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AUTHORITY

AGO ltr 29 Apr 1980

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

CENTRAL ID

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IN REPLY REFER TO

17
DAFD OTT - 712004

29
~~19 June 1972~~

DAAG-PAP-A (M) (9 Jun 72)

SUBJECT Operational Report - Lessons Learned, Headquarters, 36th Signal Battalion, ~~Period Ending 25 August 1971~~

2

SEE DISTRIBUTION

AD900412

1. The attached report is forwarded for review and evaluation in accordance with para 4b, AR 525-15.
2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.
3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: DAFD OTT, within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

Verne L. Bowers
VERNE L. BOWERS
Major General, USA
The Adjutant General

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(Continued on page 2)

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 36TH SIGNAL BATTALION (CA)
APO San Francisco 96491

SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971) RCS CSFOR-65 (R3)

SEE DISTRIBUTION

9 September 1971

1. Operations: Significant Activities

a. During the Reporting Period the 275th Signal Battalion, 36th Signal Battalion was deactivated. The residual signal mission of the 275th Signal Company was transferred to the two remaining companies in the Battalion. The sites at Phu Loi and Lai Khe were transferred to the 550th Signal Company. The sites located at Song Be, Hon Quan and Quan Loi were transferred to the 269th Signal Company.

b. During the Reporting Period, the 36th Signal Battalion closed one site. This was the site located at Quan Loi which was closed because of the redeployment of the 3/17th Cavalry from Quan Loi to Lai Khe. There was no residual mission.

c. The 36th Signal Battalion's mission was reduced to the ARVN-ization of two sites and the sign over of six outside plants.

(1) The ARVNization of the 36th Signal Battalion site at Ham Tan was completed during the reporting period. The 36th Signal Battalion maintains a Radio Teletype Station at this site to provide the MACV Team with secure record communications.

(2) The ARVNization of Phu Cuong was also completed during this period. The 36th Signal Battalion maintains a Radio Teletype Station at this site to provide secure record communications.

(3) The ARVNization of the outside cable plants at Song Be, Phu Cuong, Hon Quan, Bien Hoa III Military Region Compound, Ham Tan and Xuan Loc was completed during this quarter.

d. A Quality Assurance Team was formed during this period which visits a site every nine days to inspect and correct any deficiencies that are found. It takes a forty-five day period for the team to visit all of the Battalion's sites.

e. The dry weather rehabilitation program was completed during this period and very favorable results were noted when subscribers service was not affected with the onset of the monsoon rains.

DAFD-OTT
712004
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9 September 1971

SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971) RCS CSFOR-65 (R3)

f. The 36th Signal Battalion began standdown procedures on 15 August 1971 and unit redeployment, at zero balance, took place 24 August 1971. The Battalion Colors were escorted to Fort Lewis, Washington on 27 August 1971. The two remaining line companies (550th and 269th) were OPCONed to the 39th Signal Battalion on 5 July and 9 July 1971 respectively. The reassignment date of the two Companies to the 39th Signal Battalion was 9 August 1971. These transfers were without operational problems of any kind.

2. Lessons Learned:

a. Personnel:

(1) Implementation of Standdown Instructions:

a) OBSERVATION: During the inactivation of the 275th Signal Company personnel policies could not be properly implemented within the battalion.

b) EVALUATION: Higher headquarters directed inactivation of the 275th Signal Company to be effective 30 June 1971. The mission of this company was transferred to the 269th Signal Company and the 550th Signal Company (AA) respectively. In effect the only portion of the 275th Sig. Co. which was inactivated was the headquarters section. The remainder of assigned individuals were transferred to the unit which gained the mission. There was no reduction of personnel or mission. The gaining units were not provided with revised MTOE to authorize the additional required positions.

c) RECOMMENDATION: That units which assumes the mission of a deactivated unit be given authority to submit a tentative revised operating MTOE and to operate under this MTOE until higher headquarters approves it. Higher headquarters should closely analyze the effect of unit inactivation upon the remaining units which will assume the inactivated unit's mission. A revised MTOE should be developed well in advance. A battalion should have the authority to implement a proposed MTOE in such a situation to avoid the problems of assigned personnel to non-authorized mission required positions.

d) COMMAND ACTION: A revised TOE was submitted to higher headquarters; personnel were assigned, based on mission needs rather than TOE.

b. Intelligence: NONE

c. Operations:

(1) Quality Assurance Team

9 September 1971

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(a) OBSERVATION: A method was needed to insure high quality communications at signal sites.

(b) EVALUATION: Although there are trained personnel at every signal site there have been communications outages due to improper operating procedures.

(c) RECOMMENDATION: A team be formed of specific MOS's to inspect and instruct personnel at a signal site to insure its proper operation.

(d) COMMAND ACTION: The Battalion formed a Quality Assurance Team composed of the most outstanding technicians and Non-Commissioned Officers with MOS's of 31Z (Area Communications Chief), 36C (Lineman), 36H (Dial Central Office Repairman), 31J (Teletypewriter Repairman), 31E (Field Radio Repairman), 72B (Communication Center Specialist) and 52B (Power Generator Equipment Operator Mechanic). This seven man team is formed every nine days to visit sites within the Battalion. It takes a total of 45 days to complete one cycle. After each visit, the NCOIC of the team submits a written report to the Battalion Commander with copies sent to the site NCOIC and the Company Commander.

d. Organization: NONE

e. Training:

(1) Mobile Training Team

(a) OBSERVATION: It was found during the process of ARVNization that ARVN signal personnel were lacking in technical proficiency.

(b) EVALUATION: The lack of trained personnel was affecting the mission of ARVN signal units.

(c) RECOMMENDATION: A contact team of selected individuals be formed to visit ARVN signal sites and instruct their personnel.

(d) COMMAND ACTION: The Battalion formed a Mobile Training Team composed of qualified personnel with MOS's 31M (Radio Relay Attendant), 31W (Tactical Electronic Maintenance Chief), 52B (Generator Mechanic) and 36G (Manual Switchboard Repairmen). The team spent five days at each site helping with any problems and providing instruction.

f. Logistics:

(1) Premature failure of Amplifier AM-3349 for AN/GRC-122 and 142.

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SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971) RCS CSFOR-65 (R3)

(a) OBSERVATION:

- 1) The AM-3349 Amplifier in the AN/GRC-122 and 142 teletype van are being subjected to extreme heat when operating.
- 2) The van exhaust fan failure rate is extremely high due to the electrical motor brushes.
- 3) The 6000 BTU Air Conditioner repair parts are extremely difficult to obtain.

(b) EVALUATION: When the exhaust fan becomes inoperative, the cool air from the air conditioner cannot reach the AM 3349. When the air conditioner becomes defective there is no cooling in the van which results in the overheating of the AM 3349.

(c) RECOMMENDATION: That ECOM be notified of the problem to possibly change the present cooling system in the AN/GRC-122 and 142.

(d) COMMAND ACTION: When the exhaust fan becomes inoperative units install a 4 inch flexible tube from the air conditioner to the AM 3349 and if the exhaust fan and the air conditioner are inoperative, a tactical 18,000 BTU Air Conditioner is connected to the vans until the exhaust fans and the air conditioner are repaired.

(2) KEYSTONE (Standdown) of signal company without resultant reduction of mission.

(a) OBSERVATION: This battalion had a problem when one of its' line companies was deactivated and its' signal sites and attendant equipment had to be distributed among our remaining line companies.

(b) EVALUATION:

1) The problem came about when it was determined that certain items from the standdown unit could not be transferred to the residual companies since these were listed on the "DA-USARPAC". KEYSTONE Disposition Instructions as being reserved for certain of our allies.

2) The procedure for justifying transfer of equipment to units which have been assigned the standdown unit's mission is outlined in the 1st Signal Brigade's KEYSTONE OPORD. However, the branch at USARV DCSLOG that is responsible for approving temporary loans and lateral transfers of KEYSTONE property will not do so if the required equipment is on the disposition instructions mentioned earlier. DCSLOG must receive an endorsement from USARV DCSC&E indicating that the equipment in question is "mission essential".

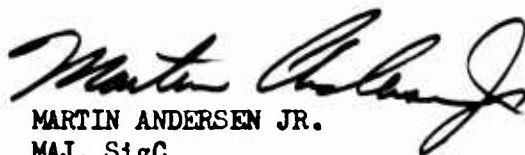
9 September 1971

SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
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3) This procedure becomes frustrating because the request may get all the way to USARV only to be rejected because of the necessity of the "mission essential" statement.

(c) RECOMMENDATION: That the procedure for obtaining permission to transfer equipment from a KEYSTONE-designated unit be simplified by requiring that the letter of justification have a statement indicating just which items are absolutely mission essential and having it signed by the battalion and group commanders.

(d) COMMAND ACTION: A second letter was submitted through operations channels indicating that the items requested were mission essential. Once USARV DCSLOG read the endorsement from USARV DCSC&E, the approval for the temporary loan was immediately forthcoming.



MARTIN ANDERSEN JR.
MAJ, SigC
Commanding

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- 10- CG, 1st Signal Brigade (USASTRATCOM), ATTN: SCCPV-SP-AD, APO 96384
- 1 - CO, 2d Signal Group, APO 96491


SCCPV-SG-AJ (9 Sep 71) 1st Ind
SUBJECT: Operational Report-Lessons Learned, 36th Signal Battalion
(CA) Period Ending 25 August 1971, RCS CSFOR-65 (R3)

DA, Headquarters, 2d Signal Group, APO SF 96491

TO: Commanding General, 1st Signal Brigade (USASTRATCOM), APO SF 96384

1. Subject report is forwarded in accordance with AR525-15.
2. This headquarters concurs with the report as submitted.

FOR THE COMMANDER:


WARD H. LATTA
1LT, AGC
Adjutant

CF:
DA, ACSFOR
CO, 36th Signal Battalion w/o incl

SCCPV-OP-CC (9 Sep 71) 2d Ind

SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending 25 August 1971, RCS CSFOR-65 (R3)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 30 September 1971

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

1. Subject report is forwarded in accordance with AR 525-15.

2. This headquarters has reviewed the report and concurs in it as indorsed with the following comments:

a. Reference para 1.a. line five should read: "... Company. The sites"

b. Reference item, "Implementation of Stand down Instructions", pg. 2, para 2.a.(1). Incremental planning is based on guidance provided by USARV regarding mission requirements/changes/eliminations and is augmented by inputs received from the units as to spaces no longer required. Each unit's current and future missions are closely considered. 1st Signal Brigade units designated for drawdown/inactivation may have a short time remaining mission which may be assumed by another unit. Close analysis is given to the problem and provisions are made for effective assumption of the residual mission. WTOE action recommended is not considered appropriate. Such action is advisable and fruitful only when long term continuing missions are involved because of the 6-9 month processing time required. Incremental planning occurs 2-3 months maximum prior to beginning of an increment. Personnel transfers are often necessary to complete residual missions.

c. Reference item, "Premature failure of Amplifier AN-3349 for AN/GRC-122 and 142.", pg. 3-4, para 2.f.(1). A Field Engineering Action Report (FEAR) (VNT-3-16 "URGENT") was submitted on 9 Apr 71 to USA ECOM, Fort Monmouth NJ, ATTN: ECOM HQ, COMM ADP. Ltr SCCPV-LOG-MR dtd 14 Apr 71 authorized a temporary field fix to alleviate the problem noted.

d. Reference item, "KEYSTONE (Standdown) of signal company without resultant reduction of mission.", pg. 4, para 2.f.(2). A letter of instruction will be forwarded by this headquarters advising units which will be designated KEYSTONE to follow procedures noted.

e. Attention is directed to pg. 2, para 1.f. With deactivation of the 36th Signal Battalion on 24 August 1971, this ORLL is considered a final report.

SCCPV-OP-CC

SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971), NCS CSFOR-65 (R3)

1. Reference para 1.a. line one should read: "..... the 275th Signal
Company, 36th"

FOR THE COMMANDER:



S. D. SPENCER
1LT, AGC
Asst AG

CF:
Commanding General, U.S. Army Strategic Communications Command,
ATTN: SCC-OPS-RT, Ft Huachuca, Arizona 85613
Commanding Officer, 2d Signal Group, APO 96491

AVHDO-DO (9 Sep 71) 3d Ind
SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971) RCS CSFOR-65 (R3)

Headquarters, United States Army Vietnam, APO San Francisco 96375 23 NOV 1971

THRU: Commanding General, United States Army Strategic Communications
Command-Pacific, APO 96557

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

This Headquarters has reviewed the Operational Report-Lessons Learned
for the period ending 25 Aug * 1971 from Headquarters, 36th Signal
Battalion (CA) and concurs with comments of indorsing headquarters.

FOR THE COMMANDER:



FOR THE COMMANDER

Cy furn:
36th Sig Bn
1st Sig Bde

SCCP-OP-OOE (9 Sep 71) 4th Ind
SUBJECT: Operational Report - Lessons Learned, 36th Signal Battalion
(CA) Period Ending (25 August 1971) RCS CSFOR-65 (R3)

Headquarters, United States Army Strategic Communications Command-
Pacific, APO San Francisco 96557 15 DEC 1971

THRU: Commander in Chief, United States Army, Pacific, ATTN: GPOP-FD,
APO 96558
Commanding General, United States Army Strategic Communications
Command, ATTN: SCC-PO-CEFF, Fort Huachuca, Arizona 85613

TO: HQDA (DAFD-ZA), Washington, D. C. 20310

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters concurs with the report as indorsed.

FOR THE COMMANDER:



ANN M. RIOU
CPT, WAC

CF:
CG, USARV, APO 96375 wo incl
CG, 1st Sig Bde (USASTRATCOM), APO 96384 wo incl

GPOP-FD (9 Sep 71) 5th Ind
SUBJECT: Operational Report-Lessons Learned, HQ 36th
Signal Battalion (CA), for Period Ending
25 August 1971, RCS CSFOR-65 (R3)

HQ, US Army, Pacific, APO San Francisco 96558 20 JAN 1972

TO: HQ DA (DAFD--ZA), WASH DC 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



L.M. OZAKI
CPT, AGC
Asst AG

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