE equipment onto railway cars due to the fact that once cars were loaded there was no way to move them out and move empty cars to the loading dock.

OBSERVATION: To facilitate loading procedures a switch engine should be available to shuttle railway cars to and from the loading docks.

b. Item: Transfer of Equipment from Port of Entry to Base Camp.

DISCUSSION: The transfer of equipment from Port of Entry to Base Camp involves problems concerned primarily with coordination, security, and communications. Local traffic conditions necessitate truck routes. Convoys are mandatory for security reasons. Drivers are not familiar with traffic signs, regulations and routes. Usually docks are crowded which adds to the confusion of unloading and requires rapid clearance of off-loaded vehicles, equipment and supplies.

OBSERVATION: The task of equipment transfer should be given to a unit as a mission. This provides for the retention of an experienced and workable chain of command. It is extremely important that an officer accompany the group to the dock. It is also advisable to place an officer at an intermediate point along the route and one at the base camp to provide constant and reliable communication and coordination. OIC should be thoroughly familiar with local traffic regulations and routes, and should be given ample time to prepare assignments and brief members of his command.

3. Training and Organization:

a. Item: Advanced Unit Training.

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DISCUSSION: The Basic and Advanced Unit Training cycle for the 15th Engineer Battalion consisted of only 8 weeks. The final result was only 6 (plus) weeks after time taken by the Training Test and unit inspection by the 5th Army CMMI Team.

OBSERVATION: Compensatory time should be granted to units prior to deployment to make up training lost due to command inspections, Army Training Tests and lack of equipment and training facilities.

b. Item: M-79 Grenade Launcher Training.

DISCUSSION: No personnel within the 15th Engineer Battalion were qualified on the M-79 Grenade Launcher due to insufficient stores of ammunition at Fort Riley.

OBSERVATION: Provisions should be made prior to overseas deployment to qualify personnel with their individual weapon.

c. Item: Machine Gun Qualification.

DISCUSSION: Due to accelerated training and rescheduling only the assigned machine gun crews (2 men/MG) were range qualified.

OBSERVATION: Additional personnel should be cross-trained on unit crew-served weapons and special weapons such as the M-79 Grenade Launcher, .45 Cal Pistol and Automatic Rifle.

d. Item: Modified Tank Crew.

DISCUSSION: Combat engineer TOE authorizes a 3-man crew for the combat engineer vehicle. The 15th Engineer Battalion is equipped with the M4843 Tank Dozer in lieu of the CEV, which requires a four man crew.

OBSERVATION: A modification to the personnel and equipment authorization should be incorporated to show a TOE slot for a loader (Asst Gunner) and assign him a .45 Cal Pistol in place of present M-14 Rifle.

e. Item: Construction Training.

DISCUSSION: Personnel of the 15th Engineer Battalion received no training in Theater of Operations Construction methods due to inability to obtain both materials and construction equipment.

OBSERVATION: All engineer units deploying to USARPAC should have EXTENSIVE training in plane surveying, earth construction, road and air-field construction, drainage and culvert construction, placement of concrete and associated materials and basic construction. To accomplish training of construction methods such equipment as cement mixers, scrapers, bulldozers, scooploaders, air compressors and surveying instruments must be made available. In addition, supplies such as cement, reinforcing rod, PSP, lumber and nails should be procured even if limited in quantity.

f. Item: Concurrent Training with Infantry Brigade.

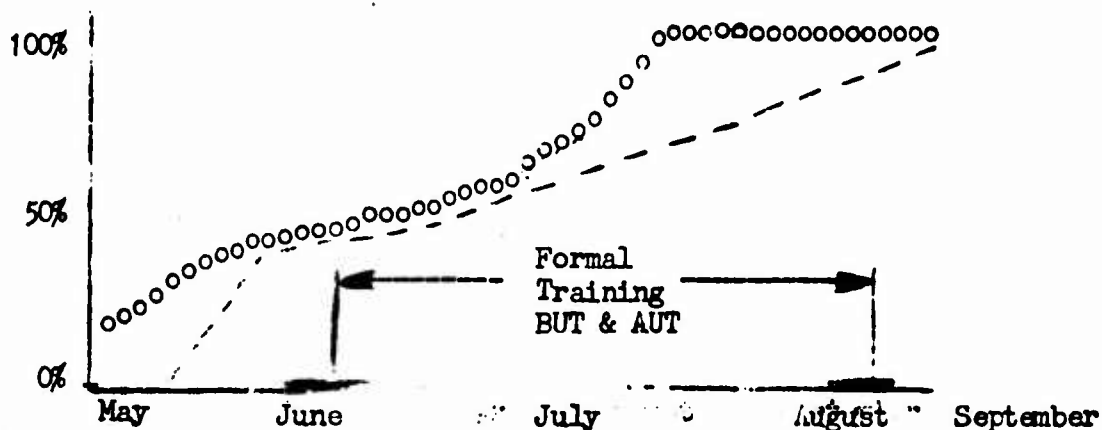
DISCUSSION: The 15th Engineer Battalion participated in no training with Infantry Brigades or other elements while at Fort Riley because they were not far enough along in their training cycles to permit concurrent training with engineer companies. All training, therefore, was unit training within the battalion.

OBSERVATION: The Combat Engineer Battalion TOE is organized to support each of the three (3) Division Maneuver Elements with an Engineer Line Company. It is therefore imperative for both the maneuver element and engineer personnel to train together prior to overseas shipment to a combat zone.

4. Intelligence: (Not applicable to this report)

5. Logistic

a. Item: Issue of TOE.



- - - - - Receipt of TOE
O O O O O Assignment of Personnel

DISCUSSION: At the beginning of formal training, 15 June 1966, the equipment on hand was approximately 60% of the total authorized. Critical shortages were engineer vehicles and float bridge equipment.

OBSERVATION: The result of authorized equipment not being on hand was the loss of effective training by lecture type instruction rather than practical application.

b. Item: Receipt of TOE - Incomplete Inventory.

DISCUSSION: When TOE equipment such as pioneer sets, carpenter sets, demolition kits, automotive tool kits, general mechanic tool set and organizational vehicles were issued they were found to be lacking many component items including complete sets of OEM tools i.e., all ALVB were issued without OEM. The filling of inventories was hampered by an absence of many items at the Post Self Service Supply. As a result units within the battalion deployed overseas with numerous items missing from their component tool sets and vehicles, therefore affecting the Mission Effectiveness of this unit.

OBSERVATION: All efforts should be made to complete tool and supply inventories of units deploying from CONUS as re-supply within the Theater of Operations is uncertain and often impossible.

c. Item: Late Issue of Equipment and Supplies.

DISCUSSION: Numerous component items arrived after the initial shipment of equipment. Therefore problems were encountered in packing these items with either Red "TAT" or Yellow "TAT" baggage.

OBSERVATION: Provisions should be made when packing lists are prepared to foresee the issue or pick-up of late arriving supplies and equipment.

d. Item: Individual Clothing and Equipment Packing List.

DISCUSSION: Upon deployment it was observed that the Red "TAT" duffel bag was less than half full and the Yellow "TAT" duffel bag was overfull. Since the travel uniform excluded all field equipment additional baggage was added to the individuals load. Naval and MSTs vessels require the wearing of low quarter foot wear which was packed in Red "TAT" duffel bags, thus unavailable to troops on board ship.

OBSERVATION: Recommended changes to the individual Clothing and Equipment packing.

<u>ITEM</u>	<u>A BAG</u>	<u>B BAG</u>	<u>WORN</u>
Belt, Trousers, Ctn web		1	1
Boots, Combat		1	1
Buckle, web belt, brass			1
Cap, Garrison, wool		1	
Cap, utility, OG	1		1
Drawers, cotton, OG	4		1
Handkerchief, cotton, OG	4		1
Insignia, branch of Svc, EP		1	
Insignia, BOS bronze, US		2	
Raincoat, nylon, taupe		1	
Shirt, cotton, uniform, twill			
SH 1, Short sleeve		2	
Shirt, utility, OG 107	3		1
Shoes, dress, oxford	1		
Socks, cotton, black	1	2	
Socks, cushion sole, black	3	2	1
Towel, bath, cotton, OG	2	2	
Trousers, ctn, sateen, OG 107	3		1
Trousers, ctn, uniform, twill			
Khaki		2	
Undershirt, cotton, OG	4		1
Armor, body protection, groin		1	
Armor, body protection,			
neck, torso	1		
Bag, waterproof, clothing	1		
Belt, individual, equipment	1		

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<u>ITEM</u>	<u>A BAG</u>	<u>B BAG</u>	<u>WORN</u>
Belt, pistol			1
Blanket, bed, wool, OG 118		1	
Canteen, cup and cover	1		
Cap, field, cotton		1	
Carrier, intrenching tool		1	
Case, field, first aid			1
Case, sleeping bag	1		
Case, SA ammo, universal	2		
Coat, man's, ctn WRS, OG 107		1	
Field pack	1		
Mess kit, w/knife, fork, and spoon	1		
Glasses, sun, spectacle			1
Gloves, Lthr strap closing		1	
Hat and mosquito net		1	
Helmet, steel, w.cover camouflage, band camouflage, liner	1		
Insect bar		1	
Intrenching tool		1	
Knife, pocket			1
Mattress, pneumatic		1	
Overshoes, rubber		1	
Poncho, OG	1		
Rucksack		1	
Shelter half, tent, w/pegs and poles		1	
Shoe, safety		1	
Sleeping bag		1	
Sling, carrying bag		1	
Suspenders, field pack	1		
Individual weapon			1

OPTIONAL FOR OFFICERS AND WARRANT OFFICERS

Coat, AG 344, (Lightweight)	1
Trousers, AG 344, (Lightweight)	1
Coat, summer tan	1
Trousers, summer tan	1

NOTE: Take as many toilet articles, as much lighter fluid, flint, and other personel articles as you can find room to pack.

6. Other:

Item: The task of obtaining publications for a newly activated unit is unnecessarily difficult.

DISCUSSION: A new unit must requisition all publications one by one after establishing an account number at the Baltimore and St. Louis publication centers. Piecemeal requisitioning assumes the presence of catalogues in these units. It is these indexes that are often the

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most difficult publications to obtain. The opening of an account includes the submission of the general order activating the unit which can be used as a basis for an initial issue of publication..

RECOMMENDATION: That a system be set up where-by a newly activated unit, upon opening a pin-point distribution account at the AG Publication Centers, is automatically issued a complete set of the DA Pamphlet 310- Series, and all regulations appropriate to its size; ~~i.e.~~ an A-distribution to companies, a B-distribution to battalions, etc. The cost of such a system would be small when compared to the price of the man-hours spent preparing multiple, many paged requisitions, many of which must later be corrected because of outdated data.



WILLIAM E. READ
LTC, CE
Commanding

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ANNEX A: ORLL, Headquarters, 15th Engineer Battalion

PERSONNEL STRENGTH

A. Personnel Deployed. (15th Engineer Battalion)

	<u>AUTH</u>	<u>ASG</u>
OFF	44	44
WO	2	2
<u>EM</u>	<u>934</u>	<u>912</u>
TOTAL	980	958

B. Personnel Attached.

OFF	4
WO	0
<u>EM</u>	<u>10</u>
TOTAL	14

NOTE: 1 Division Postal Officer 1 Chaplain's Assistant
 1 Postal NCO 1 Division PX Officer
 1 Division Special Services Officer 5 Finance Personnel
 1 Special Services NCO 2 Personnel Clerks
 1 Chaplain (Catholic)

C. Total Personnel Deployed.

OFF	48
WO	2
<u>EM</u>	<u>922</u>
TOTAL	972

D. Distribution of Personnel. (Assigned and Attached)

	<u>OFF</u>	<u>WO</u>	<u>EM</u>
Main Body	36		869
Advance Party	8	2	36
Train Guards	1		5
WABTOC Guards	1		1
ADE Section	1		11
Command Group	1		

E. Critical Shortages.

1. Flame Thrower Platoon Personnel
2. Water Supply Personnel
3. Non-Commissioned Officers (E-5)

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ANNEX B: ORLL, Headquarters, 15th Engineer Battalion

EQUIPMENT STRENGTH

<u>ITEM</u>	<u>AUTH</u>	<u>O/H</u>	<u>SHORT</u>
Boat, Bridge Erection	8	3	5
Bridge Set (M4T6)	4	4	
Bridge Erection Set	4	2	2
Compressor, Air, 250 CFM, Trk Mtd	7	2	5
Compressor, Air, 210 CFM, Trl mtd	0	3	
Crane, trk mtd	3	3	
*Flame Thrower M-132	4	0	4
Grader	4	4	
Loader, Scoop	12	12	
Tractor, FT, HD 16 M	12	12	
Trk, 1/2 ton Utility	39	39	
Trk, 3/4 ton Cargo	23	23	
Trk, 3/4 ton Contact Maint	2	2	
Trk, 2 1/2 ton Cargo	38	38	
Trk, 2 1/2 ton Shop Set	1	1	
*Trk, 2 1/2 ton SVC (Flame)	2	0	2
Trk, 5 ton Dump	58	58	
Trk, 5 ton Bridge	54	48	6
Trk, 5 ton Tractor	16	16	
Trl, 1/2 ton Utility	39	39	
Trl, 3/4 ton Cargo	18	18	
Trl, 1 1/2 ton Cargo	32	32	
Trl, 25 ton	15	15	
Trl, 60 ton	1	1	
Trl, Pole	46	46	
Trl, Tool, Electric	12	12	
Trl, Water	6	6	
Water Purif Set 600 GPH	5	0	5
Water Purif Set 1500 GPH	5	3	2

*Equipment arrived Fort Riley 26 September 1966 and departed station 7 October for surface shipment to Vietnam.

Critical Shortages:

1. Water Purification Equipment
2. Bridge Trucks M-139

1.9
WGB-3 (17 Dec 66)

1st Ind

CPT Nicol/fch/LB543

SUBJECT: Report - Lessons Learned for the Period 1 February 1966 - 31
October 1966

DA, HQ, 159th Engineer Group (Const), APO 96491 20 December 1966

TO: Commanding General, United States Army Engineer Command Vietnam (Prov),
ATTN: AVCC-CP, APO 96307

This report is considered to be fully adequate and should contribute significantly to a more complete understanding of the engineer construction program in Vietnam and of some of the problems being encountered and overcome.

FOR THE COMMANDER:



HAROLD W. MARTIN
Major, CE
Adjutant

incl 1

15

21

AVCC-BC (17 Dec 66) 2d Ind MAJ Fowler/cb/Castle 417
SUBJECT: Report - Lessons Learned for the Period 1 February 1966 thru
31 October 1966

Headquarters, United States Army Engineer Command Vietnam (Prov), APO 96491. 0 JAN 196

TO: Commanding General, United States Army, Vietnam, ATTN: AVC-DH,
APO 96307

This headquarters concurs with the submitting and indorsing commanders,
subject to the added comments:

1. Section 2, Part I, para 2a, page 7. Item: Equipment Loading.
End-car loading in lieu of side-car loading can facilitate rapid flat-car
loading. This method does require knowledge of the unloading plan and
may require inter-connecting ramps.

2. Section 2, Part I, para 3e, page 8. Item: Construction Training.
Engineer units deploying to USARPAC should definitely have some construction
training. However, this training should not replace any combat engineer
training. While there are some unique aspects of construction procedures
and problems here in Vietnam, most personnel involved here in-country are
concerned with the application of the basic skills and fundamentals of combat
engineering, engineer construction and other basic engineer MOS skills. The
leaders, however, require more thorough familiarization with the terrain,
weather and use of expedient construction materials which are common to
operations in Vietnam. They should also be better versed in construction
management techniques.

FOR THE COMMANDER:


RICHARD S. DUCOTE
Colonel, CE
Chief of Staff

16

Incl 1

23
AVHGC-DH (17 Dec 66)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS GSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 27 JAN 1967

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 30 October 1966 from Headquarters, 15th Engineer Battalion as indorsed.

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

FOR THE COMMANDER:



R. J. THORNTON III
1st Lt, AGC
Asst Adjutant General

1 Incl
nc

17

25. GPOP-OT (17 Dec 66)

4th Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending
31 October 1966 (RCS CSFOR-65), HQ 15th Engr Bn

HQ, US ARMY, PACIFIC, APO San Francisco 96558

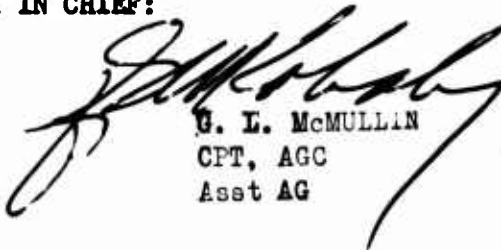
18 MAR 1967

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

1. The basic report with indorsements is forwarded for
information purposes as it has been indorsed to this headquarters
through improper channels.

2. The ORLL of the 15th Engineer Battalion should be incorporated
in the 9th Infantry Division ORLL in accordance with AR-19.

FOR THE COMMANDER IN CHIEF:


G. L. McMULLIN
CPT, AGC
Asst AG

1 Incl
nc

Copy Furnished:
CGUSARV

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Incl 1