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AGDA (M) (5 Dec 69) FOR OT UT 693183

11 December 1969

SUBJECT: Operational Report - Lessons Learned, Headquarters, 160th Signal Group, Period Ending 31 July 1969

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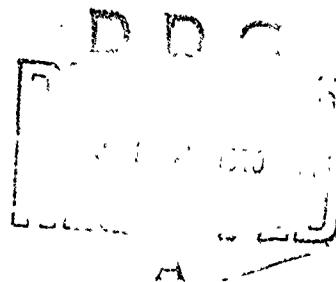
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160th Signal Group

DEPARTMENT OF THE ARMY
HEADQUARTERS, 160TH SIGNAL GROUP
APO San Francisco 96491

SCCPV-UG-PT

15 August 1969

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group
for Period Ending 31 July 1969, RCS CSFOR-65(R1).

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1. Section 1, Operation: Significant Activities.

a. General. This is the ninth report to be submitted by this Group since its arrival in the Republic of Vietnam (RVN) on 30 April 1967. The organization, mission, and functions of the Group remain unchanged except as outlined in paragraph 1g below.

b. Personnel. The Group's assigned strength remains below the required and authorized strength levels. Total numbers of incoming and outgoing personnel exceeded those during the last reporting period. However, there were 2650 personnel assigned as of the end of this reporting period, which represented a decrease of 298 personnel from the previous reporting period.

(1) The Group also processed 853 incoming and 947 outgoing enlisted personnel as follows:

UNIT	MAY		JUN		JUL		TOTAL		NET	QTR
	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS
HHD	8	12	14	13	21	15	43	40	3	-
69th	37	106	43	108	85	79	165	293	-	128
44th	25	85	81	107	158	78	264	270	-	6
40th	13	58	60	96	173	108	246	262	-	16
221st	5	10	10	12	13	16	28	38	-	10
57th	16	10	27	13	38	4	81	27	54	-
USASTF	12	2	1	7	8	5	21	14	7	-
SEAPC	1	2	2	1	2	0	5	3	2	-

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(2) The Group also processed 63 incoming and 75 outgoing officer
personnel as follows:

UNIT	NOV		DEC		JAN		TOTAL		NET GAIN	QTR LOSS
	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS	GAIN	LOSS		
HHD	5	4	4	5	1	0	10	9	1	-
40th	0	0	3	3	4	9	17	12	-	5
44th	1	4	5	3	4	8	10	15	-	5
69th	2	4	7	7	2	5	11	16	-	5
221st	3	3	2	2	5	5	10	10	-	-
57th	6	2	5	5	1	3	12	10	2	-
USASTF	0	0	1	0	0	0	1	0	1	-
SEAPC	0	0	1	1	1	2	2	3	-	1

(3) During the Quarter enlisted promotion allocations were distributed
as follows:

UNIT	E-9	E-8	E-7	E-6	E-5	E-4	TOTAL	LAST QTR
HHD	0	0	0	1	8	8	17	20
40th	0	0	0	3	21	34	58	163
44th	0	0	1	4	58	30	93	81
69th	0	0	0	2	38	19	59	118
221st	0	0	0	1	15	10	26	38
57th	0	0	0	0	47	9	56	44
USASTF	0	0	0	2	2	3	7	13
SEAPC	0	0	0	0	0	0	0	0

(4) During this period, the following awards were approved for
Group personnel:

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	<u>MAY</u>	<u>JUN</u>	<u>JUL</u>	<u>TOT</u>	<u>LAST OTR</u>
LOM		1	1	2	2
SM				0	0
BSM "V"				0	1
BSM	21	62	28	121	61
AM				0	2
ACM "V"				0	0
ACM	30	157	74	261	123
PH		1	1	2	5
TOTAL	51	221	114	386	194

(5) As of 31 Jul 69, the assigned strength for the Group Headquarters was as follows.

<u>OFF</u>	<u>WO</u>	<u>ENL</u>	<u>TOTAL</u>	<u>LAST OTR</u>
28	6	124	158	162

(6) The following information office (IO) program statistics are furnished:

(a) 39 IO press releases and 45 accompanying photographs were forwarded to the 1st Signal Brigade; many of these releases were printed in the COMMUNICATOR, ARMY TIMES, STARS AND STRIPES, ARMY REPORTER, and the COMMUNICATIONS DIGEST.

(b) 1269 hometown news releases (DA Form 1526) were forwarded to 1st Signal Brigade, 450 in May, 398 in June, and 421 in July 1969. 848 pictures were submitted with hometown news releases.

(c) The quota assigned by the 1st Signal Brigade for the reporting period was 828 HTNR's. During this period the Group filled 153% of its quota.

(7) Key personnel of the Group Headquarters included:

(a) Commanding Officer - Colonel Bernard J. Pankowski

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- (b) Deputy Commander - Lieutenant Colonel Ellietson D. Rogers
- (c) S-1/Adjutant - Captain Stephen W. Luelf
- (d) Operations Officer - Major William B. Murray
- (e) S-4 - Major Frederick R. Karch
- (f) Plans and Training Officer - Captain Robert K. Matsumoto
- (g) Chief, Systems Engineering and Control Officer -
Major James M. Horton
- (h) Chief, Commcen Engineering and Analysis office - 1LT Duer S. Burnett
- (i) Telenhone Management Officer - Captain Phillip J. Zaccagni
- (j) Command Sergeant Major - Command Sergeant Major James Ah Quin

c. Operations. This section of the report is divided into areas of functional responsibility.

(1) TELEPHONE MANAGEMENT

(a) The following telephone communications facilities are operated by Group units at locations indicated:

<u>FACILITY</u>	<u>LOCATION</u>
Long Binh DTE (5000 line capacity)	Long Binh
MACV DTE (3000 line capacity)	Saigon (MACV HQ)
Tiger DTE (2000 line capacity)	Saigon (MACV I)
* Saigon LD Swbd (660 line capacity)	Saigon (TSN AB)
MACV EAC (200 line capacity)	Saigon (MACV HQ)
USARV EAC (100 line capacity)	Long Binh USARV HQ)

* Deactivated July 1969

(b) Telephone System Projects Completed:

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1 Major Installations: Saigon Support Command, HQ, 53rd General Support Group, 1st Signal Brigade Plans and Training.

2 Major Moves (all USARV): AG Casualty Branch, G-1, G-4, AG Officer Replacement, AG Enlisted Replacement, Special Services.

3 Minor installations: Rewire of Long Binh Tactical Operations Center, Post Headquarters, installation of public address system in USARV Army Operations Center.

4 With the activation of the Tan Son Nhut Tandem Switching Center in July 1969, the Saigon Long Distance Manual Switchboard, consisting of three AN/MTC-9's, was deactivated. In addition, the Long Binh DTE re-verted from an interim tandem or long distance switching center to a local exchange. All long distance trunking from Long Binh was rerouted to Tan Son Nhut, thereby eliminating the sole function of Saigon LD. MACV and Tiger DTE's are also homed on Tan Son Nhut providing 170 trunks for all 160th Signal Group DTE subscribers. This new tandem center permits Class A subscribers in the greater Saigon (SGN) - Long Binh (LBN) area direct dial access to any subscribers in Vietnam and Thailand.

(c) Cable installation projects completed:

<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT (FEET)</u>
Octopus Extension Cable (SGN)	200	8,880
AUTOSEVOCOM Trunk Cable (SGN)	100	23,000
MACV - Tiger Tie Cable (SGN)	400	23,000
Tiger House Frame Elimination	25	6,000
Cable Re-route (SGN)	50	2,000
	100	800
	400	400
Newport Distribution	25	3,200
	300	1,500
1st Log Cmd Replacement Cable (LBN)	200	1,700
Saigon Support Command	100	1,700

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<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT (FEET)</u>
Feeder Cable (LBN)	200	350
HF Transmitter Site	50	5,500
AN/TTC-28 - LBN DTF	50	550
	200	500
	600	1,000
Area Maintenance Supply Facility (LBN)	50	1,500
0910 Cross Connect Elimination (LBN)	100	1,500
	300	700
09 Cable Replacement (LBN)	50	4,000
	100	500
	200	8,000
	600	15,000
160th Gp SOC - 160th Gp Opns	50	50
		TOTAL: 111,330 ft.

(d) Cable installation projects engineered:

<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT (FEET)</u>
Tiger - RR Cross Connect (SGN)	200	9,000
McCarrick Compound (SGN)	25	1,000
3rd Field Hospital (SGN)	25	1,000
	100	1,250
	200	250
	300	675
MACV Headquarters (SGN)	200	3,000

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<u>LOCATION</u>	<u>SIZE (PAIR)</u>	<u>AMT (FEET)</u>
Gia Dinh ICS - Tan Son Nhut ICS (SGN)	400	9,000
Long Binh - Bien Hoa Tie Cable (LBN)	300	1,000
Colorado Street - LBN DTE (LBN)	600	8,000
U. S. Army Depot Long Binh - 5/4 Arty (LBN)	6	4,100
		TOTAL: 46,875 ft.

(2) COMMUNICATIONS CENTER ENGINEERING AND ANALYSIS:

(a) The Fourth Quarter ending 31 July was characterized by a decrease of over one million cards in manual data traffic. The overall decrease was the result of a one and one-half million card decrease in receive traffic which was divided almost equally among all facilities. This would appear to be the beginning of a trend since each month of this Quarter reflects a decrease over the previous month's receive traffic. Manual teletype traffic had very little change in any precedence, however, there was a slight increase in both send and receive traffic.

(b) A comparison of manual teletype and data traffic is shown below:

MANUAL TELETYPE TRAFFIC

	<u>Send</u>	<u>Receive</u>	<u>Total</u>
Messages Previous Quarter	406,289	525,595	931,884
Messages This Quarter	418,624	533,220	951,844

MANUAL DATA TRAFFIC

Cards Previous Quarter	3,036,744	5,599,463	8,636,207
Cards This Quarter	3,501,228	4,007,443	7,508,671

(c) Although there was a small improvement this Quarter in message precedence assignment, there were still quite a few high precedence messages containing unusually high card counts.

(d) During this Quarter, personnel shortages reached a critical point which, despite management efforts, resulted in increased handling times for originate teletype traffic.

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(e) The handling time for each precedence for terminate teletype traffic decreased slightly except for Flash, which remained the same.

(f) The service rate for the reporting period reflects an overall decrease. The improvement is attributed to continued command emphasis on preparing letter perfect originate tapes and represents the fourth consecutive quarter in which the service rate has decreased.

(3) SYSTEMS ENGINEERING & CONTROL:

(a) During the reporting period the VHF and the Pulse Code Modulation (PCM) carrier equipment formed four Defense Communications Systems (DCS) and nine Corps Area Communications Systems (CACS), 6 multichannel radio links, and three wide band secure voice circuits.

SYSTEM DESIGNATOR

TERMINAL LOCATIONS

77UH14	Long Binh - Saigon
77UH1G	Tan Son Nhut - Cu Chi
77UH17	Tiger - Nha Be
CAW19	Tan Son Nhut - Cu Chi
CAW39	Tan Son Nhut - Di An
CAW40	Long Binh - Phu Lei
CAW41	Tiger - Nha Be
CAW42	Long Binh - Long Thanh North
CAW46	Long Binh - Bien Hoa
CAW58	Tan Son Nhut - Ben Luc

SINGLE CHANNEL WIDE BAND SECURE VOICE

CCA24	MACV - Long Binh
CCA25	MACV - Long Binh
CCA28	MACV - Long Binh

(b) There were two cable carrier Corps Area Communications Systems

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using FCM equipment:

<u>SYSTEM DESIGNATOR</u>	<u>TERMINAL LOCATIONS</u>
CAR20	Long Binh - Plantation
CAR21	Long Binh - Plantation

(c) There were seven CACS and one DCS microwave (AN/TFC-29) systems in operation providing the following radio links:

<u>SYSTEM DESIGNATOR</u>	<u>TERMINAL LOCATIONS</u>
77UMG3	Long Binh - Tan Son Nhut
CAM90	Long Binh - Phu Loi
CAM91	Long Binh - Bien Hoa
CAM92	Long Binh - Long Thanh North
CAM94	Long Binh - Di An
CCM95	Long Binh - Gia Dinh
CCM97	Long Binh - Gia Dinh
CCM99	Long Binh - Tiger

(d) Three DCS and one CACS SHF tropospheric scatter systems in operation were as follows:

<u>SYSTEM DESIGNATOR</u>	<u>TERMINAL LOCATIONS</u>
77UT2Y	Tan Son Nhut - Can Tho
77UT73	Tan Son Nhut - Lang Bien Mt
77UT89	Tan Son Nhut - Fr Line
CAT02	Long Binh - Dong Tam

(e) Two radio systems (AN/MPC-69) between Free World Forces and Gia Dinh were deactivated during this period. One AN/TRC-24 (with AN/TCC-3) remains between Long Binh and Cat Lai.

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SYSTEM DESIGNATOR

TERMINAL LOCATION

CCH47 TCC-3

Long Binh - Cat Lai

(f) The AN/GRC-50 with PCM system from Octopus to Di An was deactivated during this period. The circuits originally on this system, 77UHP6, were rerouted through ICS facilities.

(g) Due to the upgrading of the Saigon cable plant, two AN/TPC-24 systems and two AN/GRC-50 systems were deactivated during this period. Circuits originally on these systems were cutover to cable routes, thereby releasing personnel and equipment for other commitments.

(h) The MACV HF RATE Net was deactivated during this reporting period. The net, activated as a back-up teletype net from COMUS MACV to all the major headquarters in Vietnam, is no longer needed due to the multiple communications links now established to these headquarters. The net was officially deactivated on 23 June 1969.

(i) During the reporting period 1 May to 31 July 1969, 1068 circuit engineering orders were processed; 710 DCS and 358 CAGS circuits. The majority of these CEOs were due to the Tan Son Nhut Tandem Switch cut-over.

(j) Service provided by the USARV and MACV Emergency Action Consoles during this reporting period was not as reliable as in previous periods. While maintaining commendable service for dial subscribers, ring down subscribers had limited access to these consoles during periods of sub-standard operation. This fact brought about the formation of two contingency plans to be utilized during these periods. These plans provided ringdown subscribers, access to either console through the DSA positions at the MACV and Long Binh Dial Telephone exchanges. Testing of these plans proved them to be reliable and effective. However, OPLAN 13-69 (USARV EAC) was disapproved by USARV on the basis that the SB-249 located in the EAC console room in the AOC was installed for the express purpose of serving as back-up for the console. The Group was directed to re-write a contingency plan utilizing the SB-249.

d. Fictorial Operations: none.

e. Training.

(1) Personnel of the Group participated in the following training programs:

(a) Enlisted personnel successfully completed the following courses conducted at the United States Army Training Facility - 1st Signal

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Brigade (USASTRATCOM):

<u>COURSE</u>	<u>GRADUATES</u>
Cable Splicers	9
Telephone Installation and Repair	11
Telephone Key System Maintenance	4
PCM Maintenance	2
PCM Operator	5
Systems Control	1
XY DCO Maintenance	4
AN/GRC-50 Maintenance	2
AN/GRC-106 Operator	4
Microwave Operator - Maintenance	2
AN/TRC-24 Maintenance	1
KW7 Maintenance	1

(b) Officers received training in the following areas: Marijuana Recognition and Detection, Search and Seizure; Radio Imitative Deception and Interruption; and Driver Training. In special cases, officers attended a Middle Management Workshop (3) and ICS Orientation (1).

(c) Enlisted men received training in the following areas: Hazards of Marijuana Use, Counter Sapper Techniques, and Driver Training. In special cases, enlisted men attended the TLL school (5), EAC maintenance school (7), generator maintenance classes (51), FO training (14), audio-visual classes (8), and AMARS classes (5).

(d) An extensive formal and informal on-the-job training program continued throughout the reporting period in order to provide training in depth and/or cross training in related MOSs where critical MOS shortages exist. The following MOSs were included: 05C, 31E, 31J, 31L, 31M, 31N, 32D, 32F, 36C, 36E, 36G, 36H, 63B, 71B, 71H, 72B, 72C, 76U, and 76Y.

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f. Intelligence: none.

g. Logistics: none.

h. Organization

(1) There were No US Army Strategic Communications General Orders (GO) received during the reporting period.

(2) 1st Signal Brigade General Orders 1415, dated 23 June 1969, was received. GO 1415 released the 221st Signal Company (Pictorial) from the administrative control of the 160th Signal Group and assigned it to the administrative control of the 40th Signal Battalion(Construction). GO 1415 further assigned operational control of the 221st Signal Company to the Southeast Asia Pictorial Center.

(3) The following is a list of assigned units:

(a) 40th Signal Battalion (CONSTRUCTION)

(b) 44th Signal Battalion

(c) 69th Signal Battalion

(d) 57th Signal Company (Comsec Log SPT)

(e) Southeast Asia PICTORIAL Center

(f) United States Army Training Facility

(g) 221st Signal Company (Pictorial)

i. Ground Defense

(1) The Group Commander continued to serve as Sector Commander of one of the four major subdivisions of Long Binh Post (LBP) for ground defense planning and control, while assuming the responsibility of alternate Post Commander. Sector units continued to perform their assigned ground defense mission in an effective and efficient manner.

(2) The 160th Signal Group Sector, which covers approximately five square miles is subdivided into five sub-sectors. Command and control of sub-sector units is exercised through both FM radio and land line communications. Each sub-sector maintains 44 man mobile reaction forces which are capable of performing blocking or reinforcing missions. Additionally, artillery liaison officers and NCO's are assigned to the Sector Operations Center and subordinate battalion operations centers. Forward observer

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training is conducted regularly in order to have trained personnel readily available to call in and direct artillery so as to destroy the enemy forward of the LBP perimeter.

2. Section II, Lessons Learned: Commander's Observation, Evaluation, and Recommendations.

a. Personnel.

(1) Extension of junior officers.

(a) Observation: One Major in the command, as a result of direct liaison with career management within a relatively short period of time, persuaded nine lieutenants to accept promotion to Captain and extend in the Army for twelve months.

(b) Evaluation: Junior officers are often not aware of the opportunities an Army career offers. Degree completion programs, MOS schools, combat arms specialty schools, research and development assignments, and choice of assignment location can be used as effective incentives for retention. In this case direct coordination with Department of the Army Signal Corps Personnel Directorate obtained one of the assignments listed above for junior officers which directly influenced their decision to remain in the service.

(c) Recommendation: That career management keeps a liaison office with major commands in the field so that junior officers can deal directly with career management to obtain those assignments which will influence them to remain in the service.

(2) Nonreceipt of assignment orders.

(a) Observation: During May, June, and July, 503 men E1-E6 rotated; 198 rotated without assignment orders. Twenty-five E7-E9's rotated; three rotated without assignment orders. Thirty-six officers rotated; all rotated with assignment orders, however four received assignments less than thirty days prior to DEROS and eight received assignments less than sixty days prior to DEROS.

(b) Evaluation: Currently, assignments are sent from DA to STRATCOM and then to the field commands. Often when tracing assignment actions a call to DA indicates that assignment has been made for some time yet has not been relayed by STRATCOM.

(c) Recommendation: Lack of knowledge of next duty station works a significant hardship on returning personnel especially those with fam-

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illies. Recommend that personnel be informed of their assignments sixty days prior to rotation and that nonreceipt of assignment by that time become a matter of command concern and be handled in command channels. Also recommend that DA send an information copy of all assignment messages directly to the field commands or that the assignment messages be sent directly to the field commands with an information copy to STRATCOM.

(3) Nonreenlistment by personnel with MOS 31S30 and 31U40.

(a) Observation: There is a limited number of spaces for the assignment of COMSEC maintenance NCOs in MOS 31U40 and tactical COMSEC repairman in MOS 31S30 in the Continental United States.

(b) Evaluation: As a result, these personnel are assigned out of their MOS on return to CONUS. This means a man must work a job out of his MOS which may not be of interest and that chances for promotion in his MOS are nonexistent and that he must try for promotion in another MOS. Also he has no chance to continue pro pay in his MOS. These facts are well known among these personnel and account for the zero reenlistment rate of personnel with MOS 31S30 and 31U40.

(c) Recommendation: Although crypto repair is largely handled by civilian employees in CONUS, more jobs should be set aside for military personnel to insure that men with this important technical skill remain in the Army.

(4) Outdated training of personnel with MOS 31U40 and 341A.

(a) Observation: Enlisted men in COMSEC repair MOS 31S are formally trained on latest equipment as required by AR611-201. However the majority of NCOs of MOS 31U40 and warrant officers in MOS 341 arriving in Vietnam have not received formal training in repair of COMSEC equipment or the training is not in accordance with AR611-112 because of lack of exposure to Secure Voice Equipment. Most personnel in MOS 31U40 and 341A have not been trained in fixed stationed equipments. As a result a problem arises when the untrained personnel of MOS 31U40 and 341A are assigned to supervise the work on the latest equipment by trained personnel of MOS 31S.

(b) Evaluation: It is desirable for supervisory personnel to have training equivalent to that of the repairmen, otherwise supervision of repair work is largely superficial.

(c) Recommendation: That before personnel of MOS 31U40 and 341A are assigned to the field, they should be given some sort of exposure to the new equipment they will be expected to supervise or that some instruction regarding the new equipment be given in the field by traveling instructors.

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(5) Insufficient fill action of personnel requisitions.

(a) Observation: 1355 replacements were requisitioned for the Fourth Quarter FY 1969; 622 replacements were received for a 46% fill on requisitions. The fill on officer requisition was 59%; the fill on enlisted men requisition was 42%.

(b) Evaluation: Insufficient fill on personnel requisition creates personnel shortages which affect mission accomplishment. Indefinite fill rates make effective personnel planning impossible. For example some MOS's are more critical than others; if a future shortage is evident, personnel can be cross-trained into a critical speciality. Without knowledge of probable fill rates, personnel sections can only act after a shortage occurs.

(c) Recommendation: That policies to limit the rate of fill be communicated to field commands. That all personnel requisitions be filled on schedule or as soon as possible thereafter to ensure maximum mission accomplishment by field commands. That field commands be notified when requisitions are not filled so that re-requisitions can be submitted.

b. Operations

(1) MULTI-PAIR CABLE CONSTRUCTION:

(a) OBSERVATION. Communications experience in the Vietnam conflict has conclusively proven that engineering, installation, and maintenance of multi-pair cable plants is not a thing of the past but still plays a very important role in military communications support. The demand for excellent quality secure voice communications, emergency action console communications, and high speed data communications have caused numerous studies and evaluations which have resulted in improvements and modifications in transmission facilities (radio and multiplex). Resultant factors have included the development of high-efficiency test equipment, refresher and advanced training for operator and maintenance personnel, and the evaluation of programs such as the Integrated Communications System (ICS) in Southeast Asia and ETA in Europe. However, little has been developed in recent years to modernize and improve the interfacing cable networks which attempt to extend these sophisticated communications circuits to the subscriber.

(b) EVALUATION. There are too few experienced cable engineers as well as qualified construction and cable splicing personnel in the Army today. In addition, a large portion of the heavy construction and associated testing equipment in the inventory is outmoded. The supply system has not been able to meet the demand for new construction materials. Further,

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programs of instruction at service schools and technical manuals are not current, consequently they are not preparing men for the mission, particularly at the platoon leader and company commander level.

(c) RECOMMENDATIONS:

1 That a critical re-evaluation be conducted in light of military cable construction and maintenance requirements experienced the past few years in Vietnam. This study should emphasize the development of more sophisticated C-E construction, splicing and testing equipment and techniques as well as organizations and doctrine for their employment. Lessons learned and techniques utilized in modern commercial telephone systems should be considered. Emphasis should be on the modernization of construction equipment required for installation of large multi-pair polyethylene insulated conductor (PIC) cable distribution systems and development of an inventory of materials required for the installation, splicing, pressurization, and maintenance of these cables. Finally, programs of instruction at the signal school need to be developed for both company grade officers and enlisted levels, adequately preparing these men for duties in outside plant construction and maintenance emphasizing: short haul semi permanent installations involving aerial and burial construction techniques; methods of splicing multi-pair cables; use of test equipment; operation and maintenance of heavy construction equipment to include line trucks, earth augers, entrenchers, and boom trucks; and the management of cable distribution systems to include engineering, installation, and maintenance of these systems.

2 A CONUS training base should be designated where military personnel have full responsibility for O&M of a cable distribution system in order that expertise once developed within the Army can be retained.

- c. Training: none
- d. Intelligence: none
- e. Logistics: none
- f. Organization: none

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Period Ending 31 July 1969, RCS CSFOR-65 (R1)

g. Escape, Evasion, and Survival: none

h. Other: none



1 Incl
Organization Chart

BERNARD J. FANKOWSKI
Colonel, SigC
Commanding

DISTRIBUTION:

- 9 - CG, 1st Sig Bde
- 3 - CG, USARV ATTN: AV4GC-DEP APO 96375
- 2 - CINUSARPAC ATTN: GFCF-DT APO 96558
- 1 - CG USASTRATCOM-PAC SCHOFIELD BRKS APO 96557

SOCFV-OP-SD (15 Aug 69) 1st Ind

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for Period
Ending 31 July 1969, RCS CSFOR-65 (R1)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 2 September 1969

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

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

2. This headquarters has reviewed the report and concurs in it with the following comments and/or exceptions concerning referenced paragraphs:

a. Paragraph 2a(1), page 13. This headquarters has formalized a retention program for junior officers which consists of a Brigade Regulation and a Commander's Handbook. These will be distributed before 1 September 1969. The handbook has suggestions to assist commanders in counseling junior officers and contains information on degree completion programs and assignment choices.

b. Paragraph 2a(2), page 13. Assignment instructions cannot be furnished sixty days prior to DEROS in all cases. Every effort is made, however, to insure assignment instructions are disseminated in a timely manner. Records this headquarters indicate that everyone reported for rotation on the AOR report for months indicated did receive assignment instructions prior to DEROS.

c. Paragraph 2a(4), page 14. It is a recognized fact that personnel who completed formal school training several years ago will not be familiar with new items of equipment introduced in the field subsequent to their training unless they receive additional training. In the COMSEC area, OJT on new or additional items of equipment or MOS cross-training is extremely limited due to existing regulations. Until such time as a "recall for training" program is established by DA for personnel in the COMSEC MOS's, units will continue to be plagued with problems such as this. The most logical solution for the supervisory personnel is a thorough familiarization program. An individual can become an efficient supervisor without possessing the actual maintenance ability on the new equipment. Notwithstanding the above, the recommendation is sound and should be given serious consideration.

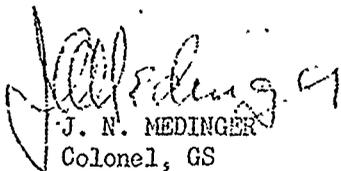
d. Paragraph 2a(5) page 15. Fill action of personnel requisitions continue to be at a low rate for the entire Brigade. Every effort is made to insure equitable distribution of personnel within the Brigade. Field commanders are notified of cancelled requisitions and furnished a monthly fill printout.

SQCPV-OF-SD

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group for
Period Ending 31 July 1969, RCS CSFOR-65 (R1)

e. Paragraph 2b(1), page 15. This headquarters concurs in the 160th
Signal Group Commander's recommendations.

FOR THE COMMANDER:


J. N. MEDINGER
Colonel, GS
Chief of Staff

CF:

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

Commanding General, United States Army Strategic Communications Command

ATTN: SCC-OFS-RT, Fort Huachuca, Arizona 85613

Commanding Officer, 160th Signal Group, APO 96491

AVHGC-DST (15 Aug 69) 2d Ind

SUBJECT: Operational Report-Lessons Learned of 160th Signal Group for Period
Ending 31 July 1969, RCS CSFOR-65 (R1)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 18 SEP 1969

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

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 July 1969 from Headquarters, 160th Signal Group.

2. Comments follow:

a. Reference item concerning "Extension of junior officers", section II, page 13, paragraph 2a(1); concur. The 160th Signal Group, an element of the 1st Signal Brigade, is a USASTRATCOM unit, and as such is not under this headquarters for personnel management staff supervision. There is a need for fully informed "officer career counselors" to be readily available at the unit level. This concept was recently presented to the Chief, OPO, DA in a briefing at this headquarters.

b. Reference item concerning "MULTI-PAIR CABLE CONSTRUCTION", section II, page 15, paragraph 2b(1); concur. Numerous cable plants were completed at an accelerated pace throughout RVN and after an operational period of less than one year, it was necessary to rehabilitate the existing plants because of poor workmanship in both splicing and cable placement techniques. Failures of the system can be reduced or eliminated by familiarizing personnel with techniques developed by commercial firms in CONUS. To research and develop new techniques for military purposes would be a costly duplication of effort.

FOR THE COMMANDER:



B. A. GOODWIN

CPT, AGC

Assistant Adjutant General

Cy furn:
HQ, 160th Sig Gp
HQ, 1st Sig Bde

SCCP-OP (15 Aug 69) 3d Ind

SUBJECT: Operational Report - Lessons Learned of 160th Signal Group
for Period Ending 31 July 1969, RCS CSFOR-65 (R1)

Headquarters, U. S. Army Strategic Communications Command-Pacific,
APO San Francisco 96557 ~~6~~ OCT 1969

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

1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed and concurs with subject report as indorsed.

FOR THE COMMANDER:

Frank C. Mahin

FRANK C. MAHIN
COL, GS
Chief of Staff

GPOP-DT (15 Aug 69) 4th Ind
SUBJECT: Operational Report of HQ, 160th Signal Group for
Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 13 OCT. 69

THRU: Commanding General, US Army Strategic Communications
Command, Fort Huachuca, Arizona 85613

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

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:



C. L. SHORTT
CPT, AGC
Asst AG

CF:
DA, ACSFOR
CG, USASTRATCOM-PAC

SCC-PO-CERA (15 Aug 69) 5th Ind
SUBJECT: Operational Report Lessons-Learned of 160th Signal Group for
Period Ending 31 Jul 69, RCS CSFOR-65 (R1)

Headquarters, US Army Strategic Communications Command, Fort Huachuca,
Arizona 85613 12 NOV 1969

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

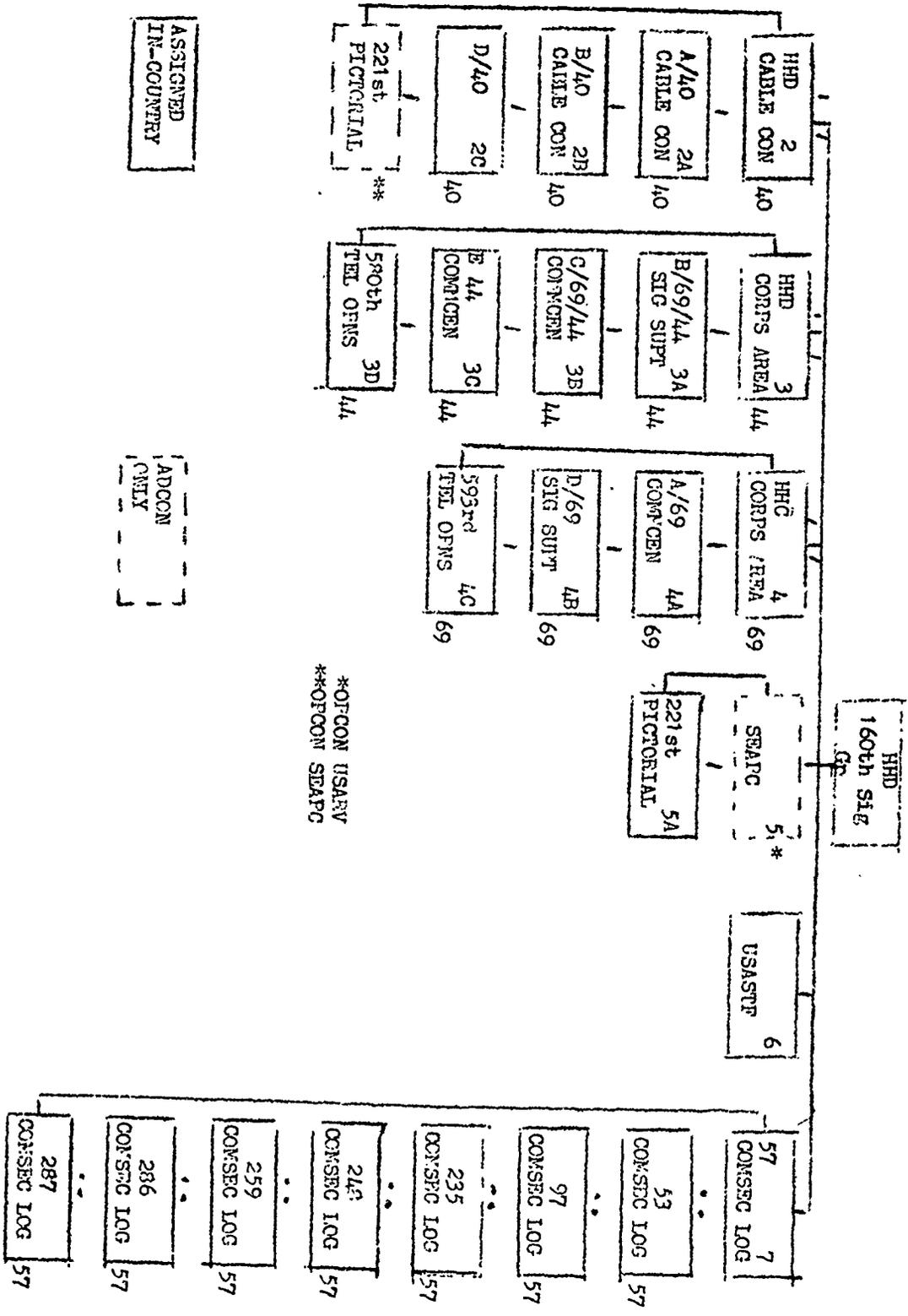
1. Subject report is forwarded in accordance with AR 525-15.
2. This headquarters has reviewed the report and concurs with it as indorsed.

FOR THE COMMANDER:

Robert A. Mall
ROBERT A. MALL
Captain, AGC
Asst Adj Gen

CF
HQ US Army-PAC (wo Incl)
CG USASTRATCOM-PAC (wo Incl)

160TH SIGNAL GROUP
ORGANIZATION CHART



Incl 1

UNCLASSIFIED

Security Classification

DOCUMENT CONTROL DATA - R & D

(Security classification of title, body of abstract and indexing annotation must be entered when the overall report is classified)

1. ORIGINATING ACTIVITY (Corporate author) HQ, OACSFOR, DA, Washington, D.C. 20310		2a. REPORT SECURITY CLASSIFICATION UNCLASSIFIED	
		2b. GROUP	
3. REPORT TITLE Operational Report - Lessons Learned, HQ, 160th Signal Group			
4. DESCRIPTIVE NOTES (Type of report and inclusive dates) Experiences of unit engaged in counterinsurgency operations, 1 May 69 to 31 July 69.			
5. AUTHOR(S) (First name, middle initial, last name) CO, 160th Signal Group			
6. REPORT DATE 15 August 1969		7a. TOTAL NO. OF PAGES 27	7b. NO. OF REFS
8a. CONTRACT OR GRANT NO.		9a. ORIGINATOR'S REPORT NUMBER(S) 693183	
b. PROJECT NO.		9b. OTHER REPORT NO(S) (Any other numbers that may be assigned this report)	
c. N/A			
d.			
10. DISTRIBUTION STATEMENT			
11. SUPPLEMENTARY NOTES N/A		12. SPONSORING MILITARY ACTIVITY OACSFOR, DA, Washington, D.C. 20310	
13. ABSTRACT			

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DD FORM 1473
NOV 65

UNCLASSIFIED

Security Classification