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STAND DOWN
128 AHC

UNIT OF THE ARMY
120th AVIATION BATTALION
120th AVIATION BATTALION
APO San Francisco 96389

ATTN: AP

SUBJECT: After Action Report on Unit Stand-Down of 120th Assault
Helicopter Company Paratrooper 31 January 1972

TO: Commanding Officer
120th Avn Bn
APO SF 96389

Commanding Officer
120th Avn Bn
APO SF 96389

TO: Commanding General
120th Avn Bn
APO SF 96389

1. SIGNIFICANT FUNDAMENTAL ASPECTS:

A. Upon notification to stand down, the Company Commander and the
Company Sergeant Major immediately began the stand down process. The
stand down process was a walk through of the company, with the
company commander, company sergeant major, company executive officer,
company first sergeant, company clerk, company quartermaster, company
officer, property book officer, and all other hand receipt holders.

B. A walk through was conducted at each company point.

C. A 100% inventory was conducted.

D. The stand down was conducted in a secure area, with the
company commander, company sergeant major, company executive officer,
company first sergeant, company clerk, company quartermaster, company
officer, property book officer, and all other hand receipt holders.

E. The stand down was conducted in a secure area, with the
company commander, company sergeant major, company executive officer,
company first sergeant, company clerk, company quartermaster, company
officer, property book officer, and all other hand receipt holders.

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SEMI-OT: After Action Report on Unit Start-Done (Continued)

10. A meeting was held at the end of each day during the stand-down days. The purpose of these meetings was to discuss problems encountered that day and to plan for the next day's activities. The Battalion staff was also invited to these discussions in an effort to keep higher headquarters informed as to our problems and needs.

II. STATUS AND OF THE

A. Administration: These observations will describe our actions to preclude major administrative bottlenecks during the stand-down. These cover the period from the day when our redeployment/inactivation was announced, to 1 January, when the unit actually began stand-down, followed with a final analysis in retrospect. You must keep in mind that your resources to conduct the stand-down must not force themselves to interfere with your regular work load.

You must insure that all rosters are complete, current and correct. You must likely will be required to submit a IIR roster for every man in your unit. There will probably be two separate rosters: one for those men who will return when they leave the unit, and another for those who will be redeployed to other units in Vietnam. I advise that every man that is redeployed to another country verify his own personal information, and then initial the roster. Inspecting is the key tool when supervising your Officer's Office or Adjutant. To preclude the problems of rosters and information slipping our before we leave, their subordination, the administrative officer should distribute OIR forms to the rosters as soon as practicable after your redeployment/inactivation is announced. A log book should be maintained to keep a count of the number of each OIR form. Summary sheets should be set for all rosters and filed to return the rough drafts. As the men begin to leave the unit, each man's OIR should be returned to the respective later and informant. They can then review the form and make any changes to update the evaluation, before it is turned to the typewriter. This should include return to informant to review the data thereby streamlining the entire OIR flow to Battalion command.

Analysis and Documentation will create problems if a cut-off date is not set before the unit actually begins working. I recommend that each office designate its own ASD officer to coordinate and work with the company's officer in processing the victim and witness report. All statements should be accepted if it is submitted on ruled paper, typed or neatly written, and double spaced. These interviews should preferably be all typed, double-spaced, and legible. Looking back, these measures could have been put in place earlier in the writing process. The first two of these measures will not even likely be in place until the end of the year.

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is entirely loyal, and will organize the operational stand-out. All records were turned in as soon as possible. Any classified documents that were to be retained for any length of time were transferred to Battalion and maintained by the B-2. All communication equipment was removed and turned over to the company communications officer.

C. Aviation: Upon notification of stand-down, our aviation officer immediately overboarded with AVM and directed that of our stand-down status. All equipment was inventoried, as ordered and prepared for turn-in. All non-vision essential aviation equipment was turned in prior to official stand-down. As the official stand-down period commenced, the aviation officer arranged for AVM personnel to make on site inspections of the aviation area and stations. Those on site inspections greatly enhanced our aviation equipment turn-in.

D. Communications: Upon notification of stand-down, I directed the company communications officer to effect coordination with the Keyport turn-in site as long as it. The communications officer toured the turn-in site at Long Beach. He observed that communications equipment was prepared, and extracted a large series of necessary documentation for equipment turn-in. All communications equipment was inventoried and non-essential items were turned in. On the official stand-down day, all remaining communications equipment was inventoried and prepared for turn-in. All direct communications were held necessary to have certain sections within the company area, and all necessary telephone and radio turned in. All documents and records were prepared and turned in. All necessary documentation was prepared and turned in. The communications officer was located in the company office area for a duplication of control.

E. Transportation: Upon notification of stand-down, I directed the transportation officer to effect coordination with the Keyport turn-in site as long as it. The transportation officer toured the turn-in site at Long Beach. He observed that transportation equipment was prepared, and extracted a large series of necessary documentation for equipment turn-in. All transportation equipment was inventoried and non-essential items were turned in. On the official stand-down day, all remaining transportation equipment was inventoried and prepared for turn-in. All necessary transportation equipment was prepared and turned in. The transportation officer was located in the company office area for a duplication of control.

F. Medical: Upon notification of stand-down, I directed the medical officer to effect coordination with the Keyport turn-in site as long as it. The medical officer toured the turn-in site at Long Beach. He observed that medical equipment was prepared, and extracted a large series of necessary documentation for equipment turn-in. All medical equipment was inventoried and non-essential items were turned in. On the official stand-down day, all remaining medical equipment was inventoried and prepared for turn-in. All necessary medical equipment was prepared and turned in. The medical officer was located in the company office area for a duplication of control.

G. General: Upon notification of stand-down, I directed the general officer to effect coordination with the Keyport turn-in site as long as it. The general officer toured the turn-in site at Long Beach. He observed that general equipment was prepared, and extracted a large series of necessary documentation for equipment turn-in. All general equipment was inventoried and non-essential items were turned in. On the official stand-down day, all remaining general equipment was inventoried and prepared for turn-in. All necessary general equipment was prepared and turned in. The general officer was located in the company office area for a duplication of control.

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AVBAUT-AP

SUBJECT: After Action Report on Unit Stand-Down (Continued)

It is my belief that many units standing down in the past have sat on their posteriors wondering where the inspectors from the gaining units were. Instead of wondering, we got on the phone and found out. We kept the pressure on these gaining units until they showed up to inspect our aircraft. In one instance, we went so far as to provide transportation for the inspecting unit's technical inspector. Basically we didn't wait for things to happen; we made them happen. The proof of this lies in the fact that we had all of our aircraft sold by the seventh day of stand-down. The point here is that if you do not sell your aircraft, the momentum of the stand-down will grind down to a screeching halt. As long as a unit has aircraft, they must retain more of their men and equipment to support those aircraft.

On the 8th day of stand-down, we completely turned in our aircraft maintenance "C" set. The key to turning the large tool set is organization. We ensured each item was complete and clean. In the past, too many units have showed up at the Keystone turn-in point with dirty tools. They then found themselves cleaning them at the Keystone front gate.

F. Vehicles: When we were notified of the stand-down, we immediately effected coordination with Keystone for vehicle turn-in. The company motor officer performed a walk through of the Keystone point and investigated the paperwork that would be necessary. During our free turn-in period in December, we turned in all of our inoperable vehicles along with those vehicles we felt to be non-mission essential. When the stand-down became official, we turned in vehicles on a steady planned schedule based on company stand-down progress.

There are two important factors when considering vehicle turn-in. The first is coordinating with Keystone, knowing what standards they require and adhere to those standards. The second factor is insuring each piece of equipment has the appropriate, correct and complete paperwork to accompany it. The same personnel, everytime, turned in all of our vehicles. The company TANK's clerk was always there to make any necessary on-the-spot corrections on the equipment documents.

G. Supply: The unit supply is the key to success or failure of any stand-down. Upon notification of stand-down, the company property book officer ordered a complete review of all hand receipts and a 100% inventory of all equipment. All shortages were corrected and brought up to strength, and excess equipment was turned in. The property book officer organized a document number file to be used for equipment turn-in, and was a complete review of VARS loan equipment. All hand receipt holders were notified and made aware that the property book officer and his supply personnel would personally turn-in most of the company equipment. The only equipment our unit supply did not personally handle was our aircraft and vehicles. This centralization of control greatly enhanced documentation and property book audit.

The document number file, that the property book officer established, was found to be a primary factor in our expeditionary property book audit. The property book officer was the only one to keep a unit document number. At the end of each days turn-in, he personally reviewed and audited that days transactions. If this daily audit is not performed, document numbers tend to get lost or improperly entered, which will certainly cause delays during

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the final audit.

H. Personnel: All personnel in the company were placed in two categories: those who received a tour curtailment, and those who would be transferred to other units in Vietnam. The company Platoon Sergeant then maintained a liaison with the Battalion personnel officer until all company personnel were put on orders. A plan for the release and transfer of personnel was developed, where by the percentage of personnel released was kept equal with the percentage of equipment turned in. The reasoning here, of course, is not to end up with all equipment turned in and 60% of your personnel left to move. The opposite situation would be even more disastrous with no personnel and a mountain of equipment yet to turn in. If such an imbalance exists, it would be better to have your people to move after the equipment has been turned in.

I. Liaison: Liaison officers and NCO's were appointed to effect coordination between the company and the respective Keystone turn-in points. These liaison personnel were always present at the turn-in points when unit equipment was being processed in. Each liaison officer and/or NCO must be totally familiar with all Keystone SOP's as well as having diplomatic personal traits. If these liaison personnel really extend themselves to cooperate with Keystone, the daily turn-in will be much smoother. Our liaison officers and NCO's developed such a rapport with the Keystone personnel that we were allowed continuous turn-in during our stand-down period.

J. Facilities: On the 12th of December, I requested and received a pre-inspection of my company area by PAB. During this pre-inspection, we learned that their basic requirements are clean areas, and intact buildings. As we processed and lost personnel, we inspected the vacated rooms, removed all trash and insured that all fixtures were present. Once we were satisfied that the room was ready for inspection by PAB, we boarded it up. As more and more rooms became vacant, we began to consolidate personnel in certain buildings and thereby completely vacated other buildings. This consolidation process greatly enhanced the police of the company area as well as the control of remaining personnel.

III. Summary: An efficient and effective stand-down must be well planned and organized. The plan must be general in nature so as to allow for day to day problems and changes. The commander, more than ever before, must keep abreast of every area within the company, no matter how insignificant it may seem. All personnel within the organization must be kept constantly informed as to the progress of the stand-down, and the reasons behind certain regular acts. Non-mission essential equipment should be turned in as soon as practicable. Excess equipment and trash should be disposed of prior to official stand-down. The commander should hold daily meetings with key people to ascertain that day's problems and plan for the next day's activities. Keystone turn-in points should be coordinated with, and liaison personnel should be assigned. A document file should be maintained and updated daily. Finally, communication and coordination must be continuous between the unit standing down and the next higher staff level.

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AVIATION
REPORT
After Action Report on Unit Ground Force (Continued)

William L. Hardy

WILLIAM L. HARDY
Sgt. Major
Company

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