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**AUTHORITY**

AGO ltr 15 Nov 1980 ; AGO ltr 15 Nov 1980

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SUBJECT: Operational Report - Lessons Learned, Headquarters, Eighth Field Army Support Command, Period Ending 31 October 1968 (U)

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 523-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.

2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.

3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

BY ORDER OF THE SECRETARY OF THE ARMY:

KENNETH G. WICKHAM
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15 November 1968

SUBJECT: Operation Report: Lessons Learned, Headquarters, Eighth Field Army Support Command, for Period Ending 31 October 1968, RG 504-P (RI) (C)

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

I. (C) Section 1. Operational Military Activities.

a. (C) Command.

(1) Mission. Provide combat service support to US Army forces in the Army Service area and to conventional US units in I Corps (GP) area plus Class I supplies. Directly support, general support and over-the-wire support, maintenance to 24 and 7th Infantry Divisions and selected general and clinic support maintenance to ROKA.

(a) Provide Class V supplies support to all US Army units in Korea and limited Class I maintenance support to ROKA.

(b) Provide administrative support and services on an area basis (Post, Camp and Station functions).

DOWNGRADED AT 3 YEAR INTERVALS: DECLASSIFIED AFTER 12 YEARS
DOD DIR 5200.10

Inclosure 1

684267
Office, Chief of Staff, US Army
Deputy Chiefs of Staff
Chief of Engineers
Chief of Research and Development
Assistant Chiefs of Staff
Defense Documentation Center
Security Officer, Hudson Institute
Commanding Generals
  US Army Weapons Command
  US Army Materiel Command
  Eighth Field Army Support Command
Commanding Officers
  US Army Limited War Laboratory
  US Army Logistics, Doctrine Systems & Readiness Agency
Exercise territorial control and area damage control in Eighth FASCOM area of responsibility and coordinate rear area security with the Second ROK Army.

(d) Provide rail and highway movement control for US Forces.

(2) Organization. A chart showing the organizational structure of Eighth FASCOM is shown at Inclosure 1.

(3) Distinguished Visitors. During the reporting period eight parties of distinguished visitors visited this command. These included 1 ROK civilian, 1 American civilian, and 6 US military visitors. A list is furnished at Inclosure 2.

(4) Command and Staff. Eighth Field Army Support Command and staff, and commanders of subordinate commands are listed below:

Commanding General - BG G.P. Holm
Deputy Commander/Chief of Staff - COL H.E. Hamilton
Deputy Chief of Staff - COL L.D. Acheson, Jr.
ACofS, Personnel - COL E.H. Kipp, Jr.
ACofS, Security, Plans and Operations - COL M.C. White
ACofS, Services - COL L.I. Presley
ACofS, Supply and Maintenance - COL K.J. Steen
Adjutant General - LTC H.O. Weber
Comptroller - Mr. R.W. Henn
Command Engineer - COL H.F. McAdoo
Staff Judge Advocate - LTC C.O. Taylor
Command Surgeon - COL C.C. Eaves
Information Officer - MAJ J.D. Cornell
Headquarters Commandant - LT D.H. Miller

15 November 1968
b. (C) Personnel.

(1) Personnel Posture.

(a) Officer personnel assets were redistributed according to the Projected Requisitioning Authority assigned to each position. This was done to better utilize the number of middle managers allocated to the command.

(b) Unit Readiness reporting units dropped from a total of forty-one to a total of twenty-five meeting their MEDCAPs. This condition was caused by the deficiency of persons qualified in hard skill MOSs. Overall, the command had its authorized strength but did not have individuals MOS qualified. To correct this condition, commanders at
Lessons Learned

KSCSFOR-65 (R1) (U)

all levels were instructed to utilize on-the-job training and cross
training to the utmost. This headquarters assigned personnel with related
MOS to hard skill MOS positions to help alleviate hard skill MOS
shortages.

(i.) Morale.

(ii.) Post Exchanges: Pilferage and blackmarketing of post exchange
merchandise are matters of continuing concern to the Command. These
illegal diversions occur during storage, in transit, at sales outlets,
and while in the possession of the consumer. There are similar problems
in the military supply system, commissaries, field ration and open messes.
To consider all aspects of these problems and to recommend control
measures, the Commanding General established an AD HOC Committee on
pilferage and diversion. The committee is composed of selected staff
members and experts who are convened once a month in coordination with a
similar committee at higher headquarters. Following are topics that are
under review:

1. There are many successful and effective controls used that may
have application to FASCON supply activities. One such control under
consideration is the system used by the 6th Medical Depot for internal
document control and for authentication of signatures on requisitions.

2. The ADP capability of the 6th Inventory Control Center is being
examined to determine the feasibility of providing customers with monthly
records issues. These listings would be used for reconciliation with
customer records to assist in detection and identification of diversions.

3. Various accounting systems are being considered by post exchanges
to reduce collusion between clerk and customer. These systems include
attachments to cash registers for printing out and correlating purchases
to a specific customer, the use of plastic charge plates, and the use of
separate accounting sections.

4. It has been determined that certain types of merchandise in the
post exchanges are especially vulnerable to blackmarketing. Many of
these items (female cosmetics for example) are used only by a narrow
group of customers. A recent survey of customer mix together with the
current stock assortment list will be used to determine if certain items
should be eliminated from certain sales outlets and centralized where
greater control of merchandise is possible.
(1) Provost Marshal.

A new view #1 Minimum Standards for Confinement Facilities was drawn up and approved on 1 April 1968 by the United States Part of Korea Joint Committee, Status of Forces Agreement to insure that Suwon Prison met the minimum standards of United States confinement facilities. On 1 October 1968, the Suwon Prison was inspected by J.M. Army, Provost Marshal, Eighth Field Army Support Command and U.S. Army, Eighth Field Army Support Command Confinement Officer and a legal representative. At the conclusion of this inspection all members of the inspecting party agreed that the facilities complied with Minimum Standards for Confinement Facilities.

(2) Due to the detailed preparation and close coordination with the Republic of Korea Government, to date neither incident or adverse publicity has resulted from the confinement of these prisoners.

(3) Education.

(a) Project LEO, a means of accepting personnel for military service who had been declared mentally unfit previously, was announced by the Department of Defense in 19 August 1968. This program was designed to help serve the needs of the military as far as manpower was concerned while at the same time helping to alleviate the serious deficiency in education suffered by the nation's disadvantaged.

(b) Project LEO, an additional 300 personnel in the command total 530 as of this date or approximately 6% of the total enlisted strength. Of this number, 85% have received educational counseling and were administered tests at education centers. Twenty-seven percent have received remedial class instruction in reading and arithmetic while 6% have been administered the high school GED test battery with seven individuals gaining high school Equivalency.

(c) Operations, Training and Civil Affairs.

(1) Unit Fitness. A total of 10 Eighth FASCOM Unit Readiness reports were submitted in the 1st Quarter, FY 69. Tabulated below are the number of Eighth FASCOM units reporting for each REDCAPE, and their reported REDCAPES.
(h) Fund Activities.

1. A review of financial statements of nonappropriated funds that went into operations were not placed in time, as required by paragraph 45, Eighth Army Regulation 230-61 and paragraph 18, Field Army Support Command Regulation 230-1. A letter was written reminding all custodians of funds to comply with the above mentioned regulations.

2. Local National Hire Funds are authorized to collect and pay employees of a personal hire nature. The financial statements of these funds have been revised to prevent intermingling of income and expense by li time than under separate headings.

3. Chaplain Funds require use of DA Form 7128 in accordance with paragraph 2a-3a. This new form does not consider the peculiarities of certain funds as they pertain to the payment of individual employees. Consequently, the form has been revised to include on the reverse side a separate listing of expenses related to payment of Local National Employees. This special listing allows easier analysis and control of labor expense items.

(c) Special Services.

1. Football Team: The football team has experienced considerable difficulty in obtaining qualified football players during the past two football seasons. The difficulty in obtaining qualified football players is primarily attributed to the small physique of personnel available, the low number of personnel available for selection, and unavailability of personnel selected due to inability of units to perform missions functions in absence of personnel concerned. In addition to the FASCW's football team 6-12 won-lost record for the past two seasons, it sustained one fatality and one non-rehabilitating injury in the past season. Therefore, a symposium consisting of the Active, Reserve, Army, and Army, Navy and Marine Corps, staff officers, field officers, and purchase an after action report on the last football season. Subsequently, appropriate recommendations are to be forwarded to the CASWW US Army concerning the conference level football program.

2. Recreational Facilities: Facilities for bowling alleys, service clubs, libraries, craft shops, gyms, and especially theaters are in critical need of repair and maintenance throughout the command. These conditions have been brought about by the low priority given these facilities in competition with other types of higher priority activities. However, a plan for a new theater at Y presen is pending approval of the Central Welfare Fund Council scheduled to meet in November 1968.
CONVENATIONAL

Operational Report - Lessons Learned, Headquarters
Fifth Army Support Command, for period ending 30 April
1968, RGSC-FISH-65 (HI) (U)

(1) Provost Marshal.

(a) A revision of minimum standards for confinement facilities
was drawn up and approved on 4 April 1968 by the United States
Committee of Foreign Joint Committee, Status of Forces Agreement to
insure that
Saum Prison met the minimum standards of United States confinement
facilities. On 1 October 1968, the Saum Prison was inspected by
the Chief, Provost Marshal, Eighth Field Army Support Command
Confinement, Eighth Field Army Support Command Detention Officer
and
Special representative. At the conclusion of this inspection
session, the inspecting party agreed that the facilities complied
with the Minimum Standards for Confinement Facilities.

(b) Due to the detailed preparation and close coordination with the
Republic of Korea Government, to date neither incident or adverse
publicity has resulted from the confinement of these prisoners.

(2) Education.

(a) Project 40, a means of accepting personnel for military
service on an unclassified basis, was announced by the Department of
Defense on 11 August 1967. This program was designed
to help serve the needs of the military as far as manpower was concerned
while at the same time helping to alleviate the serious deficiency in
education suffered by the nation's disadvantaged.

(b) Project 40 personnel in the command total 530 as of this
date or approximately 6% of the total enlisted strength. Of this number, 55%
have received educational counseling and were administered tests at
educational centers. Twenty-five percent have received remedial class
instruction in reading and arithmetic; while 6% have been administered
the high school GED test battery with seven individuals gaining high
school equivalency.

(c) Operations, Training and Civil Affairs.

(1) Unit Exercises. A total of 18 Eighth FASCN unit Exercises
reports are submitted in the 1st Quarter, FY 69. Tabulated below are
the data of Eighth FASCN units reporting for each REDCAPE, and their
reported REDCAPES.
The most significant weakness lies in logistics, with a shortage of major end items and repair parts. Increased emphasis on supply should result in an improvement for the next quarter. Effective 1 October 1968, this command lost the 65th Medical Group which entailed the loss of ten reporting units.

(2) Training.

(a) The 1968 Eighth Army Commanding General's Invitational Rifle and Pistol Match conducted on 19 September 1968 was considered an outstanding success by all concerned. Over 60 American and ROKA General Officers attended the Match conducted at the Korean Military Academy Rifle Range on the outskirts of Seoul.

(b) This efficiently coordinated event was supported by Eighth Army Field Army Support Command, by Special Troops Eighth US Army, and by the Korean Military Academy.

(c) Characteristic of the meticulous preparation made for the match were the communications facilities. Over 40 telephones were installed at the range to include communication with ROKA Headquarters, with Headquarters, Eighth FASCOR and a "Green Hornet" direct line to Eighth US Army Headquarters.

(d) For security, two infantry platoons from the 7th Infantry Division augmented the military police detail furnished by the 728th MP BN. These units were assisted by two platoons from the ROK Army in security operations.

(e) A complete and detailed after action report will virtually insure the continued success of future Eighth Army Commanding General's Invitational Shooting Matches.
UNFCCC LENS FY 69, Exercise FOCUS LEN'S FY 69, United Nations Command Field Army Support Command (FASCOSM) and its subordinate units participated in United Nations Command Commanders, FY 69 from 13 October 1968 to 31 October 1969, entailed movement of headquarters elements to field locations exercising of operational procedures and continuity plans in a field environment provided realistic training in per mission. The exercise objectives appropriate to Eighth Army were attained and material benefits were derived from exercise.

Civil Affairs.

(a) Quarterly Donations: Following is a report of organizations and individual support to Korean Institutions and groups by the Eighth Field Army Support Command during the 1st quarter FY 69.

<table>
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<tr>
<th>ACTIVITY</th>
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<th>OTHER CONTRIBUTIONS WITH ESTIMATED DOLLAR VALUE</th>
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<td>Education</td>
<td>625.95</td>
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<td>Religion</td>
<td>927.68</td>
<td>100.00</td>
<td>1,027.68</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$12,152.79</td>
<td>$35,379.18</td>
<td>$47,531.97</td>
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</table>

(b) KATUSA Advisory Councils: KATUSA Advisory Councils were established throughout the command during the 1st Quarter FY 69. Subordinate units reporting directly to this headquarters submit minutes for consideration and approval by this headquarters. A review of all minutes submitted indicated that most problems are minor in nature and are usually solved on a local basis by the unit concerned. These councils are considered to be an effective means of identifying and eliminating those problem areas which do exist.

(c) Community Relations Advisory Councils: This command has Community Relations Advisory Councils established and nine meetings were held during the period from 1 August to 31 October 1968.

(d) Cold War Education and Individual Action Program: This program has been fully implemented throughout the command and its results

(a) TRANSPORTATION.

(a) During the quarter, transportation activities included shipping 97 ships of 271,916 metric tons of cargo thru the port factor.

(b) 430,000 short tons of cargo were moved to consumers by rail, highway and military truck units.

(c) Approximately one hundred (100) 1968 Ford sedans were now integrated in the administrative motor vehicle system to support Eighth United States Army and its subordinate units.

(2) SUPPORT SERVICES.

(a) Food service advisers made 132 visits to unit messes, resulting in corrective measures.

(b) Memorial activities processed 24 cases thru Eighth FASCOR facilities.

(c) Three laundry and four bath units were provided to support the major field operations and training activities.

(d) Commissary capital equipment requisitions in the amount of $24,212 for 218 items of equipment were submitted to Eighth United States Army.

(e) Allocations for 7,936,676 gallons of bulk petroleum product (fuel and KOTAS) were processed, and the products were handled by Eighth FASCOR supply points.

(c) LOGISTICS.

(d) NAMETAPES, NAMEPLATES AND INSIGNIA, DISTINGUISHING, USA

Due to insufficient CMA funds, the initial mandatory wearing date of
above items was extended until 1 January 1969 within Eighth US Army. Funds are now available and the initial issue requirements of US enlisted and KATUSA personnel have been furnished ACoS, 0-4, Support Services, Eighth US Army, for planning purposes. KATUSA personnel are authorized only the nametapes. The items will be issued and attached at no cost to the individual. Units have requisitioned blank nametapes and the contract for inscription and attachment of nametapes to the uniform is currently being developed for Korea Regional Pacific Exchange Concessionaires by ACoS, 0-4, Support Services, Eighth US Army through the Korean Procurement Agency.

(2) Establishment of a Combined Direct Exchange/Central Issue Facility (DX/CIF) at the 19th General Support Group. On 2 April 1968, Eighth US Army ACoS, 0-4 directed that a direct exchange (DX) facility be established in the Yongsan area. Prior to this time, only a central issue facility (CIF) existed at Yongsan. A jumbo freighter was constructed (by the Korean National Railroad Company) on Yongsan South Post to house the combined DX/CIF. Combining the DX/CIF has resulted in more convenience for the customer and has substantially reduced the waiting period between the requisition and receipt of DX items. The number of requisitions placed on Supply Point #51 and Eighth US Army Depot Command has been reduced. Under the new system the individual clothing form 10-195 does not have to be annotated and double posting is eliminated.

(3) Intensive Management of Engineer Equipment.

(a) The repair parts management program initiated in June proved to be very effective. When first started, monitored requisitions were from four to seven months old. Currently the requisitions being monitored are less than three months old. Continuation of this program through the winter months should clear the supply system of the remainder of the old requisitions.

(b) Receipts of new equipment will substantially improve the support posture of this command. The TD-20 and the TD-25 tractors are being replaced with HD-16 tractors. I Corps (CP) Engineer units will receive the first new HD-16's. Eventually all TOE units will have the HD-16 model. At the present time five different models of scoop loaders, including the 175 AW-23 and the WD-50GN, are in this command. To alleviate this situation, the number of models will be reduced to two. Scheduled receipts also include 5D read graders to replace the present fleet. Another improvement is the replacement of the 10 HW generators with PU 619 models. The change over of all equipment cited above is scheduled to be completed by 30 June 1969.
(4) Management of Materials Handling Equipment. The feasibility of standardizing forklifts and warehouse tractors in Eighth FASCOM and make and model is being evaluated. Such a program should reduce described load lists and improve the repair parts support. If results of the study are favorable, coordination with ASCOM Depot and Pusan Head Command will be accomplished in order to make the standardization Army-wide. Preliminary inquiries with ASCOM Depot and Pusan Head Command indicate agreement to the plan.

(5) Garrison Bakery (ASCOM). The original decision to replace ASCOM Field Bakery was made in 1966; however, various problems delayed the project until 1968 when all of the required equipment and materials necessary to complete the project arrived from Condon. Food Service Consultant from USAFSC Chicago arrived in Korea in August 1968, to provide technical assistance in the installation and operation of the new equipment. Estimated date of completion is 1 January 1969.

(6) MCA Projects. Final review of plans for construction of Ammunition Supply Point 063 was accomplished and comments submitted by command engineer on 9 October 1968. The package was then submitted to ASESB, Washington, D.C. for approval.

(7) Office Machine Repair. An office machine cannibalization point has been established at the 516th Maintenance Company (Eq). The cannibalization point allows this command to make maximum utilization of existing office machine assets, thereby alleviating a serious shortage of repair parts.

(8) Shoe Repair. The capability for repair of shoes has been developed at Company A, 55th Maintenance Battalion. This action has improved customer support by eliminating the need for the time consuming and costly evacuation of shoes to another support group for repair. Also, substantial savings are being realized by performing maximum economical repairs thus eliminating the salvage of economically repairable shoes.

(9) Cannibalization Points. Review of the cannibalization point operations conducted by eleven direct and general support units in Eighth FASCOM revealed that direct support units were not properly equipped to operate these facilities efficiently. Manpower shortages had resulted in only partial stripping of vehicles of serviceable subassemblies. Inaccurate accounting of serviceable assets was prevalent, and most important, assets needed by other direct support units were not being laterally transferred due to a lack of interchange of information. To alleviate this condition a collection, classification, and
Salvage (CC&S) operation was established at the 512th Maint. Co (15, 4) (General Support) where adequate facilities were available for all-weather production line disassembly operations for tactical equipment, material handling equipment, generators, and engineering construction equipment. This action also placed the CC&S operation in close proximity to the salvage yard, thus expediting disposal of residue generated and dismantling. Under this revision the 512th Maint Co was utilized as the primary CC&S facility with three sub-facilities operating on a stand-by basis (two supporting the "Ijjeongbu and one supporting the "Yangju") area). The sub-facilities operate at reduced capacity and only maintain sufficient stocks to accommodate immediate requirements. All other assets are evacuated to the 512th Maint Co for issuance to customers of the general support supply company as required, or for turn-in to depot after proper credit has been established. Thus a more responsive system was developed by reducing the total number of facilities in operation. Consolidation has allowed the primary unit to operate more efficiently due to volume disassembly operations which may be programmed. Better accountability of assets to be returned to the supply system was greatly enhanced. Most important, procedures were clarified and simplified to allow each maintenance customer to immediately determine if required repair parts or subassemblies were available from cannnational sources.

f. (U) Command Engineer. During the reporting period Eighth FAASCCM experienced no reportable fires ($100 or more losses). This record is attributed primarily to the increased command emphasis on fire prevention. Each subordinate unit has been directed to conduct thorough and extensive fire prevention inspections, including inspection of all space heaters, daily by company commanders and weekly by battalion commanders. In addition, each Post Engineer is conducting 100 percent inspections of electrical circuits and appliances and heating facilities within their geographical area. These inspections revealed numerous deficiencies which are potential causes of fires. Minor deficiencies were corrected on-the-spot by the inspection team and other deficiencies were reported to the Post Engineer for correction by individual work orders or contract.

g. (FOOU) Staff Judge Advocate.

(1) Visit by the Judge Advocate General of the Army. The Judge Advocate General of the Army visited Headquarters, Eighth Field Army Support Command, on the afternoon of 31 October 1968. He discussed various military justice problems with the Commanding General and was then briefed by the Staff Judge Advocate on legal operations withi
the command. The legal implications of the Manual for Courts Martial, United States, 1969, becoming effective on 1 January 1969, and the new Military Justice Act which becomes effective on 1 August 1969, were also topics of discussion.

(2) Confinement of US Personnel in Republic of Korea Penal Institutions. On 25 October 1968, Private (E-2) Willie N. Page and Specialist Four Raymond J. Velasquez, Jr., both assigned to the 30th Ordnance Company (OS) (DS/5S), were confined in the Suwon Correctional Institution, Suwon, Korea. These were the first United States personnel confined in a Republic of Korea penal institution as a result of convictions before a Korean court under the Republic of Korea—United States Status of Forces Agreement. These soldiers were convicted of rape on 21 December 1967, and their convictions were affirmed by the Korean Supreme Court on 26 September 1968. On 2 October 1968, the Commanding General, Eighth United States Army, designated the Commanding General, Eighth Field Army Support Command, to act as his representative to insure that the interests of United States personnel confined in Republic of Korea penal institutions are properly safeguarded in accordance with applicable directives. Accordingly, the Commanding General, Eighth Field Army Support Command, assigned to the Assistant Chief of Staff, Personnel, the overall responsibility for insuring that prison facilities meet the required standards, that the treatment of prisoners is proper, and that the prisoners are provided the necessary logistical and administrative support as prescribed in applicable directives. The Commanding Officer, 23d Direct Support Group, was assigned the responsibility for providing the prisoners with food and mailing privileges. The Staff Judge Advocate was assigned the responsibility of coordinating required monthly visits and making the necessary post-visit reports. The team consisting of a legal officer, a medical officer, a provost marshal officer, a chaplain, and the prisoner's unit commander will visit each prisoner every thirty days. A dentist will accompany the team at least every six months to provide necessary dental care. The first visit to the Suwon Correctional Institution was made on 10 October 1968. The team found the treatment of the prisoners was proper and that the facilities provided were outstanding.

h. (U) Comptroller.

(1) Control of TDY.

(a) TDY travel ceilings are received from Eighth US Army. These ceilings are distributed to subordinate commands based on their requirements as approved by the various staff officers in Headquarters, Eighth FASCOM.
(b) Subordinate commanders are authorized to approve TDY travel only within Korea. All TDY travel outside Korea must be approved by the appropriate staff officer in this headquarters and his counterpart in headquarters, Eighth US Army. These procedures will adequately control and reduce TDY to the minimum essential necessary to perform the mission of the command.

(2) Cost Reduction Emphasis.

(a) Cost Reduction Assistance Visits and Conferences.

1. Cost reduction visits were made to the 20th GSG and 512th Maint Co. to assist in identifying, documenting, and reporting cost reduction savings generated by the establishment of Collection, Classification, and Salvage (CCS) Operations at the 512th Maint Co. This operation will reclaim serviceable/repairable major assemblies, repair parts, tires, batteries, etc., from uneconomically repairable military vehicles of all types.

2. Visits were conducted to subordinate commands to aid and assist the commanders in the Cost Reduction Program and to insure that command emphasis was instilled in personnel on the importance of the Cost Reduction Program.

3. The Cost Reduction Program Coordinator held conferences with all staff area monitors. A review of all FY 68 actions that were not validated was made in addition to discussion of Revised FY 69 Cost Reduction Program Goals assigned to subcommands.

(b) Correspondence to Subcommands.

1. A letter was sent to subordinate commands signed by the Deputy Chief of Staff, requiring increased emphasis and participation in the FY 69 Cost Reduction Program. That letter also furnished a list of 46 rational areas in which cost reduction savings may be applicable to the command.

2. FY 69 Cost Reduction Program Goals were dispatched to subcommands directing Commanders to review all cost reduction areas where goals are assigned, and to submit "Management Improvement Plans" for the achievement of assigned goals.

3. Letters were dispatched to the commanders of the support groups regarding cost reduction savings in the reclamation of batteries, tires, repair parts, and boots and in the repair of clothing and equipment. This correspondence furnished guidance in recording required savings data, requirements for documenting savings, and established due dates for the reporting of cost reduction actions.
(c) Publicity and Recognition.

1. The FY 68 Commanding General Award was made to the 25th Transportation Center (Mov Con) for outstanding achievements in the FY 68 Cost Reduction Program.

2. Correspondence was dispatched on 13 August 1968 by Eighth Army to USARPAC nominating the 25th Transportation Center (Mov Con) to be the recipient of the Eighth Army Outstanding Unit Award.

(e) Proposed Manpower Survey. The Office of the Comptroller is in the process of preparing Schedule X, Manpower Requirement, DA Form 145, for the purpose of requesting a manpower survey. The last survey conducted by the Comptroller was in February 1966. Since that time significant changes have taken place which have increased the number of personnel authorized. A manpower survey would be beneficial in that it would bring into line the required personnel with the mission changes.

1. (U) Information Office.

1. During the month of August 1968, the Eighth FASCOM Information Office coordinated and sponsored eight "Hi-Neighbor" tours for students from local colleges. These tours were run twice a week and included a tour of Yongsan Compound, with stops at a service club, bowling alley, library, and AFKN TV. These tours were arranged and guided by personnel from the community relations branch of the information office.

2. The Eighth FASCOM Information Office provided press and photo coverage for the Sixth Annual Commanding General's Invitational Shooting Match, 19 September 1968. Coverage was made through Public and Command Information channels; 60 photos were taken, 200 prints made and 3 stories released.

3. The significant activity during the month of October 1968 was press coverage by the information office of Exercise FOCUS LENS FY 69. The information office released stories via Command and Public Information media and released numerous "hometowners" through the Army Hometown News Center.
2. (U) **Section 2, Lessons Learned: Commanders Observations, Evaluation and Recommendations.**

   a. Personnel.

   (1) Personnel Posture.

   (a) Observation. An excessive number of personnel, officers and enlisted, are being assigned to this command not qualified in the basic Military Occupational Specialty (MOS) or grade for which they are requisitioned. This has caused an undesirable condition at all levels but especially so in the middle management area. The experience factor of an organization is the key to its efficiency which in turn directly effects the cost-reduction program.

   (b) Evaluation. An extensive on-the-job-training (OJT) program has been instituted throughout the command to train those personnel possessing the qualifications for training in hard skill MOSs. Also personnel are being utilized in related MOSs in which shortages exist. This program alleviated the situation to some extent but not to an acceptable degree.

   (c) Recommendation. That Department of the Army, Office of Personnel Operations, levy personnel possessing qualifications for training in MOSs that are on the shortage list early enough for them to attend the MOS producing school in sufficient time to be assigned against requisition requirements of overseas commands; that an 18 month Korea tour of duty be considered for personnel, officer and enlisted, filling key and hard skill positions; that special attention be given to emplacing key personnel to extend their overseas tour of duty, thus providing better continuity at the organizational level.

   (2) Customs Clearance.

   (a) Observation. A customs clearance office was established for United States Forces Korea imports into Korea only; however, United States Forces personnel often request information regarding import procedures on goods returned to the United States. These persons in most cases have made inquiries at APOs, Embassies, and Legal Offices and have received conflicting information as to type of goods which require a United States customs charge, and amounts which can be sent into the United States.

   (b) Evaluation: This customs clearance office has furnished information in some cases. This service, however, is not the mission of this office.
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(c) Recommendation: That comprehensive United States customs import guidelines be outlined in one Department of Defense pamphlet, and re issued by the personnel offices to military and civilian personnel sent overseas.

(3) Civilian Personnel.

(a) Observation: During the first part of this quarter, requests for personnel action (SF 52) were not being controlled by this HQ. The requests went directly from the subordinate commanders to their respective civilian personnel offices. This resulted in several problems not consistent with approved manpower policies. For example, the following irregularities are noted: unauthorised positions were established; personnel were not properly assigned to recognised positions; low priority positions were filled while high priority positions were left vacant for extended periods; and positions were not being eliminated on a timely basis as directed by this headquarters.

(b) Evaluation: All requests for personnel action are currently being processed through this headquarters with the vacancy being verified from currently maintained documents. This action is being accomplished by authority of a message soon to be incorporated into Eighth FASCOM Regulation 1-44.

(c) Recommendation: That no further action be undertaken in view of that currently underway.

(4) Education - Remedial Training:

(a) Observation: The average school-grade average indicated on Form 208 is two grade-years above that indicated by testing. After 60-120 hours of education center instruction, school-grade average increases two years and the general technical score (GT) average increases 8-12 points. Reading ability is the largest problem; e.g. personnel with a 6th grade record often cannot read at the 24 grade level. Reading training therefore must be emphasised. USAFI CORE materials (remedial reading and arithmetic) have been especially prepared for R100,000 personnel and are being utilised for study purposes. Science Research Association (SRA) self study kits are also in use. None of the preparatory-high school remedial instruction offered is exclusively R100,000. The class size is 12-22, and subjects include pre-high school math and English. Instructors are enlisted personnel selected for their educational background. At present, due to coordination between the ACOFS, Personnel and subordinate commands, six EM are being utilised on a part time (2-4 hours per day) basis as instructors. Commands were encouraged to utilise enlisted instructors as the result of UNCLASS message EA 87985 GP-Z, dtd 19 Apr 68.
approximately 60% of the P100,000 personnel assigned carry MOSs such as cook, barber, light vehicle drivers, wheel vehicle repairmen, wiremen, aircraft maintenance crewmen, communication center specialist, general duty carpenter, busman, equipment repair, or rifleman.

(b) Evaluation:

1. Education centers report that on the whole people in this program have a positive attitude toward the Army and a definite amount of appreciation for the Army's interest in them. Commanders state these people make good soldiers. A survey showed that the courts martial/Article 15 record of P100,000 soldiers was better than that of Eighth Field Army Support Command as a whole and that there is no requirement for special military training for these people. Qualified enlisted personnel with backgrounds in teaching and counseling have proven quite adequate instructors, and in some cases even superior to professional teachers hired on a contract basis.

2. Assistance provided by the Eighth Army Education Division, Logan, and USAFI, Madison, Wisconsin have been adequate. An Eighth Army SOP on Educational and Occupational Development of Servicemen (P100,000), dated 10 Aug 67, has been provided. In addition, a monthly report, "Project 100,000 Personnel, RCS EASC-67" has proven of value in the review and analysis of the program. Money has also been provided by Eighth US Army for the purchase of Science Research Association (SRA) reading laboratories which have been ordered for individual study.

3. In the future, the number of personnel who can be given remedial instruction during duty hours will be limited only by the number of instructors available and the number of men who can be released by commands for instruction. Commanders have been extremely cooperative to date.

(c) Recommendations: Since instruction is being adequately provided at present, it is recommended that the present program be continued. Instruction during duty time is four hours per day for six weeks, or a total of 120 hours, for P100,000 personnel who can be released from duty. Whenever possible, Commanders should continue to provide qualified enlisted instructors (one or two per education center), to conduct the remedial training.

b. Operations.

(1) Unit Readiness Reports.

(a) Observation: The compilation and submission of Eighth FASCOM Unit Readiness Reports (URR) to Eighth Army for the 1st qtr FY 69 was done in a more efficient and orderly manner than for the previous quarter.
(b) Evaluation: Subordinate units of Eighth FASCOM were given individual instruction and practical exercises in the preparation of their reports, approximately thirty days prior to the submission date. In addition, they were required to submit a sample of their reports for evaluation approximately ten days before the due date. By giving sufficient emphasis and assistance to the URR program, the number of errors and the re-submission requirements were greatly reduced, and the quality was substantially improved.

(c) Recommendation: That all commanders anticipate possible problem areas and take appropriate corrective action.

(2) Civil Affairs.

(a) Observation: The Humanities Day - Public Safety Program conducted by the 20th General Support Group in the ASCOM area was an overwhelming success.

(b) Evaluation: A joint school (Inchon-Bupyeong) and military sponsorship of a poster and essay contest on road safety netted 604 participants over a period from 2 through 28 September 1968. Over 10,000 reflective stickers have been applied to Korean vehicles of all types, excarts, taxis and bicycles at checkpoints in the Inchon-Bupyeong-Sosa areas of ASCOM District. Twenty-nine Safety Driver Awards have been presented to Korean employees for accident-free records this quarter. Seventy-Eight Humanities' Day Awards of Distinction were awarded to Korean drivers for exemplary safety records. An Inchon-Bupyeong seminar on safety, attended by 45 teachers and supervisors, and addressed by the ASCOM Safety Officer, were instructed in the new international road sign system for dissemination to the school systems. All these are part of the ASCOM District campaign to improve the driving habits and knowledge of the driver, both military and public, and improve driving conditions for all in the district. Only $76.02 of Collateral Activity funds were expended by the 20th General Support Group during this quarter which indicates a very large return for a very low cost expenditure.

(c) Recommendation: That higher headquarters consider expanding this program throughout Korea on a large scale. That cooperation from the ROK Government and Republic of Korea Army be obtained to make this a joint effort to ensure full accomplishment of the public safety objectives.

c. Training. None
d. Intelligence. None
e. Logistics.
11 Load Testing Procedures for Commercial Design Handling Equipment.

(a) Observation: Much of the material handling equipment used in ammunition field is of commercial design. Handling equipment is required to be load tested. For commercial equipment no procedures exist.

(b) Evaluation: The units having such equipment are utilizing any type of testing procedures available regardless of origin. This covers operation from forklifts to tie-down straps.

(c) Recommendation: That a consolidated listing of commercial handling equipment utilized in Korea be compiled and one regulation containing specific technical instructions for maintenance, proof and/or load testing be published. AMC Regulation 385-231, utilized by state-side ammunition depots should serve as a guide in preparing such a document.

(2) Storage of Mine, AT, HE, M15 in Project Stocks.

(a) Observation: During the recent 100 percent inspection of project stocks, stored at various locations along the DMZ, it was noted that numerous secondary fuse wells in the base of the mines were rusted through to the explosive filler to the extent that they could not be used for booby trapping purposes.

(b) Evaluation: The mines are packaged with the base facing the top of the open metal crate. Water, which leaks in or is blown in on the stocks, settles in the small recess around the casing. This casing is very thin and rusts through to the explosive filler. By storing these crates on their side such that the side secondary fuse well is pointing down, the problem is eliminated and the serviceable life of the mines is prolonged.

(c) Recommendation: That all stocks of M15 mines, packaged in metal crates, be stored on their sides with the secondary fuse well pointing down.

(3) Redesign of Components for Mine M17 Series.

(a) Observation: Through the nightly setup of these mines by using units, the firing wires and/or blasting caps coupling tend to crack or break because of continued handling. This causes the mine to be turned in as unserviceable.
Maintenance of 12-Ton SAP Trailer Side Panels.

- **Observation:** Difficulties were being encountered in meeting demands requiring side panels on trailers. Careful analysis of the problem pointed out a critical shortage of side panels and a low level of maintenance of those panels on hand. Further investigation disclosed that the DSU did not have the capability to repair the side panels and that the GSU was overloaded with side board requirements.

- **Evaluation:** It was determined that the using unit with a four man repair team could repair side panels.

- **Recommendation:** That the DSU provide using units with sufficient material to maintain trailer side panels and that units encountering the construction and repair of side panels.

**Accuracy in Requisitions.**

- **Observation:** Many of the problems in the supply system can be attributed to erroneous data in requisitions submitted to Depot Command.

- **Evaluation:** Errors are caused by two factors; key punch errors and improperly prepared key punch worksheets. Manually transcribing all elements of data from a stock record account to a key punch work sheet is not only a very probable cause for errors but is also very time consuming.

- **Action Taken:** A procedure was developed to use prepunched requisitions which contain all elements of data except quantity and issue priority designator. This reduced the elements of data to be manually transcribed by 44 digits.

- **Implementation of Requisition Modification Actions in Eighth US Army Supply System.**

- **Observation:** During this period of time, Eighth FASCOM DS/US units and supply points have been experiencing an overall low supply demand satisfaction and demand accommodation percentage to their
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respectively customers. A large quantity of valid due-in requisitions are from 60 to 360 days old. Supported or supporting units are not in a sustainable material readiness status if their stocks are at zero balance for an unreasonable length of time. This "out-of-stock" position results in the units not being able to accomplish their mission.

(b) Evaluation. Implementation of paragraph 3-8.2, Change 11, AR 725-50, subject: Modification of Requisitions in Army Supply System, will reduce the number of supply days that stock record cards reflect a zero balance status. Modification of requisition priorities will enable Eighth FASCOM DS/GS units and supply points to upgrade previously requisitioned material on the basis of local emergencies created by lack of material required for performance of assigned operational missions. Implementation will also enable upgrading of previously requisitioned material required for emergency repairs to primary weapons and equipment. A cutoff period of sixty (60) days could be established from the time a requisition is submitted until it is completely filled. If a requisition is not filled at the end of sixty (60) days, and it fails within the provisions of paragraph 3-8.2, Change 11, AR 725-50, it could be upgraded by forwarding a requisition modification to supply points and to the 457th Repair Parts Company by DS/GS units. This action should assist in reducing the number of supply days a stock record card reflects a zero balance to an average of sixty (60) days or less and insure earlier fills of items at zero balance.

(c) Recommendation. A request that a command letter be sent to USARPAC requesting immediate implementation, of paragraph 3-8.2, change 11, AR 725-50 in Eighth US Army Supply System, was made in Eighth FASCOM letter BASC-145, 8 October 1968. EADC-INDS message 295O4, 21 October 1968, subject: EADC-INDS Request Number 281-68 (Requisition Modifier, DFC AM) was sent to CINCUSARPAC recommending implementation.

(7) Comprehensive Management Data and Accuracy of Stock Records.

(a) Observation: A basic management tool for analysing supply conditions and problems in supply support activities is required for commodity managers to identify and take action to improve supply responsiveness. A positive procedure is also required to assure the accuracy of stock record accounts.

(b) Evaluation: Use of automatic data processing equipment to analyze the authorized stockage list provides complete management data required to evaluate the stock record accounts and verify the accuracy of stock record accounts.
(c) Action Taken:

1. A program was developed and an analysis was made of each authorized stockage list item for supply points.

2. This program accomplished the following by line.
   
   a. Computed the requisitioning objective based on 12 months demand experience.

   b. Computed the reorder point.

   c. Identified overdue requisitions.

   d. Identified excesses.

3. The printout assisted the supply points in reviewing and correcting their requisitioning objectives and reorder points, disposing of reportable excesses and placing requisitions if due.

4. Analyses also provided a list of zero balance lines that required intensive management. These lines were added to the monthly intensive management program.

f. Transportation.

   (1) Observation: Recent increases in suspected larceny of Government property on Code H vehicles being shipped by rail initiated a study regarding procedures for reimbursement to the US Government by the carrier. Two distinct problems were revealed. The first was lack of proper documentation with which to hold the carrier liable. The second was lack of command emphasis on processing discrepancy reports.

   (2) Evaluation: In order to resolve the first problem two actions were initiated. Technical inspections will be performed no sooner than 24 hours prior to the date of shipment so that the condition of the vehicle and all components is known at the time of shipment. A continuation sheet to the Government Bill of Lading has been published which lists all major components. The carrier must sign for the condition of each code H vehicle after a joint inspection with the shipper. In order to resolve the second problem two actions were initiated. Consignees have been briefed on proper procedures for preparation and timely disposition of discrepancy reports. The channels through which this correspondence
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Flows are currently being scrutinized so that any unnecessary delays can
be eliminated and a valid claim placed against the carrier within the
time frame specified in the current contract.

(3) Recommendations: Application by other commands.

FOR THE COMMANDER:

[Signature]

H. E. HAMILTON
Colonel, Infantry
Chief of Staff

3 incl

1. Organizational Structure
   of Eighth FASCOR:

2. List of Distinguished
   Visitors

   Distribution List

wd, HQ, DA
I. Command has reviewed subject report. The following comments supplement the report.

2. Reference item concerning personnel posture, page 18, para 2a(1).

   a. During the Pueblo/Blue House incidents and ensuing events, many overstrength NCO's were sent to Korea to fulfill immediate strength requirements in accordance with At 600-200, para 3-5a and b. The problem of non-NCO-qualified personnel will be alleviated as these personnel rotate. 

   Eighth Army is currently revising its lower grade enlisted requisitioning system to conform to a Personnel Line Item Requisitioning System (At 615-212), by which units will prepare their own lower grade enlisted requisitions. When this requisitioning system takes effect, units should notice closer correlation between requirements and personnel qualified to meet these requirements.

   b. This headquarters is presently studying the feasibility of establishing a longer term of duty in Korea for personnel filling key positions.

   c. All commanders are continually encouraged to promote the voluntary extension program to alleviate the severe personnel turbulence experienced in Eighth Army.

3. Reference item concerning custom clearance, page 18, para 2a(2). Concur.

4. Reference item concerning civil affairs, page 17, para 2b(2). Programs of this nature are already standard in the major subordinate commands of Eighth Army. Attempts to coordinate such a program command-wide would require an excessive commitment of manhours from commands handling much larger areas and populations than the Ascom district, and would result in neglect of more important aspects of the safety program. Experience has shown that operating such programs at the local level results in closer cooperation with local authorities and permits safety personnel to adjust the level of effort to available assets of time and manpower. This headquarters is active in other command-wide projects.
5. Reference item concerning load testing procedures for commercial design handling equipment, page 20, para 2e(l). Concur. Action has been initiated at this headquarters to provide such guidance.

6. Reference item concerning maintenance of 12-ton 3-P trailer axle parts, page 21, para 2g(l). Nonconcur with solution as presented for long term implementation. At 750-5, para 1.1f outlines that each maintenance activity will perform all authorized maintenance for which it is responsible. The commander of both the supporting and supported unit may authorize the supported unit to perform higher echelons of maintenance when operationally necessary. Continued performance of higher levels of maintenance by supported units often causes an overall deterioration of maintenance. A long term solution would be to shift assets to accomplish workload at the supporting maintenance activity, or submit an SJA recommending the Maintenance Allocation Chart (MAC) be changed to allow the organizational maintenance level to perform repairs of this type. Unit will be so advised.

DM THE JFM AQED:

[Signature]

B. R. HUNTER
S. I. AGC
ASSY AG

Copies furnished:
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1-OJ, Eighth FAJOH, APO 96301
GP-DT (15 Nov 68) 2d Ind (U)
SUBJECT: Operational Report of HQ, Eighth Vfd Army Spt Comd for Period Ending 31 October 1968, ECS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558     8 JAN 1969

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

This headquarters has evaluated subject report and forwarding endorsement and concurs in the report as endorsed.

FOR THE COMMANDER IN CHIEF:

[Signature]

C. L. SHORRT
CPT, AGC

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Experiences of unit engaged in counterinsurgency operations, 1 August - 31 October 68

CO, 8th Field Army Support Command

15 November 1968

N/A

N/A

OACSFOR, DA, Washington, D.C. 20310
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