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AGO D/A ltr, 29 Apr 1980

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

180-7-3  
**INDEXED**

IN REPLY REFER TO

AGAM-P (M) (2 May 67) FOR OT 670154

4 May 1967

AD 875279

SUBJECT: Operational Report - Lessons Learned, HQ, 58th Transportation Battalion

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TO: SEE DISTRIBUTION

1. Forwarded as inclosure is Operational Report - Lessons Learned, Headquarters, 58th Transportation Battalion for quarterly period ending 31 January 1967. Information contained in this report should be reviewed and evaluated by DDC in accordance with paragraph 6f of AR 1-19 and by CONARC in accordance with paragraph 6c and d of AR 1-19. Evaluations and corrective actions should be reported to ACSFOR OT within 90 days of receipt of covering letter.

2. Information contained in this report is provided to the Commandants of the Service Schools to insure appropriate benefits in the future from lessons learned during current operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 58TH TRANSPORTATION BATTALION (AM&S)(AMMC)  
APO 96307

AVGF-F-P

15 February 1967

SUBJECT: Operations Report for Quarterly Period Ending 31 January 1967  
Reports Control Symbol CSFOR-65

THRU: Commanding Officer  
34th General Support Group (AM&S)  
APO 96307

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

Section 1, Significant Organization or Unit Activities.

1. Management review conducted during the last quarter (reference ORLL this headquarters, period ending 31 October) produced tangible results during this quarter. Improvements in supply response, management techniques and stockage position were noted.

a. Materiel Requirements Division:

(1) A study isolating high dues-out to customers was refined to become monthly management output. This study initially selected lines with 20 or more dues-out as a criteria for selection. Receipt of interchangeability and substitutability (I & S) data from the National Inventory Control Point with which the Aviation Materiel Management Center (AMMC) has most contact and systematic screening of advice for changes in FSN allowed numerous releases to be made from substitute items on hand. Concurrently, the dues-in requisitions were followed-up by message stating the effects in RVN caused by non-receipt of these parts. Within 30 days of the initiation of the first study, over 20% of the high dues-out lines no longer qualified as problem lines under the selection criterion. Continuing study of high dues-out has further reduced the total number of lines due-out and total quantities of dues-out requisitions. To supplement the critical lines which were causing deadlined-for-parts conditions, the Red Ball Expanded (RBX) system was instituted. This system, as implemented by the AMMC, requisitions only manager selected items meeting a NORS/EDP possible condition as a result of the zero balance condition. Only quantities sufficient to satisfy the safety level are ordered for these items. The impact of this system on reduced EDP/NORS rates is not known at this time.

(2) Efforts to integrate increased, machine produced, managerial data have been highly successful. By introduction of the UNIVAC 1005, coupled

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FOR [unclear]  
[unclear]

with additional systems analysis, greater capability now exists to produce data which can be readily utilized by all managers (see subparagraph e below).

**b. Stock Accounting Division:**

(1) A programmed 100% reconciliation was attempted during the past quarter. This initial effort was worthwhile to establish a relative position in terms of dues-in. This reconciliation must occur on a quarterly basis (par 4-18, AR 725-50) in order to completely purge the supply system of invalid requisitions and unnecessary items of supply. Cancellation action effected by this agency was significant. Requisitions that bore Julian dates as early as 1962 were finally purged from supporting supply activities' files.

(2) During the early part of the quarter, it became apparent that numerous substitute issues were being made by Okinawa and CONUS supply sources as noted by the magnitude of items received but not due-in (D-6 Transactions). The D-4 (receipts due-in) deck reflected dues-in which had, in fact, been fully satisfied by the supplies. The one constant factor on supply documents, the document identification number, becomes the control factor. Each receipt document is now processed by document number revealing that numerous substitute issues are being made. This information, in turn, is being entered into the Catalog Branch cross reference file. Appropriate action is taken to properly reduce the dues-in on the prime number.

(3) Efforts to improve catalog data have continued. All sources are being screened for applicable interchangeable and substitute data. USMACVCOM has been helpful in providing the AMMC with an I&S deck. Listings from USAECOM and USMEXCOM have also been keypunched and listed. As receipts are matched against the D-4 deck and unit of issue or FSN changes appear, or whenever advice is received stating a substitute item is being supplied, this information is used to update the catalog data files providing an ever increasing data bank of substitute and interchangeable numbers. This data is integrated into the AMMC Supply Catalog which shows the primary information on a FSN which Direct Support Units, in-country, have on their authorized Stockage List (ASL) with all known sub-to-prime, prime-to-sub, current-to-former and former-to-current information. This has allowed both the AMMC and DSU's to make appropriate substitute releases against customer requirements. These releases were formerly made by manual methods, but during the next quarter they will be made automatically as a result of the machine cycle.

(4) Operation "Red Leaf". The transfer of CV-2/CV-7A aircraft from the Army inventory to US Air Force was conducted during the report period. The AMMC was directly involved in transfer of CV-2 assets from AMMC stocks to the Air Force facility at Cam Ranh (FB 5275). Earlier planning conferences had prepared the basic plan for transfer of the aircraft. A Joint Seventh Air Force - USARV Logistics instruction was published which specified the procedures by time phase. The AMMC supply portion (Incl-1) was implemented on schedule. The one attributable factor to the successful transfer of repair parts was the detailed prior planning that occurred at user (7th Air Force - USARV) level. The initial shipment consisted of approximately 250 short tons of spare parts which represented all CV-2 peculiar assets on hand. Concurrent with the initial transfer, locator cards were merged into the locator listing used on the receiving line. This action causes all CV-2 peculiar items received to be flagged for immediate transshipment to the Air Force.

c. Storage Division:

NOT REPRODUCIBLE

(1) Facilities improved significantly during this report period (Ref ORLL, this Hqs, dated 15 Aug 66 for period ending 31 Jul 66). The completion of 50% of the open storage with pierced steel planking permitted consolidation of open storage items into a firm base suitable for all-weather operations. Completion of an aircraft taxiway will permit direct delivery from open storage to AMTC allocated air transportation reducing congestion at the aerial port and permit more rapid delivery to customers. Construction completion of three new warehouses allowed the establishment of 20,500 locations reducing the overcrowded conditions previously experienced. Additionally, selected items, which of necessity had been stored outside, were consolidated inside. By construction of concrete roadways between warehouses, the efficiency of the warehouse was greatly improved and wear on MHE was reduced. Upon completion of one additional warehouse, all major covered storage projects will be complete for the AMTC's Saigon Depot.

(2) A location survey was initiated during this quarter. This survey was the first wall-to-wall location program to be followed by a 100% inventory. Procedures established the master locator deck to be located in the machine room. As adds or deletes are made to the locator file, this information is manually entered on AMC Form 1381 and a copy is inserted in the warehouse "convenience" file. The original is forwarded for keypunch and insertion in the master deck. A duplicate copy of the punched card is sent to the warehouse where it is compared for accuracy and completeness with the manual copy and, if correct, the punched card is inserted in the "convenience" file. This system has proven to be highly successful in insuring all location documents are entered in the locator file. Programs are established to conduct a semi-annual 100% location survey.

d. Maintenance Division: Development of a cross-reference system for aircraft inventory was developed during this quarter. Large turnover in aircraft between units and maintenance activities as a result of extensive maintenance requirements, losses as a result of battle damage and turn-in of aircraft for modernization in CONUS created problems in properly controlling the location of the entire aircraft fleet. In order to reconcile aircraft assets and provide a cross check on the DA 1352, Army Aircraft Flying Time and Status Report, a monthly reconciliation program was developed. The new system now provides rapid reconciliation and correction of any discrepancies and reflects true theater assets.

e. Plans, Analysis and Operations Division:

(1) Efforts continued to maximize the capabilities of the UNIVAC 1005. Early in the report period, all standard IBM 407 procedures were converted to and placed on the 1005 system. Having developed these programs and programmer experience, more sophisticated output was possible. Major effort was expended to develop a new transaction cycle to correct a known deficiency - the inability to effect substitute issues by machine for prime items on a routine basis. This cycle, when implemented, will permit substitute assets on hand to be released on a daily basis.

(2) Managerial assistance was provided through development of the systems analysis element. The efforts expended were geared to integrate multiple requirements into single machine output. Through negotiation with various commodity managers and study of requirements, present and future, the number of one-time studies decreased drastically with concurrent saving in machine time.

f. Special Managed Items Branch: The USAFV Aviation Special Managed Items program was implemented 1 January 1967. Special Managed Items are items of high dollar value and are usually in short supply world-wide. This program pre-positions AMC stocks at the direct support unit based on aircraft density. Stock control remains with the AMC and only Non-Operationally Ready Supply (NORS) EDP requisitions may be filled by the DSU from those stocks. Time before overhaul (TBO) requisitions are filled from stocks available at the AMC storage facility. NORS (EDP) shipping time is reduced with concurrent centralized control applied to these critical assets. Continued emphasis on in-country management of critical items has resulted in additional assets being repaired in country and more rapid return to CONUS of reparable beyond theater repair capability.

## 2. Summary of Supply Activities:

a. Stockage List: On 1 November 1966, the Authorized Stockage List contained 30,915 line items (21,565 Aviation, 1,363 Armament and 7,987 Avionics). By the end of the report period the ASL reflected 30,888 line items (20,750 Aviation, 2,278 Armament and 7,860 Avionics). Demand accommodation remained near the managerial goal of 85%.

b. Zero Balance: Zero balances of ASL lines had decreased from 24% on 1 November to 18.5% by 31 January. The accounting of substitute assets on hand against prime zero balance cannot be done at this time because of present systems limitations. The sub-for-prime issue program, when implemented (estimate 1 March 1966), will reflect true zero balance at a lower level by substitute accountability under prime numbers.

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

### Part I Observations (Lessons Learned).

1. PERSONNEL: Omitted.
2. OPERATIONS: Omitted.
3. TRAINING AND ORGANIZATION: Omitted.
4. INTELLIGENCE: Omitted.
5. LOGISTICS:

### COST REDUCTION

Item: Reduction of procurement and shipping costs.

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Discussion: The US Army Aviation Materiel Command periodically furnishes this agency with a listing of all dues-out being held at USAAVCOM for units stationed in South Vietnam. Review of these listings has resulted in significant savings. If a line item is non-demand supported fringe stock and stock is not on hand, the requisitions for that item are passed to the next higher supply source. If, subsequent to AMMC passing the requisition, another unit makes a serviceable turn-in of the same line item, it is extremely difficult to combine both of these actions. By receiving the dues-out list from AVCOM and comparing against current known assets, action can be taken to fill customers' requirements and effect cancellation action with the CONUS supply source. Savings of \$134,896 were made during this report period on passed requisitions for which assets were on hand.

Observation: Periodic dues-out listings/cards coupled with reconciliation action from all supply sources will provide management tools necessary to reduce cost and provide better customer fill of stock.

#### REQUISITIONING PROCEDURES

Item: Direct requisitioning for aircraft systems.

Discussion: The Aviation Materiel Management Center direct requisitions on USAAVCOM for UH-1 and CH-47 peculiar parts. This system bypasses any intervening supply source. Response time has been greatly increased and reflects favorably on the ability of USARV to maintain proper repair support of aviation units. Pipeline time is reduced and current demand information is placed on the NICP indicating supply trends as a result of combat operations.

Observation: That direct requisitioning bypassing all intervening supply sources permits rapid response to RVN requirements and provides the NICP with current data on demands from a combat theater.

#### STOCK ACCOUNTING

✓ Item: Periodic Reconciliation.

Discussion: With the volume of transactions processed daily by major supply activities, and progressive losses as a result of communications, card handling, and other errors, the accuracy of data maintained by all supply accounts will decrease over time. Periodic reconciliation will permit adjustment of the account and reflect problem areas which require corrections. Continuing reconciliation procedures are necessary to insure that required stocks are currently on order and requisitions for stock no longer required are cancelled.

Observation: That a quarterly reconciliation in accordance with AR 725-50 be conducted by all supply activities.

#### UNKNOWN DAMAGE

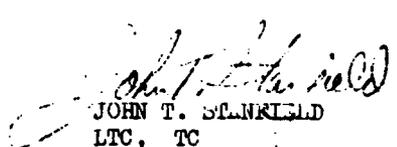
Item: Parts damaged in shipment which do not show as a result of exterior inspection.

Discussion: Certain aircraft parts and components, when subjected to shock, such as dropping or bumping, may be damaged to the extent of being rendered unsafe for installation, yet may not show exterior damage. Examples are turbine engines or transmissions which are in metal containers. Occasionally, mounting brackets inside containers are found broken when container is opened for inspection or component installation. The extent of damage to the interior of the component (shaft, gears, bearings, etc.) is unknown.

Observation: Components or parts which are subject to damage by shock should be mounted on crush washers or strain devices which will indicate whether acceptable shock loads have been exceeded in transit. This would preclude installation of possible unsafe components or parts.

Part II, Recommendations.

1. PERSONNEL: Omitted.
2. OPERATIONS: Omitted.
3. TRAINING AND ORGANIZATION: Omitted.
4. INTELLIGENCE: Omitted.
5. LOGISTICS:
  - a. That a quarterly reconciliation be conducted by all supply activities.
  - b. That a device(s) be designed to show whenever a component/part has exceeded allowable shock limitation when in transit.

  
JOHN T. STENFIELD  
LTC, TC  
Commanding

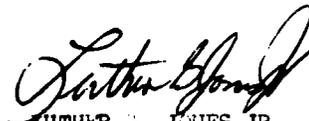
AVCF-B (15 Feb 67) 1st Ind  
SUBJECT: Operations Report for Quarterly Period Ending 31 January 1967.  
Reports Control Symbol CSFOR-65

HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (A.S.), APO 96307, 11 March 1967

TO: Commanding General, United States Army, Vietnam, ATTN: AVC-DA  
APO 96307

This Headquarters concurs with this report.

2 Incl  
nc

  
LUTHER G. JONES JR  
Colonel, TC  
Commanding

AVHGC-DH (15 Feb 67) 2d Ind  
SUBJECT: Operational Report Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65)

HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96307 29 MAR 1967

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

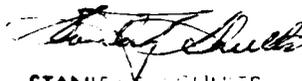
1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 January 1967 from Headquarters, 58th Transportation Battalion (AM&S) (AMMC) as indorsed.

2. Pertinent comments are as follows:

a. Reference Paragraph 5, Part I, Section II, Page 5, and Paragraph 5a, Part II, Section II, Page 6, pertaining to periodic reconciliation: Concur. This headquarters has dispatched messages to USARPAC and 2d Logistical Command requesting periodic reconciliation with 2d Logistical Command. In addition, this headquarters recently requested of USAMC periodic reconciliation with CONUS National Inventory Control Points.

b. Reference Paragraph 5, Part I, Section II, Page 5 and Paragraph 5b, Part II, Section II, Page 6, concerning parts damaged in shipment: Concur with comments; non-concur with reporting procedure. Upon receipt of cargo damaged or apparently rendered unserviceable or unsafe due to packaging, AR 700-58 requires submission of DD Form 6 to inform the shipping activity of the damage. The shipping activity is responsible to take necessary action to improve packaging as required to eliminate damage. There is no indication that the 58th Transportation Battalion has submitted DD Form 6 for damaged cargo.

FOR THE COMMANDER:



STANLEY H. SMITH  
Major, USA  
Asst Adjutant General

2 Incl  
nc

GPOP-OT (15 Feb 67)

3d Ind

SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 January 1967 (RCS CSFOR-65), Hq 58th Trans Bn (AM&S) (AMMC)

HQ, US ARMY, PACIFIC, APO San Francisco 96558

22 APR 1967

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

1. This headquarters concurs in the basic report as indorsed.
2. Reference paragraph 2a, 2d indorsement:

a. A reconciliation of dues-in was accomplished between USARV and 2d Logistical Command and between 2d Logistical Command and USAAVCOM (NICP) during December 1966-January 1967. Future reconciliation efforts are planned on a quarterly effort.

b. In January 1967 a five-man team from USAAVCOM arrived in Vietnam to provide instructions and assistance to unit (PLL) and Direct Support (ASL) activities for 90 days on supply procedures and maintenance of prescribed Load Lists and Authorized Stockage Lists. This team provided such valuable assistance that USAAVCOM will provide a 3-man team, scheduled to arrive in May 1967, for one year to continue instructing unit personnel in aviation supply procedures.

FOR THE COMMANDER IN CHIEF:

2 Incl  
nc

  
H. SCHAFER  
CPT, AGC  
Asst AG

"OPERATION HEADLEAF"

Spare Parts Transfer Procedures

1. MWO/TCTO KITS:

- a. **AMMC**, Direct Support Companies and General Support Companies will accomplish a physical inventory of MWO/TCTO Kits prior to preparation of shipping/transfer documents.
- b. One copy of all DD Forms 1348-1 shipping document will be forwarded to 58th Transportation Bn **AMMC** (AVGP-F-K), and one copy to Hq 7th AF (DLS).
- c. The action in paragraph 1a and 1b will begin on 10 Dec 66 and end 31 Dec 66. Identical documentation will be forwarded on any kits located and transferred after 31 Dec 66.

2. REQUISITION PROCEDURES:

- a. **AMMC** will cancel dues out for CV-2 peculiar spare parts, except EDP requisitions, by 10 Dec 66.
- b. **AMMC** will cancel dues in for CV-2 peculiar spare parts except EDP/NORS requirements by 10 Dec 66.
- c. Direct Support Companies will requisition aircraft maintenance requirements on a "fill" or "kill" basis beginning on 1 Dec 66 and ending on 12 Dec 66. Only EDP requirements will be requisitioned after 12 Dec 66.
- d. **AMMC** will transship all CV-2 peculiar spare parts received after 15 Dec 66 to FB 5275. This action will continue until 30 Jun 67.
- e. Direct Support Companies will return all CV-2 peculiar spare parts received after 31 Dec 66 to **AMMC**.
- f. **AMMC** will cancel all EDP dues out beginning on 31 Dec 66. Air Force squadrons will then requisition requirements on 1 Jan 67, using appropriate priority and initiating appropriate reporting (AF 65-110).

3. TRANSFER OF STOCKS:

- a. 7th Air Force and **AMMC** will determine percentage of common items in **AMMC** stocks to be transferred to Air Force control. This action will commence upon receipt of this document.
- b. **AMMC** will prepare programs for computation of quantities of common items in **AMMC** stocks to be transferred to the Air Force. This action will commence upon receipt of this document and end by 11 Dec 66. This action will include assets above safety level.
- c. **AMMC** will prepare shipping documents for CV-2 peculiar and common repair/spare parts. This action will be completed by 12 Dec 66.

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d. AMMC will prepare repair parts for air shipment and move them to aerial port by 15 Dec 66. 7th Air Force will arrange for air shipment to FB 5275 on 16 Dec 66.

e. US Army CV-2 companies will select items from PLL and Direct Support Detachment /SL and build up Turn /round Support Kits (T/RSK) beginning upon receipt of this document. 7th /F will provide T/RSK list for this purpose. This action will be completed by 31 Dec 66. In the event that T/RSK items are not available from PLL's and /SL's, they will be requisitioned from Army Direct Support Company on a "fill" or "kill" basis. This action will be accomplished without delay. The remaining T/RSK requirements will be submitted to FB 5275 by 10 Dec 66.

f. Air Force squadrons will ship material excess to 90 days T/RSK authorization to FB 5275 between the period 1 Jan 67 to 1 Mar 67. A specific schedule will be provided by 7th Air Force before 31 Dec 66.

g. Spare parts peculiar to CV-2 aircraft on hand in Direct Support Companies (/SL) will be transferred to CV-2 squadrons on 31 Dec 66. Specific CV-2 squadrons will be designated to accomplish transfer by 7th Air Force (D/RSK).

h. Avionics General Support Platoons will transfer CV-2 peculiar repair parts and components to Air Force Squadrons on 31 Dec 66.

i. CV-2 peculiar repair parts in General Support Company shop stocks will be returned to AMMC upon transfer of last CV-2 aircraft to Air Force. These spare parts will be available to the Air Force for EDP/NORS conditions.

j. Special tools and equipment peculiar to CV-2 aircraft on hand at AMMC will be transferred to FB 5275 beginning on 15 Dec 66 and ending on 30 Jan 67.

#### 4. LATERAL SUPPORT PROCEDURES:

a. AMMC will request lateral support from FB 5275 for EDP/NORS requirements beginning on 13 Dec 66 and ending 31 Dec 66.

b. During the period 1 Jan 67 through 30 Jan 67, FB 5275 will request lateral support from AMMC for EDP/NORS requirements for common items.

c. During the period 1 Jan 67 to 28 Feb 67, AMMC will ship to zero balance for CV-2 EDP/NORS-G requirements. From the period 1 Mar 67 to 30 Jun 67, AMMC will ship to safety level only for CV-2 EDP/NORS-G requirements.

#### 5. MANAGEMENT DATA ACTIONS:

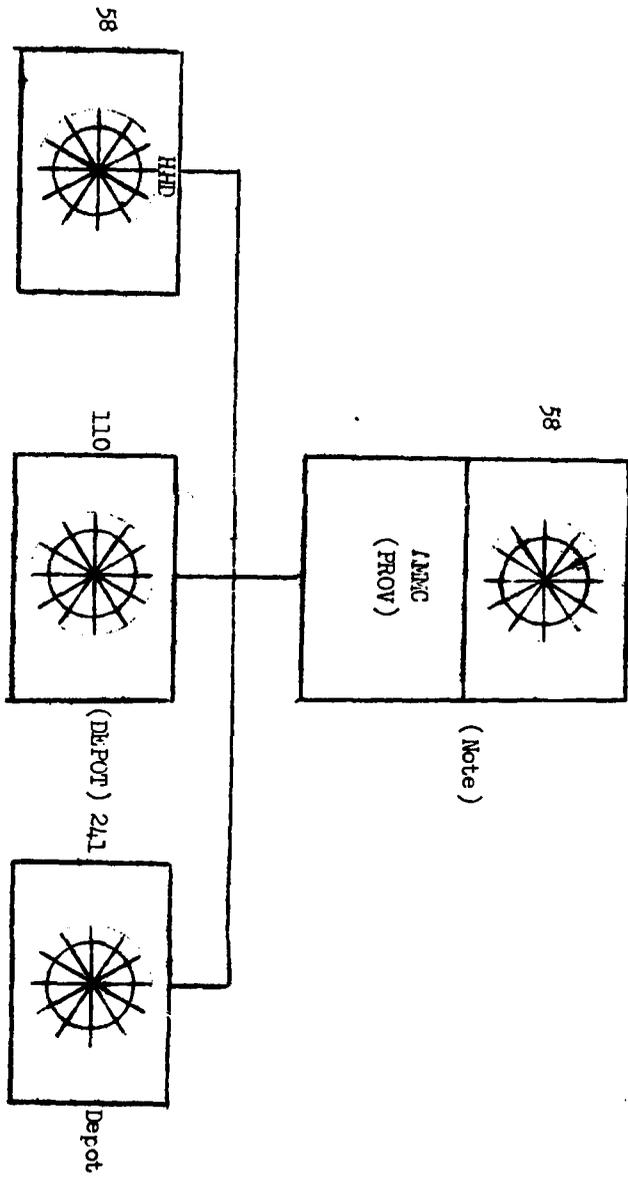
a. 7th Air Force will provide CV-2 full range spare parts card deck to AMMC.

b. AMMC will match full range card deck to item records to determine common items stocked that are applicable to CV-2. AMMC will provide stock level data to 7th Air Force DMSN (card decks and listing).

c. AMC and 7th Air Force will insure coordinated transfer of technical manuals applicable to CV-2 aircraft and maintained by AMC.

d. Army and Air Force supply supervisors at company level will jointly prepare listing of repair parts transferred. DD form 1149 will be used as a cover sheet to document the transfer. Listings will include only those quantities transferred on 31 Dec 66. Listing format will be stock number, part number (if available), noun, serviceable quantity, and repairable quantity.

ORGANIZATION CHART



NOTE: INTEGRATED OPERATIONS

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