From: Senior Supply Advisor  
To: Chief Navy Section  
Subj: After Action Report on Completion of Tour  
Ref: (a) NAVSEC INST. 5216.7  

1. In compliance with reference (a), the following report is submitted upon the completion of my tour of duty as Senior Supply Advisor.

2. Situation Upon Arrival in December 1962. The Navy Section was stabilizing after a rapid build-up and a large personnel expansion. The VNN did not have written instructions, or procedures to bring uniformity into the Supply Operation.

   a. A VNN Supply Manual had been prepared in English, but it had not been fully translated and promulgated.

   b. The VNN had received the first PGMs with inadequate repair parts support in-country. A SPIL had been developed for PGM by SPCC based on a minimum of usage data. Repair Parts were due to arrive in VNN by October 1963.

   c. The construction of the Junk Forces was in its final phase. Difficulties were being experienced in support of the Junk Force. Repair Parts had not been ordered to stock adequate levels of 671 and 7277 Repair Parts at the NSC at the NSC and the four outlying bases.

   d. Special Tools needed by the Junk Force were ordered on 30 December 1962 in complete range and depth.

   e. A inventory team consisting of 6 Vietnamese and two U.S. Advisors had been formed and was scheduled to commence the 'first wall to wall inventory of all NSC stocks.

   (1) Inventory: The first wall-to-wall inventory commenced on 2 January 1963 and was completed in December of 1963. Initially the VNN did not show a great interest in this vitally needed project and consequently a minimum number of personnel were assigned to one inventory team with two U.S. Advisors assisting in procedures and technical identification problems. The Commanding Officer of the NSC was urged to recruit temporary additional personnel and to reassign on board personnel
to form additional inventory teams to expedite the inventory.
VNN, Material Officer through sound personnel management principles
reassigned on-board Material Division Personnel to inventory teams.
Additional personnel were also assigned to stock control from other
divisions and their task was to post the inventory daily to be in
phase with the physical inventory. In July the Commanding Officer
of the NSC requested that his personnel be given the opportunity to
conduct further inventory work on their own with very limited
advisory assistance on technical problems only. The ability of the
VNN to now conduct a cyclic inventory is there and the VNN are
planning a continuing inventory schedule. During the inventory over
3,720 line items of stock were identified to a good PN or other
identifying media. This stock was previously unidentifiable and conse-
cquently of no value to the NSC customer. Many of those items had been
given to the French by the U.S. and in going from U.S. to French to
VNN control had completely lost their identity. Upon completion of
the inventory it was found that we had 5,304 line items of stock that
were extremely difficult to cross reference and identify. The technical
research necessary to identify this material to a valid PN, PN, or
part number is presently being performed by U.S. Supply and Shipyard
Advisors. To date advisors have been able to salvage 1,202 line items
out of 2,710 researched.

(2) Expedited Issue Procedures: U.S. Advisors suggested
the establishment of shop stores to expedite the issue of fast moving
materials to the Shipyard Shops. Detached procedures were written
and submitted to the VNN for approval and implementation. The VNN
approved the procedures with minor revisions an' the first Ready Shop
Store was established and in operation in May. Initially over 1,100
line items of stock were carried to serve the needs of the engine and
Machinery Shops of the Shipyard. After five months an evaluation of
usage was made and it was determined that only 286 line items had
enough usage to justify stocking. Ready Shop Store Stock was purified
and slow moving items were returned to the comissary code warehouse
for routine issue. The establishment of the Ready Shop Store expedited
the issue of materials to the Engine and Machinery Shops and resulted
in reduction of paperwork necessary to procure repair parts. The
establishment of fast issue procedures for electronics repair parts is
pending implementation. A Shopping Guide of electronic repair parts
has been prepared, bins allocated and a space provided. ICMR Lich
the new Commanding Officer of the Supply Center plans to initiate
fast issue procedures for designated items in each NSC warehouse.
Advisors and counter-parts are in the process of selecting fast issue
items.
Subj: After Action Report on Completion of Tour

(3) Pre-Expended Bins: Procedures were written and submitted to the VNN for concurrence and implementation. The first pre-expended bins are now set-up in the Ready Shop Store to support the Engine and Machinery Shop Stores. Additional pre-expended bins will be set-up to support other shipyard shops.

(4) Stock Control: Stock record clerks were assigned to specific banks of cards which had resulted in better control and timely reordering. Prior to this two people, a "poster" and "planner" made entries on the cards. A master repair list of repairable parts for the 18 different types of engines has been prepared. The stock record cards for these repair parts are now marked to show they are repairable. A repairable repair parts re-fit program has been established, and is resulting in substantial savings of MAF funds through the utilization of repairable materials. Separate banks of the Kardex have been designated for 42277, MC 671 and PM repair parts to insure close scrutiny by advisors. The fast issue rate and critical nature of these particular repair parts has made it imperative that full advisor attention be given.

(5) Issue Control: A VNN Petty Officer trained in the U.S. now reviews all customer requisitions, except those submitted by the shipyard, for quantity, correct stock number and propriety. This system should effectively control issues based on allowance quantities and mission of units.

f. Redistributable and Disposable Property Program. In January of 1963 the Supply Advisors made a review of stock and stock record cards and determined that over 11,000 line items of materials were excess to VNN needs. The initial criteria in determining items qualifying for excessing action was no issue in three years. The listing of items recommended for excessing was forwarded to VNN Headquarters for concurrence and turn-over of the materials to the MAAG. CNO VNN appointed an Excess Materials Committee to screen the items recommended for disposal action to insure that no items would be excessed that were of any possible use to VNN needs. The VNN Excess Materials Committee reviewed the listings and marked items they thought could be of use to the various sections of the VNN Navy. The selected items were marked in the bins and the Committee went to the applicable warehouses view the marked materials. After a 60 days review period a report was made to VNN, CNO stating that 10,654 line items of material were excess to VNN needs and should be turned-in to the Senior Supply Advisor, MAAG for disposal action. The VNN, Naval Headquarters agreed with this recommendation and one copy of the
Subj: After Action Report on Completion of Tour

rough listings was given to VNN, Stock Control for preparation of the turn-in listings to the MAAG. Preparation of the turn-in listing was slow, so the Supply Advisors pitched in and completed the preparation of the turn-in listing. The Supply Advisors are presently pulling Z Cognizance material out of bins and marking, boxing and palletizing material in a central processing area in Kho 6. Complete listings of the 10,654 line items have been forwarded to CINCPAC for their review and distribution to other PACOM MAAG's. Instructions should be forwarded to MAAG, Vietnam from CINCPAC in the next 60 days on redistribution instructions. In the interim period of time, listings of redistributable Z Cognizance materials have been forward to the Army and Air Force sections for their review. Ordnance items are being consolidated in Kho 6 for easy viewing. The completion of this program will reduce VNN, NSC assets over $1,000,000.00, increase stock turn, and save thousands of dollars worth of MAP funds through the utilization of these materials by the Army or Air Force sections of MAAG, Vietnam or other PACOM countries.

The processing of paper work, shipping and other functions associated with the redistribution of this material to other PACOM countries will impose a tremendous amount of work on the Supply Advisors, should CINCPAC decide to implement this program.

g. Preservation and Packing Program Floor plans, and drawings of equipment that could be fabricated locally by the VNN were presented to the Commanding Officer of the NSC for concurrence in May 1963. A location for a Packing and Preservation Shop was selected at Kho 7/2. A complete bill of materials necessary to implement and run a small preservation and Packing Shop was ordered in May 1963. To date 90% of this material has been received. The VNN have accepted the need for a Preservation and Packing unit. Preservation dip tanks have been fabricated by Naval Supply Center personnel out of 55 gallon oil drums. Dipping baskets have been fabricated. A overhead crane has been made to facilitate the handling of large items. Two old compressors were salvaged from the disposal yard and repaired. These compressors will be used for drying and cleaning operations. At the present time acid and batteries are stored in Kho 7/2. The Commanding Officer plans to store this material in Kho 7/3 now occupied with Junk Force materials. The Junk Force has been requested by three messages from CO, NSC to remove their materials to a different storage location to facilitate the set-up of the Preservation and Packing unit. To date no action has been taken. The Commanding Officer has been continually urged both verbally and by written memorandum to expedite and implement this program. The initiation of a Preservation Program is needed to preserve large quantities of materials that presently have no protective covering. A full-time Preservation Program should not be implemented until the
Subj: After Action Report on Completion of Tour

Disposal and Redistributable Property Program is well on its way. To do so, would result in duplication of effort, through the preservation of material that was subject to disposal.

h. Support of the Junk Force: The coming into being of the Junk Force created the biggest single logistics problem encountered by VNN during the year. VNN met this situation by developing plans and programs for the support of these Junks. Lists of equipments to be carried aboard each Junk were formulated. Plans were made for the establishment of repair shops at each of the four outlying Naval Bases to repair junks and lists of repair parts required to support the AD77 and GNC 671 engines were prepared by the advisors. Repair parts necessary to support the four outlying bases were ordered in range and depth. Special Hand Tools required for the Junk Force were ordered, received and distributed to the Junk Force Logistics Officer Lt Xuan. A storage requirements study was made by advisors in a effort to determine repair parts bins and dimensions. Detailed bin plans were submitted to VNN and accepted. A contract was let for the construction of bins. Advisor plans called for a light collapsible bin which could be easily transported to the four bases. VNN contracted and made excellent bins of heavy gage steel sheeting which was very difficult to handle and transport. All bins have been manufactured, but distribution of all bins has not been made. Each of the four outlying bases have constructed wooden bins locally which are proving satisfactory.

3. Comments and Recommendations: The following are areas which I feel merit close advisory attention in the future:

a. Local Purchase. The decrease in the MAP program in 1964 and plans for the abolishment of funding for commercial consumables in FY 1965 will necessitate the procurement of more and more materials from in-country sources. Previously the MAP program allowed unlimited support of VNN needs, but this year's MAP allocation of monies will force the Supply Advisors to cancel many VNN initiated requests for MAP support. The Commanding Officer has been informed of this situation verbally, by memorandum and comments on VNN 1150's for MAP support.

Advisors have been making material stockage studies recommending to CO, NSC a reduction in the range of items carried to facilitate better inventory control and management. It has been shown to VNN personnel what companies produce products now MAP supported. As advisors recommend more items for local purchase, the NSC procurement section, which is relatively new and which is forced to operate under cumbersome DOD prescribed procedures, must carry a bigger load; the Naval Supply Center procurement section must expand and improve it's operation; It is recommended that Advisors devote increased attention
Subj: After Action Report on Completion of Tour

to the local procurement section, and that if determined necessary, a special MTT for contracting and purchasing be obtained for the NSC. As Supply Advisors it is a basic responsibility to improve in country capability and the self-sufficiency of the VNN. LCDR Young of the W-4 Staff has persuaded the VNN to provide additional plastiers in the budget for the procurement of local products.

b. Issue Control: The VNN presently have a Petty Officer and an Advisor assigned to review and control issues, but more advisory assistance is needed in this area. A letter was submitted to CO, NSC requesting and recommending the establishment of a Issue Control desk in the VNN Stock Control Section. Two U.S. Enlisted Advisors would be assigned to Issue Control screening desk. All requisitions submitted to the VNN stock control that are marked NC (not carried or NIC (not in stock) would be reviewed by this section to warehouse check for availability, offer suitable substitutes to the customer or add technical information that possibly would help in the procurement of the requested material.

c. 1964 MAP Program: The funding in the 1964 MAP Program has drastically reduced funds that were previously available for the procurement of certain categories of material. Messages have been initiated by U.S. W-4 requesting additional funding. The total funds available in the 1964 program make it imperative that Supply Advisors carefully screen all VNN initiated requests for materials. There will be many instances when the VNN will be required to purchase local commercial consumables previously obtainable through MAP. Studies have been conducted by Supply Advisors to reduce the range of stocks carried, thereby making inventory control easier and to facilitate the judicious use of MAP monies. A-7's letter 7120 Ser: 942 of 18 December 1963 with enclosure (1) outlines last year's usage data in several generic code groupings funds allocated in the approved 1964 program, recommended amounts that should be allocated in the 1964 program, and a recommended reallocation of approved 1964 funds. The follow through on this program will necessitate close coordination between A-7 and W-4 on the preparation of MFR's to initiate deviation requests and additional funds to effectively carry on VNN operations.

d. Expedited Issue Procedures: The Commanding Officer of the Navy Supply Center is in favor of fast issue procedures for designated materials in each NSC warehouse. The VNN are becoming more customer service oriented and this attitude should be fostered. The adoption of fast issue procedures will expedite the issue of material to shipyard customers and will reduce requisitioning paper work.

e. Fleet Service Activity: Proposed procedures for a Traffic
Subj: After Action Report on Completion of Tour

Branch were written by the MSC, advisors and submitted to VNN for concurrence and adoption. This was accomplished in April of 1963. Implementation of this program is now stagnated due to the fact that VNN states MSC does not have enough personnel to run a Traffic Section. It is felt that the reassignment of VNN personnel from MSC warehouses could be made and a Fleet Service activity established. Some means of delivering material to outlying activities is needed.

4. Current Situation:

a. Many projects for the improvement of the Navy Supply Center are now underway. The redistributable and disposable property program is well established and limited amounts of stock have been turned into the Army Property Disposal Officer. Further processing of the 10,654 line items recommended for disposal are pending CIMPAC instructions.

b. Advisors have written proposals to the Commanding Officer, MSC recommending the adoption of Advisor Instructions and the set-up of a Traffic Branch, if instituted, it will be a very important improvement in MSC customer service.

c. A Represervation and Packaging program is now being set-up and will be operational in the near future. Necessary preservation and packaging materials are in-country, P & P equipment has been fabricated locally and a building has been assigned for this purpose.

d. A proposed program to establish auxiliary shop stores at four outlying Naval Installations is under study by VNN - N-4. Acceptance of this concept will give VNN effective supply support at these repair bases.

e. Pre-expended bins have been set-up to support the shipyard engine and machinery shops. This supply support should be extended to other shipyard shops.

f. PGM supply support has been and will be a continuing problem area until conus resupply sources have been developed. The SPCC developed SPIIL listed 394 line items of repair parts for PGM repair parts support. Thirty-four line items are of a parts common nature to the U.S. supply system, and are easily obtainable, three hundred and sixty line items are of a part peculiar nature and require logistic support from West Germany via Navy Purchasing Office London. The SPCC developed SPIIL was not predicated on extended usage data computations, for this is a relatively new engine, therefore numerous priority five message requisitions have been submitted and will continue to be submitted. Supply support on
Subj: After Action Report on Completion of Tour

Priority five requisitions has been slow. Action is being taken to expedite the procurement of PCM repair parts as evidenced by; MTPD, NSC, Oakland Messages TGG 170150Z, TGG 192350Z December to Chief of Naval Operations and CNO, TGG 171643Z December to SPCC, Mech.

Summary: Cans have been made on supply support as evidenced by fewer panic calls and visits from U.S. Staff and Advisors. Many projects have been completed and are under way to improve the VNN, supply system.

There is one problem area which has constantly caused difficulties and confusion. This problem area develops when other advisors come directly to Supply Advisors to solve detail problems of requisitioning materials or of obtaining materials supposedly not on hand at the Supply Center. Nearly every time Advisors come without their counterparts and no VNN initiated requisition number for reference. To create in the Vietnamese a sense for the relative urgency of supply problems, it is absolutely necessary that Advisors coordinate with their counterparts and have their counterparts generate the request to supply via VNN channels. If this action doesn't get results on materials procurement, then U.S. Advisors should come to Supply Advisors for help. The tour as Senior Supply Advisor has been a challenge and it has been rewarding in seeing U.S. initiated projects accepted by the VNN. There are still many areas requiring close Advisor assistance, but now the "air of change" has been established and if Advisors continue to be persistent but tactful, many more improvements will be made.

Very Respectfully,

C. A. HARLESS