<table>
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<td>LIMITATION CHANGES</td>
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<td>TO:</td>
<td>Approved for public release; distribution is unlimited.</td>
</tr>
<tr>
<td>FROM:</td>
<td>Distribution authorized to U.S. Gov't. agencies and their contractors; Administrative/Operational Use; 15 NOV 1971. Other requests shall be referred to Office of the Adjutant General (Army), Washington, DC 20310.</td>
</tr>
<tr>
<td>AUTHORITY</td>
<td>AGO ltr 29 Apr 1980</td>
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</table>
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26 June 1972

SUBJECT Operational Report - Lessons Learned, Headquarters, 765th Transportation Battalion Period Ending 30 October 1971 (U)

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2. The information contained in this report is provided to insure that lessons learned during current operations are used to the benefit of future operations and may be adapted for use in developing training material.

3. Information of actions initiated as a result of your evaluation should be forwarded to the Assistant Chief of Staff for Force Development, ATTN: DAFD-OTT, within 90 days of receipt of this letter.

BY ORDER OF THE SECRETARY OF THE ARMY:

VERNE L. BOWERS
Major General, USA
The Adjutant General

[Signature]

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DEPARTMENT OF THE ARMY
HEADQUARTERS, 765TH TRANSPORTATION BATTALION (M&S) (GS)
"MUI TEN THA'NG"
APO 96291

AVGFW

15 November 1971

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion
Period Ending 30 October 1971, RCS: CSFUR-65(R3)

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

1. OPERATIONS: Significant Activities.

   a. Organization and location: Headquarters and Headquarters Company,
      765th Transportation Battalion (M&S) (GS) is organized under MTUE 55-66P02,
      P001/0, UIC, WCKG, implemented by USARPAC Go 277, 25 June 1970. The HHC is
      located at Vung Tau, RVN. Other subordinate units of the battalion are as
      follows:

      (1) 317th Maintenance Company (Light Equipment) (Avionics General Support),
           Vung Tau.

      (2) 330th Transportation Company (Aircraft General Support), Vung Tau.

      (3) 388th Transportation Company (Aircraft Direct Support), Vung Tau.

      (4) 611th Transportation Company (Aircraft Direct Support), Vinh Long.

   b. Mission: The primary mission of the headquarters is to provide command,
      control, staff planning and administrative supervision of the aircraft
      general support company, two aircraft direct support companies, and the
      avionics general support company. The primary missions of subordinate units
      are as follows:

      (1) Direct Support Units: To provide direct support and backup direct
          support maintenance for airframes, engines, aircraft systems, avionics, and
          armament for aircraft of all types located in the Vung Tau area of Military
          Region 3 and all of Military Region 4. Support is on an area basis and in-
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SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(2) General Support Unit: To provide backup direct support and general
support maintenance for all aircraft, components, and armament systems. The
general support unit also provides an organic lift capability for recovery of
observation and utility aircraft.

(3) Avionics General Support Unit: To provide backup direct support and
general support avionics maintenance for more than 741 aircraft. The 317th
Maintenance Company (IE) also supports aircraft located in Thailand (Joint US
Military Advisory Group), aircraft operated by the Royal Australian Air Force,
Air America and Pacific Architect & Engineers (PA&E). Backup direct support
and general support is also provided to aircraft control towers and ground con-
trol radar systems located in Military Region 3 and 4.

(4) Additional Battalion Missions:

(a) The battalion operates a primary Theater Aircraft Repair Program (TARP)
activity. Units throughout RVN turn-in aircraft reparables to the Avionics
Collection and Classification Point Saigon. An allotted portion of these repa-
rables are routed through the 388th Transportation Company (ADS) to be repaired
in the general support level allied shops of the 330th Transportation Company
(AGS). The serviceable output of these shops is again processed through the
battalion control DSU and returned to the supply system.

c. Changes in Command:

(1) On 9 July 1971 LTC John D. O'Donohue assumed command of the 765th
Transportation Battalion (AM&S) (GS) from LTC Walter A. Ratcliff.

(2) On 15 October 1971 Major James R. Hughes JR. assumed command of the
330th Transportation Company (AGS) from Major William R. Williamson.

(3) On 10 September 1971 Captain Paul H. Pommet assumed command of the
611th Transportation Company (ADS) from Major Albert M. Lidy.

(4) On 11 October 1971 Major Kenneth C. Eaton assumed command of the 611th
Transportation Company (ADS) from Captain Paul H. Pommet.

(5) On 28 August 1971 Major James I. Thomas assumed command of the 388th
Transportation Company (ADS) from Captain Carl R. Propp.

d. Mission Operations:

(1) All units of the battalion participated in combat service support
operations and conducted integrated unit and individual training during the
entire reporting period.

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SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, RCS: CSFOR-65(R2)

(2) The Direct Support Activities (DSSA's) of the 388th and 611th Transportation Companies continue to conduct supply seminars for customer technical supply personnel on a monthly schedule. The program has proven invaluable for resolving problems, establishing improved working relationships and enhancing customer satisfaction. This program is in addition to the technical assistance program.

(3) Aircraft General and Direct Support Maintenance: During this reporting period, the aircraft GS and DS units of the battalion provided maintenance support for 618 aircraft located in Military Regions 3 and 4, RVN. This support included all installed and float armament systems, repair of battle and crash damaged aircraft, repair of direct exchange components and repair of TARP items. The following breakdown represents performance in this area.

(a) Aircraft Maintenance:

<table>
<thead>
<tr>
<th>Direct Support Maintenance</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>TOTAL</th>
<th>NO. AV</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/C Received</td>
<td>219</td>
<td>234</td>
<td>241</td>
<td>326</td>
<td>257</td>
<td>126</td>
<td>1400</td>
<td>233</td>
</tr>
<tr>
<td>A/C In-Progress</td>
<td>95</td>
<td>79</td>
<td>78</td>
<td>65</td>
<td>65</td>
<td>63</td>
<td>445</td>
<td>74</td>
</tr>
<tr>
<td>A/C Completed</td>
<td>235</td>
<td>235</td>
<td>254</td>
<td>326</td>
<td>259</td>
<td>123</td>
<td>1432</td>
<td>239</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time to Repair</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>TOTAL</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>0-10 Days</td>
<td>124</td>
<td>174</td>
<td>201</td>
<td>293</td>
<td>166</td>
<td>86</td>
<td>1044</td>
<td>72.90</td>
</tr>
<tr>
<td>11-20 Days</td>
<td>53</td>
<td>45</td>
<td>45</td>
<td>27</td>
<td>82</td>
<td>24</td>
<td>276</td>
<td>19.47</td>
</tr>
<tr>
<td>21-30 Days</td>
<td>42</td>
<td>12</td>
<td>7</td>
<td>3</td>
<td>10</td>
<td>10</td>
<td>84</td>
<td>5.87</td>
</tr>
<tr>
<td>31+ Days</td>
<td>16</td>
<td>4</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>3</td>
<td>28</td>
<td>1.55</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General Support Maintenance</th>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
<th>TOTAL</th>
<th>NO. AV</th>
</tr>
</thead>
<tbody>
<tr>
<td>A/C Received</td>
<td>40</td>
<td>31</td>
<td>58</td>
<td>42</td>
<td>30</td>
<td>30</td>
<td>231</td>
<td>38</td>
</tr>
<tr>
<td>A/C In-Progress</td>
<td>12</td>
<td>9</td>
<td>12</td>
<td>37</td>
<td>39</td>
<td>30</td>
<td>139</td>
<td>23</td>
</tr>
<tr>
<td>A/C Completed</td>
<td>43</td>
<td>28</td>
<td>43</td>
<td>40</td>
<td>39</td>
<td>26</td>
<td>219</td>
<td>37</td>
</tr>
</tbody>
</table>
SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
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TIME TO REPAIR | MAY | JUN | JUL | AUG | SEP | OCT | TOTAL | %
---|---|---|---|---|---|---|---|---
0-20 | 23 | 18 | 33 | 39 | 26 | 22 | 161 | 73.81
21-40 | 11 | 8 | 10 | 0 | 7 | 3 | 39 | 18.33
41-50 | 3 | 2 | 0 | 1 | 5 | 1 | 12 | 5.48
51- | 6 | 0 | 0 | 0 | 1 | 0 | 7 | 2.14

(b) Aircraft Components:

<table>
<thead>
<tr>
<th>RECEIVED</th>
<th>REPAIRED</th>
<th>NRTS</th>
<th>NRTS RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>4771</td>
<td>4451</td>
<td>118</td>
<td>2.6%</td>
</tr>
</tbody>
</table>

(c) Aircraft Turbine Engines:

<table>
<thead>
<tr>
<th>RECEIVED</th>
<th>REPAIRED</th>
<th>NRTS</th>
<th>NRTS RATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>187</td>
<td>103</td>
<td>35</td>
<td>18.7%</td>
</tr>
</tbody>
</table>

(d) Aircraft Armament Subsystems Components:

<table>
<thead>
<tr>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Received</td>
<td>466</td>
<td>431</td>
<td>415</td>
<td>491</td>
<td>440</td>
</tr>
<tr>
<td>Repaired</td>
<td>498</td>
<td>429</td>
<td>436</td>
<td>533</td>
<td>375</td>
</tr>
<tr>
<td>Maintenance</td>
<td>3302</td>
<td>3066</td>
<td>2629</td>
<td>2171</td>
<td>2543</td>
</tr>
</tbody>
</table>

(e) Avionics Components Processed:

<table>
<thead>
<tr>
<th>317TH</th>
</tr>
</thead>
<tbody>
<tr>
<td>WO Received</td>
</tr>
<tr>
<td>WO Completed</td>
</tr>
<tr>
<td>WO Evacuated to SLAD &amp; FIMF</td>
</tr>
</tbody>
</table>

(5) Aircraft Processing: This battalion has an additional mission of off loading and processing aircraft delivered to Vung Tau by surface vessel. The company responsible for processing inbound aircraft at Vung Tau is the for official use only
388th Transportation Company (ADS). During this period ships discharged 14 aircraft, 6 OV-1D's, 2 RU-8D's, 6 UH-1D's. These aircraft were processed, test flown and delivered to customer units.

(6) Retrograde Aircraft:

(a) Both the 388th Transportation Company (ADS) and the 611th Transportation Company prepare aircraft for retrograde, by air, to CONUS. During this period the following aircraft have been prepared for air shipment:

<table>
<thead>
<tr>
<th>TYPE A/C</th>
<th>388TH</th>
<th>611TH</th>
</tr>
</thead>
<tbody>
<tr>
<td>OH-6A</td>
<td>3</td>
<td>15</td>
</tr>
<tr>
<td>OH-58A</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>UH-1B</td>
<td>0</td>
<td>8</td>
</tr>
<tr>
<td>UH-1C</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>UH-1D</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>UH-1H</td>
<td>7</td>
<td>28</td>
</tr>
<tr>
<td>UH-1M</td>
<td>11</td>
<td>0</td>
</tr>
<tr>
<td>AH-1G</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>CH-47</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>41</strong></td>
<td><strong>56</strong></td>
</tr>
</tbody>
</table>

(b) The 388th Transportation Company is responsible for surface retrograde. Aircraft are prepared for surface shipment and loaded aboard "SEATRAIN" vessels. The following aircraft were processed through the 388th for surface retrograde:

<table>
<thead>
<tr>
<th>TYPE A/C</th>
<th>NUMBER</th>
<th>TYPE A/C</th>
<th>NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>CH-47</td>
<td>22</td>
<td>U-1</td>
<td>5</td>
</tr>
<tr>
<td>UH-1C</td>
<td>1</td>
<td>0-1</td>
<td>5</td>
</tr>
<tr>
<td>CH-13</td>
<td>5</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>SUBTOTAL</strong>:</td>
<td><strong>28</strong></td>
<td><strong>SUBTOTAL</strong>:</td>
<td><strong>10</strong></td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong>:</td>
<td><strong>38</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(7) The battalion performed eighty-four aircraft field extractions and one hundred and one aircraft maintenance evacuations during this semiannual period.

(8) The battalion controls consolidated flight operations for units located at Vung Tau from within its own assets. The battalion also provides passenger and administrative airlift support to more than thirty small tenant activities at Vung Tau. Missions such as finance support for PX, banking, club
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SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, RCS: GSFDR-65(R2)

Custodians, and civilian pay officers have increased the mission load considerably. However, the majority of these missions are combined with the battalion's mission essential flights by scheduling all missions through the centralized operation.

SUMMARY OF FLIGHT OPERATIONS

<table>
<thead>
<tr>
<th>PAX CARRIED</th>
<th>S/TONS AIRLIFTED</th>
<th>HOURS FLOWN</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,540</td>
<td>190</td>
<td>2,054</td>
</tr>
</tbody>
</table>

(a) Technical Supply Operations,

(b) Semiannual statistics for 611th Tech Supply

<table>
<thead>
<tr>
<th>MAY</th>
<th>JUN</th>
<th>JUL</th>
<th>AUG</th>
<th>SEP</th>
<th>OCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>4546</td>
<td>4632</td>
<td>4030</td>
<td>3521</td>
<td>3665</td>
<td>3321</td>
</tr>
<tr>
<td>605</td>
<td>373</td>
<td>620</td>
<td>490</td>
<td>711</td>
<td>597</td>
</tr>
<tr>
<td>6365</td>
<td>9040</td>
<td>7651</td>
<td>7774</td>
<td>7694</td>
<td>7926</td>
</tr>
<tr>
<td>70%</td>
<td>77%</td>
<td>78%</td>
<td>77%</td>
<td>77%</td>
<td>80%</td>
</tr>
<tr>
<td>89%</td>
<td>86%</td>
<td>88%</td>
<td>85%</td>
<td>83%</td>
<td>86%</td>
</tr>
</tbody>
</table>

(c) The 388th and the 611th DSSA statistics are for the entire semiannual period. The average monthly performance statistics are as follows:
SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, RCS: GSFDR-65(R2)

**388TH**       **611TH**

| **ASL Lines** | 3628 | 3952 |
| **Lines at Zero Balance** | 633 | 607 |
| **Total Request Received** | 6040 | 7742 |
| **Demand Accommodation** | 56% | 77% |
| **Demand Satisfaction** | 78% | 86% |

(10) Theater Aircraft Repair Program:

(a) The bulk tonnage of aircraft components processed by this battalion in support of TARP during this period is as follows:

- **Shipped to CONUS NRTS:** 122.1
- **Shipped to Saigon:** 472.1

(b) TARP items processed through the 330th Transportation Company (ADS) during this period:

<table>
<thead>
<tr>
<th>NOMENCLATURE</th>
<th>RECEIVED</th>
<th>REPAIRED</th>
<th>SALVAGE</th>
<th>NRTS</th>
<th>BACK LOG</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tail Booms D/H</td>
<td>140</td>
<td>91</td>
<td>19</td>
<td>12</td>
<td>18</td>
</tr>
<tr>
<td>Drive Shafts</td>
<td>863</td>
<td>165</td>
<td>694</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Hanger Bearings</td>
<td>165</td>
<td>129</td>
<td>-</td>
<td>-</td>
<td>36</td>
</tr>
<tr>
<td>Turbine Engines</td>
<td>187</td>
<td>103</td>
<td>6</td>
<td>35</td>
<td>43</td>
</tr>
<tr>
<td>M/R T/H Hub Leys</td>
<td>279</td>
<td>62</td>
<td>-</td>
<td>34</td>
<td>180</td>
</tr>
<tr>
<td>Servos</td>
<td>254</td>
<td>85</td>
<td>14</td>
<td>5</td>
<td>150</td>
</tr>
<tr>
<td>Fuel Controls</td>
<td>176</td>
<td>70</td>
<td>0</td>
<td>73</td>
<td>33</td>
</tr>
<tr>
<td>Batteries</td>
<td>802</td>
<td>401</td>
<td>25</td>
<td>27</td>
<td>348</td>
</tr>
</tbody>
</table>

e. New Activities:

(1) On 15 August 1971, the 388th Transportation Company's (ADS) Detachment at Can Tho was reorganized and redesignated, the first platoon, 611th Transportation Company (ADS). This addition to the 611th Transportation Company (ADS) assets has greatly increased the support capability rendered at Can Tho, in that a significant amount of direct support maintenance can be accomplished without having to evacuate the aircraft and/or components to Vinh Long.

(2) The 611th Transportation Company (ADS) has increased its capabilities in repairing unserviceable components i.e., 540 main rotor hubs, 204 main rotor hubs, 90° gearboxes, 42° gearboxes, main drive shafts, etc., thereby reducing the critical shortages which existed on many of these items.
SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion
Period Ending: 30, October 1971, RCS: CSRJR-65(R2)

2. LESSONS LEARNED COMMANDERS OBSERVATIONS, EVALUATIONS AND RECOMMENDATIONS:
   a. Personnel: None
   b. Intelligence: None
   c. Operations:
      (1) Organizational Preventive Maintenance.
         (a) Observation: Aircraft which are being workordered show a significant increase in the number of organizational maintenance discrepancies.
         (b) Evaluation: The manhours and NORS time expended in the repair of these discrepancies has significantly decreased the return to service time of the DSU's and in several cases it has been instrumental in the loss of the aircraft from the unit because of excessive down time. This observation indicates that supported units are not performing the necessary preventive maintenance on their aircraft which is required to keep their aircraft in a safe flyable condition.
         (c) Recommendation: That additional emphasis be placed on organizational maintenance procedures to underscore their importance to the unit commander.
      (2) Preparation of CH-47 aircraft for shipment to CONUS.
         (a) Observation: All CH-47 aircraft prepared for shipment to CONUS are required to have a protective coating or cover, consisting of either spraylac global 4047, or Herculite covers. All methods provide a protective coating for shipment to prevent corrosion to the aircraft.
         (b) Evaluation: Installation of the Herculite cover, FSN 1730-226-5696, was found to be a trial and error procedure. No instructions for installing these covers were included with the kits. The covers come in five different sections numbered one through five. With no instruction, it was felt that the number one section should be installed first. Experiment has proved that the covers should be installed in the reverse sequence; i.e., 5, 4, 3, 2, 1.
         (c) Recommendation: That instructions be issued with the kits for installation of cover and lacing. It was discovered that by installing the number 5 section first and proceeding in reverse sequence, the covers were easily installed. Lacing can be done with less trouble and in less time by starting at either end of the aircraft and running a continuous line. The experience gained by units processing CH-47 aircraft will save time on the installation of Herculite covers by any unit processing CH-47 aircraft. The containers in which the covers are received are suitable for a shipping container for BILL equipment shipped inside the aircraft. These may subsequently be used as
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SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, RCS: CGFOR-65(R2)

containers to expedite the return of the covers to the supply system when the
aircraft is depreserved at its destination.

(3) Tech Supply:

(a) Observation: The maximum release quantity (MRQ) programmed into the
computer at AMMC is seriously effecting the supply performance of the DSSA's.
The effects of the MRQ have been explained to the management personnel at AMMC
on several occasions but suggestions and requests for a remedy to this problem
have been seemingly ignored while the MRQ continues to play havoc with zero
balance and passing order percentages.

(b) Evaluation: The total passing actions on high-priority requests by
one DSSA during month of September were 1077-19% of the total request received.
The zero balance percentage for the same month was also 19%. It is not feasible
for an organization to operate with maximum effectiveness when existing due-outs
cannot be filled. The 611th DSSA has gone so far as to submit hand prepared
AOE requisitions with 2L advice, the quantity due-in, the quantity due-out, a
statement that the quantities requested had been researched and found to be
valid, and the 611th Commanding Officers' signature and still received only
partial fill on some of the requisitions. When parts are received as partial
fills by a DSSA. The 1348-1 does not reflect whether the remaining due-in
quantity will be shipped or has been cancelled because the amount requisitioned
exceeded the MRP. The 1348-1 only shows the shipment was partial by use of the
suffix code. This leaves the DSSA without status for up to 30 days on low
priority requisitions. The MRQ is a severe handicap to the DSSA's.

(c) Recommendation:

1. AMMC's MRQ and its effect must be researched and adjusted as necessary
so this DSSA can effectively accomplish its mission.

2. The computer at AMMC must be programmed to reflect a partial shipment
with the remainder cancelled or a partial with the remainder to be shipped on a
later date by use of the advice and status code field on the 1348-1.

3. It is further recommended that AMMC either respond to follow-ups submitted
by DSSA's or submit a complete listing of all due-outs to the DSSA's bimonthly.

3. Training: None

4. Logistics:

(1) Unserviceable Components:

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SUBJECT: Operational Report—Lessons Learned, 765th Transportation Battalion
Period Ending 30, October 1971, HCS: CSPOR-65(R2)

(a) Observations: Many unserviceable components arrive for repair with serial numbers not matching the paperwork or with the paperwork missing entirely. Packing and preservation is also insufficient in some cases. Components are received rusty, corroded and obviously damaged due to improper shipping containers and rough handling.

(b) Evaluation: Considerable savings could be realized in both transportation costs and replacement cost of those being salvaged or NRTS. The majority of components NRTS are due to inaccurate or missing paperwork. In addition to the savings mentioned above is the problem of a continued fluctuation of backlog and the uncertainty of never knowing exactly how many components are available for repair.

(c) Recommendations: Units and personnel responsible for evacuation of unserviceable should be made aware of the loss they are causing. Procedures should be implemented that will insure proper packing and preservation to include but not limited to: Using the manufacturer's shipping container, use of the proper preservatives, proper cleaning procedures, and insurance that the proper paperwork accompanies the components.

f. Communications: None

g. Material: None

h. Other:

(1) Security of Installations:

(a) Observation: As forces in the area drawdown, the security of installations become more and more paramount. However, installations which are manned primarily by combat service support personnel, such as aircraft maintenance, personnel become highly taxed to provide security for the installation.

(b) Evaluation: Providing security of an installation utilizing aircraft maintenance personnel is undesirable for two prime reasons. This unit's maintenance capability is reduced each day by approximately 300 manhours per day due to the requirement to guard the Vung Tau Airfield perimeter. This is based on 30 personnel per day at an approximation of 10 manhours per individual, secondly, it is felt that combat service support personnel, such as aircraft mechanics, cannot provide the quality of security that could be provided by combat arms personnel.

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(c) Recommendations: It is recommended that installations manned primarily with combat support and combat service support units be provided with installation security forces. These forces would free the combat support personnel to better perform their mission. Trained security personnel would be better able to provide the function of installation security.

Maj. O'DONOHUE
LTC, TC
Commanding
AVGF-3 (15 Nov 71) 1st Ind

SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion (AMC) For Period Ending 31 October 1971, TCS 03 FOR-55 (R-2)

DA, HEADQUARTERS, 34TH GENERAL SUPPORT GROUP (AMC), APO 96399 15 DEC 1971

TO: Commanding General, United States Army, Vietnam, ATTN: AVHD-DO, APO 96375

This Headquarters has reviewed the ORIL Report from 765th Transportation Battalion (AMC), and CONCURS with the comments. The MEN policy (para 3, basic correspondence) currently in effect at USAMMC is under complete review and analysis to determine its impact on DSMA operations.

FOR THE COMMANDER:

[Signature]

DENNIS BURKOVSKI
CIT, AMC
Adjutant
AVHDO-DO (19 Nov 71) 2nd Ind
SUBJECT: Operational Report-Lessons Learned, 765th Transportation Battalion Period Ending 31 October 1971, RCS CSFOR-65 (R3)

Headquarters, United States Army Vietnam, APO San Francisco 96375

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

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 October 1971 from Headquarters, 765th Transportation Battalion and concurs with comments of indorsing headquarters.

2. Additional comments follow:

   a. Reference item concerning "Organizational Preventive Maintenance," paragraph 2c(1), page 8:

      (1) Concur with the generalization concerning increases in the number of organizational discrepancies being found on aircraft. The factors which are suspected to have led to this situation, in general terms, are:

         (a) Widespread aircraft transfers and the artificial workload created in those units which are affected by the program.

         (b) A gradual lowering of the experience level of assigned maintenance personnel.

         (c) The development of a "standdown attitude" within units of all types, including aviation units. This is particularly apparent in units which appear on increment lists and manifests itself in aircraft being allowed to fly until the last possible moment with a very minimum of maintenance being accomplished.

      (2) Command recognition of these factors has resulted in emphasis being placed on attempting to control their impact. Concentrated efforts have been made on all three of the factors. Additional strong command emphasis will be placed on the performance of organizational maintenance in the future.

      (3) The 765th Trans Bn (AM&S) is commended for being able to continuously "turn around" aircraft workload to them in 20 days or less in spite of the organizational maintenance situation. Battalion turn around rates as extracted from paragraph ld(3)(a), page 3, of this ORLL are:

| ACFT WORKORDERS COMPLETED IN 20 DAYS OR LESS |
|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| MAY             | MAY             | MAY             | MAY             | MAY             | MAY             |
| 75.2            | 93.1            | 96.8            | 98.0            | 95.6            | 89.4            |

FOR THE COMMANDER:

[Signature]

I. E. CHILDRESS
CPD AGC
ASSISTANT ADJUTANT GENERAL
GPOP-FD (19 Nov 71) 3d Ind

SUBJECT: Operational Report—Lessons Learned, HQ 765th Transportation Battalion, Period Ending 31 October 1971,
RCS CSFOR-65 (R3)

HQ, US Army, Pacific, APO San Francisco 96558

TO: HQDA (DAFD-ZA) WASH DC 20310

This headquarters concurs in subject report as indorsed.

FOR THE COMMANDER IN CHIEF:
**Operational Report - Lessons Learned, 765th Transportation Battalion**

Period Ending 31 October 1971 (U)

**Experiences of unit engaged in counterinsurgency operations**

CO, 765th Transportation Battalion

**Distribution Statement**

N/A

**Sponsoring Military Activity**

DA, DAFD, Washington, D.C. 20310