

Declassified E.O. 12356 Section 3.3/NND No. 785015

ACC

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Declassified E.O. 12356 Section 3.3/NND No. 785015

10000/110/118

PROPOSAL FOR IMPROVEMENT
OF A.C. TRANSPORT
OCT. 44 - MARCH 45

90.8/EST

Phone 301

HEADQUARTERS ALLIED COMMISSION
APO 394
Establishment Section

Ref/90.8/Est

NEF/mrd
15 March 1945

Memo:

To : Executive Commissioner, Hq., Allied Commission

1. Reference is made to your communication of 25 February 1945, Ref: 5807/53/EC, with respect to "Report on Transportation, Super Garage".

2. I have gone into the operation of the Headquarters Motor Pool in great detail. I find that some improvement has taken place since the report was issued, but there is still room for a great deal of improvement.

3. I am taking the necessary action to see that American War Department vehicles and requisitioned cars are being properly maintained. For your information, I am enclosing a list of the cars which have been assigned and which are being daily dispatched. I have examined the dispatch tickets of a number of the cars on daily dispatch and it is apparent that in many cases daily dispatch is simply an evasion of the order limiting the number of assigned cars.

NORMAN E. FISKE
Colonel
Deputy Executive Commissioner

Encl. Motor Pool Assignment
and Dispatch report.

5929

See 90.9/Est

50 4 5 9

Declassified E.O. 12356 Section 3.3/NND No. 785015

ALLIED [REDACTED] COMMISSION *File*
INTER-OFFICE MEMORANDUM EXT: 301
ESTABLISHMENT SECTION

SUBJECT: Pooling of Vehicles in Regions

FILE No. 90.8/12/EST *12*

TO : Transportation Sub-Commission

17 March 1945

1. Reference is made to your AC/79/7/Tn.5 of 15 March.
2. In this connection, your attention is invited to our 90.8/EST of 14 March, of which a copy was sent you. Copies of replies to this communication by Regional Commissioners will be sent you upon receipt.

Wey
NORMAN E. FISCHE,
Colonel
Deputy Executive Commissioner

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Declassified E.O. 12356 Section 3.3/NND No. 785015

ALLIED [REDACTED] COMMISSION
INTER-OFFICE MEMORANDUM

ESTABLISHMENT SECTION

EXT: 301

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FILE No. 90.8/12/EST

TO : Transportation Sub-Commission

17 March 1945

124

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NORMAN L. FINKLE,
Colonel

Deputy Executive Commissioner

5927

Declassified E.O. 12356 Section 3.3/NND No. 785015

HGD/aa

HEADQUARTERS ALLIED COMMISSION
APO 394
Transportation Sub-Commission

Ext : 566

Ref : AC/79/7/Tn.5

15 March 1945

SUBJECT : Pooling of WE/TE and Requisitioned
Vehicles in Regions.

TO : Establishment Section.

1. Further to our AC/79/2/Tn.5 dated 5 March
subject as above.

2. Will you please state your views on the proposal
in order that this Sub-Commission may initiate action on
the Combined Inspection Teams' recommendation.

[Signature]
for: TERRITT H. TAYLOR Lt Col.
Director

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Declassified E.O. 12356 Section 3.3/NND No. 785015

Phone 476183

HEADQUARTERS ALLIED COMMISSION
APG 394
Establishment Section

Ref/90.5/Est

MEF/ard
14 March 1945

Memo

To : Regional Commissioner, Lazio-Umbria Region
" " , Abruzzi-Marche Region
" " , Toscana Region
" " , Emilia Region
" " , Liguria Region
" " , Piemonte Region
" " , Lombardia Region
" " , Venezia Region
Commissioner, Naples Commune

1. The Combined Inspection Team, A.F.H.Q., after an inspection of the transport situation in the Allied Commission, recommends that all WH/TE and requisitioned passenger carrying vehicles be pooled in regional and provincial pools and that the practice of assigning cars to individual officers should cease. All transport authorities agree that the pool system produces a more efficient utilization of cars and is more economical generally, while the allotment of cars to officers proves wasteful of transport. Headquarters transport has been pooled for the past two months, with resultant economy in operation.

2. Regional Commissioners are responsible for the proper utilization of transport in their respective regions and the recommendations of the Combined Inspection Team, A.F.H.Q., are, therefore, transmitted with the suggestion that they be put into effect unless the Regional Commissioner sees serious objection thereto. Your comments on the operation of the pool will be welcome.

Norman E. Fiske

NORMAN E. FISKE
Colonel
Deputy Executive Commissioner

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Copy to:
Transportation S/C

0463

Declassified E.O. 12356 Section 3.3/NND No. 785015

DEB/lb

HEADQUARTERS ALLIED COMMISSION

AFO 394

OFFICE OF G-4 (B)

Tel. 489081
Ext. 596

Col. Fiske

G-4/101/32

7 March 1945

File

SUBJECT:- Pooling of WB/TE and Requisitioned Vehicles in Regions.

TO :- Director, Transportation Sub-Commission.

1. Reference your AG/79/2/Tn.5 of 5 March 1945 it is thought that Regional Commissioner and Executive Officer must have a car assigned to each of them. The same applies to Provincial Commissioners.
2. There are also certain divisions, the nature of whose work involves at least one of their officers being always out and it is thought that such divisions should have one or more cars assigned.
3. The automatic assignment of a car to each division is not thought economical. One division might need two cars and another none at all.
4. This is a matter that can best and in the opinion of this branch should be decided by the Regional Commissioner within the broad lines of a policy, under which the pool system is adopted to the maximum extent consonant with efficient working, personal assignments limited to essential cases such as those set out in paragraph 1, and Divisional assignments made only when it is certain that the assigned car will be fully employed.
5. *The W.Q. Caust: has "pool" experience and his difficulties, and method of overcoming them, might be of use to you.*

S. M. Miller

~~S. M. MILLER~~

Lieut. Col.

G-4 (B).

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Copies to:- Establishment Section.
G-4 (A).

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Declassified E.O. 12356 Section 3.3/NND No. 785015

Col. Liske:

Approval/disapproval

Atch

6 March

Montauk

0465

Declassified E.O. 12356 Section 3.3/NND No. 785015

HEADQUARTERS ALLIED COMMISSION
ESTABLISHMENT SECTION

File

Date

FROM

TO

Deputy Chief of Staff

Staff Officer

Executive Officer (A)

Executive Officer (B)

G-1 (A)

G-1 (B)

G-4 (A)

G-4 (B)

Headquarters Commandant

Adjutant

FOR:

Draft of reply for signature of
Please see/telephone me about this
Investigation and report

Answer

Signature

Approval/Disapproval

Your Information and return

Your File

GP/88

INTER OFFICE MEMO

Ext: 566

Ref: AC/79/2/Tn.5

5 March 1945

SUBJECT: Pooling of WE/TE and Requisitioned
Vehicles in Regions.

TO : G-4 (Br),
G-4 (A),
Establishments Sec. ✓

1. It has been recommended by the Combined Inspection Team A.F.H.Q. that WE/TE and requisitioned passenger carrying vehicles should be pooled with Regional and Provincial H.Q.'s and the practice of assigning cars to individual officers should cease. It is agreed that the pool system produces a more efficient utilization of cars held and is more economic generally, while the allotment of cars to officers proves wasteful of transport.

2. This Sub-Commission is in agreement with the Team's proposal. It is considered that, as a result of introducing the pool system, it might well be possible to reduce the number of vehicles held in some cases and to relieve the existing shortage by the assignment elsewhere of any surplus made available.

3. It is a matter for consideration whether all passenger carrying vehicles should be pooled or whether a car should be assigned to the Regional Commissioner, one to each Division in Regional H.Q. and to each Provincial Commissioner, the remainder being pooled.

4. Will you please state your views on the proposal in order that this Sub-Commission may initiate action on the Team's recommendation if the staff branches concerned are in agreement.

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4. Will you please state your views on the proposal in order that this Sub-Commission may initiate action on the Team's recommendation if the staff branches concerned are in agreement.

W. Humphreys
for VERNITT H. 15823
Director

SWH/smd

INTER OFFICE MEMO
OFFICE OF G-4 (B)

Tel.
Ext. 285

64/101/28

19 December 1944

SUBJECT: Transportation Proposals - Allied Commission

TO: D.C.O.S., Establishment Section

You asked for views on an overall road transport policy.

1. The following notes are written on broad lines and are based on the principle that one of our jobs is to reconstruct the industry of this country.

2. Premier Bonomi said in his broadcast on 17th December that Italy cannot spend the period preceding victory in constructive undertakings owing to lack of means - viz. food and transportation. He continued that labour was plentiful in Italy, but could not be used productively owing to this lack of means.

3. The suggestions which follow make use of this labour and help in reconstruction:

(a) Civilian supply transport should be operated throughout Occupied Italy, behind the Army boundary, in the same way as it is operated by such firms as SITA and SUD-EST in Southern Italy - e.g.

<u>ZONE</u>	<u>AGENCY</u>
Sicilia	AGIP
Calabria	SUD-OUEST
Incandia, etc.	SUD-EST
Campania	SITA
Lazio-Umbria	LANCIA
Abbruzzi-Marche	FIAT
Toscana	BIANCHI
Emilia	ALFA ROMEO

(These firms are chosen at random to illustrate my meaning and naturally the firms established in those zones would be the ones selected to operate them).

(b) Public Safety (fire service) vehicles should be operated by the appropriate Italian fire services.

(c) Maintenance of civilian supply, and fire service vehicles, to be done through civilian organisations, and the managers of such firms as FIAT, LANCIA and BIANCHI to be called in as soon as possible to assist in deciding the best means by which this can be done. A representative of the Ministry of Transport should be present.

4. All civilian work should be private enterprise, thus encouraging firms to produce their best work, increase their profit and produce some of their hidden machinery and stores.

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3. The suggestions which follow make use of this labour and help in reconstruction:
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<u>ZONE</u>	<u>AGENCY</u>
Sicilia	...
Calabria	...
Incania, etc.	...
Campania	...
Lazio-Umbria	...
Abbruzzi-Marche	...
Toscana	...
Emilia	...
	ACIF
	SUD-OUEST
	SUD-EST
	SITA
	LANCIA
	FIAT
	BIANCHI
	ALFA ROMEO

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4. All civilian work should be private enterprise, thus encouraging firms to produce their best work, increase their profit and produce some of their hidden machinery and stores.

5. The LANCIA Garage in Rome is operated by civilians. After some ⁵⁹³³ experience, the following agreed rates are now paid for repairs:-

Skilled workers	...	60 lire per hour
Apprentices	...	40 lire per hour
Spare Parts	...	Pre-war price list value plus 200%

6. A fair margin of profit should be allowed and we have only to think of the huge profits made and the wage bonuses paid by the larger firms in the United Kingdom. Incentive to good work and increased production should be encouraged.

7. The appropriate Sub Commissions of the Economic Section would be concerned only in giving help and direction to the civilian organisations. C-4 would be concerned in supplying vehicles or other military equipment, when requested by the Economic Section and approved by the Army.

- 2 -

8. Vehicles could be sold or hired in accordance with the decision of higher authority and tools and spare parts, etc., sold.
9. All TE - WE transport should be controlled by G-4 and be divorced from civilian supply transport.
10. I take it that the Truck Companies will be self-contained for maintenance with their L.A.D.'s.
11. The PIRELLI and TIVOLI Tyre Factories should be operated in the same way. Expert Italian labour exists in the vicinity of Tivoli, where the local people have been making tyres for years and are now unemployed.
12. The above suggestions are made on broad lines only, but details could be worked out, if required. Possibly experiments have already been made on these same lines and found to be unworkable, yet they appear to me to be the most likely means of keeping ~~supplying~~ ^{supplying} vehicles on the road, and at the same time, helping to re-establish Italian civilian industry.
13. I can see no reason, if this be approved, why these firms should not break down the 15,000 scrap vehicles ~~allotted to~~ ^{coming to} us. We should need to requisition the necessary garages and spare land for parking, pending breakdown, but those are details for study if and when this - or some such scheme - is approved for adoption.



S. W. MILLER,
Lieut. Colonel,
G-4 (B).

Copies to: Executive Officer (A)
G-4 (A)

12. The above suggestions are made to cross lines only, but details could be worked out, if required. Possibly experiments have already been made on these same lines and found to be unworkable, yet they appear to me to be the most likely means of keeping ~~supplies-moving-and~~ vehicles on the road, and at the same time, helping to re-establish Italian civilian industry.

13. I can see no reason, if this be approved, why these firms should not break down the 15,000 scrap vehicles ~~alligned-to-be~~ coming to us. We should need to requisition the necessary garages and spare land for parking, pending breakdown, but those are details for study if and when this - or some such scheme - is approved for adoption.

S. W. Miller

S. W. MILLER,
Lieut. Colonel,
G-4 (B).

Copies to: Executive Officer (A)
G-4 (A)

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Declassified E.O. 12356 Section 3.3/NND No. 785015

HEADQUARTERS ALLIED COMMISSION
AFC 394
TRANSPORTATION SUB-COMMISSION

BSA/hl

Tel: 220

AG/TN/GTB

SUBJECT: Proposals for Improvement of AC
Transportation

15 Nov. '44

TO : G-5, AFHQ - Att: Col. Butterworth,
Economic & Supply Section

1. This letter refers to the report of 30 October 1944 on the above subject by the combined Inspection Team of AFHQ.
 2. Under date of 11 October 1944, letter ref. GAO/303 from Major General R.E. Lewis, A/Chief Admin. Officer to the Acting Chief Commissioner, AC, states: "It is desired that members of the Team and AC Officials concerned with motor transport work in full accord and in a spirit of mutual cooperation". It is in this spirit that the Transportation Sub-Commission approaches this entire matter and expects to work, and also in this spirit that it deals with the subject report. It is therefore not commenting on general statements such as appear in the introduction, other than recording that it can not accept them and further, that they do not reflect the long and strenuous efforts of this Sub-Commission to obtain the "wherewithal" to remedy the equipment situation. Instead, we are passing directly to the paragraphs, beginning with para. 4, which deals with "Actions Required".
 3. A meeting was held on Friday, 10 November 1944, in the office of the Director, Transportation Sub-Commission, AC; those present were: Col. Adams, Director, Transportation Sub-Commission; Col. Carnes, Chief - Road Division, Transportation Sub-Commission; Lt.Col. Kinley, AFHQ Inspection Team; and Lt.Col. Franklin, G-5, AFHQ. This group went over all of the points in the report, discussing them paragraph by paragraph, with a view to securing the best results from the observations made by the Inspection Team. The results are as follows:
 4. Referring to "ACTIONS REQUIRED EXTERNAL TO AC", para. 4, Lt.Col. Kinley advised that a conference had been held at AFHQ and steps taken to implement action on each of the items.
- It was agreed that it would be helpful to AC to have a copy of the minutes of this meeting in order to know just what action was being taken. Lt.Col. Franklin agreed to secure and forward a copy.
- Col. Adams requested that the Inspection Team add a supplement to their report stressing the urgent need of an early delivery of the 40 Jeeps required to effectively operate the Truck Battalion. This was agreed.

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Declassified E.O. 12356 Section 3.3/NND No. 785015

Responsa for Improvement of AG Tn. - 2 -

15 November 1944

Arrangements were made by telephone to facilitate the clearance of the personnel authorized for the Truck Battalion. Acting on this, AG, subsequent to the conference, sent an officer with the personnel requisition to G-5, AFHQ, where it was approved by G-5, also G-1. The officer then went to the Replacement Depot but was informed the personnel were not available so the requisition was filed there. Of the 104 Officers and EMO (Truck Battalion supervising personnel) AG has only received 29 to date.

5. Referring to para. 5, "ACTIONS REQUIRED INSIDE AG ORGANIZATION", reference to sub-paragraph (a), "Utilization to the full of civilian transport, the aim of replacement of War Department transportation by civilian transportation" the group present were advised that this point is being kept constantly in mind, as is evidenced by the organization of pools of civilian transport in various centers by Transportation Officers in AMG territory as rapidly as cities are occupied. Trucks, instead of being requisitioned, are registered and immediately put into separate pools on a commercial basis, operating under a standard tariff of charges. The proof of the effect of this system is the large number of civilian trucks now operating in Rome where all of the War Department vehicles used initially have long since been withdrawn. A similar situation exists in Florence and elsewhere. ENAC has now been established by decree of the Italian Government and is the organization which will control these truck pools in the territory under the jurisdiction of the Italian Government.

Referring to 5 (b) regarding return loads, the Transportation Sub-Commission will renew its efforts to improve the situation as to return loads, particularly, pressure on the Italian Managers of truck pools; also will investigate the matter of the trip tickets in Rome which indicated that trucks were dispatched with loads and returned empty. The tickets, in all probability, do not represent the true situation, as it is felt that all these trucks have returned with loads.

The tariff charges do not provide the same rate of pay for number of empty vehicles as for loaded vehicles; however, further check will be made to see that these tariffs are complied with.

Referring to 5 (c), AG will check with the Industry Sub-Commission as to "additional facilities that could be made available for parts manufacture and for tire repairs".

Referring to 5 (d), it was fully agreed as to the various difficulties in connection with the control of civilian spare parts, particularly with the Army requisitioning them. Much more has been done than is indicated in the report; however, additional efforts will be made by AG to improve the situation.

With reference to 5 (e), on the matter of civilian tire repair and recapping, this was a matter of very lengthy discussion at this conference and also at a conference on the following day with the same group and officers of ENAC. It is felt that now after this discussion, the Inspection Team should have, thru Lt. Col. Kinley, a better appreciation of our difficulties.

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Declassified E.O. 12356 Section 3.3/NND No. 785015

Proposals for Improvement of AC Tn.

- 3 -

15 November 1944 4

Referring to 5 (f), on the subject of the use of passenger vehicles, it was advised that the dispatching and allocation of these vehicles was not in the hands of the Transportation Sub-Commission; however, the Sub-Commission is reviewing the matter with others concerned and a plan is being put forward in this connection.

Referring to 5 (g), AC is quite in accord with making the procedure as simple as possible in the matter of routing requests. Italian-owned organizations do not work as smoothly and can not be ordered about as effectively, perhaps, as military units; however, AC is in accord with the principle expressed in the report and will work to that end.

Referring to 5 (h), it was explained to the group that the comments in the report must have resulted from a misunderstanding and that the relationship between the Transportation Sub-Commission and Regional Organizations is as recommended in the report.

Referring to 5 (j), AC will take this matter up with the Regional Headquarters.

Referring to 5 (k), on the use of transport for personal and non-official purposes, it was indicated that this is a matter which has already been brought to the attention of the section of AC which is responsible.

6. In closing, it is felt that this direct conference between Lt.Col. Kinley representing the Inspection Team, G-5 (Mov & Tn), and the Transportation Sub-Commission, was most helpful in clearing up misunderstandings and clarifying the various matters in the report; also to bring about actions which will result in improving the situation in respect to vehicle maintenance and operation. The Transportation Sub-Commission feels that the Inspection Team can be extremely helpful to us, particularly now that its members have the benefit of the understanding of some of our difficulties.

For the Chief Commissioner:

D. S. ADAMS,
Colonel, C.E.
Director, Tn. S/C

DISTRIBUTION:

Economic Section (1)
Colonel Fiske (1) ✓
Lt.Col. Kinley (1)
File

5918

RESTRICTED

HEADQUARTERS

2 NOV 1944

ALLIED FORCE HEADQUARTERS
COMBINED INSPECTION TEAM
APO 512

JO/vmg

Ext Sec

30 October 1944

SUBJECT: Proposals for the Improvement of ACC Transportation.

SCOPE

1. In putting forward this preliminary report on the operation of ACC, it is necessary to clarify the following points:

- a. It is stated by ACC that the Transportation Sub-Commission is at present in the process of being completely reorganized.
- b. All of the matters presented below have been discussed with appropriate personnel of the affected headquarters. It has been stated by ACC that many of these matters are being considered for incorporation in the current reorganization.
- c. The report is not intended to give a detailed picture of the present organization, as it must be assumed that those to whom it is rendered are familiar with its background.
- d. This report presents the findings of a preliminary broad survey which is intended to furnish a basis for subsequent detailed inspections of specific subjects and areas.

INTRODUCTION

2. It would appear that prior to the middle of September 1944, the various regions had been allowed to try to work out their own salvation, which seems to have resulted in no coordinated plan and in widely varying methods of working. It has obviously been uneconomical in the use of civilian transport facilities both as regards the maximum use of the vehicles and the full use being made of repair and maintenance facilities. This in turn has resulted in heavy demands for vehicles being made on army supplies. It is these apparently excessive demands which have caused the setting up of this Allied Inspection Team for the purpose of investigating ACC methods of operation.
3. The results of the first program of visits to ACC Headquarters and various regions has amply justified Allied Force Headquarters' worst fears; namely that the Transportation Sub-Commission was working most inefficiently and with little or no regard to economy.

ACTION REQUIRED BY THE ALLIED

4. The following points require immediate attention:

b. All of the matters presented below have been discussed with appropriate personnel of the affected headquarters. It has been stated by ACC that many of these matters are being considered for incorporation in the current reorganization.

c. The report is not intended to give a detailed picture of the present organization, as it must be assumed that those to whom it is rendered are familiar with its background.

d. This report presents the findings of a preliminary broad survey which is intended to furnish a basis for subsequent detailed inspections of specific subjects and areas.

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3. The results of the first program of visits to ACC Headquarters and various regions has amply justified Allied Forces Headquarters' worst fears; namely that the Transportation Sub-Commission was working most inefficiently and with little or no regard to economy.

ACTION REQUIRED EXTERNAL TO ACC

4. The following points require immediate attention:

a. The organization and operation of the Italian truck battalion is badly handicapped by the delay in furnishing authorized personnel. The absence of necessary supervisory officers and enlisted men is particularly serious. The same need exists for additional qualified supervisory personnel **5917** civilian truck pools.

b. Existing facilities for repair of tires and tubes are not being fully utilized, because of the shortage of necessary repair materials. It is imperative that adequate quantities of such materials be supplied to ACC at the earliest possible date, as shortage of tires is the most critical factor affecting availability of civilian trucks. Indents for such materials have been submitted by ACC.

c. Consideration should be given to the possibility of releasing parts and accessories to ACC from Army salvage, for reconditioning by civilian facilities. In this connection, it should be noted that standards of quality for civilian use are considerably below those of the Army, and that many items

RESTRICTED

Memo AFHQ Combined Inspection Team
dtd 30 October 1944 (Cont'd)

which would be considered as pure scrap by military standards, can be utilized in such a way as to furnish many miles of operation for a civilian vehicle.

d. The possibility of releasing for civilian usage Italian trucks seen in Italian Army salvage parks should be investigated. Some of these trucks can be put on the road after repair, while others could be stripped for spare parts to be sold to civilian owners.

e. Instances have been found where the Italian Army has requisitioned civilian trucks being operated for ACC, resulting in owners concealing vehicles. This practice should be stopped in order to increase the number of civilian trucks available.

f. It is understood that discussions are now under way as to the eventual policy of selling to the Italian Government those War Department vehicles now in the theater which will not be suitable for redeployment to other theaters. It is considered essential that a firm decision be reached on this matter as early as possible, for many other policies rest upon this decision. For example, no recommendation can logically be made relative to methods of holding and distributing War Department spares and tires within the ACC until it is known whether War Department vehicles currently in the theater will be ultimately turned over to civilians or retained by the military.

ACTION REQUIRED INSIDE ACC ORGANIZATION

5. ACC should investigate and incorporate wherever possible the following:

- a. Utilization to the full of civilian transport. The aim of replacement of War Department transportation by civilian transportation of all kinds should be kept constantly in mind.
- b. Arrange throughout the provinces and regions a system which will allow for back loads to be obtained. This will necessitate considerable organization especially as regards laying down times of requests being received; and extensive use of telephone communication, possibly even to the extent of asking priority at set times in the evening. In some areas this inadequate advance planning results in dependence upon the individual truck operator to check in at the dispatch office at termination of route trip and inquiry for return loads. There is no incentive for truck operators to cooperate in this, however, for the civilian trucking agency has been allowing patrol and paying truckers the same rate for movement of an empty vehicle as for a loaded one.
- c. A complete review of repair and reconditioning facilities in the regions should be made by the region and province personnel, e.g. where spare parts can be manufactured, where tires can be repaired, etc., and that assistance would be required to assist civilian work shops to increase their output and speed of service.

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c. A complete review of repair and reconditioning facilities in the regions should be made by the region and province personnel, e.g. where spare parts can be manufactured, where tires can be repaired, etc., and what assistance would be required to assist civilian work shops to increase their output and scope for ACC purposes.

d. Clear instructions should be issued on the method of obtaining spares. No complete survey has been made of civilian spares available in the various regions and provinces. In those areas where such items have been surveyed and frozen, there has been inadequate supervision to insure remaining frozen, and inadequate records to facilitate their distribution to **5916** ^{leading} them.

e. Information regarding availability of civilian tire repair and recap facilities has not been adequately disseminated to all concerned. As a result, civilian tires are being operated beyond the point of possible repair, and at the same time repair shops are standing empty for lack of cashing in which to work. Correction of this condition should be effected forthwith, in anticipation of action recommended in paragraph 4 b above.

f. The use of War Department and requisitioned personnel carrying vehicles is most uneconomical. It is recommended that all transport be worked on

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Memorandum Combined Inspection Team
dated 30 October 1944 (Cont'd)

I
a pool basis, and, except for the Chief Commissioner and Regional Commissioners, no vehicles be assigned to individuals or sub-commissions. It is anticipated that many difficulties will be put forward as to why this cannot be carried. There is no doubt, however, that enormous savings of vehicles can be effected by the pool system, together with more efficient supervision of maintenance. Naturally, efficient personnel would have to be found or trained. An efficient organization already exists under Captain Birch, who manages the small pool now in operation at ACC Headquarters, and necessary additional personnel could be trained by him.

g. A general system of routing requests for transport to and through civilian trucking organizations should be laid down on as simple lines as possible. The delay in getting trucks actually in motion seems unnecessarily long and complicated.

h. Establishment Memorandum 22, which sets up a maintenance organization within ACC, does it in such a way as to cut across command channels in violation of normal procedure. This directive transfers all operating and maintenance personnel of all echelons of ACC to the Transportation Sub-Commission, thus making the Road Division of this Sub-Commission an operating, rather than a staff organization. Operation and maintenance of all transport should be under the regions and not under the Transportation Sub-Commission. The latter should furnish technical information, establish policy and issue broad general directives, but implementation of such directives should be the responsibility of the Region Commissioners, whose staff is intimately conversant with local conditions. ACC Headquarters should then have a maintenance inspector whose duty it is to visit all installations to see that compliance is effected within the general frame work of these directives.

i. Clear instructions should be issued to personnel operating fixed and mobile road blocks as to what forms are in use and what particulars they should expect to find. This closer check should have a deterrent effect on unauthorized travel. A uniform work ticket should be prescribed to cover movements of civilian vehicles.

k. The use of transport for personnel and non-official purposes requires very strict control. The indiscriminate carrying of unauthorized persons is extensive and should be stopped.

T. J. Farrell

R. H. GARDNER,
Colonel,
Chief Inspector

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h. Establishment Memorandum 22, which sets up a maintenance organization within AGC, does it in such a way as to cut across command channels in violation of normal procedure. This directive transfers all operating and maintenance personnel of all echelons of AGC to the Transportation Sub-Commission, thus making the Road Division of this Sub-Commission an operating, rather than a staff organization. Operation and maintenance of all transport should be under the regions and not under the Transportation Sub-Commission. The latter should furnish technical information, establish policy and issue broad general directives, but implementation of such directives should be the responsibility of the Region Commissioner, whose staff is intimately conversant with local conditions. AGC Headquarters should then have a maintenance inspector whose duty it is to visit all installations to see that compliance is effected within the general framework of these directives.

j. Clear instructions should be issued to personnel operating fixed and mobile road blocks as to what forms are in use and what particulars they should expect to find. This closer check should have a deterrent effect on unauthorized travel. A uniform work ticket should be prescribed to cover movements of civilian vehicles.

k. The use of transport for personal and non-official purposes requires very strict control. The indiscriminate carriage of unauthorized persons is extensive and should be stopped.

J. J. Carroll

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Chief Inspector

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INF - TN 5/c (2)
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