

in enclosure (4). Additionally, each completion report, enclosure (1), contains a summary of labor utilized by rate.

4. Safety. An aggressive safety program was pursued during this deployment with increased emphasis on crew leader's responsibility for the safety of his crew and by close command attention to safety. A summary of the accident record for this deployment is as follows:

<u>Lost time accidents</u>	<u>No.</u>	Okinawa	<u>No.</u>	Marcus Island
		<u>Lost Mandays</u>		<u>Lost Mandays</u>
On the job	4	24	1	26
Off the job	2	17	1	6000
Total	6	41	2	6026

<u>First Aid Cases</u>	<u>No.</u>
On the job	94
Off the job	33
Total	127

5. Equipment. The equipment type and number on the whole was satisfactory for the construction required. An asphalt paver and distributor had to be borrowed from the Army for the paving and mortar mixers were insufficient at times. A job the size of Hansen should be furnished with 6 mixers. Excessive wear was occurring on the Ford Pickup king pins and bushings. This was caused by 40 workday APM's and dusty condition of surfaces traveled on. The problem was solved by weekly greasing the king pins. The Allison Transmission in the Ford busses (B-700) caused considerable problems. The transmissions were received in poor working condition. The Battalion did not have the proper tools, trained personnel, or a MAL for these busses. If a spare transmission was available the Battalion could have sent the broken transmission for proper repairs. The spaces provided for equipment repair was less than satisfactory. All big automotive and construction equipment has to be worked on outside. There was no water available at the Equipment Repair sites for drinking or fire protection.

6. Morale. Morale was very high during the entire deployment. This high morale is attributed to the Battalion's constant concern with the well being of the men and it's constant effort to make the best of every situation. Some specific actions that helped to increase and maintain the Battalion's morale are as follows:

- a. The Battalion receiving the "E" as the Best of Type in the Pacific.
- b. Men were sent back to NAVSCON for "B" School during deployment.
- c. Two men were sent to Japan, 35 men to Hong Kong, and four men went to Taiwan on R&R trips.

d. The Battalion made every effort to allow every man that desired to attend night school with as few obstacles as possible placed in his path. Men were released early from the job, provided with transportation, and were not assigned watches during school nights.

e. Constant concern by the command for the well being of the men. The command was daily probing and inquiring from the men as to what could be done to help the present situation. Also the main contributor was immediate response to good suggestions where the men could see that the command did care and would act.

7. Contingency Planning. Contingency planning for the Okinawan deployment as the standby battalion was not clearly defined at the beginning of the deployment. Guidelines were established during the early part of September which emphasized a greater responsibility in this area above that required in the past. Planning consisted basically of preparation for embarkation of the battalion, maintaining MOCC file and remaining current in the areas of intelligence and the planning being accomplished by the Alert Battalion. The following tasks comprised the planning workload.

a. Items peculiar to Standby Battalion with respect to the Alert NMCB 201-64 Plan were formulated.

b. Responsibility check list was made for embarkation.

c. Planning Objectives Chart was made.

d. A Map Library was started pertaining to the contingency areas.

e. UP&T tables were established.

f. Ships pamphlets were collected.

g. Drawings were made of ship's deck configuration and reproduced. Equipment templates were made.

h. Loading plans were formulated for LSD and IST type ships.

i. MOCC files were established and through continual updating became more meaningful and useful from an embarkation standpoint. The 10 day readiness plan was developed in such a manner to allow sufficient flexibility to convert or consolidate this plan into a 6 day readiness plan.

8. Training on Okinawa. The general training phases used to maintain Battalion readiness were technical, military and leadership. The technical training program consisted of one hour per week. Training periods were established by the Company Commander to meet the needs of the project at Camp Hansen and to improve each man's knowledge and abilities in his own particular rating. The instructors used were Petty Officers from the company and selected by Company Commanders. The leadership training

program consisted of discussion periods concerning items of general leadership nature. These periods were conducted each Wednesday morning for approximately 20 minutes. The instructors were Officers and Chief Petty Officers in the battalion. Military readiness was obtained through several methods. Two days of military training were conducted each month and all new arrivals received a course of training for approximately one week. The instructors for military training subjects were officers, Chief Petty Officers and Petty Officers of the battalion. Each instructor was required to make up a lesson plan which was submitted to the Commanding Officer for approval and presented to a group of evaluators from 3rd Marine Division Schools at Camp Hansen, Okinawa for evaluation. Instruction for officers, chief petty officers and other petty officers was provided by the battalion training staff. Subjects covered during these periods were close order drill, battle sights, sight calibration, etc. The means of measuring our training progress throughout the deployment was the Squad of the Month program for close order drill and a Basic Military Subject Test given to all hands. The examination consisted of 150 questions concerning every subject taught while on Okinawa.

9. PERT Evaluation. PERT Programming was used during this deployment utilizing the network developed by MCB THREE which was modified by the planning group of MCB NINE. The changes made to the network were in the areas of activity sequence and activity durations. The network, applied to a time scale, provided the Company Commanders that information required to schedule their workload on a monthly basis. The initial planning was hampered somewhat due to limited availability of computer time at Point Mugu and the loss of time during the Kodiak Disaster Recovery Operation. Therefore, the greater portion of the planning workload was accomplished on Okinawa. Upon analyzing the computer output, it became apparent that the workload was not balanced which resulted in manually shifting the network for each structure on the time scale to balance the mandays on a monthly basis. This manual manipulation cancelled in some degree the end product of the computer output. The computer approach is very acceptable to civilian construction as a contractor has the flexibility of varying his manpower to fit the construction requirement dictated by the network. In the case of the NMCB, manpower is a fixed quantity and the construction workload must be tailored to coincide with this factor. It appears that it is more practical for a NMCB to approach this form of planning from a non-computer standpoint. PERT Programming provides a basic management tool of great value to NMCB. With sound logical planning used in developing the network, schedules can be generated for project construction and also material procurement. The network applied to a time scale actually performs scheduling to the third stage level. The program itself can be utilized as a means of reporting construction progress for its communication is based on common language (network) understood by all concerned.

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