

DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST AVIATION BRIGADE
APO San Francisco 96384

AVBACC-O

14 October 1971

MEMORANDUM FOR: THE STAFF

SUBJECT: Preparation of the Brigade Headquarters Semi-Annual CR-LL

1. Reference is made to:

a. AR 519-15, 20 Nov 70.

b. DA Pam 7-1 to AR 525-15, 8 Feb 71.

c. Ltr, AVBACC-O, HQ, 1st Avn Bde, dtd 7 Oct 71, Subject: Preparation of CR-LL.

2. To facilitate the preparation of the Brigade Headquarters Operational Report -
Semi-Annual, the following time frames will be adhered to:

End of CR-LL Reporting Period	1	(a) Feeders from Staff Section to G5 Opns	2	3	(b) Feeders from G5 Opns to Historian	4	(c) G-3 Historian draft	5		
G-3 Chief Opns Draft	6	(d) Staffing by G-3	7	8	(e) Corrections if neces- sary	9	10	(f) Type and Proof read stencils G-5 Section	11	
(g) Final CR-LL G-5 Section	12	(h) Distribute CR-LL G-5 Section	13	14	15	16	17	18	19	20

An explanation of above chart is as follows:

a. All Staff Section Feeder Reports will be delivered to the G5 Opns Section by COB of the third day after the end of the reporting period (a).

b. The G-3 Opns Section will review the feeders, and deliver them to the Historian by COB of the fourth day after the end of the reporting period. These feeder reports, when edited by the Historian, are considered the primary draft of the CR-LL (b).

c. The Historian will then edit the feeder reports for grammar, syntax and language (c).

G-3 Section

d. The administrative clerk of the ~~History Detachment~~ will type the final draft (d).

e. The final draft will be ready for staffing by the ~~Historian~~ not later than 0730 of the ninth day after the end of the reporting period (e).

f. Corrections will be made, if necessary, by the ~~History Detachment~~ clerk (f).

g. The final draft OR-LL will be typed onto stencils by ~~a joint effort of the G-3 Section and the Historian~~. It is suggested that two typists be utilized, using typewriters with identical print, one typist to start Section 1 while the other typist starts Section 2 of the OR-LL. The stencils will be proof-read as soon as they are typed (g).

h. The stencils will be readied, printed and assembled, along with inclosures, by the G-3 Section (h).

i. The OR-LL will be distributed by the G-3 Section in accordance with USARV Suppl 1 to AR 525-15 and Para 10, AR 525-15.

3. Within the first five days of the month in which the OR-LL quarter ends the ~~Historian~~ will conduct a briefing on the preparation of the OR-LL to all staff section heads who have not previously attended a briefing. The time and place of the briefing will be coordinated by the ~~Historian~~. G-3

4. To facilitate the preparation of the Staff Feeder Reports, the following guidelines will be followed:

a. Section feeder reports will be prepared according to the format prescribed in reference 1c, above.

b. Each DF will have two (2) separate inclosures typed, double spaced and prepared in an original and one (1) carbon copy. Inclosure 1 will consist of input for Section 1. Operations: Significant Activities; and inclosure 2 will consist of input for Section 2. Lessons Learned: Commander's Observations, Evaluations and Recommendations. A negative report is required for Section 2 if no Lessons Learned are submitted.

c. Section 1 will be divided into the following paragraphs with the appropriate Sections providing the necessary input data:

- (1) Paragraph a. Command (SGS).
- (2) Paragraph b. G1.
- (3) Paragraph c. G2.
- (4) Paragraph d. G3.
- (5) Paragraph e. G4.
- (6) Paragraph f. IO.
- (7) Paragraph g. Signal.
- (8) Paragraph h. Surgeon.

Section 2, Lessons Learned: Command Action
example: (the title of the item is under-
lined only for reference purposes: it will
not be underlined in the Feeder Report)

Command Action: Unit supply is requisitioning Nonex Flight Gloves and should have enough to issue one pair to each Aviator in the near future.

Command Action: All units in the command have been made aware of the incidents of contaminated water and the seriousness of the matter. A better training program for water supply personnel has been initiated.

Command Action: Higher headquarters has been informed in writing about the units need for MOS 35P.

Command Action: Request for sufficient R&R quotas has been addressed to higher headquarters.

Command Actions: Aircraft revetments are now being constructed in a manner in which a longer use is expected and weather will not have such an adverse effect.

TAB D, Incl 8

(9) Paragraph i. Safety.

(10) Paragraph j. Chaplain.

(11) Paragraph k. Headquarters Commandant.

(12) Other paragraphs will be added as required (i.e., Historian, SJA, Engineer).

d. The following are offered as guidelines for the Staff Sections:

(1) ALL SECTIONS:

(a) Any change in the mission of the section will be submitted.

(b) If any inclosures are to be added to the OR-III, they must be forwarded with the feeder report in ten (10) copies (example: Copies of directives changing the mission of the Section, Brigade Organizational Charts, Brigade Station Lists, letters of unusual nature).

(c) All items will have the necessary security classification in accordance with section II, AR 300-5.

(d) All data submitted by any section must be accurate.

(e) Every topic submitted will have a brief general title; ordinarily three or four words will suffice. Abbreviations may be used, but unusual abbreviations must be written completely the first time in each item. Examples of titles appear at Inclosure I.

(2) G-1:

(a) All changes in key staff personnel (Inclosure 2).

(b) Strength figures of 1st Avn Bde (Inclosure 2).

(c) Awards data (Inclosure 2, Tab A).

(d) Orders published (Inclosure 2, Tab A).

(e) R&R data.

(f) Breakdown of Branch (Off) (Inclosure 2, Tab B).

(g) Breakdown of Aviators (Off) (Inclosure, Tab C).

(h) Applications received (Officer Status) (Inclosure 2, Tab C).

(3) G-2 Personal Security Investigative Actions (Inclosure 3).

(4) G-3:

(a) Units arriving in RVN assigned to 1st Avn Bde (Inclosure 4).

(b) Units reassigned from operational control of 1st Avn Bde (Inclosure 4).

(5) Safety. Accident Rate Statistics (Inclosure 5).

(6) Chaplain. Religious Functions (Inclosure 6).

(7) Headquarters Commandant:

(a) Strength figures of Headquarters Company (Inclosure 7).

(b) Aircraft strength figures (Inclosure 7).

(c) Operational Results (Inclosure 7).

e. Section 2 of the OR-IL will be divided into the following paragraphs with the appropriate sections providing the necessary input data:

(1) Paragraph a. Personnel (G1).

(2) Paragraph b. Operations (G3).

(3) Paragraph c. Training (G3).

(4) Paragraph d. Intelligence (G2).

(5) Paragraph e. Logistics (G4).

(6) Paragraph f. Organization (G3).

(7) Paragraph g. Information (IO).

(8) Paragraph h. Signal (Sig Off).

(9) Paragraph i. Surgeon (Surgeon).

(10) Paragraph j. Safety (Safety Off).

(11) Paragraph k. Chaplain (Chaplain).

(12) Paragraph l. Headquarters Commandant (CO, HHC).

(13) Other paragraphs will be added as required (examples: Historian, SJA, Engineer).

f. General comments concerning Section 2:

(1) If no comments are forwarded, the word "NONE" will appear on Inclosure 2 of the feeder report.

(2) Every topic will have a brief general title.

(3) All items will have the necessary security classification in accordance with Section II, AR 360-5.

(4) All statements should be complete sentences.

8. The following guidelines for Section 2, Lessons Learned are offered:

(1) FORMAT. All items submitted will have:

(a) Brief General Title (what is the item about). Ordinarily three or four words will suffice. Abbreviations may be used in the title; unusual abbreviations may be used but must be written completely the first time in each OBSERVATION Section.

(b) OBSERVATION Section. This section is a general explanation of the problem. One or two sentences will suffice. Examples of OBSERVATIONS appear at Inclosure 6, Tab A.

(c) EVALUATION Section. In this section the problem is discussed in detail: use this wherever possible to stress the nature and/or severity of the problem. This section will usually be longer than the other two sections. Examples of EVALUATIONS appear at Inclosure 8, Tab B.

(d) RECOMMENDATIONS Section. In this section a solution to the problem is offered. Ordinarily one or two sentences are needed, but more complex RECOMMENDATIONS can be used. Examples of RECOMMENDATIONS appear at Inclosure 6, Tab C.

(e) COMMAND ACTION Section. In this section show what has been done with in the organization to solve a particular problem area and discuss. Examples of COMMAND ACTION appear at Inclosure 8, Tab D.

(2) STRUCTURAL FORMAT. Diagrams of structural format appear at Inclosure 7. NOTE: Most of these conferences (dates, names, etc.) are not necessarily pertinent and are included to illustrate format and type content only.

FOR THE COMMANDER:

9 JUL 68

TR
R. JOE ROGERS
Colonel, GS
Chief of Staff

Titles for Section 1., Operations: Significant Activities
examples: (underlined only for guideline purposes:
Titles will not be underlined in Feeder Reports)

G-1.

(1) Brigade Strength. The strength of the 1st Aviation Brigade as of 31 July 1968 was as follows:.....

G-2.

(1) Personnel Security Investigative Actions. The following Personnel Investigative Actions were processed through.....

G-3

(2) Plans.

(a) MTOE 1-252F. A proposed change to MTOE 1-252F, PAC 2/67, dated 31 Dec 66, was submitted to HQ, USARV on 11 Jun 68. This MOTE change provides.....

G-4

(2) CMH Team. The 1st Aviation Brigade conducted a series of Command Maintenance Management Inspections during the Quarter. Of the.....

Information Office.

(1) Organization Day Publicity. Due to the participation of General Abrams and General Vien (Chief of the Joint Vietnamese General Staff) in the 25 May 1968 Organization Day Ceremonies,.....

**Changes in Key Personnel
example:**

Deputy Brigade Commander

Col John R. Ross, Inf	054999	1 May - 26 May
Col William T. Jones, Inf	072321	27 May - 31 Jul

S-4

LTC John F. Anderson, TC	088613	1 May - 10 May
LTC Robert F. Burns, TC	080119	11 May - 8 Jul
LTC Andrew D. Jackson, Inf	077007	9 Jul - 31 Jul

**Strength Figures of 1st Aviation Brigade
example:**

	Assigned			Attached		
	Off	WO	EM	Off	WO	EM
12th GP	1000	50	8000	5	2	20
16th GP	500	25	4000	2	0	8
17th GP	1000	25	8000	2	2	8
154th GP	500	25	4000	2	0	10
58th EM	<u>250</u>	<u>10</u>	<u>2000</u>	<u>1</u>	<u>1</u>	<u>2</u>
TOTAL	3250	135	26000	12	5	48

**Recommendations for Awards
examples:**

<u>Award</u>	<u>Received</u>	<u>Processed</u>	<u>Approved</u>
BE	5	2	0
DSC	10	10	5
DSM	10	10	2
SS	100	80	60
LI	10	10	5
DFC	300	290	200
SM	50	30	20
BSFV"	50	40	40
BSM	500	480	470
APV"	100	90	90
AM	10,000	10,000	10,000
ACV"	150	140	100
ACM	600	600	550
PI	50	50	50
TOTAL	11,935	11,732	11,605

**Orders Published
examples:**

<u>Month</u>	<u>Special Orders</u>	<u>Letter Orders</u>	<u>General Orders</u>
May	30	7	2
June	25	5	3
July	30	6	10
TOTAL	85	20	20

Breakdown of Branch (Officer)
examples:

<u>Branch</u>	<u>Number</u>
In	500
Arm	50
Arty	100
Sig	50
Engr	50
AGC	100
TC	25
QM	25
Chem	10
Ord	10
MI	10
FC	0
EP	0
JAG	0
CLAP	5
AEEDS	50
WAC	5
WO	<u>100</u>
TOTAL	090

Breakdown of Aviators (Officer)
example:

<u>Grade</u>	<u>Number</u>
CO	5
COL	20
LTC	25
MAJ	50
CPT	25
LT	20
WO	<u>200</u>
TOTAL	345

Applications Received (Officer Status)
example:

<u>Type</u>	<u>Month</u>		
	<u>May</u>	<u>June</u>	<u>July</u>
OCS	5	20	2
WO	30	20	25
Direct Comm	0	2	5
RA	<u>5</u>	<u>5</u>	<u>5</u>
TOTAL	40	47	37

Tab C, Incl 2

Personnel Security Investigative Action
example:

Request for Background Investigation:	50
Request for verification of Background Investigation:	200
Request for National Agency Checks:	150
Request for verification of National Agency Checks:	200
Request for verification of Entrance National Agency Checks:	50

Of these 650 PSI actions, 325 (50%) were processed favorably.

**Units Arriving in RVN
example:**

<u>Date Arr</u>	<u>Unit</u>	<u>USARV GO</u>	<u>Date of GO</u>
3 May 68	196th Heavy Helicopter Co 313th Aviation Det	2550	3 May 68
4 Jun 68	13th Sqdn, 69th Air Cav Regt 77th Recon Airplane Co 128th Cmd Airplane Co	2583	4 June 68

Units Reassigned from Operational Control of 1st Avn Bde

<u>Date</u>	<u>Unit</u>	<u>Gaining Command</u>	<u>GO</u>	<u>Date GO</u>
6 May 68	5th ASFC	Americal Inf Div	USARV 2555	5 May 68
21 Jun 68	111th Avn Bn	101st Abn Div	USARV 3010	21 Jun 68
10 Jul 68	398th Med Det (OA)	44th Med Bde	USARV 3600	9 Jul 68

Accident Rate Statistics
example:

<u>Month</u>	<u>Total Flying Hours</u>	<u>Number Accidents</u>	<u>Rate*</u>
May	40,000	8	20.0
June	40,000	9	22.5
July	<u>30,000</u>	<u>6</u>	<u>20.0</u>
TOTAL	110,000	23	20.9

* Per 100,000 flying hours.

Religious Functions
example:

A. Group Religious Services:

1. Number Conducted:	750
2. Number Attending:	60,000

B. Religious Education:

1. Number Occasions:	500
2. Number Attending	4,500

C. Character Guidance:

1. Number Occasions:	100
2. Number Attending:	1,000

D. Number Pastorial Visits: 10,000

Strength Figures of Headquarters Company
example:

Military Assigned

<u>Off</u>		<u>WO</u>		<u>EM</u>		<u>TOTAL</u>	
<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>
50	45	5	5	100	115	155	165

Military Attached

<u>Off</u>	<u>WO</u>	<u>EM</u>	<u>TOTAL</u>
5	2	18	25

Civilian

<u>DAC</u>		<u>VM</u>		<u>3d Natl</u>		<u>Contractor</u>	
<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>
5	2	70	70	10	0	2	2

Aircraft Strength Figures
example:

<u>UH-1</u>		<u>O-1</u>		<u>OH-6</u>		<u>U-6A</u>		<u>U-21</u>		<u>(Other)</u>	
<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>	<u>Auth</u>	<u>O/H</u>
40	37	8	9	77	80	21	21	50	39	49	44

Operational Results
example:

<u>Sorties</u>	<u>Troops</u>	<u>Tons Cargo</u>	<u>Enemy</u>	<u>Structures</u>		<u>Sampans</u>		<u>Aircraft</u>	
<u>Flown</u>	<u>Lifted</u>	<u>Lifted</u>	<u>KIA</u>	<u>Dem</u>	<u>Dest</u>	<u>Dem</u>	<u>Dest</u>	<u>Loss</u>	<u>Dem</u>
10,000	1,000	100	500	400	100	100	50	0	5

Incl 7

Titles for Section 2, Lessons Learned examples: (Underlined only for guidance purposes: Titles will not be underlined in Feeder Reports)

Logistics

(1) Homex Flight Gloves

{
a
b
c}

Surgeon

(1) Contaminated Water

{
a
b
c}

Signal

(1) MOS 35P

{
a
b
c}

Personnel

(1) RER Quotas

{
a
b
c}

Logistics

(1) Aircraft Revetments

{
a
b
c}

Section 2, Lessons Learned: Observations
examples: (the title of the item is un-
derlined only for reference purposes: it
will not be underlined in the Feeder Report)

OBSERVATION: A lack of Honex Flight Gloves has necessitated the substitution of regular black gloves.

OBSERVATION: Numerous incidents of contaminated water have resulted in the loss of man-hours and unit effectiveness.

OBSERVATION: A critical shortage of MOS 35P, Avionics Repair Supervisors, hampered many unit's missions.

OBSERVATION: A high percentage of Officers and Enlisted Men are requesting R&R in a few select areas. (Here the reference is being made to R&R quotas).

OBSERVATION: Aircraft Revetment Construction has not proved resistant to the effects of weather.

Section 2, Lessons Learned: Evaluations

example: (the title of the item is underlined only for reference purposes: it will not be underlined in the Feeder Report)

EVALUATION: The lack of Nomex Flight Gloves has necessitated the substitution of regular black gloves which are available through normal supply channels. Nomex gloves are fire resistant and highly pliable, allowing complete freedom of finger movement; the black gloves cause sweating of the hands, become moldy, are bulky when worn and are not fire resistant. Two flash fires have occurred in aircraft in which the pilot and crew were wearing the black gloves, resulting in severe burns. Had the pilots been wearing Nomex Gloves, the burns would not have occurred.

EVALUATION: During the past two months numerous incidents of contaminated water have occurred. Such contamination has usually resulted from poorly trained individuals being entrusted with all phases of water supply.

EVALUATION: The shortage of MOS 35P, Avionics Repair Supervisors, has had an adverse effect on the efficiency and quality control of avionics maintenance. Of the 9 authorized MOS 35P's for the 12th CAG, only five are available; for 17th GP, 6 are available, of the 10 authorized for the 164th GP, only 2 are available.

EVALUATION: Of the 6000 B2R Quotas issued to the 1st Avn Bde 5100 personnel requested to go to Tokyo; a total of 3900 were allowed to go; 750 requested Hong Kong, of which only 575 were permitted to go. During the Quarter no requests were made for Manila, Penang or Kuala Lumpur.

EVALUATION: Severe rains have caused the rotting of numerous cloth sand bags which comprised the revetments. Having to replace the sand bags required an average of 15 military man-hours, taking personnel away from other vitally needed tasks. The revetments in their shabby condition could offer little shelter for the aircraft on the ground.

Section 2, Lessons Learned: Recommendations examples: (the title of the item is underlined only for reference purposes: it will not be underlined in the Feeder Reports).

RECOMMENDATION: That Monex Flight Gloves become standard equipment for all aircraft, crews at the rate of one pair per pilot, copilot, and crew.

RECOMMENDATION: That unit commanders at all levels maintain a constant surveillance over their source of water supply, its transport, its treatment and chlorination and its storage.

RECOMMENDATION: That immediate action be taken by higher headquarters to fill the Brigade's need for MOS 35E.

RECOMMENDATION: That sufficient R&R Quotas be made available guaranteeing every individual his choice of site for R&R.

RECOMMENDATION: That aircraft revetments be:

- (1) Built 4 1/2 feet high, rather than present 3 feet.
- (2) Made of 50 gallon drums filled with sand, surrounded by a layer of sandbags and then totally covered by sheet metal.
- (3) Physically examined at least twice monthly.

Structural Format Diagrams for Section 2, Lessons Learned
examples:

A. Personnel

(1) RER Quotes

- (a) OBSERVATIONS
- (b) EVALUATIONS
- (c) RECOMMENDATIONS ...
- (d) CORRECTIVE ACTION

E. Logistics

(1) Unit Moves

(a) Notification

- 1. OBSERVATIONS
- 2. EVALUATIONS
- 3. RECOMMENDATIONS ...
- 4. CORRECTIVE ACTION

(b) Unit Departure and Closure Dates

- 1. OBSERVATIONS
- 2. EVALUATIONS
- 3. RECOMMENDATIONS ...
- 4. CORRECTIVE ACTION

(2) Aircraft Movements

- (a) OBSERVATIONS
- (b) EVALUATIONS
- (c) RECOMMENDATIONS ...
- (d) CORRECTIVE ACTION

OPERATIONAL REPORT -- LESSONS LEARNED (ORLL)

1. Purpose:

a. The operational report -- lessons learned (ORLL) is the means by which organizations report, evaluate, and submit recommendations concerning current operations and lessons learned therefrom.

b. To provide a system for evaluating Operational Reports and Combat After Action Reports to insure appropriate action is initiated.

2. Content:

a. Section 1, Operations: Significant Activities

(1) Historical in nature.

(2) Presents in narrative form the significant organizational activities of the reporting period.

(3) Provides information concerning the unit's mission, concept of operations, plans, details of execution, degree of success or failure and reasons therefor.

(4) Effects of personnel and logistics deficiencies.

(5) Tactical or technical improvisations or expedients successfully employed.

b. Section 2, Lessons Learned: Commander's Observations, Evaluations, Recommendations and Command Actions.

These comments are grouped under functional headings as follows:

a. Personnel

b. Operations

c. Training

d. Intelligence

- e. Logistics
- f. Organization
- g. Other

3. Submission:

a. An ORLL will be prepared by each battalion/squadron assigned to the 1st Aviation Brigade based on input from assigned companies/troops.

b. Each Aviation Group is responsible for preparing a group ORLL with input information from the assigned battalions. Aviation Groups also staff and indorse the ORLL's from the assigned battalions and squadron.

c. The report covers each quarterly period ending the last day of January, April, July and October.

d. The report is forwarded by the initiating headquarters no later than 15 days after the end of the reporting period.

e. Each indorsing commander will evaluate the report and preceding indorsements, indicating concurrence or nonconcurrence. Comments will state actions taken to correct deficiencies and will specify items which require action by higher headquarters.

f. Each initiating headquarters must prepare the ORLL in a minimum of 11 copies for distribution as follows:

(1) 2 copies direct to HQs, USARPAC

(2) 3 copies direct to HQs, USARV

(3) 2 copies direct to HQs, 1st Avn Bde

(4) 4 copies to next higher headquarters for indorsement

(5) Additional copies should be prepared for files and other administrative use.

4. Common Errors:

a. The ORLL often reflects battalion and group internal problems that adequate command action could solve without being mentioned in this report.

b. Problem areas are not fully described in sufficient detail to enable evaluation and recommendations to be made.

c. Indicated problem areas show no command action taken by either the initiating or indorsing headquarters.

d. Initiating headquarters make recommendations that actions such as submission of EIR's be taken by higher headquarters. Corrective actions most frequently should be initiated at organizational level.

e. Reports poorly written and incorrectly handled administratively. Examples are poor sentence structure, misspelled words, improper format, unreadable reproduction and incorrect distribution. The errors are normally caused by the report being prepared by young, inexperienced staff officers who fail to research and comply with the proper references.

5. The following is a list of references required for the proper preparation and distribution of the ORLL:

- 20 Nov 70
- a. AR 525-15, Operational Reports - Lessons Learned, dtd ~~26 Jan 68~~.
Suppl to AR 525-15
- b. USARV Reg ~~525-15~~, Operational Reports - Lessons Learned, dtd ~~13 Apr 68~~, 8 Feb 71
- 21 Apr 71
- c. Ltr, HQs, 1st Avn Bde, dtd ~~14 Apr 69~~, Subject: Preparation of Operational Reports - Lessons Learned (ORLL).