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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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

IN REPLY REFER TO

AGAM-P (M)(23 Jan 69) FOR OT UT 683111

28 January 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 4th Transportation Command (Tml C), for Period Ending 31 July 1968

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. 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

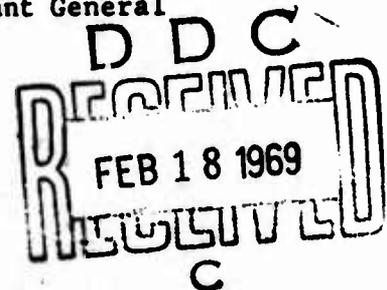
KENNETH G. WICKHAM
Major General, USA
The Adjutant General

1 Incl
as

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(Continued on reverse side)



UNCLASSIFIED REPORT

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ASSISTANT CHIEF OF STAFF FOR FORCE DEVELOPMENT
(ARMY) ATTN FOR OT UT, WASHINGTON, D.C. 20310

AD847852

DEPARTMENT OF THE ARMY
HEADQUARTERS, 4TH TRANSPORTATION COMMAND (TML C)
APO San Francisco 96307

AVCA SGN TC GCPT

10 August 1968

Subject: Operational Report - Lessons Learned of the 4th Transportation
Command for Period Ending 31 July 1968 (RCS CSFOR-65)

THRU: Commanding General
US Army Support Command, Saigon
ATTN: AVCA SGN GO
APO 96491

Commanding General
1st Logistical Command
ATTN: AVCA GO O
APO 96384

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

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

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

1. Section I. Significant Activities

a. There were several organizational changes within the command during the reporting period (See Inclosure #1, Organizational Chart):

(1) Detachment #1, 124th Transportation Company (Terminal Service) was assigned to the 11th Transportation Battalion (Terminal) as directed per paragraph 1 of General Order #9, this headquarters, 22 May 1968 (Incl 2).

FOR OT UT
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(2) Nine transportation detachments were attached to this command per paragraph 1, USASUPCOM, SGN General Order #462, 13 May 1968. These units were further attached to Detachment #3, TD Augmentation to 4th Transportation Command (Provisional Harborcraft Company), by paragraph 2 General Order #9 this headquarters, 22 May 1968 (Copy attached at Inclosure #2).

(3) The 34th Transportation Platoon (Heavy Boat) was attached to this command per paragraph 1 of General Order #474, HQ, USASUPCOM, SGN, 28 May 1968. General Order #10, this headquarters, 7 June 1968, further assigned this unit to the 5th Transportation Company (Heavy Boat) (See Inclosure #3).

(4) During this period the 402d Transportation Company (Terminal Transfer) and attached detachments; the 262d Transportation Detachment (60T Crane), 264th Transportation Detachment (60T Crane) and 265th Transportation Detachment (60T Crane) were released from attached the 11th Transportation Battalion (Terminal) and attached to the 1st Transportation Battalion (Terminal) as directed by General Order #11, this headquarters, 13 June 1968 (Inclosure #4).

(5) General Order #12 this headquarters amending General Order #9 (Inclosure #5).

(6) The 1097th Transportation Company (Medium Boat) was released from the 4th Transportation Command (Terminal C) and assigned to US Army Support Command as directed by paragraph 1 of General Order #612, HQ, U.S. Army Support Command, Saigon, 1 July 1968, for further assignment by 1st Logistical Command General Order #2811, to the 9th Infantry Division. (A true copy of USASUPCOM, SGN GO #612 is attached as Incl #6).

(7) A shore platoon of the 561st Transportation Company (Terminal Service) was attached this headquarters by General Order #650, HQ, USASUPCOM, SGN, 11 July 1968. Unit was further attached to 511th Transportation Detachment as directed in General Order #13, this headquarters, 22 July 1968 (See Inclosure #7).

(8) The 355th Transportation Detachment (Barge) was attached this headquarters by General Order #688, HQ, USASUPCOM, SGN, 24 July 1968 and further attached to Detachment #3, TD Augmentation to the 4th Transportation Command (Provisional Harborcraft Company) by General Order #14 this headquarters, 31 July 1968. (See Inclosure #8).

b. Key personnel at the end of this reporting period are listed on Inclosure #9.

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c. During this reporting period this command's enlisted personnel strength has steadily declined. Since the last report period, the command has received approximately 1,500 enlisted replacements and lost approximately 1,936 enlisted personnel. This loss of personnel was due in part to the transfer of the 1097th Transportation Company (Medium Boat) to the 9th Infantry Division in June 1968.

d. During the reporting period 350 deep draft vessels arrived for discharge at the four major subordinate terminals of this command. Total tonnage discharged and backloaded for the period was 898,367 S/T. Inclosure #10 contains a summary of vessels and tonnage discharged/backloaded.

e. The 4th Transportation Command assumed the responsibility for requisitioning, stocking and distributing Noncombatant Certificates of Identity (DD Form 489) and the MACV Form 6 (Identification Privilege Card) to authorized civilians in the Saigon Area.

f. During the period 8 July to 24 July 1968, the 4th Transportation Command's TD Augmentation was surveyed by the USARPAC Manpower Utilization Survey Team. The Team's findings and recommendations are as follows:

(1) That a more sound staffing mix could be achieved if this headquarters were to submit a revised MTOE for a lesser number of military personnel and replacement of those spaces by LN personnel currently on hand.

(2) That staffing provide for a Headquarters Detachment, Marine Operations, Marine Inspection, Maintenance and a Vessel Supply Capability for the 27 harborcraft detachments assigned to the 11th Transportation Battalion (Terminal).

(3) That staffing provide for the operation of all assigned harborcraft on a 24 hour basis.

(4) That a harborcraft utilization survey be conducted to determine the number of harborcraft required to be manned 24 hours per day. Note: By its own admission, the Survey Team did not have sufficient time to conduct such a survey; however, a cursory review of availability by type vessel disclosed an excessive amount of non-availability time due to the lack of organic maintenance capability.

(5) That headquarters USARV re-evaluate the requirements in the Vung Tau/Delta area after the arrival of the Terminal Service Company which is scheduled to be assigned in the Delta.

(6) That the Army Air Cargo/Red Ball activity at Tan Son Nhut be staffed.

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(7) That Headquarters USARV review the Air Cargo/Red Ball activity, when the Air Force assumes responsibility for the mission, and withdraw those spaces not required to accomplish Army requirements.

(8) That overall military space augmentation be increased, from 359 to 397, that US civilian spaces be increased from one to three, and that LN spaces be decreased from 1446 to 790.

g. On 15 June 1968, a change was made in regard to the security of deep draft vessel traversing the river from Vung Tau to Saigon. Prior to the above date the 92nd Military Police Battalion provided ship-riders for security of deep draft vessels. On the above date, the United States Navy assumed the mission of escorting all deep draft vessels up the river utilizing Patrol Boats River (PBR's).

2. Section II. Commander's Observations and Recommendations.

a. Personnel: None.

b. Operations:

ITEM: Rotary Converters for PP-4599/SRC-32 Radio Set Mounted in Marine Craft.

OBSERVATION. The AN/SRC-32 radio sets mounted on marine craft assigned to the 4th Transportation Command have experienced unreliable operation due to failure of the 110 volt DC rotary converter portion of the power supply. Experience has indicated that after approximately four months of use these rotary converters become non-operational. Due to the requirements for continuous operation of the equipment and the normal location of installation within the boat, these power packs have a tendency to become overheated, thereby causing damage to components within the equipment.

EVALUATION. To date this problem remains unsolved. The power supply could be redesigned in a different configuration which will not overheat so readily. The installation of a fan would result in a cooler operation of the power supply.

RECOMMENDATIONS. If a new configuration of the power supply is not possible or the installation of a fan will not provide the desired results, the power supply could be relocated in a different position within the present standard configuration of the marine craft. This would necessitate the lengthening of power cables between the power pack and

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the radio. It is recommended that an immediate evaluation of the marine craft/SRC-32 radio be conducted to provide an MWO or redesign to eliminate the problem of overheating.

c. Training.

(1) ITEM: Need for specialized training and administrative support for judge advocates.

OBSERVATION. The Command Judge Advocate section is responsible for processing approximately five hundred reports of marine casualty investigation annually. These reports, dealing with virtually any maritime incident whereby the United States may be liable for damages as a result of the acts or omissions of Army personnel or Army contractors, come from all military ports of Vietnam south of I Corp, including Cam Ranh Bay, Qui Nhon, Newport, Saigon Port, and Vung Tau. Communications on these matters are direct between the Command Judge Advocate and the US Army Claims Service, Fort Holabird, Maryland. There are no other legal offices in Vietnam capable of lending support to this operation. Training in this area is not given at law schools or at the Judge Advocate General's School and it usually takes months for a new judge advocate to adjust to the administrative and substantive requirements of the pertinent regulations.

EVALUATION. There are two possible solutions. First, a judge advocate scheduled to come to this command could serve for a month with the US Army Claims Service at Fort Holabird, Maryland. This would provide him with an insight into what the Claims Service expects on incoming investigations. Also, it would give him an idea of who can be contacted for assistance with particular problems which might arise. Secondly, a JAGC warrant officer could be assigned to the section as an administrative officer, thereby freeing the attorneys from administrative details and allowing them to concentrate on legal matters.

RECOMMENDATION. It is recommended that judge advocates scheduled to serve in this command receive one month's specialized training with the US Army Claims Service at Fort Holabird, Maryland prior to departure from CONUS, and that a JAGC warrant officer be assigned as an administrative officer to deal with the volume of material processed by the Command Judge Advocate section.

(2) Additional Training in inland waterway navigation for MOS 61B20 and 61B40.

OBSERVATION. Operation of the vessels in the U.S. Army inventory in the RVN requires extensive inland waterway travel. A steadily increasing requirement for cargo movement on the complex system of RVN waterways,

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especially in the Mekong River System, is being experienced. These requirements are resulting in greater numbers of vessels and barges traveling these waters. In order to efficiently employ available assets, the vessels are committed as required, and in convoy whenever possible, which is seldom.

EVALUATION. When vessels are committed on an individual basis, each boat crew is required to navigate the total route, when in convoy of course only the lead boat need navigate. In these operations, navigational ability of the crew members assigned MOS 61B20 and 61B40 includes steering a compass course, use of navigation charts, and principles of piloting and dead reckoning. However, these subjects are not oriented toward inland waterways to the degree required in RVN.

RECOMMENDATION. That increased emphasis be placed on the problem of navigating and piloting on inland waterways, with particular attention to landmark pilotage, during the training of MOS 61B20 and 61B40 at the U.S. Army Transportation School.

d. Intelligence. None.

e. Logistics.

ITEM: Projectile sling for ammunition handling.

OBSERVATION. Coast Guard Regulations outline the safety procedures for the handling of ammunition. The proper method to handle artillery projectiles is by the use of a spreader bar and wire rope with safety hooks. The hooks are secured to the eye bolt of projectile. The safety latch on the hook insures safe handling when the projectile is raised from the hold of the vessel.

EVALUATION. No projectile sling or series of slings are available in the Army Supply System. Slings must be locally fabricated from other cargo gear components. Safety of locally fabricated slings is an unknown safety factor. Safety latches on available safety hooks are not suitable, are made of soft metal and become unserviceable after short periods of use. A critical need for suitable equipment exists.

RECOMMENDATIONS: Immediate action is required to design, test, produce and issue to Transportation Terminal units, a series of safety slings adequate to handle current configurations of palletized projectiles in the Army ammo inventory.

f. Organization. None.

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g. Other.

(1) ITEM: Documentation required for validation of cost reduction actions are time consuming.

OBSERVATION. An inordinate amount of time is required to document a cost reduction action in order to obtain official validation to support the requirement that the reported action qualifies as a new, improved or intensified management action. This condition is recognized in the Office of the Assistant Secretary of Defense Memorandum, subject: DOD Cost Reduction Program, dated 24 October 1967.

EVALUATION: The limited personnel staffing at this level precludes the expenditure of the time required to document each cost reduction action and as a result an undetermined amount of savings is not reported.

RECOMMENDATION. a. That higher headquarters form a team, knowledgeable of all aspects in the cost reduction program to assist units in the preparation and pre-validation of cost reduction reports at unit level.

b. That higher headquarters seek reduction in the stringent requirements necessary to obtain validation of a cost reduction action.

(2) ITEM: Assigned helicopter support.

OBSERVATION: 4th Transportation Command (Tml C) has assigned elements located throughout the Delta area of IV CTZ in Can Tho, Vinh Long, and Dong Tam. These elements operate sub-terminals and are assigned to the U.S. Army Transportation Battalion Vung Tau/Delta (Provisional) located at Vung Tau. Land line and radio communications between all of the locations noted above are not reliable while communications between HQ, 4th Transportation Command (Tml C) and these locations are even less reliable.

In addition to the communication problem, there is an ever-increasing requirement to transport liaison personnel between HQ, 4th Transportation Command (Tml C) and the Delta activities, and to transport HQ, 4th Transportation Battalion Vung Tau/Delta (Prov) personnel to and from subordinate units all for Command Supervision purposes. The travel time by watercraft available to this headquarters is approximately 4 hours from Saigon to Vung Tau, while travel from Saigon to Can Tho and Vanh Long requires two days because travel during the hours of darkness is prohibited.

EVALUATION. Air transportation requirements of HQ, 4th Transportation Command must be arranged through HQ, US Army Support Command, Saigon.

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Forty-eight hours advance notice is required to assure travel. Confirmation is not usually furnished prior to 24 hours before flight time. The built in time lag is effecting use of the common user air transportation system and the vagary of support furnished are totally unacceptable for purposes of satisfying Command Supervisory requirements. The 4th Transportation Command must be totally responsive to emergency situations involving command assets both personnel and material.

RECOMMENDATION. That 4th Transportation Command be assigned a helicopter for exclusive use. Subject helicopter to be used for command supervision of the widely dispersed units assigned this command and provide immediate response to emergency conditions as required.

11 Incl
as

Incl 2 - 11 w/d HQ, DA.


C. E. McCANDLESS
Colonel, TC
Commanding

AVCA SGN GO 3 (10 Aug 68) 1st Ind
SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968
(RCS CSFOR-65) (4th Transportation Command) (TML C)

HQ, US Army Support Command, Saigon, APO US Forces 96491 19 Aug 68

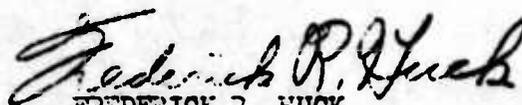
TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO O,
APO 96384

1. The Operational Report - Lessons Learned for the Quarterly Period Ending 31 July 1968, of the 4th Transportation Command (TML C) is forwarded in accordance with the provisions of para 9, AR 1-19.
2. Reference Section II, para b: During the reporting period, this headquarters identified this as a problem area. An evaluation was being conducted as the period ended and will be commented on in the ORLL for Quarterly Period 1 August through 31 October 1968.
3. Reference Section II, para g (1): a. Commanders, directors, or supervisors, at the level where resources are managed, are intended to be the originators of the Army Cost Reduction Report, DD Form 1603. It is at this level, where resources are managed, that statistical data and supporting documentation upon which to base a management decision is or should be available.

b. Limited assistance is available from this headquarters and 1st Logistical Command to aid in the requirement of accumulating and determining the required cost data. These requirements are necessary as the Army Audit Agency will not validate a cost reduction report that is not supported by appropriate documentation.
4. Reference Section II, para g (2): There are presently five helicopters requested for use by this command. This request was submitted to 1st Logistical Command in CONFIDENTIAL letter AVCA SGN GO, this headquarters, undated, subject: Requirement for Aircraft Support. This need was concurred in by MG Thomas H. Scott, Jr., in unclassified letter AVCA CG, 1st Logistical Command, dated 18 October 1967, subject as above. At the end of the period, however, no authorization or further comment had been received by this headquarters.
5. Lessons Learned, observations, and recommendations are concurred in by this command, with the exceptions above. A copy of this indorsement has been provided to the originating headquarters.

FOR THE COMMANDER:

TEL: LB 2604


FREDERICK R. HUCK
Colonel, GS
Chief of Staff

AVCA GO-0 (10 Aug 68) 2nd Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968
(RCS CSFOR-65)(4th Transportation Command)(TML C)

DA, Headquarters, 1st Logistical Command, APO 96384

15 SEP 1968

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

1. The Operational Report - Lessons Learned submitted by Headquarters, 4th Transportation Command for the quarterly period ending 31 July 1968 is forwarded.

2. Pertinent comments follow:

a. Reference Section II, paragraph 2b. Nonconcur. A technical assistant from USAECOM Office, Vietnam visited the 4th Transportation Command and upon inspection of a number of rotary converters determined that the cause of failure was due to arcing of brushes on the input side of the converter thereby causing damage to the commutator. He recommended that a preventative maintenance program be established to inspect the commutator and brushes of the rotary converter weekly and replace brushes that have become worn to less than one quarter inch in length; remove all carbon dust from spaces between the segments of the commutator. Monthly maintenance should include cleaning of the commutator with sandpaper No 000 P3N 5350-271-7939 and adjustment of the brush holder for a clearance of 1/16 of an inch spacing from the commutator.

b. Reference Section II, paragraph c(1). Nonconcur. Temporary duty with the U. S. Army Claims Service at Fort Holabird, Maryland, for a judge advocate assigned to the 4th Transportation Command is not feasible. Prior to departing CONUS for duty in Vietnam, judge advocate officers are not assigned to specific units. Upon arrival in Vietnam, a judge advocate is assigned by Headquarters, United States Army, Vietnam to one of its subordinate units. Judge advocates assigned to Headquarters, 1st Logistical Command, are then reassigned to the various subordinate commands such as the 4th Transportation Command. Every effort will be made however, by the office of the Command Staff Judge Advocate, this headquarters, to assign officers with a background in claims to the 4th Transportation Command. The assignment of a JAGC warrant officer to the Command Judge Advocate section is not feasible. At present, there is not enough administrative work of sufficiently varied types to justify the assignment of a warrant officer. A possible alternative would be to upgrade one of the enlisted slots in the section thereby obtaining an individual with greater experience.

15 SEP 1968

AVCA GO-0 (10 Aug 68) 2nd Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1968
(RCS CSFOR-65)(4th Transportation Command)(TML C)

c. Reference Section II, paragraph E. Concur. The requirement for a lifting device for palletized separate loading projectiles will be referred to US Army Ammunition Procurement and Supply Agency, Joliet, Illinois for design and production.

d. Reference Section II, paragraph 2g(1). Concur with the observation. The inordinate amount of time required to document a cost reduction action represents a legitimate workload and should be reflected on all documents used to justify spaces, personnel, overtime and requests for additional personnel as applicable. This headquarters recognizes the magnitude of the workload required for a dynamic cost reduction program. Nonconcur with the recommendation. The Management Division, Assistant Chief of Staff, Comptroller, this headquarters, has made assistance readily available for the development of cost reduction actions upon request of subordinate commands and separate units. This HQ continually provides assistance to all organizational elements of the command as recommended. Six actions valued at \$23.616 million were validated by USAAA as a result of on site assistance and review. No action is required by higher headquarters.

e. Reference Section II, paragraph G(2). This headquarters concurs with the 4th Transportation Command (TML C) that additional aviation support is needed to effectively communicate with all of its elements. This situation is a problem common throughout this command, and is currently being evaluated to determine precise requirements. Information recently received from USARV indicates that aircraft in sufficient quantities to relieve this problem will not be available prior to Mid-69.

3. Concur with the basic report as modified by indorsements. The report is considered adequate.

FOR THE COMMANDER:



John S. Waddell
LTJ. AGS
Adjutant General

TEL: LBN 2684

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ATTNCO-DSY (10 Aug 68) 3d Ind. WJ Klingner/68/20W AAGC
SUBJECT: Operational Report-Lessons Learned of the 4th Transportation
Command for Period ending 31 July 1968 (LOS C-Form-45)

HEADQUARTERS, UNITED STATES ARMY, VICTORIA, APO San Francisco 96358 24 OCT 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOF-21,
APO 96558

This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 July 1968 from Headquarters, 4th Transportation Command (Terminal C), and concurs with the report as modified by the preceding indorsements.

FOR THE COMMANDER:



A.R. GUENTHER
CPT. AGC
ASST. ADJUTANT GENERAL

Cy furn:
HQ 1st Log Cnd
HQ 4th Trans Cnd (Tml C)

GPOP-DT (10 Aug 68) 4th Ind
SUBJECT: Operational Report of HQ, 4th Trans Comd for Period Ending
31 July 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 | 6 JAN 1969

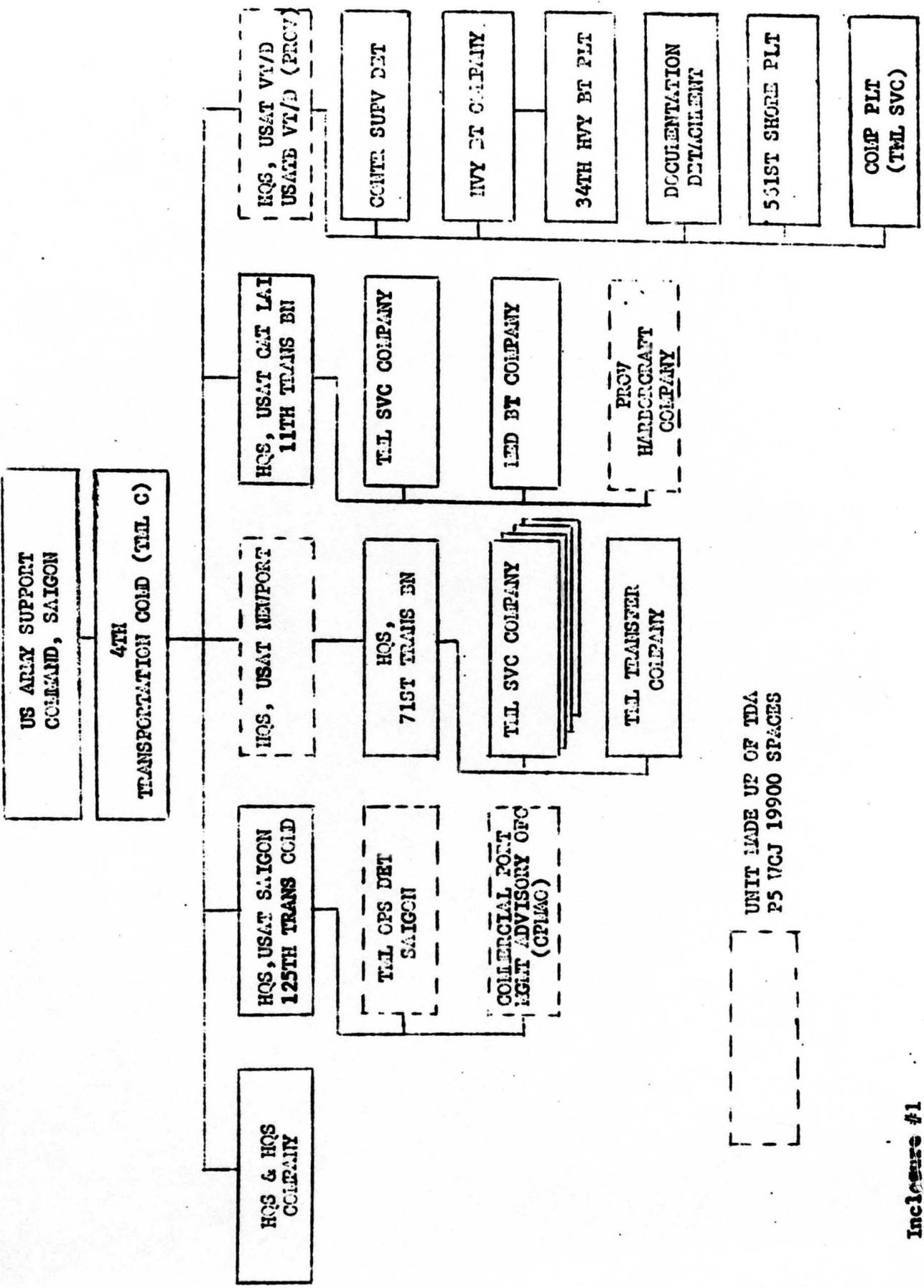
TO: Assistant Chief of Staff for Force Development, Department of the
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG



UNIT MADE UP OF TDA
P5 VCJ 19900 SPACES

Security Classification

DOCUMENT CONTROL DATA - R & D

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CO, 4th Transportation Command (Tml C)			
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13. ABSTRACT			

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The following items are recommended for inclusion in the Lessons Learned Index:

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* Subject Title: A short (one sentence or phrase) description of the item of interest.

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