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

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IN REPLY REFER TO

AGAM-P (M) (16 Jan 69) FOR OT UT 683358

21 January 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 44th Engineer Group (Construction), Period Ending 31 July 1968

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BY ORDER OF THE SECRETARY OF THE ARMY:

Kenneth G. Wickham

KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl.
as

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(ARMY) ATTN FOR OT UT, WASHINGTON, D.C. 20310



DEPARTMENT OF THE ARMY
HEADQUARTERS 44TH ENGINEER GROUP (CONSTRUCTION)
APO SAN FRANCISCO 96233

THCON-OP

14 August 1968

SUBJECT: Operational Report of the 44th Engineer Group (Construction)
for the Period Ending 31 July 1968 HCS-CSPOR-65 (R1) W493AA

1. Section 1. Operations: Significant Activities.

a. Mission: The 44th Engineer Group continues to execute its assigned mission to support US Army and US Air Force Operations in Thailand by:

- (1) Executing the troop construction portion of the military construction program.
- (2) Performing road and railroad reconnaissance in Northeast Thailand.
- (3) Accomplishing civic action projects as available effort permits. The mission was focused by the objectives of the Commanding General, US Army Support, Thailand (USARSUPTHAI), (Inclosure 1).

b. Korat Logistical Complex:

(1) Projects completed this period:

(a) NCO Club Extension; installation of the air-conditioning completed this project.

(b) Engineer Field Maintenance Facility for Trans World Airline Contract; facility has been used for a long period; however, installation of a 3 phase 220-440 volt system, which delayed the final acceptance, completed this project.

(c) Replacement BOQ's; this project is complete less air-conditioning which will be contracted.

(d) Extension of the USARSUPTHAI Annex; this project is complete less air-conditioning which has been contracted.

(2) Projects carried forward:

(a) Consolidated Mess Hall; this project is 83% complete and all kitchen equipment is available.

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(b) Craft and Hobby Shop; this project is 20% complete and progress is as scheduled.

(c) Quartermaster Self Service Supply Center; this project is 5% complete and on schedule with the pad placed and electrical conduit and plumbing roughed in.

(d) Sodding and Landscaping; work around projects such as the theatre, EM club, and library are under this project directive. It is a continuing commitment.

(e) Department of the Army Civilian Quarters (3 ea); work is progressing well and slabs are placed. Electrical conduit and under-slab plumbing is roughed in. Concrete block is being laid, and prefabrication of the trusses is under way.

(f) Athletic Facilities; lighting of tennis court is complete. Upgrading and compaction of football field is progressing well.

(g) Army Air Facilities; one hanger is almost complete and the other structures are being designed on schedule.

(3) New projects assigned:

(a) Audio Visual Center; this project is presently in the design stage.

(b) Company Hqs Building (6 ea); buildings are designed and requisitions for materials have been submitted.

c. Sattahip Cantonment and Consolidated Supply Activity (CSA) Area:

(1) The Sattahip Cantonment and CSA area, considered as one project, is one of the top priorities as seen in the U.S. MILITARY objectives (Incl. 1). The 44th Group has therefore responded by moving the 538th Engineer Battalion (-) with reinforcements to increase the effort expended this period by D Co, 538th Engr Bn and B Co, 809th Engr Bn. This project is now considered to include the Vertical Construction at Camp Vayama near Sattahip and the Prefabricated Hanger for the Royal Thai Air Force (RTAF).

(2) B Co of the 809th Engr Bn completed three (3) additional Pasco Warehouses this period, making a total of seven (7) in the CSA. Four (4) Wooden Open Storage Sheds and the Prefabricated Hanger for RTAF were also completed. Prior to deployment of B Co, 809th Engr Bn to the Northeast during the next reporting period, they will finish several

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concrete block buildings including Depot Headquarters, ADPS Center, Stock Control Building, and a Telephone Exchange. The Telephone Exchange in Camp Vayama is complete and the Fire Station has been deferred.

(3) The Sattahip Cantonment, constructed by D Co, 538th Engr Bn reinforced, housed 760 personnel as required in May 1968. This cantonment area is now planned to support 2000 personnel with facilities and utilities. The work is continuing on schedule with plans for the area to house 1740 personnel by January 1969, including essential facilities. Supporting facilities such as Clubs, Chapel, Theatre, Athletic Facilities, and Post Engineer Complex will utilize temporary structures until permanent facilities are completed.

(4) The 538th Engr Bn will be reinforced in Sattahip during the next reporting period with the following:

(a) 2 Platoons, 697th Engr Co (PL)

(b) 589th Engr Det (Util)

(c) 16th Engr Co (DT).

d. Bangkok By-Pass Extension (Route 304):

(1) Completion of the paving of the troop portion of Route 304 was the major accomplishment of the 538th Engr Bn and the 44th Engr Gp during this reporting period. The pavement of this continuous portion (KM 57 to 96) was completed on 27 July 1968; however, elements of the 538th Engr Bn will remain to complete drainage structures and improve slope stabilization. The quarry element of A Co, 809th Engr Bn, accomplished its mission and moved to the northeast.

(2) The 538th Engr Bn was augmented by the 23rd Engr Bn (-) Royal Thai Army (RTA), the 16th Engr Co (DT), the 91st Engr Co, (DT), and elements of B and C Companies of the 809th Engr Bn.

e. Training Facilities for the Royal Thai Army Volunteer Forces at Kanchanaburi:

(1) Work on the remaining facilities continues by D Co, 809th Engr Bn and the 561st Engr Co (Const). Plans are for D Co to disorganize in August to move to the northeast and for the 561st to complete the training area and nine (9) additional buildings.

(2) The Task Force which expedited this high priority project will be dissolved on 25 August 1968.

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f. Northeast Laos:

(1) A second goal of USARSUPTHAI for fiscal year 1969 is to expedite construction of Route 22 from Sakon Nakhon to Nakhon Phanom (Inclosure 1). These 87 Kilometers of road require upgrading, construction of drainage facilities to include prestressed concrete bridges, and paving. The 2nd priority Northeast LOC is Route 223 from Sakon Nakhon to That Phanom and requires the same development less paving. This route is 75 Kilometers long.

(2) To accomplish this mission the 809th Engr Bn will move to the vicinity of Sakon Nakhon and become operational by September 1968. First elements started moving on 15 June 1968. Enlargement of Camp Ruam Chit Chai to a 900 man base camp is the first order of construction. Also, construction camps will be built at Kilometer 194 and the Nakhon Phanom Air Force Base (K4 226). The Kilometer marker readings start at Udorn.

(3) The 809th Engr Bn will be reinforced as follows:

- (a) 91st Engr Co (DT)
- (b) 1st Plt, 260th Transportation Co with dump trucks
- (c) D Co, 23rd Engr Bn (RTA)
- (d) 2 Co, 6th Engr Bn (RTA)
- (e) 101st Engr Det (WD)
- (f) 182nd Engr Det (WD).

g. Civic Action:

(1) Units of the 44th Engr Gp continue to participate in numerous civic action projects such as school construction and extension of roads to small villages adjacent to the highways under construction. A ten room school house was built near Route 304 and will be dedicated during the next reporting period (Inclosures 17 and 18). Two acres of farmland were cleared and approximately 10 kilometers of laterite road were built. Other projects continue such as providing villages with water, conducting language schools, and providing local police with wreckers to clear accidents.

(2) Surveys are being conducted in Northeast Thailand along Routes

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22 and 223 to help the villages upgrade the connecting roads with fill and drainage structures. This will become part of the Group Civic Action Program as manpower and equipment become available.

(3) Presently the Thai government has a well drilling program under way. Surveys have been conducted and the 44th Engr Gp is planning to aid in the development of this program.

(4) Medical and Dental treatment at Base Camp dispensaries continues to be our most progressive civic action project. A total of 6,641 Local Thai Nationals have received treatment this reporting period.

(5) To further develop the Civic Action Program the Group is requesting specific Collateral activities funds be made available. This will allow the Group to expedite requests made from subordinate units.

h. Well Drilling Operations:

(1) This program is continuing at a rapid pace. Wells have been placed in Sattahip (non-potable), Warin (Potable), Camp Ruam Chit Chai (Potable), and Udorn (Potable). The depths are between 160' and 210' and capacities vary between 23 and 75 GPM.

(2) In addition to the equipment of the 101st and 182nd Engr Det (Well Drilling), a rotary well drilling rig was released from depot. Personnel required to operate this rig were taken from the resources of the 809th Engr Bn.

(3) The development of potable water sources is a valuable Civic Action tool in Thailand. This project is undergoing extensive research. (See Civic Action Section, Sec 2, g. above).

i. Rural Development Program:

The 549th Engr Det continues their mission under the operational control of United States Operations Mission Thailand. The second cycle of students consisting of 156 students finished their training cycle on 3 June. The third cycle started their training on 17 June and consists of 167 students. The teams of the unit are now moving to other districts to continue their mission. Considerable work has been done by this unit in classifying drivers and equipment operators. They are fostering excellent relations with United States Operations Mission and the Royal Thai Government.

j. POL Construction:

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The 697th Engr Co (PL) successfully completed their mission in Korea and returned to Thailand. They are presently engaged in the Sattahip Cantonment with 2 platoons.

k. Inland Road Extension:

This project was cancelled by USARSUPHAI Headquarters. The small amount of road (approximately 300 meters) will be completed by contractor as he paves the balance of the Inland Road.

2. Section 2. Lessons Learned: Commander's Observations, Evaluations, and Recommendations.

a. Personnel:

(1) Group Enlisted Strength:

(a) OBSERVATION: As of 31 July 1968, the Group enlisted assigned strength was 89% of that authorized, while the Group assigned strength of Staff Sergeants (E-6) was 46%.

(b) EVALUATION: The enlisted understrength situation is expected to severely limit Group capabilities as subordinate units are deployed to new areas of responsibility. The Staff Sergeant understrength situation has forced the Group to employ more junior, less skilled individuals as immediate task supervisors. While officers and senior NCO's move from task to task to coordinate an overall construction effort, the immediate task supervisor is responsible for task from start to finish. When this individual lacks experience, efficiency and quality control suffer.

(c) RECOMMENDATION: That DA immediately fill all outstanding Group enlisted personnel requisitions with special emphasis on filling Staff Sergeants' (E-6) positions with qualified NCO's.

(2) 697th Engineer Company (Pipeline):

(a) OBSERVATION: The personnel situation of the 697th Engineer Company (Pipeline) was listed as critical during the last reporting period as the unit assigned strength was at 73% of that authorized. The unit is now at 79% of authorized strength but the majority of replacements have not been qualified pipeline personnel.

(b) EVALUATION: The rise in assigned strength of this company has somewhat improved its response to assigned mission, but on-the-job training of replacements reduces immediate efficiency.

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(c) RECOMMENDATION: That DA immediately fill the outstanding personnel requisitions for qualified pipeline personnel.

(3) Group Personnel Section:

(a) OBSERVATION: During June 1968, the responsibility for maintenance of the personnel records of all Group separate companies were transferred from the Group Personnel Section to the 256th Personnel Services Company, USARSUPTHAI. The two battalions retained their records. Additionally, Group lost the authority to execute special orders, while the battalions retained this authority.

(b) EVALUATION: Maintenance of separate company personnel records away from the Group Personnel Section is cumbersome. Separate companies are often shifted throughout Thailand in support of construction operations, so that many personnel transactions must be conducted by telephone. Without personnel records on hand, the Group Personnel Section cannot provide immediate response to telephonic requests. Rapid changes in the construction situation may require overnight personnel transfers. Without special order authority at Group, reassignment orders require in excess of one week for execution. Additionally, Group's loss of authority to execute special orders while subordinate battalions maintain that authority is inappropriate.

(c) RECOMMENDATION: That the responsibility for all personnel records and transactions involving Group personnel and the authority to execute special orders be returned to the Group Personnel Section.

(4) Assignments:

(a) OBSERVATION: Since the establishment of the 44th Engineer Group (Construction) in Thailand all officers, warrant officers, and many enlisted men have been assigned directly to the units of the Group by DA as opposed to assigning them to Group Headquarters for further reassignment. As an example of the imbalances this policy produces, the 809th Engr Bn was at 98% strength during the reporting period while the 538th Engr Bn was at 88% strength during the same period. On the other hand the 809th Engr Bn has only 35% of its authorized SSG's (E-6) on hand while the 538th Engr Bn has 72% of its authorized SSG's on hand.

(b) EVALUATION: Assignment of key personnel by DA directly to subordinate units of the Group hampers Group's ability to distribute resources to maintain overall Group effectiveness. The policy has resulted in imbalances between Group units of equal size and mission. The Group is now closely monitoring incoming personnel assignments and redistributing individuals, where necessary, from the units to which they

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were assigned by DA to other units whose needs are more pressing. The losing units are never well disposed to accept such reassignment. A great deal of time is spent in evaluating the reassignment of each key person to assure that the needs of the gaining unit do, in fact override the objections of the losing unit.

(c) RECOMMENDATION: That all incoming personnel be assigned to Group Headquarters for further reassignment. Future requisitions from the Group will be submitted only under the Unit Identification Code of the Group.

b. Operations:

(1) Unit Movement:

(a) OBSERVATION: The movement of the 809th Engr Bn from Phanom Sarakham to Sakon Nakhon, a distance of 450 miles, has shown that the lack of 10-ton tractors limits the movement capabilities of Group units.

(b) EVALUATION: Moving a unit the size and configuration of the 809th Engr Bn over such a long distance is a major task. The lack of 10-ton tractors has required the dismantling of major items of equipment to their basic components in order to stay within the safe weight limitations of the 5-ton tractor. An example is the 40-ton crane. In order to move a 40-ton crane, it must be disassembled into its 3 major components. The cost for disassembly and assembly is approximately \$1,500.00. It takes one 5-ton tractor and trailer three trips to move this one item. Also, $3 \times 900 = 2700$ miles are required, whereas one 10-ton tractor could do this in one (1) trip or 900 miles. This added exposure to traffic in Thailand is an excessive safety hazard. (See section 2, c).

(c) RECOMMENDATION: That current requisitions for the 10-ton tractors authorized by the TO&E be filled to alleviate this operational problem.

(2) Communications:

(a) OBSERVATION: Communications continues to be a problem for this command.

(b) EVALUATION: Communications in Thailand is difficult because of the large engineer areas of responsibility. The new family

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of radios, AN/GRC-106, that are authorized are not available, and repair parts for the AN/GRC-19 radios in use are most difficult to obtain. The leasing of commercial radios has greatly assisted the Group in fulfilling its mission; however, this leasing is contradictory to gold flow objectives.

(c) RECOMMENDATION: That the AN/GRC-106 radio be made available to engineer troops in Thailand.

(3) Quality Control:

(a) OBSERVATION: Because of a general shortage of quality control personnel such as surveyors, soils technicians, and supervisors in the rank of E-6, quality control is a persistent problem. Compounding this problem are the extensive engineer requirements in this country.

(b) EVALUATION: Because of the two observations above, some of the projects completed are below professional standards. Such a trend, if allowed to continue, could adversely affect our country's image in a developing nation. Command emphasis is keeping this problem to a minimum.

(c) RECOMMENDATION: That increases be made in school quotas and allocations for quality control personnel.

c. Training:

(1) OBSERVATIONS: Driving on the highways of Thailand is more hazardous than in most other countries in the world. The driving habits of the Thais are most unusual. It is not uncommon to see several large buses or trucks driving abreast on a two-way highway.

(2) EVALUATIONS: These driving habits cause many accidents. This unit requires that safety be stressed at every morning formation for a 5 minute period. The unorthodox driving habits are made known and defensive driving is the order of the day. The hours each driver spends on the road are monitored. Prior to dispatch over a long distance drivers are instructed to lay over in specified areas and all convoy briefings stress march discipline.

(3) RECOMMENDATION: None.

d. Intelligence:

(1) OBSERVATION: Routine intelligence and counterintelligence operations are receiving command emphasis.

(2) EVALUATION: None.

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(3) RECOMMENDATION: None.

•. Logistics:

(1) Equipment shortages:

(a) OBSERVATION: Units in the Group continue to experience critical shortages, primarily with water distributors, 10-ton truck tractors, cranes, and radios (AN/GRC-106's).

(b) EVALUATION: There is no definite information on incoming quantities of noted equipment. Numerous inquiries have been initiated at the unit and group level, but no firm ETA's have been received. There also has been confusion as to the actual disposition of requisitions. Most notably, 9th Log was considering different Group requisitions valid for water distributors than was 2nd Log. In regards to closed loop item shortages, such as 20-ton cranes, the program has not provided Group with assets since 8 March 1968 and appears incapable of filling shortages (due to lack of on-hand quantities or turn-ins) to any significant degree this fiscal year. In the area of communications, the complete shortage of AN/GRC-106 radio sets has forced the battalions into utilization of locally procured systems.

(c) RECOMMENDATIONS: That extensive follow-up be initiated at all command levels for long outstanding shortages, perhaps by hand carry as far as CONUS; and that the small quantity of critical requisitions be checked at all levels for authenticity and determination of positive actions accomplished and to be accomplished.

(2) Rental Equipment:

(a) OBSERVATION: For this reporting period the Group has expended or obligated \$,58,368.45 on rental equipment.

(b) EVALUATIONS: Command emphasis on curtailment of rental equipment has resulted in a large decrease of gold outflow. However, such action will force slippage of programmed completions.

(c) RECOMMENDATIONS: That action be taken on pending augmentation MTO&E 5-114D, by C-4, US.ARSUPTHAI. That local purchase of construction equipment from CONUS be expedited so that 899th Engr Bn mission will not be affected.

(3) Repair parts shortage:

(a) OBSERVATION: The repair parts supply system continues to be inadequate.

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(b) EVALUATIONS: The stockage of engineer repair parts in Thailand is not commensurate with the demand. A recent analysis of the Group's units revealed that a large portion of repair parts requisitions with issue priority designator O2 or O5 were due out for long periods of time. Of these requisitions 92.9% were more than 30 days old, 70.5% were more than 60 days old, 56% were more than 90 days old.

(c) RECOMMENDATIONS: That the actual delivery time utilized in establishing stockage levels be sufficiently increased to support demands.

(4) Deadline Rate:

(a) OBSERVATIONS: The Group deadline rate for engineer equipment for the last five weeks is 19.6% for ordinance is 12.4%. This is slightly higher than the rates last reported.

(b) EVALUATIONS: The last report stated our deadline rate at an all time low. Now the rate has climbed to a percentage similar to that reported in January. However, this is attributable to priority requirements placed on the units which have been forced into a two and now a three shift work day. The reason the rates are now as low as they are is because of command emphasis, staff to staff coordination, and replacement of old, obsolescent equipment with new items by the Group.

(c) RECOMMENDATIONS: None.

f. Organization:

See inclosures number 2 and 3 for the 44th Engr Gp organization chart.

g. Other:

None.

19 Incls. Withdrawn, Hqs, DA

~~1 Objectives CG USARSUETHAI~~

~~2 Organization Chart~~

~~3 Staff Directory~~

~~4 Lines of Communication~~

~~5 Training Facilities Nanchanaburi~~

~~6-19 Construction Photographs~~


R. M. HATCH

COL, CE

Commanding

THOP-OP (14 Aug 68) 1st Ind
SUBJECT: Operational Report of the 44th Engineer Group (Construction)
for the Period Ending 31 July 1968 RCS-CSFOR-65 (R1)
UIC: WA93AA

DA, Headquarters, United States Army Support Thailand, APO 96233 14 JUL 1968

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

1. The Operational Report of the 44th Engineer Group (Construction) for the period ending 31 July 1968 has been reviewed by this headquarters and is forwarded with the following comments.
2. Concur with the recommendation at para 2a(1)(c) that outstanding noncommissioned officer requisitions should be filled without delay and that special emphasis should be put upon obtaining qualified E6's.
3. Concur with the recommendation at para 2a(2)(c) that outstanding requisitions for qualified pipeline personnel should be filled as soon as possible.
4. Nonconcur with the recommendation at para 2a(3)(c). Return of personnel records and authority to issue special orders would be in direct conflict with DA PERMACAP concepts. An MTOE has been submitted to enlarge the 256th Personnel Service Company from a Type A to a Type B unit. If approved, all personnel records and special order issuance authority for USARSUPTHAI will be centralized. Trials conducted in Vietnam and Korea indicate centralization is imperative to maintain effective personnel management.
5. Nonconcur with the recommendation at para 2a(4)(c). It is recognized that personnel and grade imbalances exist between 44th Engineer Group units; however, current regulations require unit to unit assignment and requisitions must show the unit identification code. Requisitions showing only the Group UIC cannot be considered valid and will not be honored. Personnel imbalances can only be corrected by reassigning incoming personnel.
6. Concur with the recommendation at para 2b(1)(c) that 10 ton tractors be made available. It is understood that sixty of these tractors are presently awaiting shipment to this command.

14 OCT 1968

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UIC: 11A93AA

7. Concur with the comments and recommendation in para 2b(2) regarding communications equipment. The M1/G.O-106 radio is authorized by TOSE to the 44th Engineer Group, but its issue is controlled by DA. The radio has not yet been authorized for issue to the group. A message requesting ass' lance has been sent to USARPAC.

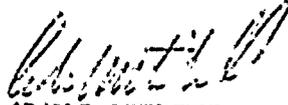
8. Concur with the comments and recommendations of para 2b(3) concerning the training of quality control personnel.

9. Reference the recommendation at para 2c(1)(c), the USAIAC Equipment Authorization Committee meeting 9-13 Sep 68 and the Closed Loop Support meeting 30 Sep - 5 Oct 68 will both address shortages of generators, IEE, military standard engines and engineer construct equipment. Hand carry of requisitions to COMUS should not be necessary and would duplicate the existing supply system.

10. Nonconcur with the recommendation at para 2c(2)(c). The MTOE for a Construction Support Company has been forwarded for approval. Action of the augmentation to this MTOE has been suspended since in-country personnel space limitations preclude assignment of the additional personnel necessary for operation and maintenance of the additional equipment requested.

11. Reference the recommendation at para 2c(3)(c), action is being taken to review unit FLL, DSU and Depot ASL procedures for engineer repair parts to determine if proper procedures are being used to compute order and ship times and to record demand data.

FOR THE COMMANDER:


ALAN L. MITCHELL
CPT, AGC
Asst Adjutant General

GPOP-DT (14 Aug 68) 2d Ind

SUBJECT: Operational Report of the 44th Engineer Group (Construction)
for the Period Ending 31 July 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 9 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 indorsement
and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

1 Incl
nc



C. L. SHORTT
CPT, AGC
Asst AG

UNCLASSIFIED

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