

DEPARTMENT OF THE ARMY
HEADQUARTERS, 1ST AVIATION BRIGADE
APO 96307
"NGUY HIEM"

AVBA

8 December 1966

COMMANDER'S NOTES
NUMBER 9

1. GENERAL: The following matters of information, guidance, command interest and policy are published for appropriate action of those concerned. Most of the items were covered at the Commander's Conference on 3 December 1966.

2. COMMAND:

a. Plaster Expenditures. We have received a couple of CONFIDENTIAL messages concerning reduction of Plaster expenditures to help stabilize the RVN economy. These messages were distributed down to battalion level. The heat is really on this program and will require command attention by all concerned. Keep your Plaster expenditures to an absolute minimum.

b. Service. I have had the speech that was made by General Abrams at the annual AUSA meeting in October 1966 reproduced for distribution down to company level. It is also attached at inclosure 1. This speech carries a very clear message which should be common knowledge to every member of this command.

3. PERSONNEL AND ADMINISTRATION:

a. Reports. We still have not received any results on the reduction or consolidation of reports study which was requested a couple of months ago. My staff can't take action on this unless they get some input from the field as to what we should or could do. Get your people cranked up on this and let's see if we can get some of these reports discontinued or at least simplified.

b. Contests. The Brigade regulation on the photo and writing contests were written as permissive directives. To date, we have had zero response in both areas. I have instructed my staff to change the regulation to require monthly response. These two contests were formulated to get our units and personnel better coverage locally and in the national magazines and trade papers. Let's get these programs going now!

c. Extensions. A USARV regulation has just been distributed covering the entitlement to free leave and travel for those who extend for six months or more. Only one hooker -- a six months' extension does not include the one month free leave; therefore, it is actually a seven-month obligation. I want an aggressive campaign to get our key

NCO's, technical inspectors and other enlisted men who are in short supply in our units to extend and take advantage of this program. Push the pay and savings angle when you give them the sales pitch. Nudge the officers on this also.

d. Awards.

(1) The quality of write-ups is better in general; however, for valor you must emphasize what the individual did, not what the aircraft or unit accomplished. The spot awards program is being utilized well, BUT we are not getting the follow-up paperwork. None of the awards are worth a damn without general orders. It takes recommendations to get the orders -- just that simple.

(2) We are doing everything we can to get USARV to loosen up on their criteria for awarding the DFC. I am told that the 7th Air Force has a program whereby commanders are urged to recommend every crewmember for a DFC during his tour over here. They take the best mission the guy has had during his tour and award the DFC for that mission. We cannot go to that extreme but can use their system as an indicator. Above all, make sure your write-ups are complete and conclusive.

(3) We find a considerable variation between the divisions on the awards they are making. The 1st Infantry Division has a very liberal program and is really taking care of our battalion that supports them. Some of the other divisions and units we support seem to forget us when the time comes to pass out the decorations. See if you can work something out with your supported units and get their consideration on this matter.

e. Christmas Rotation. Operation "SANTA CLAUS" will not be in effect during this holiday season. We just cannot let our people go home early for Christmas. You will be very short-handed during this particular period and although the augmentation packets that we are receiving will help some they will not help that much.

f. Offenders. We have had some "repeaters" in the trouble making area. One of the best tools available to the commander is the bar to reenlistment. Would like to see more use made of this tool when applicable.

g. Technical Inspectors. We had a witch hunt for TI's during the past month. Units alleged critical shortages. Investigation revealed that units were short of qualified TI's but this shortage was not reflected in strength reports and requisitions. The reason being that unit commanders have been using the TI slots for promotion of deserving crew chiefs; which helps our guys but does not get the best qualified people to do the job. This practice eliminates our gripe about shortages of TI's and also has an adverse impact on maintenance standards. If a

vacancy exists and you have a guy that is qualified (i.e., one that has sufficient OJT to do the job) go ahead and promote him; otherwise requisition and keep the unqualified types out of the job.

h. NGUY HIEM. This is our Brigade motto and means "Dangerous" Need to see it used more. I think it adequately describes our impact on the VC and war effort.

4. INTELLIGENCE: We now have an E&E officer in the Brigade headquarters to get the program organized and off the ground. We have also requested one non-rated E&E officer per group and battalion headquarters. At company level it will have to be an additional duty. Since non-rated types are hard to come by right now, group and battalion headquarters will also have to assign E&E as an additional duty until an officer is assigned for that specific job.

5. OPERATIONS:

a. Flight Status Orders. We continue to get gripes on flight status orders being late. There is no reason it should take over 30 days to get orders after a proper request is submitted. If you run into problems, have a knowledgeable type come to Brigade headquarters to track down or follow-up.

b. Historical Reports. Historical data is being pushed. My historian will be on the road during December and January to assist you with preparation of the annual history document. Make sure the unit reports are well done as these will go into DA where they are writing the history of this war.

c. VNAF Aviator Training. Class #2 of the VNAF Aviator UH-1D Transition Training is in progress with seven VNAF pilots in the 12th Combat Aviation Group and eight in the 13th Combat Aviation Battalion. An LOI is forthcoming from Brigade headquarters which is based upon the agreement with the USAF Advisory Group. If any problems crop up let us know.

d. AAMTP School Visits. The CO, 765th Transportation Battalion has a very fine school going at Vung Tau for our maintenance types. He has extended an invitation to all unit CO's to visit the school and see how it operates. I would like to see all of the unit CO's here in the Brigade pay them a visit. Contact my S-3 and he will coordinate your visit.

e. Rules of Engagement Cards. We made distribution of these cards over the past two weeks. They are a bit redundant, but evidently needed. We're still getting several interpretations of the rules -- depending on which crew member you talk with. Pass the cards around and continue to repeat the rules during briefings.

f. Standardization. USARV Regulation 95-6 covering standardization will be out in mid-December and should provide some good guidance and assistance. The Brigade Standardization Officer will be coming around to discuss and assist you with problem resolution in this area.

g. Dragging. Recently observed some pretty stupid tricks by our guys, and others, at Vung Tau. I am sure it's happening elsewhere also, but low drags over, and landings on, populated beaches and other areas just don't hack it! NOTAM's have been put out but are not observed. Cowboying is childish and usually results in someone getting hurt. Get the word out to your guys to knock it off. Bear down on those people in the show-off business.

h. Operational Hazard Reports. As you know, we are pushing these things. To get a feel for how and what we are doing in this area I'd like to have information copies of these sent to my headquarters as well as through OPCON channels. We have a simple form for you to use. Encourage your people to put these reports in.

i. MACV Directive 95-9, 27 October 1966. This document should be in your hands by now. It's pretty specific in the area of Airfield Control and Facilities. Check it over and see how much we can comply with on our forward strips. Make sure, however, that you as Commanding Officers become completely familiar with this directive and review it with your aviators, and your supported unit commanders -- they are actually responsible for running the airfields, but you should be sure they know it.

j. Vulnerability.

(1) We have run an analysis on the number of hits taken by Army aircraft here in RVN. The analysis has been broken down by unit. It is quite noteworthy to find that the 13th Battalion has experienced three times the average number of hits taken, and that the 12th Group has a higher rate than the 17th Group. This is not a finger pointing or questioning exercise. What we are looking for are trends or factors involved that are causing us to get shot-up. Some of the factors that we have come up with, which are not all inclusive, are:

(a) All serious hits are being taken on approach into, time spent in, or on take-off from the LZ

(b) Most serious damage occurs on successive lifts. "Charlie" will oftentimes let the first lift come in without disclosing his presence and then set up AW's to shoot down the aircraft when they start in on the second and subsequent lifts.

(c) Scant preparatory fires prior to going into the LZ.

(d) Insufficient recon with gun ships.

- (e) Multiple lifts.
- (f) Small operations.
- (g) Pacification operations.
- (h) "Trail" formations.

(2) Reducing hits: We have come up with a list of items that may help in reducing hits. These are:

- (a) Vary arc lite follow-ups.
- (b) Use deception plans.
- (c) Use intense but brief preparation and suppression. When you can't prepare you've got to find another way around it. A thorough recon is one way.

(d) Avoid multiple lifts: When unavoidable:

- 1. Vary flight routes.
- 2. Use multiple LZ's.

(e) Avoid reinforcing an LZ under fire.

(f) Avoid "trail" formations into the LZ. There are many variations that you can use and still meet the ground commander's desires for spotting the troops where he wants them without arranging our birds in a line of ducks.

(g) Suspect that "Charlie's" intelligence source is just as good as ours. When the papers and news media start covering a forthcoming operation you can rest assured that the VC know all about it. They will set up "mousetraps" to catch our birds when they know where an operation is about to take place.

(3) Pacification missions: In order to reduce aircraft vulnerability and possible hits during pacification missions we have established the following guidance:

- (a) Recon LZ's with gun ships.
- (b) Where possible, use multiple LZ's.
- (c) Land the whole force at one time.
- (d) Use smoke or CS.
- (e) Be prepared to suppress and call in air and artillery quickly, if required.

k. Tactics. One of our assault helicopter companies has developed a tactic that they have used on several missions which has proven quite effective. They send several of their gun ships into the LZ just ahead of the slicks. The slicks also have escort gun ships flying on their flanks. The gun ships preceeding the slicks by one or two minutes lay down heavy fires on all suspect positions around the LZ. The technique they use is "moving-hovering" fire. Then as the slicks come in the gun ships in the LZ join the lift escort gun ships and circle around and cover the area while troops are off-loaded and the slicks take off. When a new technique such as this is developed let us know so we can put it out to the other units.

1. There is a daily and weekly requirement for units to submit the OPREP-5 report through OPCON channels with information copies to my headquarters. Get with the program! We are missing out on a great deal of information from both an operational and informational point of view. You also have a daily requirement to call in the information concerning your proposed operations (PROPREPS). We now get them from only four units, and these come in sporadically rather than on a daily basis. Get this information to me. I want to be informed of what you're doing.

6. SAFETY:

a. We have had a couple of horrifying months in this area. The month of October saw us record the highest accident rate ever experienced in RVN. The USARV rate was 39.2 for October. During that month the non-Brigade units had a higher rate. In November, however, the Brigade was high and the non-Brigade units' rate declined. Some of the accidents were really stupid, such as hovering too close to parked birds which meshed rotor blades and trying to fly when over loaded. We've got to keep on our guys, even the most experienced, to stay alert and avoid "dumb" type accidents.

b. RPM. Still too many loss of RPM accidents. It appears that when the GO-NO-GO rule says "GO", some of our people are "horsing" the birds into the air which reduces effectiveness of available power and lift. This has been true in DCS missions when there was no shooting, which is inexcusable. We've simply got to keep drilling our people. If nothing else they should pick the Huey up to a 10-or 15-foot hover and test the lift; then if it looses RPM they have got someplace to set it back down. Continue to bear down on this problem.

c. I want both groups and the 13th Battaion to analyze your November accidents. Send me a poop sheet indicating whether you think we can determine any significant trends or any general unsafe practices which are increasing.

7. LOGISTICS:

a. Shoulder Patches. Our patches are being made now in Korea. Initial order is for 20,000 colored -- 50,000 subdued. We plan to pick

these up on or about 15 December 1966.

b. PRC-25's. Twenty-seven were issued during the month of November. We are still working with 1st Logistical Command to get more, quickly.

c. Survival Kits. One hundred OV-1 survival kits are due in during December and will be issued after minor modification. An additional 100 will accompany deploying OV-1 units. 31 January 1967, has been established as the NLT date for receipt of lightweight survival kits for aviators and crewmen in RVN. We expect 8,000 of them to be manufactured and shipped.

d. RT-10 Survival Radios. 1,667 RT-10's are expected in December and January in lieu of the URC-10.

e. Scarfed Rockets. We must not use unscarfed 2.75" rockets on our Huey gun ships. They're not safe -- and are not authorized for use. ASP's will DX all your unscarfed for scarfed rockets on a one-for-one basis. Scarfed rounds are identified with the marking "LSFFAR MK40".

f. PLL and ASL. We ran you around the AMMC today for a reason. Although our aircraft supply system is improving, the EDP rate is higher than I've ever seen it. One reason for this is because of the high number of flying hours we've been logging. The other reason is that we are still not in good shape PLL and ASL wise. I want each of you commanders to really put the heat on the PLL and ASL business. The 34th GS Group will give you all the help you need. When an aircraft is reported as EDP find out why. If it is because of PLL or ASL shortage then somebody should be made to explain the circumstances and correct the unsatisfactory situation.

g. Security of Equipment in Flight. Two recent incidents point out the need for better stowing of loose equipment in our aircraft. Two weapons were lost in flight due to being improperly secured. This type of "Fall Out" is not only costly in equipment, but can also cause damage to our birds and injury to personnel on the ground.

h. Maintenance Organization and Procedures. My maintenance officer has put out a poop sheet (inclosure 2) outlining some highly successful procedures in use by the two companies which enjoy the highest maintenance standards and availability rate in the Brigade. I'd like to see the principles applied across-the-board. Look at them -- see how you can improve your maintenance SOP -- and if you have any better ideas pass the word to us so that we can spread it around.

8. INFORMATION: Our PIO program is picking up a little bit and we need to keep pushing it. A new Brigade regulation has been published on this subject. The program is oriented on both command information and public information. Goals of the total program are:

a. Orient new personnel and keep all personnel informed.

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b. One hometown release per man per year.

c. One news feature story per unit per week.

9. Finally, I wish to state that all is not bad. I know I harangue you a lot in these meetings and notes; you know that this is simply because, good as you are, we can never afford not to be better. In these current days of shortages, our guys have surpassed themselves in getting the job done, cheerfully and willingly. They are setting new records for flying time and availability in the face of pretty considerable odds, and I know they are meeting themselves coming while going. I want them to know that I am proud of them -- and you. And I want you all to know that I'm not alone. I have gotten nothing but praise from our supporting units and from others in-theater, and this should be passed on to them. They're superb!!

10. HOLIDAY SEASON: I wish to extend the heartiest of Season's Greetings to all who read these notes -- friends of the Brigade and aviation, as well as past and present members of this command.

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Senoff
G. P. SENEFF, JR.
Brigadier General, USA
Commanding

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19-Imm DATE: 17 June 1987

ADDRESS BY

GENERAL CREIGHTON W. ABRAMS

VICE CHIEF OF STAFF, UNITED STATES ARMY

ANNUAL MEETING OF THE ASSOCIATION OF

THE UNITED STATES ARMY

SHERATON - PARK HOTEL, WASHINGTON, D. C.

TUESDAY, OCTOBER 11, 1966--9:00 A. M. (EDT)

SERVICE

When a man enters the United States Army he takes an oath which includes these words:

"I do solemnly swear--or affirm--that I will support and defend the Constitution of the United States against all enemies, foreign and domestic; that I will bear true faith and allegiance to the same; and that I will obey the orders of the President of the United States and the orders of the officers appointed over me, according to regulations, and the Uniform Code of Military Justice. So help me God."

The government asks, and has a right to ask, for obedience, because without it there would be only confusion and anarchy. Although ours is a free society where freedom of speech and other personal liberties are jealously guarded, the soldier must sacrifice--and properly so--a portion of his personal liberties so that they may be preserved for all others, including those who mock him and criticize what he is doing. The soldier, from the earliest period of our history to the present day, has seen and heard expressions of dissent about him, and though he may resent them, he knows that it is just for dissenters to express their views, and is willing to fight for their freedom to speak out.

Fighting for the other fellow's freedom of dissent is just one of the many tasks--some well-known and others little recognized--that the soldier derives from his enlistment oath. In obedience to the decision of his Commander-in-Chief, he serves both at home and abroad, and his duties range all the way from training and simple housekeeping tasks to open combat. His tasks and missions are legion, and every one of them is calculated to contribute to the Army's ultimate role of defending this nation against all enemies, foreign and domestic.

A major share of the world's attention--and that of your annual meeting this year--is directed toward South Vietnam. Many reasons could be given to justify our presence there, but basically the soldier is there because of his oath--because our Commander-in-Chief has

decided that he is needed there. His job in fighting in support of our national commitments is clear, and the splendid work he is doing there has been or will be fully covered in other presentations here. But the soldier's oath takes him to many other places--98 other countries, in fact--and though he may not be engaged in an actual shooting war, he is serving his country and fulfilling his oath in the same sense as the man fighting in Vietnam.

I had originally planned to talk in some detail about these men--the men of the Seventh Army in Europe, the Eighth Army in Korea, our strategic reserve forces here at home, and all the many other units--but the more I thought about it the more I realized that I would be discussing something with which you are already quite familiar. At the same time, another thought--one very close and dear to my heart--kept crowding itself into my mind. This thought concerns the future of America, the importance of our young men to this future, and the tremendous influence that the Army has on both. That is what I want to talk about this morning.

From the standpoint of statistics alone, the influence of the Army and the other Armed Forces on our young people is staggering. At the end of August this year there were more than 3.1 million men in the four fighting services--more than a third of whom, 1.2 million, were in the Army. During fiscal year 1966, the Army received and trained more than 480,000 men and, in about the same period, returned some 250,000 to civilian life. Can you name a college or any other institution with a graduating class of that dimension?

One more figure. It has been estimated that there are now nearly 35 million people in America who have served in the Armed Forces; about half of these wore the Army uniform.

With those statistics as a basis, I think we can safely say that we have a tremendous obligation to the Nation, over and above the basic one of providing our share in the national defense. The young man in uniform is more than a soldier--he is also part of America's strength for tomorrow. When we deal with him we are entrusted with a national asset that cannot be priced in dollars and cents because its worth is really beyond calculation.

I believe that the first step we should take in dealing with our youth of today is a matter of assuming the proper attitude. We must begin by having faith in them. We must assume that they have every good trait and every bad tendency that we and our fathers and grandfathers had, for that is the truth of the matter. There is a quotation that illustrates this point. Let me read it.

"We see no hope for the future of our people if they are to be dependent upon the frivolous youth of today, for certainly all youth are reckless beyond words and opinionated much beyond their

years. When I was a boy we were taught to be discreet and respectful of our elders, but the present youth are exceeding wise and impatient of restraint."

Does that sound familiar, like something you may have read in an editorial a few days ago? Of course it does, but it was written by a Greek poet 900 years before the birth of Christ.

I for one have great admiration for this generation of young Americans. Although they are sometimes pictured in the press as apathetic citizens, we have learned in the Army that when they put on the uniform they grow up soon, quickly accepting the responsibilities which are entrusted to them and the perils which are likely to confront them. There are exceptions, of course, but I assure you that for every one of them there are literally thousands who are carrying on in the finest tradition of the American fighting man. Admittedly, we have our long-haired Beatnik types, our draft card burners, and other young dissidents, but I am convinced that they are a very small minority. We don't need to worry about our youth as a whole, but we do have to challenge them and to give them an image of America to live up to. In the Army there is more than enough challenge for everybody, and our tradition is rich in the proper kind of images for our young men to emulate.

We can take a great deal of pride in the way we have been training these young men. During the past two years, I have visited all of our training centers--some of them more than once--and it is a great experience to watch them as they arrive at the reception stations and move through the first preparatory stages of their military life. As they get off the busses, some of them have long hair, some short. Some look fit and well-dressed, others are too thin or overweight and sloppily dressed. The first thing we do is to take them into the mess hall, for most have traveled for many hours. By the next day a transformation has already begun to take place. They have been issued uniforms and had their first hair cut. Already they seem to have identified with the Army. Where they stepped off the bus anxious and uncertain--even fearful--they have already acquired the beginnings of an air of assurance. Then, as you watch the various training companies going through their progressive levels of training, you notice how these men seem to grow up before your very eyes.

One of the first big differences you detect is an improvement in their physical condition. Many of them make extremely low scores on the initial physical fitness test, but within a few weeks they begin to toughen up, and by the end of the cycle most of them are able to score well above the minimum of 300 points. I shall never forget the astonishment expressed on one "Parents Day" by a mother and father whose son had an IQ of 147 but who had never been able to do even passably well in any sort of athletic activities--a matter of no small concern to them. This young man's initial physical fitness score was a mere

"The replacements we have been getting are well-trained. All commands are pleased with the ability of these men and their high state of motivation. The replacement soldier is rated higher than the World War II and Korean War replacement. The training centers are turning out a good product."

Colonel Moore, CO of the 3d Brigade of the 1st Cavalry Division, was even more enthusiastic. He wrote:

"... I can assure you that I for one am extremely pleased with the status of training of the men we are getting to fill our ranks. I have never seen such well-trained and dedicated soldiers as we have fighting for us today. I have the utmost respect and admiration for these great men. They are aggressive. . . . They are smart. They are proud to be here doing what they are doing. They close with the enemy without reluctance. I am unable to describe completely how proud I am of these men."

Credit for these accomplishments must be shared with our civilian communities--with the parents, the churches, the schools, and the various youth organizations. Credit can also be given to the fine work being done by many AUSA chapters in their "grass roots" approach to public understanding of the Army role in defending our Nation. But high on the list of those to whom credit is due are the unsung men throughout our Army structure--the drill sergeants and the rest of the cadre at our training centers--to the chaplains with out units, who work to bring out the best in each man--and to all of the numerous people, military and civilian, who care for and provide the support our young men so richly deserve.

I have a purpose here in pointing out how well I think we are doing with the young men of this generation. In addition to showing how important it has been, I want to stress how important it is that we continue to maintain high standards in discharging the responsibility that becomes ours when the Nation puts so many of its young men into our trust.

Herbert Hoover once said:

"A boy has two jobs. One is just being a boy. The other is growing up to be a man."

Implied in his statement is the fact that there must be a bridge between youth and manhood. Since so many come to us at the period when this bridge is being built, a question for us to settle is how we can best help them to build it. Our job is a bigger one than just teaching military skills. I believe the key to success here lies also in

imparting to them some high ideals of service--service to God, to country, and to our fellow man.

When I think of service, I am always reminded of an old story.

There are two seas in Palestine. One is fresh, and fish are in it. Splashes of green adorn its banks. Trees spread their branches over it, and stretch out their thirsty roots to sip of its healing waters. Along its shores the children play, as children played when the Lord was there. He loved it! He could look across its silver surface when He spoke His parables. And on a rolling plain not far away He fed five thousand people. The river Jordan gives this sea life with sparkling water from the hills. Men build their homes near to it, and birds their nests; and every kind of life is happier because it is there. The river Jordan flows south into another sea. Here there is no splash of fish, no fluttering leaf, no song of birds, no children's laughter. Travelers choose another route, unless on urgent business. The air hangs heavy over the water, and neither man nor beast nor fowl will drink of it. What makes this mighty difference in these neighbor seas? Not the river Jordan. It empties the same good water into both. Not the soil in which they lie, it is the same as in the country around both. This is the difference! The Sea of Galilee receives but does not keep the water from the Jordan. For every drop that flows into it another flows out. The other sea is shrewder, hoarding its income jealously. It will not be tempted into any generous impulse. Every drop it gets, it keeps. The Sea of Galilee gives and lives. The other sea gives nothing, and it is called the Dead Sea.

Just as there are two seas in Palestine, I would suggest that there are two kinds of people--those who give a drop for every drop they receive and those who keep everything to themselves. We must teach our soldiers that there will be few, if any, opportunities in their lives to serve a higher cause.

I emphasize this matter of service for many reasons, but chief among them is the fact that it means so much in the aggregate for us as a nation. What we are as a people is the sum total of what we are as individuals. The truth of this can be seen in our standing among nations, for since our founding we have, by virtue of our demonstrated respect for the value and dignity of the individual man, become a beacon of hope for all mankind. Today, in fighting in Vietnam to help a freedom-loving people defeat communist aggression and tyranny, we are demonstrating that this same spirit still lives.

Andre Malraux, the Minister of Culture of France, one described the United States in this way:

"The only nation that has waged war but not worshipped it, that has won the greatest power in the world but not sought it, that has wrought the greatest weapon of death but has not wished

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in the world but not sought it, that has wrought
the greatest weapon of death but has not wished
to wield it . . . may /America/ inspire men
with dreams worthy of its action."

America is a dream come true. It was conceived as an ideal but
born and sustained through action -- and action in this context is just
another word for service. As long as we remember that and pass it on
to those who follow us, America and all that it means to us and a hopeful
world will endure.

MAINTENANCE ORGANIZATION AND PROCEDURES1. Organizational Maintenance:

a. A substantial amount of the organizational maintenance can be performed by the crew chief during the day. This requires that each time the aircraft is shut down the crew chief starts working on the aircraft. It does not mean he disassembles the aircraft, but continuously cleans and inspects it. This will make the next program inspection much easier, as most of the deficiencies will have already been detected. To accomplish this maintenance, the crew chief needs only an empty ammo box with a minimum of selected tools and a few rags.

b. The service platoon is responsible for all second hand echelon maintenance on the aircraft. Divide the platoon in five or six teams with the capability for each to perform intermediate and periodic inspections, and you will have an efficient means to accomplish both scheduled and unscheduled maintenance. The teams will work when the aircraft are available, of course, so this means the majority will be on a night shift. Factually speaking, this is the time when the majority of the birds are available. Also have the Maintenance Officer or Chief NCO meet all incoming aircraft. By doing this they can find out directly from the pilot what, if anything, is wrong with the aircraft before it flies again. This is not as difficult as it might sound, as the maintenance people can drive along the line and get a thumbs up or down from the pilots. A great many minor deficiencies can then be corrected overnight, having the aircraft ready to go back in the air the next morning.

c. Within the service platoon there is a one-man section that little is said about, supply. It is his job to maintain the 15 day PLL, and ensure that the crew chiefs and mechanics receive the parts they need. The PLL is kept in accordance with AR 735-35.

2. Field Maintenance:

a. The transportation detachment is capable of performing the same type of third echelon as a transportation company on a more limited scale. It is responsible for all third echelon on the unit's aircraft. They also assist in second echelon work when the service platoon is overloaded. This detachment should perform the majority of its maintenance during the day. It should have a minimum crew on night duty to take care of the minor combat damage and any other maintenance needed to put the aircraft back in to the air the next morning.

b. Within the transportation detachment there is a tech supply section. This section maintains a 30 day ASL in accordance with AR 711-16. It must be remembered that this detachment performs the direct support for the company. Every aircraft and armament part the company orders will pass through this section. This means that when

three demands are created in the PLL, the same demand is now in the ASL.

3. Types of Maintenance Operations:

a. Some units use the service platoon to perform second echelon maintenance and to maintain a 15 day PLL for aircraft and armament. The transportation detachment accomplishes third echelon maintenance and maintains a 30 day ASL on aircraft and armament. This type operation requires the service platoon to accomplish second echelon and to work order all third echelon to the transportation detachment. In some cases this system causes deferred maintenance, depending on the unit's requirement for flyable aircraft. It also puts each echelon of maintenance under different management but responsible to the same commander.

b. Other units have combined all their maintenance capability under a single manager. By doing so they have maximum utilization of available mechanics, and each aircraft undergoing maintenance receives all echelons of maintenance available to the unit. This means very little deferred maintenance, and keeps the aircraft in better condition. It also allows the single maintenance manager to schedule the aircraft for normal maintenance more efficiently.

c. USARV Reg 711-2 authorizes the unit commander delete the PLL when an ASL is authorized within the unit. This cuts down on the paper work, but it must be remembered that the unit is losing 15 days of organizational parts.

d. I feel the combined maintenance operation offers the better system. It would be helpful to get some ideas from the companies on this matter, since they are the operators. Please send any ideas or helpful hints to this headquarters, ATTN: AVBA-D and we will give them careful study.