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

IN REPLY REFER TO

AGDA (M) (3 Nov 69)

FOR OT UT 693280

7 November 1969

AD505744

SUBJECT: Operational Report - Lessons Learned, Headquarters, 8th US Army
Depot Command & 8th US Army Rear, Period Ending 31 July 1969 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 4b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure 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

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DEPARTMENT OF THE ARMY
HEADQUARTERS
EIGHTH UNITED STATES ARMY DEPOT COMMAND
AND
EIGHTH UNITED STATES ARMY REAR
APO 96212

EADC-OO

21 AUG 1969

SUBJECT: Operational Report - Lessons Learned for Period Ending
31 July 1969 (RCS CSFOR - 65 (R))

Commanding General
Eighth United States Army
ATTN: EAGO-MH
APO 96301

1. Section 1, Operations: Significant Activities.

a. Eight (8) guard towers, constructed to increase perimeter security at Ascom Depot, will soon be in operation. It is anticipated that use of these new towers will result in significant decrease in pilferage.

b. At Camp Carroll Depot, effective 2 June 1969, the Depot Mission Account and the Depot Property Account were consolidated under a new organizational structure and designated as the Depot Property Division. The new division is comprised of five branches which will operate under a centralized receipt and issue concept.

c. A system of color coded metal tags to be affixed on tote boxes has been implemented in the retail warehouse at Camp Carroll Depot for processing receipts and shipments. These tags aid in quick identification and separation of tote boxes for dispatch to different customers.

d. The Honam Refinery located at Yosu became operational on 1 July 1969. Two personnel from Inchon Petroleum Depot were reassigned to Yosu, to aid in operations there. Railcar shipments of JP-4 from Yosu to Kwanju went into effect 1 August 1969. Drumming operations will commence approximately the first week in September.

e. The "Gross Performance Measurement System - Warehousing" team from Eighth Army Comptroller completed implementation of this system at Camp Carroll Depot. Standard data was used to set standards for the operation of Depot warehouses.

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WADG-00

SUBJECT: Operational Report - Lessons Learned for Period Ending
31 Dec 1969 (RCS CSFOR - 65 (R))

2. Section 2, Lessons Learned.

a. Personnel

(1) Loss of Calibration Personnel at Camp Carroll Depot.

(a) Observation: Calibration personnel are being lost to rotation or ETS without the timely arrival of replacements.

(b) Evaluation: The untimely arrival of replacement personnel has resulted in the deferment of services to nearly all priority four units. The new replacement is generally assigned direct from school and lacks training on new equipment in the calibration lab. If the replacement were to arrive prior to the departure, of the incumbent, he would gain the benefit of the knowledge and experience of the incumbent technician.

(c) Recommendation: That a better system of assignment of calibration personnel be instituted to preclude deferment of required service.

(2) Shortages of DAC and Korean Personnel at Camp Carroll Depot.

(a) Observation: A shortage of DAC personnel exists within the Depot Directorate of Maintenance. The manpower survey authorized 26 DAC positions and a manpower authorization document effective 1 July 1969 authorized 21 DAC positions. There are presently only 19 DAC Personnel assigned.

(b) Evaluation: The shortage of 7 DAC personnel hampers the efficient completion of depot maintenance programs.

(c) Recommendation: That action be taken to expeditiously fill positions now vacant which are required and recognized by the manpower survey team or that mission requirements be adjusted accordingly.

b. Operations

(1) Shakedown of vehicles exiting depots.

(a) Observation: Casual pilferage utilizing vehicles requires increased observation on the part of Military Police.

(b) Evaluation: Many new methods of concealing Government property on vehicles has been devised. The military police must be aware of these new methods in order to curtail pilferage by this means.

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31 July 1969 (RCS CSFOR - (R))**

(c) **Recommendation:** Photographs should be taken of the property and places of concealment on the vehicle. These photographs can be used as training aids when classes on methods of pilferage are given to MP's.

(2) **Improving Coordination for Construction Projects.**

(a) **Observation:** Past experience with construction projects located away from home station has indicated that these projects were often initiated without proper prior coordination between sections causing reduced efficiency in the early stages of construction.

(b) **Evaluation:** Due to incomplete prior planning unnecessary delays have been experienced in the time required to move into an area and set up operation, in getting supplies and equipment to jobsites on schedule and in providing proper maintenance capabilities. Proper planning can eliminate such problems.

(c) **Recommendation:** To insure maximum efficiency throughout a project, a new program of issuing planning directives and holding planning conferences has been initiated. Each section is notified of its responsibilities in the project through the planning directive. This is followed up through the planning conferences which each section is made aware of what has been accomplished by the other section and what problem areas remain. After all major problem areas have been taken care of the construction unit is moved to the site.

c. **Training.**

(1) **Lack of training aids.**

(a) **Observation:** Quality of instruction at Ascom Depot suffers from a lack of adequate training aids.

(b) **Evaluation:** Training aids for Ascom Depot are supplied by distribution point #5 which is supervised by the 20th General Support Group.

(c) **Recommendation:** That action be taken by 20th General Support Group to obtain adequate training aids for distribution point #5.

(2) **Supply Training of Calibration Specialists.**

(a) **Observation:** School trained calibration specialists have difficulty managing the calibration equipment from a supply standpoint.

(b) **Evaluation:** Both calibration trained and supply trained personnel are required in operating the calibration facility.

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31 July 1969 (RCS CSFOR - 65 (U))

(c) Recommendation: That calibration school course be modified to include a period of supply training.

d. Intelligence: None.

e. Logistics.

(1) Advance Planning for Depot Receipts.

(a) Observation: Camp Carroll Depot has received 3,379 Membrane Sets (Runway and Taxiway) for airfields from Vietnam on an average of six railcars per day. These shipments totalled 5,322 tons of supplies valued at over \$13,000,000. Approximately 75% of the containers required minor or major repair or replacement. This caused congestion at the railhead receiving area since the containers had to be repaired and/or replaced prior to placing in location. This placed additional workload on the care and preservation activity, which presently has a nine month backlog of work. It also placed a burden on warehouse personnel and material handling equipment.

(b) Evaluation: Supply personnel who had knowledge of the transfer of these sets from Vietnam to Korea should have informed Camp Carroll Depot when the sets would arrive, and of their condition and quantity, in sufficient time to allow for planning of the additional workload.

(c) Recommendation: That supply personnel having knowledge of large quantities of supplies to be received at Camp Carroll Depot inform personnel concerned as to the condition, quantity, date due in, etc., in sufficient time to allow for planning of the expected workload.

(2) Depot Maintenance Lists.

(a) Observation: The current 3-S supply system does not provide a method of adjusting Depot Maintenance Levels (DML's) once they are initially established.

(b) Evaluation: The inability to adjust DML's denies the maintenance activity the capability to respond to program changes, of which over 600 were received in FY 69. This results in inadequate and/or improper prepositioning of required repair parts. Headquarters USARPAC has been informed of this problem area by the Inventory Management Center, EADC/EAR, APO 96212.

(c) Recommendation: That aggressive action be initiated to modify the 3-S supply system so that the system is responsive to Depot Maintenance requirements.

(3) Lack of Coordination in Preparation of Contracts.

EADC-00

**SUBJECT: Operational Report - Lessons Learned for Period Ending
31 July 1969 (RCS CSFGR - 65 (R))**

(a) **Observation:** In the initiation of new contracts, Inchon Petroleum Depot, must be made more aware of tentative plans and negotiations prior to the actual implementation of the contracts. An example of this breakdown in communication involved contract DAJBO3-69-C-0404, concerning the various terminals of Inchon Petroleum Depot and the Shin Won Enterprise Co., Ltd. Both parties entered into a new contract with little if any prior consultation. Representatives of the Shin Won Company met with IPD officials approximately six hours before the contract was to go into effect. At this time a somewhat serious problem developed pertaining to vehicular responsibility. This unfortunate development caused a great deal of anxiety for both parties before an amiable solution could be reached. To preclude any further occurrence of this nature, stringent measures should be undertaken to allow for more intensive negotiations.

(b) **Evaluation:** By providing a formal meeting of all parties involved at least 25 days prior to the effective date of the contract, the contractor would be made more aware of his customer responsibility. This time frame would also allow the contractor ample time to work out specific problem areas that would perhaps otherwise go unnoticed until actual implementation date.

(c) **Recommendation:** Consultations between customer/negotiator and the contractor should be established on a quarterly basis to enable early resolution of conflicting points of interest.

f. **Organization:** None.

g. **Rehabilitation of Personnel.**

(1) **Observation:** Personnel returning from the stockade for rehabilitation return to the same location and same environment where they encountered their original difficulty.

(2) **Evaluation:** This practice is detrimental both to the individual involved and to the unit to which he returns.

(3) **Recommendation:** Personnel released from the stockade should be assigned to a different unit and not returned to the environment where they encountered their previous difficulty.

h. **Other:** As requested in para 6b, EA Reg 525-15, dated 11 Oct 68, the following is a list of organic units assigned to this headquarters:

(1) Taegu Base Command

(2) Pusan Base Command


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SUBJECT: Operational Report - Lessons Learned for Period Ending
31 July 1969 (RCS CSFOR - 65 (R))

- (3) Camp Carroll Depot
- (4) 44th Engineer Battalion (Const)
- (5) Ascom Depot
- (6) Inchon Petroleum Depot
- (7) Inventory Management Center
- (8) Property Disposal Agency, Korea

FOR THE COMMANDER:

~~1 Incl~~
as
Incl wd HQ, DA


DOROTHY J. KINCART
MAJ. AGC
ADJUTANT GENERAL

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EAGO-MH (21 Aug 69) 1st Ind

SUBJECT: Operational Report-Lessons Learned for Period Ending
31 July 1969 (RCS OSWOR-65 (R1))

Headquarters, Eighth United States Army, APO 96301 26 SEP 69

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

1. (U) This headquarters has reviewed the Operational Report of Eighth Army Depot Command/Eighth Army Rear for the period ending 31 Jul 69. The following comments supplement the report.
2. (C) Reference item concerning Loss of Calibration Personnel at Camp Carroll Depot, page 2, para 2a(1). Timely arrival of replacement personnel depends on timely requisitioning by the unit. A new training program at the Ordnance School in CONUS would preclude the arrival of replacements who are untrained in new calibration lab equipment.
3. (C) Reference item concerning Shortages of DAC and Korean Personnel at Camp Carroll Depot, page 2, para 2a(2). The Manpower Authorization Document effective 1 July 1969 authorizing 21 DAC positions is the basis utilized for authorization. The present policy of reduction in the level of authorized civilian spaces will be detrimental to Camp Carroll in their attempt to fill the two DAC positions now vacant.
4. (U) Reference item concerning Shakedown of Vehicles Exiting Depots, page 2, para 2b(1). Concur. Utilization of photographs as training aids is effective in security instruction. This method may be combined with the use of actual vehicles of various types and a demonstration of multiple places of concealment within these vehicles.
5. (U) Reference item concerning Improving Coordination for Construction Projects, page 3, para 2b(2). Concur.
6. (U) Reference item concerning Supply Training of Calibration Specialists, page 3, para 2c(2). Concur.
7. (U) Reference item concerning Advance Planning for Depot Receipts, page 4, para 2e(1). Concur. Increased attention will be given to providing Eighth Army Depot Command/Eighth Army Rear (EADC/EAR) with details of quantity and condition of supplies to be received and informal communication between elements of the commands will be encouraged.
8. (U) Reference item concerning Depot Maintenance Lists, page 4, para 2e(2). Concur. If problems cannot be resolved within the Data Systems Directorate of EADC/EAR, this headquarters will request modifications to 3S systems from USARPAC.

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EAGO-MH (21 Aug 69) 1st Ind

SUBJECT: Operational Report-Lessons Learned for Period Ending
31 July 1969 (RCS CSFOR-65 (A1))

9. (U) Reference item concerning Lack of Coordination in Preparation of Contracts, page 4, para 2e(3). Concur. Timely meetings are essential. Additionally, the customer should carefully review specification to insure all requirements are included therein prior to submission to the procurement activity. These specifications should be submitted at least 90 days prior to required date of the contract, thereby enabling the contracting officer to confer with the customer in any questionable areas.

10. (U) Reference item concerning Rehabilitation of Personnel, page 5, para 2g. Eighth Army regulations stipulate that: "Upon release from confinement prisoners assigned to the US Army Correctional Holding Detachment, Korea, will be reassigned to the battalion or equivalent organization with which they served prior to confinement but will not be assigned to same company or equivalent unit with which they previously served." This policy precludes prisoner's return to the exact same location and environment but insures continuing interest in the prisoner by the former battalion or equivalent organization.

FOR THE COMMANDER:


MICHAEL K. FOX
CPT, AGC
Asst AG

Copies furnished:

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1-CG, EADC/EAR, APO 96212 (Ind only)

GPOP-DT (21 Aug 69) 2d Ind

SUBJECT: Operational Report of HQ, Eighth US Army Depot Command and Eighth US Army Rear for Period Ending 31 July 1969, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 00T 69

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

1. This headquarters concurs in the report, as indorsed, except as follows.
2. Reference paragraph 2e(3)(a), page 4-5.

a. Contract No. DAJB03-69-C-0404, in the amount of \$129,870.00, was signed 27 Jun 69, with Shin Won Enterprise Co., Ltd., for civilian uniformed security guard services at US Army POL facilities at Kunsan, Gezan and Chinchon, Korea, for the period 1 Jul 69 through 30 Jun 70.

b. Technical specifications, dated 1 Feb 69, which is made a part of this contract, is shown as having been prepared by EUSA Provost Marshal. This specification covers the subject of vehicles in two areas, that is, (i) control of vehicles entering and leaving the military facilities including searches of the vehicles as directed by the Government and (ii) vehicles being furnished the contractor in performance of the contract. Details on accountability, responsibility, maintenance and so forth in regard to the Government vehicles furnished the contractor are contained in the Government Property clause of the contract.

c. Armed Services procurement regulation ASPR Section I, Part 18 (copy attached as inclosure 1) prescribes the policy and procedures for post-award orientation. Timely post-award orientation can be accomplished by advance procurement planning and both requirements and procurement activities observing the established schedule of actions.

d. Recommended quarterly consultation between Government and contractor personnel to resolve conflicting points of interest is not considered adequate. Resolution of any problem should be initiated immediately and not deferred to be resolved on quarterly basis.

e. This office will initiate appropriate action to preclude recurrence of the observation set forth in subject paragraph 2e(3)(a).

FOR THE COMMANDER IN CHIEF:

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C. P. SPERRY
CPT, AGC
Asst AG

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