

DEPARTMENT OF THE ARMY  
US ARMY PROCUREMENT AGENCY VIETNAM  
APO San Francisco 96307

AVCA-PAV-54

12 July 1968

MEMORANDUM FOR: COMMANDING OFFICER

SUBJECT: Observations and Recommendations of the Departing Chief,  
Vinnell Branch

1. Upon departure from this Agency, I would like to pass on to you observations during my tenure and recommendations for consideration and possible improvement of Agency operations. It is hoped the ensuing remarks will be taken in the vein of constructive criticism and not be detrimental to your short reign as Commander.
2. Observation: This Agency lacks an organizational element which would provide responsive administrative support to contracting officers and contract specialists obviating the necessity for them to do menial clerical jobs. In this respect it is believed that a Contract Services Branch, established to provide a centralized typing pool, proof reading, collating services, contractual library services (including maintenance of standards and specifications and distribution of procurement regulations), maintenance of mailing lists, mailing services and reproduction, would be beneficial in relieving higher grade DAC's for more important tasks. It is also recommended that the Agency be reorganized to make Procurement Management a subordinate element of the Directorate of Procurement Operations. This would permit greater control over standardizing procurement policies to apply uniformly to all Agency contracts. As the situation now exists, there is a minimum of pure procurement doctrine being published, mostly administrative in nature.
3. Observation: It has been noted on occasion that female DAC's have been assigned to contract specialist positions which require traveling into undesirable areas within the RVN. There is little in the way of

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accommodations for female employees in these areas; therefore, the Agency is restricted in its capability to promptly identify potential problem areas and take necessary corrective action to eliminate them.

**Recommendation:** It is recommended that future personnel assigned to these positions (on Vinnell and PA&E contracts) be fulfilled with male DAC's.

4. **Observation:** Oftentimes contractual personnel of this Agency have expended many unnecessary hours to obtain reference publications from outside sources to make sound decisions.

**Recommendation:** It is recommended that the Chief, Administrative Services Office execute a concentrated effort to establish an Agency library consisting of complete sets of MACV, USARV, 1st Log Cmd and Army Regulations to be readily available to Agency personnel.

5. **Observation:** During comparisons of similar contracts at pre-solicitation and award boards, it has been noted that many inequities exist both among Government support rendered and benefits granted individual employees of the various contractors.

**Recommendation:** It is recommended that a Task Force Group be formulated to make a complete analysis of the inequities and to equate benefits and support among the various contractors.

6. **Observation:** During the most crucial period of the Fiscal Year 68, the Services Division experienced extreme difficulty in obtaining reproduction services due to lack of paper, ink, and inoperable reproduction equipment. Members of the Division had to resort, on occasion, to relying upon the contractors and other Government agencies to perform administrative support that should normally be given by an organic element of the Agency.

**Recommendation:** A review should be made of the adequacy of equipment and supporting supplies available to the Agency, and an attempt made to secure reproduction equipment which would adequately respond without

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an undue amount of breakdowns to the Agency's requirements. A backup power source (generator) should also be acquired to insure continuity of electrical service.

7. Observation: Policy matters disseminated to the Divisions and Branches are often passed out by a single DF or letter in insufficient copies to become a matter of record of various interested elements.

Recommendation: That policy papers be distributed in sufficient copies to provide interested parties a permanent record for desk operating procedures. Under the present system, oftentimes important policy matters become lost or are forgotten.

8. Observation: During the past six months an undue amount of time has been expended by contracting personnel preparing internal reports and extracting, on short notice, data from the contractor to be used as feeder information to other reports. The magnitude of both internal and external reports required of both the contractor and the contracting officer are reaching the proportion where neither the contracting officer nor the contractor is adequately staffed to handle the increased workload in a timely and efficient manner. Contractors have expressed their feeling that any increases in reporting requirements over and above those contractually required will result in increased cost to the Government.

Recommendation: That only those reports which have valid Reports Control Symbols be required from the contractor and so stipulated in writing to the contractor, preferably at the time the RFO is issued. It is further recommended that an analysis be made of in-house reports to determine which ones can be eliminated.

9. Observation: There continues to exist a lack of clerical help assigned to the branch level, the level which carries the preponderance of the workload. The local national typists have proven to be satisfactory for menial typing tasks, however, much of the contract specialists' and contracting officers' time is spent to reduce material to a format which LN's can adequately handle.

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**Recommendation: It is recommended that consideration be given to downgrading certain DAC grade structures to provide branches with adequate DAC steno-typists. This would alleviate unnecessary time expended issuing instructions to LN employees. It is believed that LN typist under centralized control could work more effectively in a typing pool arrangement.**

**10. Observation: The supply situation in this Agency is deplorable and has resulted in personnel in this Agency resorting to midnight requisitioning and scrounging to obtain expendable supplies and equipment with which to properly operate.**

**Recommendation: That a Table of Allowances be written for the Agency to legally provide all the required non-expendable property necessary for efficient operations. A concentrated effort should be made to establish proper contacts with the Self-Service Supply Center or the 506th Field Depot to provide adequate expendables. If not available, the possibility of purchase through the Imprest Fund or Bush Contracts should be explored. Demand data should be maintained from information noted on each of the Division's requisitions submitted to the Supply Section. Data accumulated should in turn be utilized to establish realistic stockage levels for maintenance of sufficient supplies to insure continuity of operations.**

**11. Observation: During the recent VC offensives, this Agency was completely without communication to both its contractors and higher headquarters.**

**Recommendation: That the Agency obtain the necessary equipment and establish a radio network with phone patch capability between major contractors and the 1st Log Cmd.**

**12. Observation: There is an inconsistency in the filing systems in Branches and Divisions of the Agency.**

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**Recommendation: The Chief, Admin Services Office, should be tasked with the responsibility of furnishing assistance in functionalizing and standardizing the filing system in accordance with the Army Regulations.**

**13. Observation: During my tenure with this Agency, I have observed that only one enlisted man has been assigned to a sensitive procurement position.**

**Recommendation: It is highly recommended that during the next review of the TDA that consideration be given to providing NCO Procurement Specialists under the NCO Logistics Program to the operating divisions. Implementation of this proposal will result in the Agency having an added capability for enlisted military to perform procurement essential travel into undesirable or hostile areas. Specific TDA positions should be specifically designated as NCOLP positions. The personnel requisitioning system would then automatically insure that sensitive enlisted procurement positions are filled with qualified NCO's.**

**14. Observation: At any given time, on any given workday, a tour through various floors of the Agency will reveal inequitable workloads existing. It is very easy to note how one branch can never catch up with its work and another branch will be idly standing by and reading newspapers or writing personal correspondence. This condition exists because of the lack of proper supervision, improper proportionment of workload, poor organization and the unwillingness of certain individuals to employ their best effort for accomplishment of the procurement mission.**

**Recommendation: It is recommended that an in-house manpower survey be conducted to consider realignment of the organization to provide over-worked branches and offices with sufficient personnel to perform their required functions, to downgrade overclassified positions and to eliminate unnecessary jobs.**

**15. At your convenience, I am available to discuss any particulars of the above.**

**WALTER O. WYLIE, JR.  
LTC, QMC  
Chief, Vinnell Branch**