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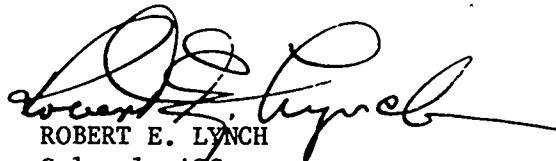
SUBJECT: Operational Report - Lessons Learned, Headquarters, 9th Logistical Command, Period Ending 31 October 1969

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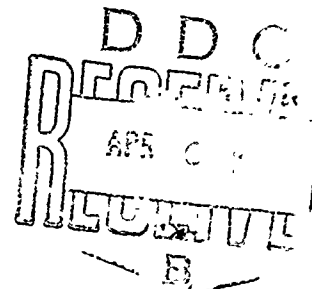
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DEPARTMENT OF THE ARMY
HEADQUARTERS 9TH LOGISTICAL COMMAND
APO San Francisco 96232

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

SECTION I

1. GENERAL:

a. The 9th Logistical Command operates the U.S. Army Depot, Thailand, with storage locations in Korat and Sattahip, ammunition and general cargo water terminal in Sattahip, provides transportation movement control and line haul transportation throughout Thailand, provides direct and limited general support maintenance. An organizational chart of the 9th Logistical Command is shown at Inclosure 1. A key personnel roster is shown at Tab A to Inclosure 1. (Tab A wd HQ, DA)

b. The 9th Logistical Command continued to provide on-the-job-training (OJT) to selected soldiers of the Royal Thai Army. Training is conducted at both Sattahip and Korat installations.

2. DIRECTORATE FOR ADMINISTRATION:

a. Past experience reflects that completely centralized publication of orders authorizing ordinary out-of-country leave, TDY, Emergency Leave, Cost of Living Allowance, Basic Allowance for Subsistence, and Rations not available has caused undue delays resulting in either financial or departure difficulties depending on the type of order. This problem has been relieved with the delegation of authority for this command to publish the above types of orders, thus eliminating the needless delay in receipt of orders.

b. Personnel information rosters continue to be a command problem. Only limited success has been attained in improving the status of this most valuable tool in personnel management.

3. INTELLIGENCE AND SECURITY:

a. Physical Security: The Physical Security Program has improved during the past quarter.

b. Effective 15 October 1969, a requirement for a nightly security inspection has been placed on the 9th Logistical

Inclosure

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

Command Staff Duty Officer. This was done to add to the security in the Sattahip area. The Staff Duty Officer will make a nightly inspection between 2200 hours and 0400 hours. This has aided in keeping the Military Police, Unit Police, and Thai Security Guards more alert and attentive to their duties, and in turn has resulted in a better security effort.

c. Security at Deep Water Port has continued to be a problem. It was deemed necessary to establish a "Port Security Detachment". The composition of which is sixteen (16) Military Police, ninety-five (95) Thai Security Guards, and sixteen (16) Unit Police. The detachment was placed under the operational control of the Terminal Command Commander. Training of these personnel to familiarize them with the port operations has begun. Terminal Command has established a new checkpoint within the port and has also established a boat patrol utilizing their own equipment and Unit Police accompanied by Thai Navy personnel.

d. The security of the Depot complex at Camp Samae San has improved with the establishment of roving patrols inside the Depot. The Thai Security Guards that were positioned inside the complex have been moved outside the perimeter fence. This allows the guards better visibility of the outer fence area, and better fields of fire, should this become necessary.

e. Personnel Security: The number of requests for Personnel Security Clearances from subordinate units has remained approximately the same during this period. Coordination between higher and lower headquarters has been outstanding.

4. OPERATIONS:

a. 7th Maintenance Battalion.

(1) During the period of this report, NCR 500 system maintenance has become a problem. There are three NCR 500 systems in the 7th Maintenance Battalion, each located at one of three direct support units. The problem is twofold and is causing excessive NCR 500 down time. One part of the problem is an insufficient number of maintenance personnel MOS 34D series. During the quarter several of the maintenance personnel assigned rotated to CONUS. This left a gap in what was already a critical maintenance personnel situation. The

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

end result is that there are only two repairmen left to service three NCR 500 systems. The other part of the problem is an insufficient quantity of the right kind of parts on stock to repair the NCR 500 on a real-time basis. Corrective action on the twofold problem is currently in progress. Computer Systems Command, USARPAC, has sent a repairman to give 7th Maintenance Battalion technical assistance on maintenance of the NCR 500. This individual is in-country and is performing this function now. A contract has been established with the NCR company for service of a technical representative. The technical representative has arrived at 7th Maintenance Battalion and after processing will be available to begin work. As a concurrent action coordination has been effected with Directorate for Administration for the assignment of repairmen (34D series). One EM will be assigned on 13 November and one o/a 15 November 1969. In the area of repair parts, the current stockage list has been revamped. The list now carries approximately 1,617 lines. Fill is slowly being received. On those parts deadlining a NCR 500 system not immediately available through US Army channels, the contract with the NCR company will be utilized,

(2) In a continuing effort to improve the 7th Maintenance Battalion automatic data processing capability, technical assistance was requested and received from HQ, USARPAC. A technical assistance team from Computer Sciences Corporation worked with 7th Maintenance Battalion ADP personnel for approximately 60 days. The team analyzed the programs and the documentation flow of the various programs supported by the ADP Center. Equipment Status Report, PLL updating, TAERS data reduction, and End Item Master Identification File Systems were revised. The team reviewed and rewrote various programs to streamline processing and to eliminate unnecessary operations.

(3) The automated prescribed load list (PLL) for all USARSUPTHAI units has been completed for the first time to accurately reflect the required stockage of repair parts to support the various unit missions. Basis for updating PLL is demand data, change in Federal Stock Numbers, and changes in on-hand/authorized equipment. Prepunched requisitions are provided for all additions to PLL listing and changes in Federal Stock Numbers. The prepunched request and PLL listing is distributed to the units through their supported DSUs Tech Supply. In addition, two prepunched requests are furnished to the supporting units which submit a request for a

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

PLL item. PLL updating procedures have been expanded. A new series of programs for PLL operations was designed by the systems analyst from Computer Science Corporation. The new system provides the capability of posting FSN changes to the file and processing part numbers, and eliminated many punch card machine operations. Programming of the new system is being integrated into current operations and will be completed during the forthcoming quarter.

(4) During the quarter a major problem has developed with the 10-ton tractor, M123A1C, primarily those operated by the 809th Engr Bn. The problem noted is that the trunnion bracket for the rear axle and the crossmember supporting the fifth wheel are developing cracks. Nineteen trucks in country are known to have these defects. DSU inspectors, assisted by TACOM survey team, inspected the vehicles and determined the repairs required. The crack in the trunnion bracket is being machined by grinding and the area reinforced and re-welded. The crossmember is being reinforced. To date twelve (12) units have been repaired and returned to service.

(5) During the reporting period transmission support brackets for the 290M Heavy Industrial Wheeled Tractor in Sakon Nakhon area were discovered breaking. A contact team from Director of Maintenance and General Support Contractor was sent to Sakon Nakhon to evaluate the situation and to determine the necessary repairs. After an analysis of the problem the contractor and the 57th Light Maintenance Company began an active program of manufacturing and installing reinforced brackets for the transmission. Each 290M tractor requires the installation of four such brackets. This entails a minimum of eight hours work. There are 109 290M tractors in country, 60 of which are supported by the 57th Light Maintenance Company. To date, reinforced brackets have been installed on 25 of these tractors.

(6) On 15 September 1969, Trans World Airlines (TWA) assumed operational responsibility of the power generator overhaul facilities (PGOF) at Camp Friendship. The PGOF was previously operated by AMPAC as part of their contract. A Fifteen day phase-in of TWA supervisory and maintenance personnel was made during 1-15 September, with AMPAC supervisory personnel being gradually withdrawn during this period of time. Production output was sustained during the changeover period.

THLC-PO 14 November 1969
: SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(7) On 16 August a message was received from USARPAC stating that this command would conduct an inventory of all unserviceable repairable tires in country. The repairable tires were to be prepared for retrograde. Further shipping instructions were to be received from USARPAC. Since the date of receipt of the message, nearly 1,500 tires have been accumulated and stored in the DSUs. Due to the limited warehouse space, tires are stored in an open storage area. Climatic conditions are such that if these tires are not retrograded or recapped shortly, their deterioration will make them worthless. To date, accompanying shipping instructions have not been received. Monthly inventory reports have been sent to G-4, USARSUPTHAI.

(8) An intensive program has been underway during this quarter to recondition and repair refrigerated vans belonging to the 519th Trans Bn. The refrigerated vans are used to transport perishable items over extended distances sometimes up to 700 miles and are constantly in use. The reconditioning program is being conducted by the 7th Maintenance Battalion and the general support contractor, Trans World Airlines (TWA). From 1 August to 31 October work was completed on 29 refrigeration units and 25 vans. Work on the vans consists of total reconditioning of the body to facilitate maximum insulation and to maintain low temperature, and reducing the stress placed on the refrigeration unit while vehicles are in transit. Refrigeration units are being rebuilt and their power units are being converted to military standard engines. The availability of repair parts has been a major problem in the repair program. TWA has made use of their direct procurement capability to order repair parts direct from manufacturers in CONUS. Refrigeration vans and refrigeration units were made available to the unit from the maintenance float. In addition, requisitions have been submitted for the procurement of additional refrigerated vans and units as replacement equipment for those units declared uneconomically repairable due to repair cost or age. The lack of organizational maintenance of refrigeration units and vans and the extensive mission requirements have contributed to the current status of the equipment. Classes are being conducted by MECOM in an effort to improve organizational maintenance.

b. The missions of the 519th Transportation Battalion have remained unchanged for the reporting period. The Battalion retains the responsibility for military truck transportation

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

in Thailand. The initial tons, ton miles, and miles driven indicated below represent an increase over the last reporting period. However, these tonnages are below the tonnages moved during the harvest season last fiscal year. The slight increase can be attributed to the clearing of the U.S. Army Depot, Thailand of Post Exchange items which were delivered to Bangkok. The workload of the 519th can be forecasted to continue to increase during the next quarter due to the harvest season and ETO concentrating on the more profitable agricultural cargos.

5. TRAINING:

a. To overcome the shortages of E6's and above, NCO's and specialist personnel qualified in depot supply management and computer operations, a total of 11,000 man-hours of training were conducted during the reporting period. An aggregate of 40,000 man-hours of training is projected for FY 70. Training subject areas included MILSTRIP, 3S Procedures, Programming and Computer Techniques, Management, Supervision and various technical areas of depot operations. The training program continues to receive command emphasis. Monthly orientation of newly arrived personnel and weekly mandatory classes have proven to be of value in filling the experience and training gap in depot operations of newly assigned officers and NCO's.

b. As stated in the previous ORLL, this Headquarters is relying more and more on the Local National personnel as drivers. During this reporting period, this philosophy has been continued and improved upon. An additional four hours of training on defensive driving is now being given by the Civilian Personnel Office to all 519th Transportation Battalion drivers. This training is being conducted on an area basis to allow Local National drivers to attend with a minimum loss of duty time. During the reporting period the Local National Driver Training Program has also been augmented in the Sattahip area by periodic lectures by Mr. Aroon S. Watana. Mr. Watana has lectured to the 519th Transportation Battalion units in the Sattahip area on Defensive Driving Techniques on two occasions during the reporting period. Mr. Watana is the President of the Thailand Traffic Association, and the Thai National Safety Director. These lectures have not only served to educate the Local National on proper driving techniques, but also served to make the Local National take more pride in

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

his work and his driving abilities. One of the classes was publicized in a Thailand national magazine complete with pictures. These types of classes and publicity have many intangible benefits which the 519th Transportation Battalion and this Headquarters consider to have contributed substantially to its much improved safety record during the reporting period.

c. In the 7th Maintenance Battalion training is being conducted in maintenance and repair parts management at both organizational and direct support levels. Training for both U.S. Army and Thai personnel includes instruction on preventive maintenance procedures, trouble shooting, fuel and air systems, repair of multifuel engines, Army equipment records system and PLL management. Intensified management training of officers and senior NCO's throughout the logistical system continues to increase the organic capabilities of the 7th Maintenance Battalion and the 9th Logistical Command.

(1) In the OJT program of the 7th Maintenance Battalion, the following number of students graduated from the listed courses:

WHEEL VEHICLE MECHANIC, MOS 63B	2
CANVAS & LEATHER REPAIR, MOS 43G	1
METAL BODY REPAIR, MOS 44B	2
WELDER, MOS 44C	1
ARTILLERY MECHANIC, MOS 45F	1
FIELD RADIO REPAIR, MOS 31E	1

(2) The following number of students are presently enrolled in courses listed:

FIELD RADIO REPAIR, MOS 31E	1
ARTILLERY MECHANIC, MOS 54F	1
METAL BODY REPAIR, MOS 44B	4
WHEEL VEHICLE MECHANIC, MOS 63B	2
CANVAS & LEATHER REPAIR, MOS 43G	1

(3) The 7th Maintenance Battalion's Operations Office is in direct coordination with the 2nd Thai Army through the 2nd Thai Army's RTA OJT Coordinator. At present, the 7th Maintenance Battalion is experiencing no problems administering the RTA OJT program.

..THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

6. DIRECTORATE FOR TRANSPORTATION:

a. Major Activities.

(1) A revised cargo security plan was developed and implemented. Meetings held with agencies responsible for cargo security (Terminal Command, Thai Security Guard, Thai Navy Military Police, U.S. Military Police and Thai Civilian Police) resulted in a delineation of responsibilities and procedures. The Commanding Officer, Terminal Command has been charged with the responsibility of coordinating all port security activities. To complement these physical security measures, a study is being conducted of the documentation flow and operating procedures to isolate any further deficiencies in the security program.

(2) The Headquarters Detachment, 519th Transportation Battalion, and the 260th Transportation Company (Med Trk) moved from Phanom Sarakham to Sattahip in late August. This relocation resulted in better management of the military truck as 95 per cent of the total tonnage moved by the battalion originates in the Sattahip Port Complex.

(3) The Movements Control Agency has initiated an aggressive program to recoup back claims from the line haul contractor. Over \$3,600.00 has been received from back claims during this quarter.

(4) The two Japanese Commercial Tugboats were released from Thai Customs and are now providing harbor services in the Sattahip Area.

b. Port Operations.

(1) During the past quarter, 204,893 STON's of cargo were discharged at Army water terminals. During the same period, 20,967 STON's were backloaded.

(2) The 45-ton capacity gantry crane arrived 18 August 1969 and became operational on 22 August 1969.

(3) The 100-ton Barge Derrick (BD 6654), which received major overhaul in Singapore, was returned on 29 September 1969.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(4) The United Stevedoring Company was awarded the new stevedore contract on 31 October 1969. The new contract includes rates for many terminal services which had not been covered in the old contract.

(5) A more efficient technique for discharging 750-lb bombs was initiated. Use of a spreader-bar permits the simultaneous lift of two ammunition pallets. The results are more rapid discharge and quicker vessel turn around.

(6) Utility harborcraft requirements have been re-evaluated. Reductions in requirements have been identified resulting in equipment and operating cost savings. One Q-boat, recently retrograded to Okinawa has been declared excess.

(7) The TWA contract for maintenance of floating craft and electric forklifts has alleviated most of the maintenance difficulties for those items. Two Army tugboats required major repairs during the period. The repairs were accomplished in Bangkok under the TWA contract. All four Army tugs and two civilian tugs are now operational.

(8) Barge traffic between Sattahip and Bangkok increased to 5,445 STON's, up 1,428 STON's from last quarter.

c. Highway Operations.

(1) Military

(a) During the reporting period, the military highway assets continued to supplement the commercial highway capability. This mission of the 519th Transportation Battalion has remained unchanged for the reporting period. The Battalion retains the responsibility for all military truck transportation in Thailand. The performance figures shown below show an increase over the last reporting period. The increase is attributed to the clearing of the U.S. Army Depot, Thailand of Post Exchange items which were delivered to Bangkok. The workload of the 519th is expected to increase during the next quarter due to the harvest season and ETO concentrating on the more profitable agricultural cargos. The 44th Tactical Fighter Wing was moved from Korat AFB to Takli AFB. Over one million-ton miles were recorded during this move. During the reporting period the Battalion did not move any Project 972 cargo.

.. THLC-PO .

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(b) Sattahip originated convoys are being marshalled at the Deep Water Port to consolidate security efforts and eliminate pilferage opportunities at the Vayama TTP.

(c) Military highway performance:

Initial Tons - 81,107 STON's
Ton Miles - 7,971,473
Miles Driven - 2,264,976

(d) One additional medium truck company has been assigned the mission of port clearance. Formerly, port clearance was the sole responsibility of the 53rd Transportation Company. At present, two transportation medium truck companies are engaged in port clearance.

(2) Commercial: Contract trucks continued to move the majority of tonnage. The commercial contractor, ETO, transported 194,524 STON's of cargo during the quarter. This represents an increase of 1,507 STON's over last quarter.

d. Rail Operations. Rail service continues to provide flexibility to the transportation system in Thailand. During the quarter, 491 STON's of reefer cargo and 81 STON's of general cargo were shipped by this mode.

e. Movements Control Agency. Blue Star Operations (Sensitive Ammunition Movements) were previously accomplished by three offices: the 260th Transportation Detachment, Udorn; TMO II, Korat; and HQ, Movements Control Agency, Sattahip. To improve the management of this function, the entire operation has been centralized at TMO II, Korat. USARSUPTHAI General Order 409, Para. 014, authorized the movement of personnel and equipment of the 260th Detachment to Korat for this purpose.

7. DIRECTORATE FOR SUPPLY:

a. An overstockage of Class I (subsistence) supplies was a significant problem during the reporting period. Cancellation of dues-in, forced issues, broadcasting of excesses throughout USARPAC, correcting faulty order-ship-time, a revised Master Menu and other vigorous actions have resulted in a substantial reduction of the subsistence excesses. Similar aggressive action in this area will continue to insure that excesses remain at a minimum.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

b. In the Systems/Data Processing Division significant activities included:

(1) The receipt of MILSTRIP/MILSTAMP Interface computer programs. Problems encountered with these programs are addressed in the lessons learned portion of this report.

(2) A program to automate the DPD tape library listings was developed by the Systems Office, DPD. The program provides an up-to-date listing of tapes on file in the library and reduces the probability of using incorrect tapes.

(3) A multi-programming concept was implemented resulting in more efficient use of the time on the computer's central processing unit. This item is covered further under Section II - Lessons Learned.

(4) Programs were developed to provide the Finance Section with a weekly commitment summary report and a monthly customer issue report. Both reports were necessitated by the Finance Section's assumption of the billing mission for out-of-country requisitions.

(5) During the reporting period, significant delays were experienced due to computer operational errors which resulted in fewer supply cycles being run than had been planned. Details of this problem along with recommendations are in the lessons learned portion of this report.

c. Publication of a monthly Depot Supply Management Analysis booklet containing statistical and narrative information on trends, goals and accomplishments was initiated. Three editions were published and distributed throughout the command for use as an aid to management and decision making. This subject is also treated in the lessons learned portion of this report.

d. Financial Inventory Reporting was introduced during the reporting period. The Quarterly Stratification Report of USARPAC Depot Assets, PSU-74 and the Quarterly Stratification Report of Secondary Items, RCS CSGLD 1438 were completed allowing for further advances in depot management. The initial Monthly Changes to Secondary Items Inventory Report was also produced. The quarterly reports show the relationship of

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

available assets to authorized acquisition and retention levels, excess on-hand and dues-in value and demand data. The monthly report shows the changes in inventory value by receipts, issues, transfers and adjustments processed each month. Assistance from USARPAC was received in Financial Inventory Reporting. The lesson learned from preparation and submission of the initial FIR's is contained in Section II of this report.

e. Additional controls were established at the directorate level on out-of-country requisitions where the total replenishment buys exceed one million dollars and where a single line item exceeds a value of fifty thousand dollars. The controls established require approval of requisitions by the Directorate for Supply for the one million dollar category and approval by the Chief of Inventory Control for the fifty thousand dollar items.

f. The previously established program to eliminate excessive on-hand quantities and dues-in was completed as scheduled on 5 September 1969, with a total of approximately \$31,000,000 worth of items being cancelled or retrograded in July and August.

g. Extensive care and preservation activities were carried out between August and October 1969 on Project Stocks. Repalletization of culverts, fence posts, tents and barbed wire was completed. Another major project which was undertaken and completed during the reporting period was the cleaning, preserving and repacking of all railroad components stored as Project Stocks.

h. A 100 per cent location survey was completed on 13 August 1969 in Sattahip and on 29 August 1969 in Korat. The results of this survey are evident by the drop of 14 per cent in warehouse denials since July. An accelerated inventory began on 27 October 1969. Results of this inventory will be reported in the next ORLL.

i. Benefits from the depot's recently established Quality Control Program were realized during the past three months in the form of technical assistance provided to supported units, publication of SOP's for turn-in of items to the depot, establishment of a complaint register and an intensive inspection program as well as establishment of a badly needed technical reference library. Lessons learned during the first three months' operations of the Quality Control Program are covered in Section II.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

j. Arrival of assigned DAC personnel during the reporting period brought the total number of DAC's on duty to twelve. Of the ten TDY DAC's on the AMC Quick Reaction Assistance Team that arrived in July 1969, four have been released and returned to AMC. The six remaining members of the team are scheduled to return to CONUS as follows: One in November, three in December, and two in January 1970.

8. DIRECTORATE FOR SERVICES:

a. To reduce the maintenance problems in the HHC, 9th Logistical Command motor pool wheeled vehicles were reduced. The twenty-two 5-ton tractors and eleven S&P trailers on hand were transferred to the 519th Transportation Battalion. The requirement for prime movers for POL tankers will be provided by the 519th Transportation Battalion.

b. Two on-site sales of salvage property were conducted at the 562nd Light Maintenance Company cannibalization point at Camp Vayama by PDO. The sales not only returned \$91,000 to the US Government, but additionally reduced greatly the transportation costs involved in moving salvage property, to the U-Tapao RTAFB Redistributing and Marketing Site.

9. DIRECTORATE FOR MAINTENANCE:

Intensive repair parts management coupled with increased maintenance training for both enlisted and officer personnel is yielding excellent return on equipment availability. Repair parts supply appears to be the most pressing problem. Efforts in this area are continuing with greatest emphasis being placed on reducing the number of PLL/ASL lines at zero balance.

10. COMPTROLLER:

Beginning in FY 70, this Headquarters commenced publication of a monthly Statistical Summary. In order to provide the Commander, Directors and Staff elements with a more detailed operational analysis capability, a Quarterly Review and Analysis has been incorporated into this publication. A copy of the first booklet is at Inclosure 2.

SECTION II

LESSONS LEARNED

COMMANDER'S OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS

1. Administration:

a. Personnel

(1) Observation: The requirements to send enlisted personnel TDY to the USARSUPTHAI Reenlistment Office to reenlist has proved to be expensive and time consuming.

(2) Evaluation: This requirement is unnecessary as this command is staffed to handle the requirement thus eliminating the need for TDY.

(3) Conclusion: Coordination has been completed with the CO, 256th PSC and the USARSUPTHAI Reenlistment Office to establish procedures and policies for locally reenlisting enlisted personnel. The program is presently operating quite efficiently.

b. Operations: NONE

c. Training: NONE

d. Intelligence: NONE

e. Logistics: NONE

f. Organizational: NONE

2. Transportation:

a. Personnel:

(1) Observation: Direct hire local national cargo checker duty performance is superior to non-MOS trained military checker.

(2) Evaluation: The present TDA provides for military cargo checkers. These personnel were not available on termination of the CONAM contract for tally and documentation service. Ninety-six (96) temporary hire LN personnel were hired pending arrival of military personnel. Recent input of military personnel indicates a lack of MOS training. The time required to train non-qualified personnel is not justifiable in a short tour area.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(3) Recommendation: That the LN Cargo checkers be retained and the military cargo checkers spaces be reduced as proposed in MTDA.

- a. Operations: NONE
- b. Training: NONE
- c. Intelligence: NONE
- d. Logistics: NONE
- e. Organization: NONE
- f. Other: NONE

3. Supply:

a. Personnel:

(1) Recruitment of Qualified Local Nationals: Recruitment of qualified local nationals has been a problem since term "Qualified" includes not only the technical competence of the individual but a language competence as well, to understand the job requirements and communicate in a working environment in which English is used. Compounding the problem is the location of the worksite in relationship to the potential employee market. Because the HQ is located in a rural area, 105 miles from Bangkok, the chief source of administrative and technical help, the problem becomes acute. Therefore, recruitment of qualified local nationals called for an aggressive promotion program designed to reach and interest the potential market. Such a program was implemented aimed at college graduates of the Universities in Bangkok.

b. Evaluation:

(1) The initial effort was advertised primarily by word of mouth resulting in five college graduates responding.

(2) The graduates were assembled by the Civilian Personnel Office, escorted to the job site, given a briefing by the Director and introduced to the Chiefs of each activity, then taken on a tour of the various depot activities during which one of the key Thai employees, presently employed in that activity, described the operations.

(3) Upon completion of the tour, the group was assembled, questions answered or clarified and the manner of applying for a position was explained.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(4) Since the initial group visited on 22 October 1969, the results have not been determined; however, interest was high and comments favorable.

(5) Because of the favorable reaction to this first effort, the program is being expanded to include newspaper advertisements.

c. Recommendation: That consideration be given to formalizing and broadening the college recruitment program of local nationals to meet similar conditions of job site isolation and unique requirements encountered by other Army activities.

b. Operation:

1. Data Processing

(a) Observation: The implementation of multi-programming in the Data Processing Division has significantly improved computer operation.

(b) Evaluation: Multi-programming is a computer software feature which will allow for the processing of two or more computer runs concurrently. Use of this feature provides for a more efficient utilization of the central processing unit. Since the cost of central processing functions exceed the cost of all other computer functions, optimum use of this CPU's capability results in reduced cost. Current applications are anticipated to save \$13,500 per year.

(c) Recommendation: That multi-programming be implemented at other installations utilizing computers.

2. Computer Operations

(a) Observation: On 15 May 1969, the USARPAC 3S System was implemented utilizing the new 360/50 Computer. Preparation for implementation was performed under contractual arrangement, by personnel of the Computer Sciences Corporation. Actual computer operations, after implementation, were assumed by military personnel with contractor personnel available for consultation and guidance. Because the USARPAC 3S System is a sophisticated supply system, its programs closely interrelated, and the computer utilized an expensive and highly complicated third generation configuration, the expertise of the operating personnel becomes critical.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(b) Evaluation: During the month of September 1969, operational problems occurred involving the mounting of incorrect tapes and erasing data on tapes causing a considerable effort and loss of computer time to correct and reconstruct the files, and re-run program. To capitalize on the lessons learned from this experience, action was taken to increase controls, critique the problem areas and provide additional training. While these measures have solved the current situation, most of the operational problems encountered were traceable to the length (one year) of tour of duty operating personnel, the non-availability of local nationals or DAC's for computer operations, and the lack of experience and training of military personnel.

(c) Recommendation: That consideration be given to the assignment of a number of qualified long tenure DAC's to computer operations to provide the expertise necessary for a successful computer operation on a continuing basis, and provide a permanent on-the-job training for military personnel.

3. MILSTRIP/MILSTAMP Interface System Procedures

(a) Observation: In July 1969, a MILSTRIP/MILSTAMP Interface System was received from USARPAC for implementation. The system was designed for the computer to provide pipeline visibility to supply managers on movement status of supplies being ocean shipped, initiate tracer action if necessary, permit advance movement and storage planning and to evaluate order and ship time delays. During the period of 15 July through 31 August, the system was initially tested and an evaluation of its effectiveness follows.

(b) Evaluation: A review of the test supply manifest output revealed that the system did not effectively meet the purposes for which it was intended for the following reasons:

(1) The output was much too voluminous to be a workable tool for supply managers because it contained data pertaining to non-Depot supported consignees, was not separated by Materiel Category, and contained both "matches" and "no matches".

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(2) A predominance of "no matches" of the Transportation Control Number on the MILSTAMP manifest cards against the MILSTRIP shipping status cards occurred because suppliers were omitting the TCN from the status cards or shipping status cards were not received.

(c) Recommendation: That the present system be modified to:

(1) Provide only Activity Address Code document numbers of interest to the depots concerned.

(2) Separate listings be provided by Material Category with one listing for "matches", another for "no matches".

(3) That command emphasis be applied to suppliers to furnish TCN information on shipping status cards and transmit them promptly.

(4) That consideration also be given to matching the TCN on the MILSTAMP manifest card against the MILSTRIP document number on the due-in of the depot rather than relying solely on the MILSTRIP shipping status card for "matches".

4. Faulty Order Ship Time

(a) Observation: Faulty order ship time tables generated subsistence excesses and overburdened the Class I storage facilities.

(b) Evaluation: A study to determine actual order and ship times upon which to base requisitioning schedules for different categories of subsistence was conducted by the Subsistence Division. The revised requisition schedule was submitted through appropriate command channels to USARPAC for final approval. The new schedule was implemented on 4 October 1969 and will significantly reduce the possibility of future excesses being generated within this command.

(c) Recommendation: Order ship time tables be carefully evaluated and prompt corrective action taken where faulty order ship time exists.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

5. Quality Control

(a) Observation: Prior to July 1969, there was no functioning Quality Control Program within the depot operations. This left a void for determining if prescribe procedures were followed, if people at the working level were acquainted with their responsibilities and for providing an independent "on the scene" evaluation of the actual work as it was done.

(b) Evaluation: During the initial phases of the quality control surveillance checks, a high error rate was found. As awareness developed on the part of operating personnel of the program's active involvement in day-to-day routine activities, the error rate declined, with each succeeding month showing a further decrease. Reports are now provided through Quality Control Activities to the Commander and are used to supplement the normal performance statistics to determine the quality of the product as well as the quantity. A communication link is also provided through the Quality Control Inspectors to the worker and supervisor informing them of the proper way to do the job and the standard to be applied. More reliance is placed on compliance with current procedures rather than revisions or issuance of new ones. This reliance serves to promote familiarity with the required procedures and is invaluable where local nationals are the predominant work force and repetitiveness improves both performance and quality.

(c) Recommendation:

(1) That the advantages afforded by an effective and aggressive Quality Control Program be exploited.

(2) That actions involving changes to current regulations or procedures be evaluated on a "Quality Compliance" basis rather than a "Procedural" basis to be sure that a change in procedure is actually required and not a lack of emphasis on quality control of current procedures.

6. Financial Inventory Management

(a) Observation: The first exposure of supply management personnel to financial inventory output from the computer occurred during late July and again in September. In order to provide Financial Inventory Accounting Reports

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

required by higher headquarters, a process of extracting and compiling data from the computer output listings onto standard forms is required. In addition, a detailed Narrative Analysis is required to accompany the report. Both processes demand an ability by supply management personnel to understand the computer output.

(b) Evaluation: Experience with the first three Financial Inventory Reports has revealed that supply managers have little knowledge of the computer's role in developing and listing the statistics that go into the report. A two-man assistance team provided by USARPAC for one week was of considerable help in assisting and instructing key personnel responsible for the interpretation of the data and preparation of the final reports. However, because the USARPAC assistance was limited in scope and time, a requirement exists for continued assistance in the Financial Inventory Reporting processes, particularly at the time Quarterly Financial Inventory Reports are due.

(c) Recommendation: That assistance from USARPAC continue in this area until local capability is developed.

7. Depot Supply Management Analysis

(a) Observation: Statistical data and narrative analysis are submitted in a variety of manually and computer prepared reports. The majority of these reports are submitted at varying intervals, in unrelated formats, and normally oriented to specific functions or activities. As a result, management must rely on either a recollection of data previously reported, refer to the separate report submitted, maintain additional memorandum records or formal charts in order to gauge overall performance. In addition, since the reporting process provides for only upward channeling, major organizations contributing to and affecting performance are unaware of the impact they have on the workload and performance of the depot supporting them. To overcome the above conditions, a need existed for a single source desktop document to provide both management and major customers with a uniform graphic presentation and analysis in summary form.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(b) Evaluation: The need for a summary report and analysis was recognized in April 1969. With the installation of a 360/50 Computer and implementation of 3S in May, it seemed an appropriate time to utilize the additional capability of both to provide management and major customers with meaningful and consistent data. During June and July, the content and format of a single source document was drafted, staffed and revised. The initial edition was published and distributed on a limited basis on 15 August 1969. Subsequently, improved and expanded editions were published and distributed on 15 September and 15 October 1969, resulting in unsolicited favorable comments.

- c. Training: NONE
- d. Intelligence: NONE
- e. Logistics: NONE
- f. Organization: NONE
- g. Other: NONE

4. MAINTENANCE

a. Personnel

(1) Observation: Personnel strength in accordance with the latest MTO&E is adequate. Critical shortages exist in the following MOS's:

26D20	Radar Repairman
31J20	TT Equipment Repairman
34D20	Computer Repairman
51L20	Refrigeration Specialist
68G20	Air Frame Repairman

(2) Evaluation: Currently, the number of personnel assigned exceeds present authorization. The excess personnel situation is due to the bulk diversions of personnel previously designated for Vietnam. In addition, many replacements are arriving 60 and 90 days in advance.

(3) Recommendations: NONE

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

b. Operations

(1) Observation: Maintaining adequate physical security has been an ever-increasing problem for units of the 7th Maintenance Battalion. The quantities of supplies, repair parts, vehicles, and maintenance tools make inviting targets of theft. Security inspections of shops and work areas have been made by the Military Police. Steps have been taken to increase security by the addition of security guards, signing in and out of vehicles entering shop area after normal duty hours, perimeter fences enclosing work and storage areas, and fences enclosing sensitive areas within the shop.

(2) Evaluation: Current security procedures must be continually evaluated and corrected in those areas in which they are deficient. Increased security after normal duty hours at the main gate and periodic inspections of the area at night will limit the possibility of thefts.

(3) Recommendation: Security inspections by Military Police should continue. Observation and control should be maintained by the units on supplies and equipment so that theft can be prevented or quickly detected to insure adequate investigation.

c. Training

(1) Observation: Military and Thai personnel are being trained by USAMECON in conjunction with the 7th Maintenance Battalion on The Army Equipment Records System (TAERS). Classes are conducted on a periodic basis throughout the command. Classroom attendance has been low despite the fact that units within the SUPTHAI command are notified a minimum of twice for each class.

(2) Evaluation: This program is providing trained personnel for unit level TAERS management. Few personnel, school trained as TAERS clerks, are available within the command.

(3) Recommendation: Attendance at TAERS classes be given command emphasis and all personnel who work with TAERS and related fields be allowed to attend these classes.

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

d. Intelligence: NONE

e. Logistics:

(1) Observation: A due-out reconciliation with the supported units by the DSU's has been completed. Supported units have submitted lists of requisitions on the reconciliations which are no longer required or on which cancellations have previously been submitted.

(2) Evaluation: The reconciliation has resulted in the cancellation of many items by the supporting units. Cancellations were forwarded to depot to eliminate receipt of excess parts. The reconciliation gives the customers an accurate and up-to-date listing of their due-outs.

(3) Recommendations: A quarterly reconciliation should continue to keep customers informed of their requisition status; and so DSU's can purify due-out files and eliminate the shipping of repair parts to units not requiring those parts.

f. Organization:

(1) Observation: MTO&E's have been submitted to USARSUPTHAI on a proposed reorganization of the 7th Maintenance Battalion. The changes in the MTO&E would incorporate four detachments with the major unit to which they are attached.

(2) Evaluation: Consolidation of units with the detachment would result in reduction and elimination of duplicate equipment and personnel required for mission performance. In addition, consolidation would eliminate the necessity of maintaining separate clerical files, records and morning reports. This consolidation would facilitate centralized command control.

(3) Recommendation: NONE

g. Other (TDY Funding):

(1) Observation: The control and expenditure of TDY funding has been a major problem for the last quarter. In order to reduce this problem a series of steps have been taken:

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters; 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

(a) Available TDY funds have been distributed to company level based upon number of personnel and mission. Each unit authorized TDY funds maintains a ledger of estimated expenditures. TDY orders are sent to the battalion headquarters for actual fund citation.

(b) All personnel receiving TDY funds report the actual amount paid by Finance.

(c) Thirty-one personnel on extended TDY at locations separated from the parent unit have been attached for rations and quarters to the units which they support.

(2) Evaluation: Greater control and a reduction of cost have resulted from this organization of TDY funding.

(a) Units have a fixed TDY funding which allows planning of operations within current fund allocations.

(b) With each individual reporting the exact amount of TDY funds received, an accurate determination of funds expended and remaining can be made without waiting for the quarterly audit.

(c) Attaching personnel who are on a permanent TDY status to supported units has resulted in a savings of more than \$4,000 per month.

(3) Recommendation: NONE.

(Electronic Support GS Level)

(1) Observation: A recurring problem within 7th Maintenance Battalion is the evacuation of electronic equipment. Items are evacuated to Okinawa for GS level maintenance. When maintenance requirements are beyond Okinawa's capability, equipment is further evacuated to CONUS. Some equipment has been lost in shipment to Okinawa. Portions of the equipment evacuated to Okinawa are either coded "H", sent to PDO and the job orders closed, or repaired but not returned to owner. The equipment evacuated to CONUS is not accounted for and the job orders are left open. The owning unit has not received the closed job orders or

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

turn-in documents when equipment is turned in to PDO and are still held accountable for the evacuated equipment. Replacement equipment cannot be requisitioned until evacuated equipment has been deleted from the property book. Fifteen switchboards have been evacuated, but only one replacement item has been received.

(2) Evaluation: The evacuation program has not resulted in the satisfactory return of job ordered equipment or replacement equipment. When equipment or replacement is not returned, a closed job order should be returned to provide relief from accountability. The evacuation program is not affecting return of replacement of evacuated equipment.

(3) Recommendation: Adequate float stock should be authorized to eliminate user owned equipment from being evacuated. The evacuation program for GS support should be reviewed and organized such that equipment or replacement equipment is returned to the evacuating unit when equipment is repaired.

(M113 Armored Personnel Training Conducted
for the USAF)

(1) Observation: The 7th Maintenance Battalion was tasked by USARSUPTHAI to provide three instructors to give instructions to US Air Force security personnel on operations and operator maintenance for M113 Armored Personnel Carrier (APC). The instructor team gave a 40-hour block of instruction at six different air bases. The instruction consisted of 16 hours of operator's maintenance and instruction on operations, consisting of operation of vehicle, and use of periscope in driving, fording operations, and night driving. At almost every base the M113 APC's were in poor or nonoperational condition. This required that the instructors perform minor repairs on vehicles prior to beginning instruction. Personnel had been operating the APC for more than three months prior to receiving any type of instruction on the equipment.

(2) Evaluation: The training on the M113 APC's was needed but should have been given when equipment was introduced in country and not three months later. The equipment was in an unsafe condition and was being operated by personnel who were untrained and unaware of the operational dangers. No classrooms or equipment were provided for

THLC-PO

14 November 1969

SUBJECT: Operational Report of Headquarters, 9th Logistical
Command for Period Ending 31 October 1969, RCS
CSFOR-65 (RI) UIC: WBGYFF

the instructors. This prohibited the use of many of the training aids. The training was readily accepted and effective as demonstrated by the operational performance during course tests.

(3) Recommendation: When new equipment is introduced into country, the equipment should be accompanied by qualified instructors to insure proper operation and maintenance of the equipment, in addition to providing the necessary safety instruction to prevent accidents and injury.

(Transceiving of Requisitions)

(1) Observation: Due to the extensive distances between the DSU tech supplies and the depot, requisitions must be transceived. If any errors are noted in the packet, all requisitions are returned to sending unit. In addition, some requisitions which were transceived were not received by depot and the unit was not immediately aware of nonreceipt of requisitions. Valuable order-ship time was lost before the situation could be rectified. The Main Support Company now has all the requisitions run off on a print-out to check for correctness of requisitions and has reduced the percentage of error to nearly zero.

(2) Evaluation: When requisitions are to be transceived and the error noted, all requisitions are returned and several days are lost in forwarding valid, high priority requisitions. No adequate control is maintained to determine if all the requisitions or only part are received and forwarded to the depot for processing.

(3) Recommendation: When requisitions are transceived the receiving station should send back the number of requisitions received, thus determining if all requisitions transceived have been received. When card packets have very few errors, those cards containing the error should be removed and returned to the sending unit. Remaining cards should be transceived to the designated location.

3 Incl

1. Org Chart

~~2. Rev & Anal Booklet~~

~~3. Log Impv Prog~~

Incls 2 and 3 wd HQ, DA



CHRISTIAN M. BIERSACK

Colonel CE

Commanding

THOP-O&T (14 Nov 69) 1st Ind

SUBJECT: Operational Report of Headquarters, 9th Logistical Command
for Period Ending 31 October 1969, RCS CSFOR-65 (RI) WBGYFF

DA, Headquarters, United States Army Support, Thailand, APO 96233 19 DEC 1969

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

The Operational Report of Headquarters, 9th Logistical Command has
been reviewed and is forwarded with the following comments:

a. Reference para 2a, Section II. This headquarters has
supported the 9th Logistical Command in the matter of substituting
LN cargo checkers for military on the TDA prepared for the command's
reorganization.

b. Reference para 3a, Section II. This headquarters has
conducted and will continue to conduct college recruitment for LN's
for specific categories of occupations. There is no requirement
to formalize the program, and the program cannot be expanded due to
anticipated reductions in the LN work force.

c. Concur with para 3b1, Section II (Pg 16). Multi-programming
should be implemented where applicable. However, this would be
after a determination that cost and/or operating problems were
significant enough to warrant a Systems Analysis Study, and the
results of the study indicated multi-programming would improve
operations and reduce overall costs.

d. Reference para 3b2, Section II (Pg 16). This headquarters
has recruited two DAC's for the 9th Logistical Command ADP operation.
Efforts have been made to obtain additional authorizations. Due
to the current policy of reducing oversea commitments, the receipt
of additional DAC authorizations is unlikely.

e. Concur with para 3b3, Section II (Pg 17). Recommendations
as listed will be incorporated in the periodic MILSTRIP/MILSTAMP re-
port submitted to USARPAC.

f. Concur with 3b6, Section II (Pg 19). This headquarters
will favorably consider future requests from 9th Logistical Command
for USARPAC FIA assistance until local capability is developed.

THOP-O&T (14 Nov 69) 1st Ind

SUBJECT: Operational Report of Headquarters, 9th Logistical Command
for Period Ending 31 October 1969, RCS CSFOR-65 (RI) WBGYFF

g. Reference para 4a, Section II (Pg 21). Records reflect the following status of the MOS codes indicated in para 4a:

ASG and PROJECTED

<u>MOSC</u>	<u>AUTH</u>	<u>31 Oct 69</u>	<u>30 Nov 69</u>	<u>31 Dec 69</u>	<u>31 Jan 70</u>	<u>28 Feb 70</u>	<u>31 Mar 70</u>
26D20	3	1	1	1	1	1	2
31J20	9	8	8	10	9	11	12
34D20	5	4	5	5	5	5	5
51L20	25	22	20	26	24	28	31
68G20	8	1	1	2	3	7	8

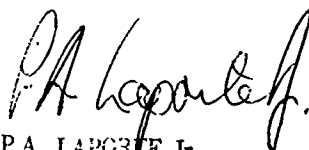
These MOS codes, with the exception of 26D and 68G, cannot be considered in the critical shortage category.

h. Concur with para 4b, Section II (Pg 22). Physical Security Surveys and Inspections will continue to be conducted by military police.

i. Reference para 4f, Section II (Pg 23). Since submission of subject ORLL, mission requirements in connection with Banner Star deletions have dictated retention of two of the four detachments referred to in this paragraph.

j. Concur with all other recommendations. Appropriate action will be taken to initiate recommendations.

FOR THE COMMANDER:



P.A. LAPORTE Jr.
CPT ACC
Asst. Adjutant General

GPOP-DT (14 Nov 69) 2d Ind

SUBJECT: Operational Report of HQ, 9th Logistical Command for Period
Ending 31 October 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 9 FEB 70

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

1. Reference Sec I, para 4a(1), page 2. Action taken by HQ USARPAC to provide technical assistance from Computer Systems Command to 7th Maintenance Bn is considered adequate. Establishment of contract with NCR Company for service and technical assistance requirements should provide required support for NCR 1005 systems.

2. Reference Sec I, para 4a(7), page 5. USARPAC has informed USARSUPTHAI that shipping instructions for repairable tires will be forwarded as soon as contractors complete submission of offers for establishment of in-theater facility. Procurement Directorate, Japan, is now in process of evaluating bids in order that successful bidder may be designated. When location of tire retreading facilities are established, disposition instructions for all repairable tires will be furnished.

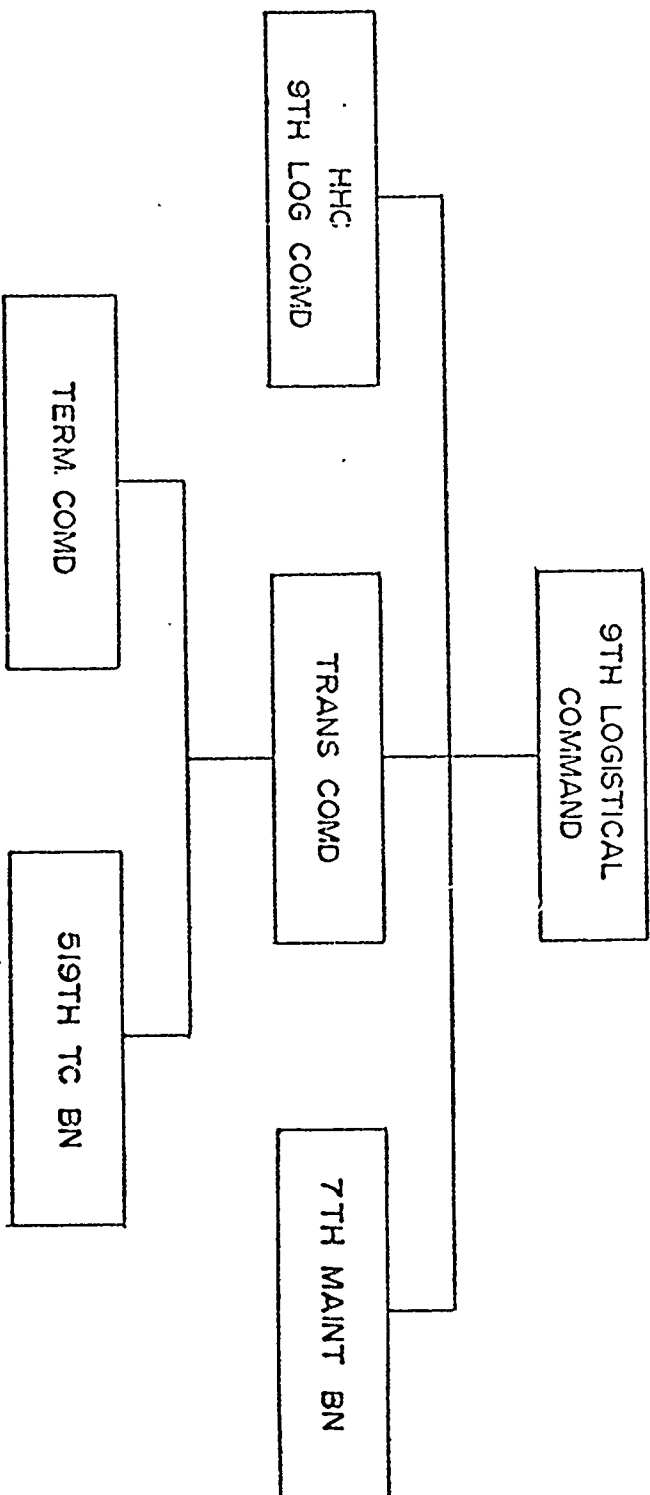
3. Reference Sec I, para 7a, page 10 and Sec II, para 4, page 18. Principle cause for generation of Class I excesses was an overly high stockage objective. This stockage objective was reduced to the authorized level in December 1969.

FOR THE COMMANDER IN CHIEF:


C. I. SHORTT
CPT, AGC
Asst AG

CF: CG, USARSUPTHAI

ORGANIZATION OF 9TH LOGISTICAL COMMAND



DATE: 31 OCT 69

SOURCE: 9TH LOG COMD

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31

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