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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

20

IN REPLY REFER TO

AGDA (M) (13 Nov 70) FOR OT UT 702117

20 November 1970

SUBJECT: Operational Report - Lessons Learned, Headquarters, 41st Signal Battalion, Period Ending 30 April 1970

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2. Information contained in this report is provided 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  
Major General, USA  
The Adjutant General

1 Incl  
as

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 41ST SIGNAL BATTALION (AA)  
APO San Francisco 96238

SCCPV-NG-CA-OP

15 May 1970

SUBJECT: Operational Report - Lessons Learned of the 41st Signal  
Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65, (R2)

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1. Operations: Significant Activities

a. General: The Battalion was operational during the entire period of 89 days providing area communications support to U.S. and Free World Forces in Binh Dinh and Phu Yen Provinces, Republic of Vietnam. The battalion's major signal commitments include the operation of one (1) 2000 line dial telephone exchange, one (1) 1000 line dial telephone exchange, two (2) 200 line manual telephone exchanges, one (1) 120 line manual telephone exchange, one (1) tandem switch, twenty-nine (29) VHF systems, one (1) microwave system, five (5) tropospheric scatter systems, five (5) communications centers, two (2) fixed MARS stations, and various missions to include multi-pair cable maintenance in the battalion's area of responsibility.

b. Activities:

▶ (1) Principal Staff and Command Changes:

(a) CPT Fred Baer assumed command of Company B/43 on 1 February 1970 upon reassignment of 1LT Robert Jones.

(b) CPT Richard Novotny assumed duties of battalion S-3 on 6 February 1970.

(c) CPT Richard Carzoli assumed command of Company B/41 on 6 February.

(d) LTC Hugh Broadhurst assumed command of 41st Signal Battalion on 10 February 1970 upon reassignment of LTC Dale Stuart.

(e) 1LT Charles Bougere assumed duties of Adjutant on 24 March 1970 upon departure of 1LT Jerome Hantman.

(f) CPT Gayne Clifford assumed command of 504th Signal Company on 10 April 1970 upon reassignment of CPT William Camarinos.

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SCCPV-NG-CA-OP

SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65, (R2)

2. Distinguished Visitors:

(a) BG Albert Hunter, CG Qui Nhon Support Command, visited Vung Chua Mountain on 8 February 1970.

(b) MG Thomas Rienzi, CG 1st Signal Brigade, attended the battalion change of command ceremony and reception on 10 February 1970.

(c) BG Jack Albright, DCG 1st Signal Brigade, visited Vung Chua Mountain on 12 February 1970.

(d) MG Rienzi, COL Hoover, CO Regional Communications Group, COL Norris, Chief of Staff Qui Nhon Support Command, and COL Mattern, CO 21st Signal Group inspected billeting and personnel requirements of all 1st Signal Brigade sites in Qui Nhon on 16 February 1970.

(e) MG Rienzi, MG Lee, DCG Republic of Korea Army RVN, COL Huh, J-6 Republic of Korean Army RVN, and other guests visited the 504th Signal Company, Phu Tai DCO, ROK Capital Signal Site, and Vung Chua Mountain on 19 March 1970.

(f) COL Mattern, COL Paradis, new CO Regional Communications Group, and LTC Higgs, ACoFS Logistics 1st Signal Brigade, visited battalion headquarters and Vung Chua Mountain on 22 March 1970.

c. Personnel:

(1) The following personnel strengths are noted as of 30 April 1970:

	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>60 DAY LOSSES</u>	<u>% FILL</u>
Officers	30	28	15	93
Warrant Officers	8	8	2	100
<u>Enlisted</u>	<u>888</u>	<u>933</u>	<u>60</u>	<u>105</u>
TOTAL	926	969		105

(2) The 105% fill of the authorized TO&E is an increase over the 96% fill reported at the end of the last quarter. The high percentage of fill is due to the new MTCE which was received and placed into effect 1 March 1970.

(3) The following are critical MOS shortages:

<u>MOS</u>	<u>TITLE</u>	<u>AUTH</u>	<u>ASSIGNED</u>
76Y40	Supply Sergeant	8	5
32F20	Fixed Ciphony Repairman	10	3
72F20	Data Communications Term Spec.	14	6
31N40	Tactical Circuit Controller	5	3
34D20	Repairman ADPS	4	3 have 3 E4, auth 2 E7,
36E20	Cable Splicer	21	15 2 E6
71H20	Personnel Specialist	17	8
72B40	Comm Center Specialist	9	5

SUBJECT: Operational Report -- Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSTOR-65, (R2)

The MOS shortages listed above have hindered this unit in attaining high standards in the areas they represent. For example, due to the lack of qualified supply sergeants proper supply procedures are sometimes not followed. The repairman, data communications terminal specialist, and ADPS repairman are all important shortages now due to the installation of DSTE equipment at the Qui Nhon Comm Center.

(4) For the reporting period this command awarded 33 Bronze Stars, 33 Army Commendation Medals, 44 21st Signal Group Certificates of Achievement, and 4 Distinctive Insignia of the Signal Corps, Republic of Vietnam.

d. Operations:

(1) Radio:

(a) On 7 February 1970 the 45 channel microwave system 77UMV4 from Vung Chua Mountain to ICS site 15 was deactivated. The men and equipment from the 518th Signal Company were returned to Cam Ranh Bay.

(b) On 7 February 1970 the 12 channel VHF system 77UH18 from Phu Cat AFB to ICS site 15 was deactivated.

(c) On 1 March 1970 the 12 channel VHF system BBH11 from Van Canh to ROK Capital was deactivated. All personnel and equipment from Van Canh were returned to 504th Signal Company headquarters by 5 March 1970.

(d) On 13 March 1970 a detachment of the 589th Signal Company placed a new AN/GRC 142 radio-teletype into operation at MACV 29.

(e) On 17 March 1970 the MARS station in Qui Nhon installed a new L.P. antenna which resulted in stronger receive signals and better communications for persons making MARS calls.

(f) On 19 March 1970 the 261st Signal Company established a new VHF site, ROK North, operating one 12 channel system in support of ROK forces located north of Tuy Hoa City.

(g) On 22 March 1970 a 12 channel VHF system was activated by the 261st Signal Company between Vung Ro Mountain and Ninh Hoa in support of the 29th ROK Regiment.

(h) The installation of a SB611 patch panel was completed at LZ English by the 589th Signal Company on 26 March 1970. The new patch panel gives the signal site better control over circuits and reduces circuit downtime when switching to backup systems.

(i) On 21 April 1970 the 12 channel VHF system BBXTE from Tuy Hoa North to Tuy Hoa MACV operated by 261st Signal Company was deactivated because of redeployment of C Company 84th Engineer Battalion.

SCCPV-NG-CA-OP

SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

(2) Telephone and Wire:

(a) On 10 February 1970 the 1st Platoon, 578th Signal Company completed recovery of the 100 pair Qui Nhon to Phu Tai 06 cable. 24000 feet of cable and hardware were recovered.

(b) The installation of additional backup trunking equipment from the Qui Nhon DCO was completed on 26 March 1970. Primary and secondary trunking were increased by 6 trunks to Phu Tai, 4 trunks to Vung Chua Tandem, and 1 trunk to Phu Cat AFB.

(c) The Qui Nhon DCO and 504th Signal Company with the assistance of 1st Signal Brigade TELMA technicians installed three class A dial telephones at ROK Tiger Division headquarters. After a week of work the phones for the Commanding General, Division Signal Officer, and US Army Liason Officer were installed on 8 April 1970.

(3) Communications Center: Installation of MODE I digital subscriber terminal equipment (DSTE) at the Qui Nhon Army Comm Center was completed by CSEMA technicians on 9 March 1970. After a 72 hour period the DSTE was activated to traffic on 14 March 1970 making it the first army operated DSTE in RVN.

e. Training: The following are formal schools attended by members of the battalion during the reporting period:

<u>SCHOOL</u>	<u>NUMBER OF PERSONNEL</u>
Systems Control	4
Cable Splicer	3
AN/TRC 24 Operator	5
Telephone I and R	5
71H Refresher	1
PLL	9
Audio Visual	5
Autodin Message Reject	1
Autodin O and M Seminar	2
TSEC/KW-7	1
Engine Diagnostic Course	1

f. Logistics:

1. On 1 March 1970 the 41st Signal Battalion was reorganized, new authorization documents were published along with General Orders. Those new items authorized were screened and only mission essential items were requisitioned. Items on hand which are not needed for mission accomplishment were reported to higher headquarters for turn in.

SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

2. The battalion electronics maintenance facility was reorganized during the period 1 - 30 April. The reorganization was accomplished per VOCC 1st Signal Brigade. The changes implemented consisted of closing the organizational maintenance activities at the 589th Signal Company, 232nd Signal Company, and the 504th Signal Company. Personnel, test equipment and prescribed load list supplies were transferred to the Battalion Signal Maintenance Shop, located at Qui Nhon.

The Battalion Maintenance Shop presently supports assigned and attached units by utilizing contact maintenance teams that travel to the customer with maintenance technicians and repair parts. The Battalion DSU facility also provides direct exchange and maintenance float items of equipment to customers. Technical supply has consistently provided an 80% or better customer satisfaction rate during the quarter.

The reorganization has resulted in increased efficiency, better signal maintenance support, and considerable monetary savings in terms of reducing PLL stockage.

g. Organization: On 1 March 1970 new TO and E'S were put into effect for all companies of the battalion. In addition on the same date, B Company, 43rd Signal Bn was redesignated the 589th Signal Company. D Company, 459th Signal Bn was redesignated the 504th Signal Company and B Company, 41st Signal Bn was redesignated the 232nd Signal Company.

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

- a. Personnel. None
- b. Intelligence. None
- c. Operations. None
- d. Organization.

(1) Electronic Maintenance Shops

(a) OBSERVATION: The consolidation of electronic maintenance shops at battalion level has reduced the companies capabilities to repair electrical components in a minimum amount of time.

(b) EVALUATION: In a tactical situation where units are widely dispersed a heavy burden is placed upon companies in moving equipment to be repaired to the battalion maintenance facility. In addition, the concept of an instantly deployable mobile repair team at battalion will only work in a nonhostile environment or where units are co-located.

(c) RECOMMENDATION: That companies separated from the battalion electronic maintenance facility be authorized an organic maintenance shop.

SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

e. Training.

(1) RVN Training:

(a) OBSERVATION: Company size units do not have adequate facilities to conduct a proper RVN orientation course for newly arrived personnel.

(b) EVALUATION: The 504th Signal Company has coordinated with the 173rd Airborne Brigade to send newly arrived personnel to their RVN training course. At this course, personnel have an opportunity to become RVN-oriented, in addition, they receive training in sapper techniques, day and night patrols, gas chamber exercise, booby traps, weapons familiarization, drug abuse, code of conduct, and guerilla warfare. To date, 76 personnel from this unit have participated in this training. The course lasts five (5) days and seven (7) personnel attend per week.

(c) RECOMMENDATION: That other company size units investigate feasibility of sending newly assigned personnel to courses sponsored by larger units in their areas.

(2) Radio Relay (31M) Training

(a) OBSERVATION: It has been observed that radio relay personnel (31M's) are lacking in proper line-up procedures and are not familiar with AN/TRC 24 technical manuals.

(b) EVALUATION: It appears that school training may not be sufficiently emphasizing the need to know the proper line-up procedures. This has been shown in extended circuit RFO's of channel alignment. In addition the MOS school training makes use of handouts rather than use of technical manuals for training. This results in new operators not being familiar with technical manuals used here in RVN.

(c) RECOMMENDATIONS: Recommend that greater emphasis be placed upon line-up procedures and the use of technical manuals in the 31M course.

(3) Buddy System Training Program

(a) OBSERVATION: The buddy system program for signal units has been restricted due to language difficulties.

(b) EVALUATION: There are not enough ARVN soldiers who are qualified to serve as interpreters in signal classes. The person who is an interpreter has to be technically qualified not only in signal maintenance and repair but has to be able to speak fairly fluent English. In order to expand the Buddy System program more qualified interpreters need to be found. In addition, it is doubtful whether a civilian interpreter hired through the Civilian Personnel Office would be technically qualified to instruct signal classes.

(c) RECOMMENDATION: That if the Buddy System program is truly going to succeed qualified personnel need to be made available to be used as interpreters.

SCCPV-WG-CA-OP

SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

- f. Logistics. None
- g. Communications. None
- h. Material. None
- i. Other.

(1) Installation of Concertina Wire.

(2) OBSERVATION: Triple concertina that is installed with loops spaced at only 3 to 4 inches apart will tend to collapse and defeat the effectiveness of the barrier.

(b) EVALUATION: A standard triple concertina barrier is constructed as a pyramid, i.e. two coils side by side on the ground and a third coil on top. If the three coils are not stretched out, the lower coils will not support the top coil. The pressure from the top coil will force the loops of the lower coils to lean to one side or the other at various places along the barrier. This creates gaps into which the top coil falls, and the overall height of the barrier is decreased by as much as 18 inches in places. The end result is that 50% to 75% more concertina is required to complete initial installation while effectiveness is actually decreased.

(c) RECOMMENDATION: Concertina should be laid so that the loops are spaced at 10 to 12 inches apart.

1 Incl.  
Battalion Organizational  
Structure Chart

  
HUGH H. BROADHURST  
LTC, SigC  
Commanding

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1-CG, 1st Sig Bde (USASIRATCOM), ATTN: SCCPV-CP, APO 96384  
6-CO, 21st Sig Gp, APO 96240  
1-CO, 73rd Sig Bn, APO 96312  
1-CO, 43rd Sig Bn, APO 96313  
1-CO, 459th Sig Bn, APO 96240  
1-CO, 307th Sig Bn, APO 96312

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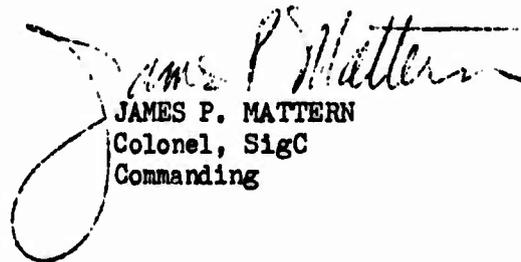
SUBJECT: Operational Report - Lessons Learned of the 41st Signal Battalion  
(AA) for period ending 30 April 1970, RCS CSFOR-65, (R2)

DA, HEADQUARTERS, 21ST SIGNAL GROUP, APO 96240 25 May 1970

SEE DISTRIBUTION

1. Subject report is forwarded IAW 1st Signal Brigade Supplement 1 to AR 525-15.
2. This headquarters has reviewed the basic report and concurs with the information contained therein with the following exception:

Para 2d (1) (a) Electronic Maintenance Shops. Maintenance must be centralized for maximum utilization of skilled personnel and most effective management. This does not preclude branch shops in isolated locations where justified.

  
JAMES P. MATTERN  
Colonel, SigC  
Commanding

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SUBJECT: Operational Report - Lessons Learned of the 41st Signal  
Battalion (AA) for Period Ending 30 April 1970, RCS  
CSFOR-65 (R2)

DA, HQ, 1st Signal Brigade (USASTRATCOM), APO 96384 17 June 1970

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

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

a. Reference item, "Radio Relay (31M) Training, para 2e(2), pg 6. Concur. Training of 31M personnel has been the subject of numerous letters and other official correspondence. Fort Gordon is, we are informed, reevaluating their 31M MOS training.

b. Reference item, "Buddy System Training Program", para 2e(3) pg 6. Non-Concur. Other units are participating in Buddy Training Programs even though sufficient numbers of English speaking Vietnamese personnel are not available. Experience has shown that most EM when paired off with their ARVN buddies, communicate despite the language barrier

FOR THE COMMANDER:

*G. M. Beyersdorf* CPT  
for O. V. BONEBRAKE  
Major, AGC  
Adjutant General

CF:  
Commanding General, U.S. Army Strategic Communications Command,  
ATTN: SCC-OPS-RT, Ft. Huachuca, Arizona 85613  
Commanding Officer, 21st Signal Group, APO 96240  
Commanding Officer, 41st Signal Battalion, APO 96238

AVHGC-DST (15 May 70) 3d Ind

SUBJECT: Operational Report-Lessons Learned of the 41st Signal  
Battalion (AA) for Period Ending 30 April 1970, RCS CSFOR-65 (R2)

Headquarters, United States Army Vietnam, APO San Francisco 96375 7 JUN 1970

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

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

This Headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 30 April 1970 from Headquarters, 41st Signal Battalion (AA) and concurs with comments of indorsing headquarters.

FOR THE COMMANDER:

  
D. J. Winter  
CPT, AGC  
Assistant Adjutant General

Cy furn:  
1st Sig Bde  
41st Sig Bn

SCCP-OP3 (15 May 1970) 4th Ind  
SUBJECT: Operational Report - Lessons Learned of the 41st  
Signal Battalion (AA) for Period Ending 30 April  
1970, RCS CSFOR-65 (R2)

Headquarters, U. S. Army Strategic Communications Command-  
Pacific, APO San Francisco 96557 0 1 AUG 1970

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 indorsements to subject report.

FOR THE COMMANDER:



A. J. SHORT  
MAJ, AGC  
Adjutant General

CF:  
CG, USARV, APO 96375 wo incl  
CG, 1st Sig Bde (USASTRATCOM), APO 96384 wo incl  
CO, 21st Sig Gp, APO 96240 wo incl  
CO, 41st Sig Bn (AA), APO 96238 wo incl

GPOP-DT (15 May 70) 5th Ind

SUBJECT: Operational Report of HQ, 41st Signal Battalion (AA) for  
Period Ending 30 April 1970, RCS CSFOR-65 (R2)

HQ, US Army, Pacific, APO San Francisco 96558

20 AUG 70

~~THRU: Commanding General, U. S. Army Strategic Communications Command,  
Fort Huachuca, Arizona 85613~~ *JK 30 Apr 70*

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:

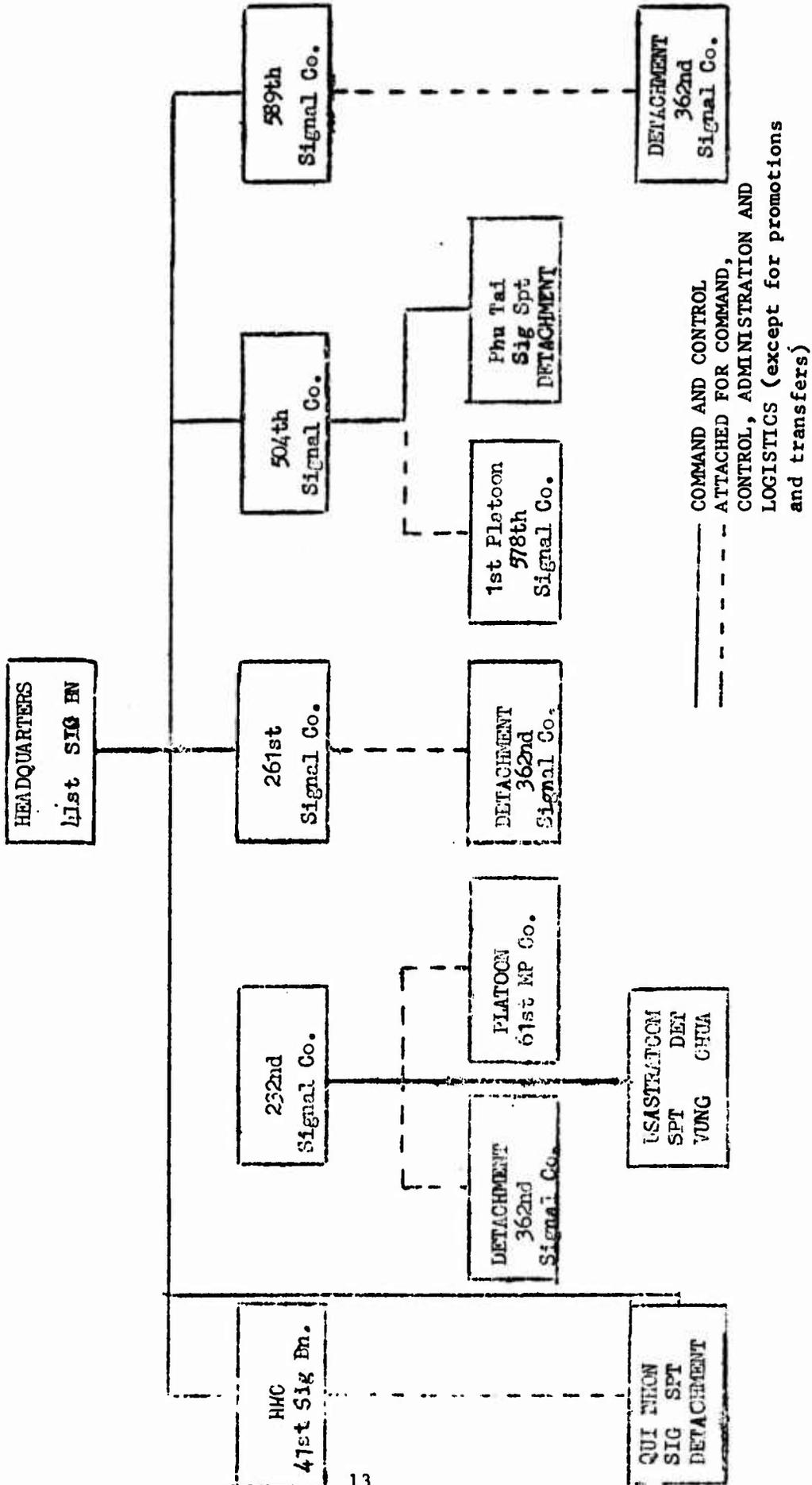


D.D. CLINE  
2LT, AGC  
Asst AG

CF:  
DA ACSFOR  
CG USASTRATCOM-PAC

ORGANIZATIONAL STRUCTURE CHART

41st SIGNAL BATTALION (AA)



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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, 41st Signal Battalion

4. DESCRIPTIVE NOTES (Type of report and inclusive dates)

Experiences of unit engaged in counterinsurgency operations, 1 Feb to 30 Apr 70.

5. AUTHOR(S) (First name, middle initial, last name)

CO, 41st Signal Battalion

6. REPORT DATE

15 May 1970

7a. TOTAL NO. OF PAGES

16

7b. NO. OF REFS

8a. CONTRACT OR GRANT NO.

8. PROJECT NO.  
N/A

9a. ORIGINATOR'S REPORT NUMBER(S)

702117

9b. OTHER REPORT NUM (Any other numbers that may be assigned this report)

10. DISTRIBUTION STATEMENT

11. SUPPLEMENTARY NOTES

N/A

12. SPONSORING MILITARY ACTIVITY

OACSFOR, DA, Washington, D.C. 20310

13. ABSTRACT