AD-A954 906

APPROVED FOR PUBLIC RELEASE
DISTRIBUTION UNLIMITED

DISTRIBUTION A

ACTIVATION AND EARLY TRAINING OF "D" DIVISION

DTIC
ELECTE
SEP 20 1985
S D
A

DTIC FILE COPY

STUDY NO.13

HISTORICAL SECTION

ARMY GROUND FORCES

1948

85 09 19 027

THE ACTIVATION AND EARLY TRAINING OF "D" DIVISION

Studies in the History of Army Ground Forces

Study No. 13

By

BELL I. WILEY
Lieutenant Colonel, Infantry Reserve

Historical Section - Army Ground Forces

1948

DEPARTMENT OF THE ARMY
Office, Chief, Army Field Forces
Fort Monroe, Virginia

GNHIS 314.7 (30 June 48) 30 June 1948

SUBJECT: Studies in the History of Army Ground Forces

TO: All Interested Agencies

1. The history of the Army Ground Forces as a command was prepared during the course of the war and completed immediately thereafter. The studies prepared in Headquarters Army Ground Forces, were written by professional historians, three of whom served as commissioned officers, and one as a civilian. The histories of the subordinate commands were prepared by historical officers, who except in Second Army, acted as such in addition to other duties.

2. From the first, the history was designed primarily for the Army. Its object is to give an account of what was done from the point of view of the command preparing the history, including a candid, and factual account of difficulties, mistakes recognized as such, the means by which, in the opinion of those concerned, they might have been avoided, the measures used to overcome them, and the effectiveness of such measures. The history is not intended to be laudatory.

3. The history of the Army Ground Forces is composed of monographs on the subjects selected, and of two volumes in which an overall history is presented. A separate volume is devoted to the activities of each of the major subordinate commands.

4. In order that the studies may be made available to interested agencies at the earliest possible date; they are being reproduced and distributed in manuscript form. As such they must be regarded as drafts subject to final editing and revision. Persons finding errors of fact or important omissions are encouraged to communicate with the Office, Chief, Army Field Forces, Attention: Historical Section, in order that corrections may be made prior to publication in printed form by the Department of the Army.

FOR THE CHIEF, ARMY FIELD FORCES:

L. V. WARNER
Colonel, AGD
Adjutant General

1 Incl
Historical Study

CONTENTS

	Page
Prefatory Note	i
Preactivation Period	1
Activation	10
Basic Training	11
The MTP Test	17
Unit Training	24
Platoon Proficiency Test	25
The Special Battle Courses (Infiltration, Combat-in-Cities, Close Combat)	29
Reorgainzation under T/O&E dated 15 July 1943	36
Artillery Demonstration	36

Accession For
NTIS GRA&I ☑
DTIC TAB ☐
Unannounced ☐
Justification

By
Distribution/
Availability Codes
Dist | Avail and/or Special
A-1

DTIC COPY INSPECTED 3

CHARTS

		Page
I	Activation of an Infantry Division -- Following Page	2
II	Enlisted Cadre, Infantry Division -- Following Page	10
III	Organization of an Infantry Division T/O dtd 15 Jul 43	37

TABLES

I	Score Sheet: Combat Firing Proficiency Test, Rifle Platoon	30
II	Personnel Adjustment Effected 15 Jul 43	38

PREFATORY NOTE

This narrative was prepared in the Historical Section, Headquarters, ~~AGF, by Lt. Col. Bell I. Wiley.~~ The object sought was to show the impact of AGF policies on an infantry division during its formative period and to give a division's-eye view of the early phases of its training. ~~Interruptions in the historical program precluded Colonel Wiley's investigation of the later training phases, and when time again became available for such investigation, these later phases of training were no longer being conducted on a large scale. It is thought, however, that~~ The material here presented is of sufficient value to justify the publication of this history of the early training of a division.

"D" Division is a hypothetical unit, but its history as recorded herein is representative of the experience of real divisions activated in 1943. Nearly all the incidents of the narrative have a factual basis, and none was included which under conditions then prevalent could not have happened to some genuine division. For the purposes in view, the device of a hypothetical rather than a real unit offered several advantages. For example, it permitted drawing on the history of many divisions to depict that which was "average" or typical. By the same token it eliminated the necessity of recording actual but unrepresentative experiences in any one unit. Finally the device adopted permits an informality of style that is in accord with the purposes sought.

March 1943 was selected for launching "D" Division because by that time activation and training procedure had shaken down to a mature and stable basis. To prevent anachronisms and to promote realism, the experience of the 106th Division, activated on 15 March 1943, was used as a guide in arranging events in their proper sequence.

Material for the narrative came from divers sources, including interviews with officers in Headquarters, AGF, many of whom held key positions in divisions; personal observations of several divisions in training; and talks of Colonel Wiley with commanders and officers of these units. Training histories prepared by the 69th and 106th Divisions yielded useful data. All of these sources are cited as required in reference notes.

The Commanding General of the 65th Infantry Division, Maj. Gen. S. E. Reinhart, and many other officers of that organization--including the assistant division commander, chief of staff, all the general and special staff heads, regimental commanders, S-3 of the artillery, and leaders of small units--were interviewed, some of them several times. In fact, the 65th Division, because its career paralleled the research and writing, became a sort of "guinea pig" for this study. Colonel Wiley visited the unit first in April 1944, to observe the MTP tests; a second time in July 1944, after unit training had been completed; and again in November 1944, a few weeks before the division went to port of embarkation. The visits in each instance were of sufficient duration to give Colonel Wiley the feel of the division's inner life.

The following officers of other organizations gave particularly helpful information: Maj. Gen. A. R. Bolling, G-1 of AGF in 1942-43, and Commanding General, 84th Infantry Division, 1944-46; Maj. Gen. Louis E. Hibbs, CG, 63d Infantry Division; Maj. Gen. Harry J. Malony, CG, 94th Division; Col. Earle G. Wheeler, C/S, 63d Infantry Division; Lt. Col. Morris O. Edwards, G-3, 63d Infantry Division; Col. J. H. Warren, CO, 254th Infantry, 63d Infantry Division; Lt. Col. Thomas H. Lipscomb, G-3, 86th Infantry Division; and Brig. Gen. Gustav J. Braun, C/S, 69th Infantry Division. The assistance given by these officers is gratefully acknowledged.

Joseph Rockis
Joseph Rockis
Lt. Col. Infantry
Chief, Historical Section

30 June 48

PREACTIVATION PERIOD

"D" Division was activated on 15 March 1943, but its career really began 1 December 1942, when the War Department designated Brigadier General Alpha to be the Commanding General and Colonels Beta and Gamma to be respectively Assistant Division Commander and Artillery Commander.[1] The new officers were justifiably proud of their positions, for a great deal of searching and deliberation lay back of their choice. The AGF G-1 had compiled a list of men who had shown promise as assistant division commanders, and from a careful study of records and weighing of qualities, he had recommended the four most outstanding to General McNair. From further scrutiny of the records and from his own personal knowledge, the Commanding General, AGF, had decided upon General Alpha as best fitted by temperament and experience to lead the new division and had presented his name to the War Department for confirmation. A similar procedure had been followed in the designation of the assistant division commander and the artillery commander. Both had been chosen from officers who had shown superior abilities in positions immediately below those to which they were now assigned.[2]

The division commander was immediately asked to recommend several names to Headquarters, AGF, in order of preference, for chief of staff. The officer heading the list proved to be unavailable so the Ground Commander designated General Alpha's second choice. The Division commander also had the privilege of choosing his aide; his designative prerogatives ceased at this point.[3]

During the first week in December the Division G's were designated by Headquarters, AGF, the assistant G's by the Commanding General of a Reserve division activated in July 1942--which Headquarters, AGF, had previously named as the parent division--and the special staff heads by their opposites in Headquarters, AGF, in informal collaboration with the appropriate chiefs of the arms and services.[4] The G's were all graduates of the regular course at the Command and General Staff School, with considerable experience as assistant G's in corps or divisions. Two of them were Regular Army officers; the G-3 was a West Pointer.[5] Most of the special staff heads were graduates of the Command and General Staff School, with successful experience as special staff assistants in large units.[6] The age, education, and prewar connection of division staff heads were as follows:[7]

---

1. The chart prepared by the New Divisions Division, Ground G-1 Section, for the Building of the 106th Infantry Division, activated 15 March 1943, provided that the Division commander, assistant division commander, and artillery commander should be designated before D-98. This chart was filed with the Orientation Book for the 106th Division in the G-3 Records. It is reproduced herewith as Chart I.

2. (1) Information gleaned from records in New Divisions Division Policy File. (2) Statement of Lt Col R. H. Booth, Asst G-1, to AGF Hist Off, 25 Nov 43.

3. (1) Information gleaned from records in New Divisions Division Policy File. (2) Statement of Lt Col R. H. Booth, Asst G-1, to AGF Hist Off, 25 Nov 43.

4. See Chart I.

5. These statements are based on typical procedure as revealed in the New Divisions Division files on cadre recommendations for various divisions.

6. These statements are based on typical procedure as revealed in the New Divisions Division files on cadre recommendations for various divisions.

7. This staff listing follows in general that of the 65th Infantry Division as given to the AGF Historical Officer, 3 November 1944, by the Division G-1.

Position	Age	Education	Civilian or Pre-War Occupation
C/S	46	U. S. Military Academy (USMA)	Regular Army officer (RA)
G-1	32	College Graduate	Certified Public Accountant
G-2	30	College and Law School Graduate	Lawyer
G-3	34	USMA	RA
G-4	35	College Graduate	Business Executive
AG	29	Two Years College	Business Man
JA	39	College and Law School Graduate	Law Professor
IG	39	College and Law School Graduate	Lawyer
Chem	40	College Graduate	High School and CCC Instructor
Ord	29	College Graduate	Mechanical Engineer
Surg	30	College and Medical School Graduate	Physician
Chap	39	College Graduate	Minister
Spec Serv	40	College Graduate	Athletic Coach
Fin	40	Three Years College	Salesman
Sig	41	College Graduate	Electrical Engineer and Construction Supervisor
Engr	35	USMA	RA
QM	28	High School Graduate	Automobile Dealer

Prior to 15 December Headquarters, AGF, had chosen the principal officers of the infantry and artillery components and, in collaboration with the chief of service concerned, had designated the highest ranking officer of the Engineer, Medical, and Chaplain components. The other cadre officers were chosen by the parent unit, captains as a rule being appointed before 15 December, and lieutenants in January and February.[8]

On 17 December General Alpha, his assistant commander, his artillery commander, and his chief of staff, reported at AGF -- along with corresponding officers of other divisions scheduled for March activation -- for three days of conference.[9]

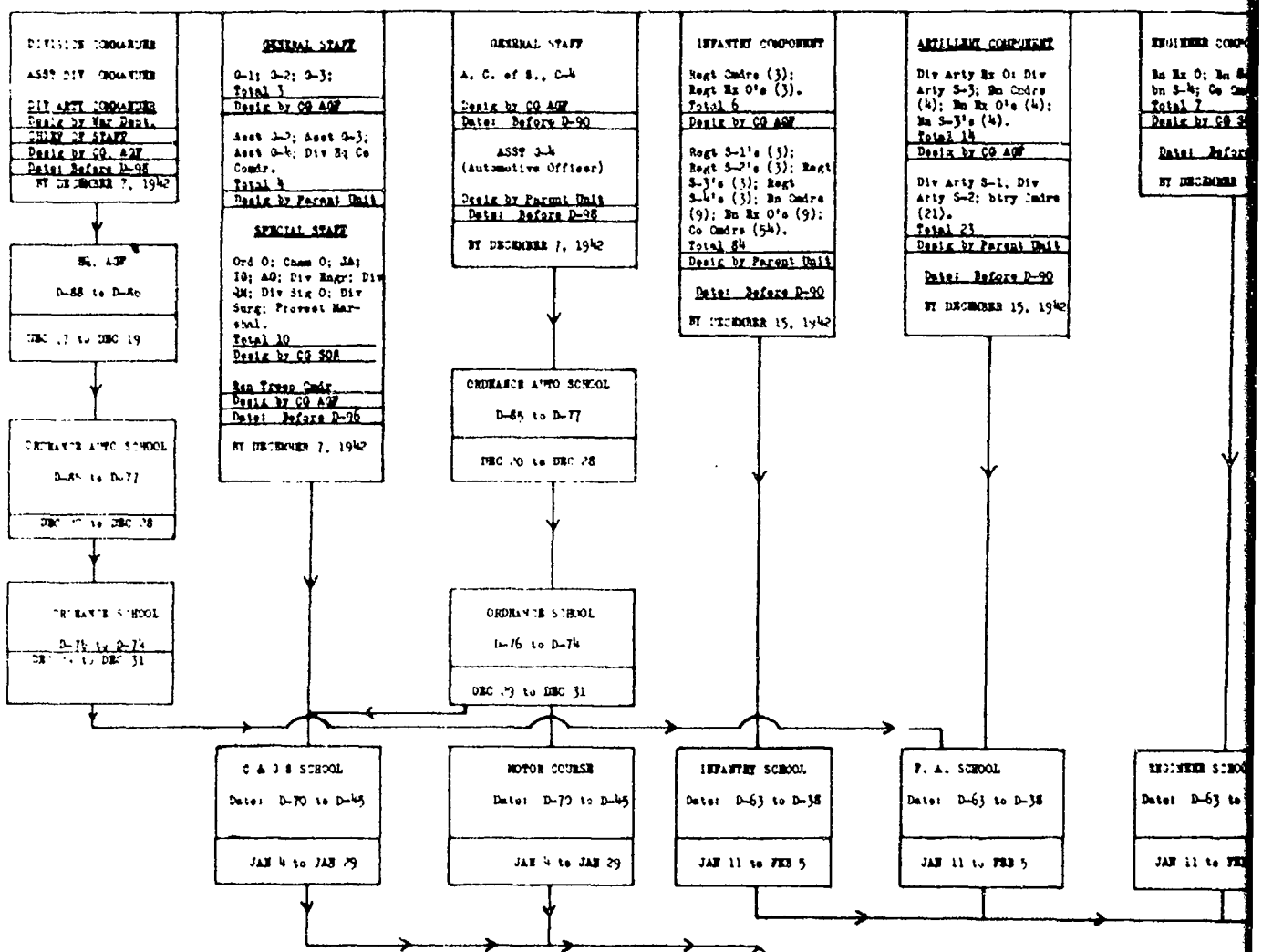
---

8. See Chart I.

9. Ibid.

ACTIVATION OF AN INF

(AS OF 15 MARCH



ENLISTED STRENGTH

T/O Strength Inf. Div.	14,746
Less 3 Cannon Co's	354
Less 2 Bands	56
Authorized Strength	14,336
Plus 15% Overstrength	2,150
Total Strength	16,486
Total Cadre	1,670
Filler Replacements from RC's	14,816

(To be to effect until Cannon Co's and 2 Bands are authorized.)

SOURCES:

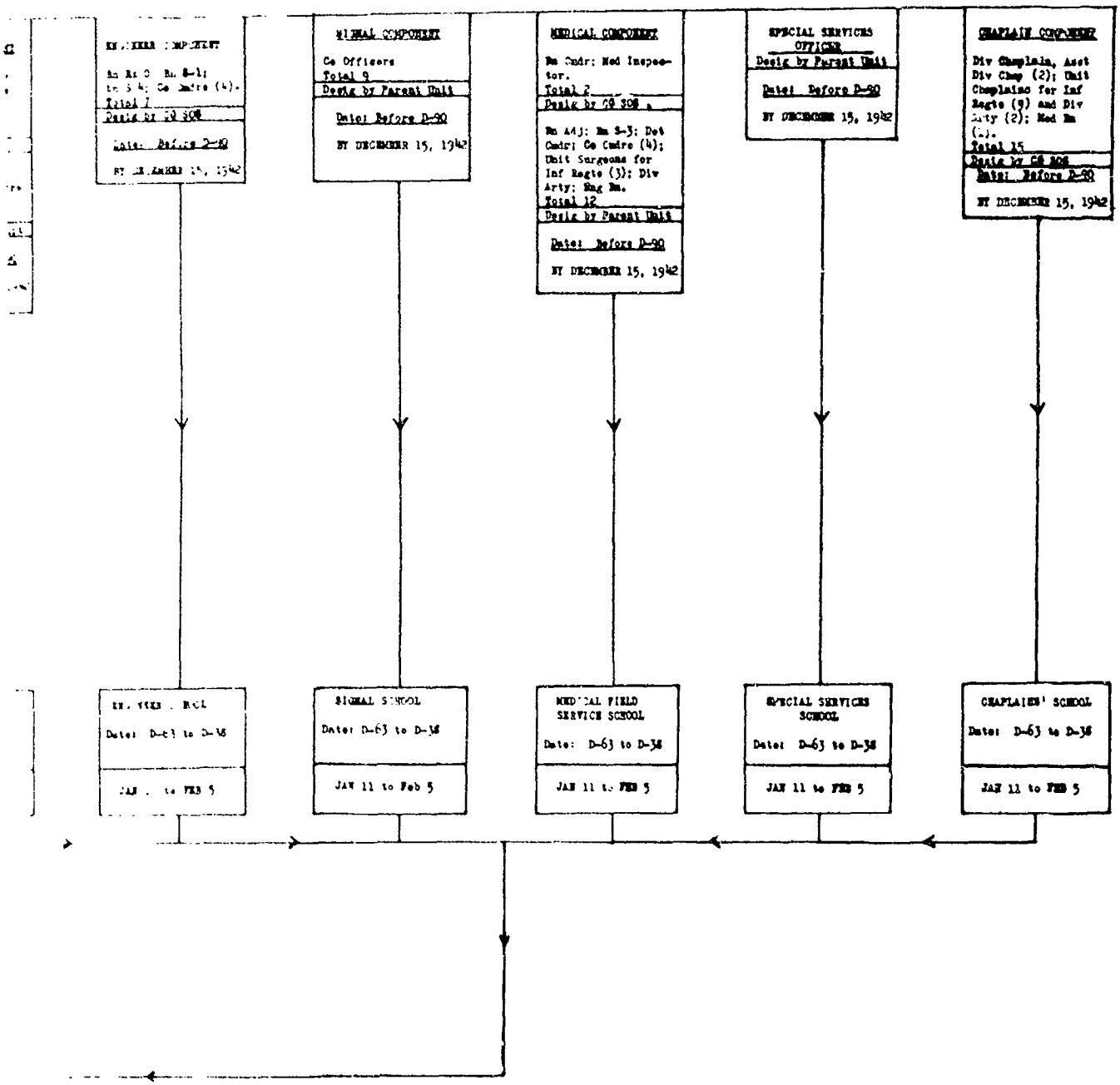
(1) Activation Chart, 106th Infantry Division. New Divisions Book, Feb - Mar. 43

(2) Incl. No.1 WD Memorandum No. W605-26-42, 22 Nov. 42, Sub: Commissioned Personnel for the 106th Infantry Division. FRED

Reproduced from best available copy.

AN INFANTRY DIVISION

OF 15 MARCH 1943)



292

The first item on the program was a brief address by the Commanding General, AGF, in the auditorium of the Army War College. Then came a two-hour session with the AGF G-4 and Special Staff on matters pertaining to supply, construction, transportation, hospitalization, and evacuation. In the afternoon General Alpha and his associates moved over to Temporary Building "A" just outside the War College grounds for orientation in supply problems by the Quartermaster General, U. S. Army.[10] This conference ended the day's official program, but General Alpha and his associates, eager to make the most of their Washington sojourn, returned to Headquarters, AGF, to discuss divisional problems informally with key members of the staff, some of whom were acquaintances of earlier times. Conversation dwelt mainly on such topics as personality qualities of various members of the divisional staff, the forthcoming "reduced division" T/O's, the new AGF Infantry Battalion Tests, and lessons of the current African campaign.[11]

The first item on the second day's schedule was an address by the ACofS, G-3, AGF, in which he outlined briefly the major phases of the training year. He then proceeded to enumerate and comment on some of the points requiring greatest emphasis. These included small unit training, which maneuver and battle experience had shown to be particularly defective, development of capable junior and noncommissioned officers, combat firing, physical hardening, and psychological preparation for battle. The Ground G-3 called special attention to Air-Ground cooperation, which, despite the utmost exertion on the part of the AGF staff, remained a notoriously weak spot in the training program.[12]

The remainder of the morning was devoted to conference with the Chief of Staff, U. S. Army, in the Pentagon.

In the afternoon the ACofS, G-1, AGF, met the divisional groups in the Army War College Auditorium for discussion of personnel problems. He explained briefly how his section, working through the New Divisions Division, had gone about the building of the units then being developed. He compared the process to that of a production line in industry. "We pick an officer by qualification and record," he said, "and not by name." He cautioned General Alpha and his associates against snap judgments in adversely appraising the staff assigned to them, citing a few "horrible examples" of premature requests for firing of personnel made by division commanders in the past. If any officers proved unsatisfactory after due trial, he said, they should be removed by reclassification. Sometimes, he added, the personnel situation could be improved by transfers within the division, and to this Army Ground Forces had no objection. The Ground G-1 called attention to a current provision authorizing the division commander before proceeding to camp to visit a recently activated division, the Infantry School, and the Field Artillery School, but he strongly urged that the tour be limited to a week's duration. He concluded his remarks with mention of funds available for recreational and athletic purposes.[13]

10. The program of Washington activities as outlined here is based on a mimeographed "Schedule of Conferences for General Staff Officers and Chiefs of Staff, 13th Airborne Division and 65th Infantry Division" (August 1943 Divisions) in General Correspondence files, New Divisions Division. W/O Grahamer of the New Divisions Division said that this was a standard schedule used for all divisions.

11. Statement of Maj Gen S.E. Reinhart, CG 65th Inf Div, to AGF Hist Off, 3 Nov 44. The topics listed were in the forefront of interest in AGF in December 1942.

12. Notes made by Col K. R. Greenfield and Dr. R. R. Palmer, Historical Section, on talk made by Gen Lentz to staffs of 63rd and 70th Divisions, 16 Mar 43. Files of Historical Section, "Training AGF."

13. Draft of speech used by Gen Bolling to staffs of several divisions activated in the early months of 1943. New Divisions Division Policy File.

The afternoon of the second day was devoted to conferences with a representative of the Special Service Division, AGF, and the Adjutant General, AGF. A session with the G-2, AGF, and the WD G-2 was the principal feature of the third day's activities. The AGF G-2 in his remarks stressed Combat Intelligence as a command function. Recent maneuvers and observers' reports had indicated the soundness of intelligence doctrine, he said, but there had been a deficiency in its execution. The commander, he added, must build up a system within his division which would not only assure good reporting of enemy activities, but also guarantee that information filtered on down to the plain soldiers. The Ground G-2 also emphasized the point that the gathering of information was not the exclusive function of reconnaissance and intelligence personnel, but that the eyes of every man in the division must be trained and used for determining the enemy situation. The comment of the WD G-2 was devoted mainly to presentation of the world situation and to a discussion of counter-subversive and counter-intelligence activities.[14]

During the course of the Washington conferences General Alpha consulted the Chief of the Heraldic Section, Quartermaster General's Office, about the Division shoulder patch. The Heraldic Chief presented a number of proposed designs for examination, but none of these made a favorable impression on General Alpha. After considerable discussion, in which General Alpha stated that he wanted a patch that would readily identify his unit and at the same time convey the idea of team work, it was agreed that the Heraldic Section would prepare for his approval a pattern featuring the Division's numerical designation and highlighting a red-blue color combination -- blue for the infantry and red for artillery support. A sample of the patch sent to General Alpha while he was attending the preactivation course at Ft. Leavenworth proved completely acceptable. As soon as the patches had been made up for sale, a supply was sent to Ft. Sill and Ft. Benning so that cadremen might don them immediately.[15]

The series of conferences ended about mid-afternoon of the third day. Before the division commander left AGF headquarters he was given an "Orientation Book" prepared by the G-3 Section. This was a large binder made up of key documents pertaining to the activation and training of the division. These included: "Building an Infantry Division," a chart which outlined the procedure in creating "D" Division, step by step;[16] the official letter of activation; various documents relating to cadre and personnel; current training directives and letters; memos and letters pertaining to training aids and ammunition; and data covering the subject of special Field Exercise Funds. During the months following, General Alpha found the "Orientation Book" an exceedingly useful "Bible."[17]

From the War College, General Alpha and his associates went immediately to Camp Holabird, Md., where they joined the Division G-4 and his automotive assistant, for a week's course in motor maintenance at the Ordnance Automotive School. Then came a two-day course in half-track vehicles and small arms at the Ordnance Proving Ground near Aberdeen. Orientation in ordnance was completed on 31 December.[18]

---

14. Notes by Dr. Palmer, Historical Section, on talk of Col Carpenter to staffs of 63rd and 70th Divisions, 17 Mar 43.

15. This account of the designing of the shoulder patch is based mainly on interviews of the AGF Historical Officers with Commanding Generals of the 63rd, 65th, and 84th Divisions in July 1944.

16. See Chart I.

17. Copies of "Orientation Books" are filed in the Ground AG Records.

18. See Chart I.

The new year brought a vast expansion of schooling activities. On 4 January General Alpha arrived at Ft. Leavenworth, Kans., where he met the officers with whom he was to be most closely associated in preparing "D" Division for battle. These were the G's, their assistants, and the heads of the Special Staff sections. For twenty-five days this group of nineteen men pursued a special course at the Command and General Staff School designed to weld them into a smoothly functioning team. At the same time other key personnel were taking courses at schools pertaining to their respective special interest: the Assistant Division Commander and principal officers of the infantry component at Ft. Benning; the Artillery Commander and his higher ranking subordinates at Ft. Sill; Engineer officers at Ft. Belvoir; Signal officers at Ft. Monmouth; Medical officers at Carlisle Barracks; Special Service officers at Washington and Lee University; and Chaplains at Harvard University. The G-4 and the Assistant G-4 (Automotive) spent a corresponding period studying motor maintenance in an old division.[19]

General Alpha left Ft. Leavenworth ahead of his associates in order to make some orientation visits. He spent two days with each of two old divisions, talking over problems of administration and methods of coping with them. He then went to Ft. Benning for two days where he met for the first time many of the officers who were to constitute the nucleus of his division's infantry component. With them and with Infantry School authorities, he discussed training methods, training literature, and the quality of OCS graduates. He concluded his round of visits with a one-day sojourn at Ft. Sill, getting acquainted with his key artillerymen, and talking over Field Artillery problems.[20]

On 4 February General Alpha and the key members of his staff arrived at Ft. Muggins, training site of "D" Division, along with a contingent of seven chauffeurs.[21] "D" Division was particularly fortunate in that adequate housing, just now being vacated by a division leaving for maneuvers, was already at hand.

The next few weeks witnessed a mounting tide of activity at camp. On 8 February the housekeeping detachment arrived, and on the day following, the enlisted cadre for Division Headquarters and Headquarters Company, the MP Platoon, and the Postal Section. The 175 officers composing the rest of the cadre came in on 11 February and on 15 February the Ordnance Light Maintenance Company, the Quartermaster Company (both of which had been activated two months before by the parent division), and the remainder of the enlisted cadre. Composition of one enlisted cadre is shown in Chart II. Arrival of the service elements was well timed, for training equipment, including large numbers of jeeps, trucks, and command cars, began to appear at camp on 15 February. On 25 February the Postal Section was swamped by receipt of 125 mail bags of training literature sent by The Adjutant General.[22]

During the next few days the framework of the division was set up by assignment of officer and enlisted cadre to their respective units. At about the same time schools were initiated to prepare cadremen for their training tasks. These schools stressed methods of instruction, leadership, technical proficiency, and ability of the cadremen to do well themselves the things which they were to teach the fillers (enlisted men drawn from reception centers and RTC's to bring the division to full

---

19. (1) See Chart I. (2) Statement of Maj Harold Conner, Gd Ord Sec, to AGF Hist Off, 25 Nov 43.

20. Statement of W/O R. P. Grahamer, Gd G-1 Sec to AGF Hist Off, 24 Nov 43.

21. See Chart I.

22. (1) See Chart I. (2) M/S G-3 to G-4, 30 Jul 42, sub: WD Publication for Newly Activated Divisions. 461/10 (C).

strength). Schools conducted by Division headquarters during the preactivation period were as follows:[23]

Name	Dates Held	Purpose	Attended by	Instructors
Administration and Classification School	2/17-3/4	General review of Unit Administration	All personnel Officers; personnel Sgt. Majors; & Co. Clerks	AG and Staff
Motor School for Motor NCO Cadre	2/18-2/25	To train motor personnel in their duties & in policies of Division	All of Division's motor NCO's	Div Ord O, Auto O, Civ Auto Adv Cadre NCO's
Intelligence School	2/24-3/12	Training in intelligence & counter-intelligence	All T/O S-2's all available O's of Div Rcn Trp; all cadre intelligence NCO's/ 1 O & 1 NCO from sep unit with no T/O S-2; & Co of I&R Plat	G-2 and selected staff
Board and Court Clerks	2/24-3/12		Officer cadre (less regt CO's & exec O's Arty Comdr & exec O, Arty Bn CO's Div Gen & Spec Staffs)	J.A. and selected staff
Physical Tng	2/24		All S-3's; one O from each unit not having T/O S-3's	G-3 and selected staff
Supply School	2/25-3/5		Div Supply O & Regtl, sep Bn & sep Co supply Officers	G-4 and selected staff
Methods of Instruction School	2/25-2/26		All officers, Plat sgt and sec ldrs	Division commander
Signal communications Sch	2/25-3/11	Coordinate tng & operation of Signal communications in the div	All T/O Signal Personnel (cadre)	Div Sig O and selected O's frm 106th Sig Co.
Classification School	3/1-3/12		All retl & sep Unit personnel O & pers sgt Maj.	Division AG

23. History of 106th Infantry Division, pp 6-8.

Name	Dates Held	Purpose	Attended by	Instructors
Motor Maintenance & Drivers Sch	3/1-3/12	Tng in Chem agents protection & offensive use	Two offs ea regt & spe Bn One off each sep co	Division Chemical Officer
Medical Field Service Sch	3/1-3/12		Medical Officers & selected Cadremen	Division Surgeon and staff

All division schools placed particular stress on subjects which were to be taught during the first period of training. In sum, the major objective was to prepare cadremen for the job that lay immediately ahead.

Courses conducted by division headquarters were paralleled by schools run by regiments and other components. These included schools in mess management, communications, administration and supply, preventive maintenance and physical training.[24]

During the two weeks immediately preceding arrival of fillers, training in both division and unit schools was concentrated on practical activities. Officers and NCO's alike drilled in the ranks, and took their turn at command and instruction. Units spent most of the time in the field and on the range, digging[25] foxholes, practicing firing problems, scrubbing mess halls, and policing hutments.

Throughout the period of cadre training the division staff devoted much attention to the preparation of training programs and the establishment of administrative policies.[26]

Between 20-23 February the 453 officers composing the remainder of the officer complement -- mostly young second lieutenants recently graduated from officer candidate schools -- came in from replacement pools and were assigned to appropriate units for orientation in their training duties. On the evening of 1 March the hostesses of Service Club Number 3 -- an installation operated by the post for personnel of the division -- sponsored a reception for officers of the division and their ladies, thus affording members of the officer corps and opportunity to get acquainted.[27]

"D" Division was more fortunate than most of its predecessors and successors in that its inception came at a time when the manpower reservoir was at a particularly high level. Because of this propitious situation, fillers began to arrive at camp a week prior to activation. These men who poured in from reception centers at the rate of about one thousand a day were a cross section of the young manhood of America. They came from city, town, country, and hamlet. While the overwhelming majority were ordinary folk, the rank and file contained an impressive sprinkling of talent and accomplishment.[28] Musicians in the division, for example, included a sergeant

---

24. History of 106th Infantry Division, pp 8-9.

25. History of the 69th Infantry Division, p 9.

26. Lt Col Edward M. Quigley, "The Birth of an Infantry Division," Military Review, XXII (July 1942), pp 16-18.

27. History of 69th Infantry Division, p 8.

28. The discussion of the type of men making up "D" Division is based mainly on an informal survey of the composition of the 65th Infantry Division by the AGF Historical Officer in November 1944. All of the men of special talent mentioned in the account were actually assigned to the 65th Infantry Division.

who played the piano in a New York "name" band and who composed the song hits of a Broadway musical comedy; a sergeant who arranged popular music for both stage and screen productions; a private who could play almost any instrument and who used his spare time in camp composing a symphony; a private first class who played the trumpet in one of the country's top-notch bands; a corporal who sang with the Philadelphia Opera Company; one sergeant who played in the Minneapolis Symphony Orchestra and another in the Philadelphia Symphony; and a corporal who gave vocal instruction in a Kansas City conservatory.

The division had several writers of distinction, including one sergeant who wrote juvenile novels with a Roman history background, another who wrote mystery thrillers, and a third who had published a volume of poetry; a dozen or more newspaper men, three of whom did feature work for large metropolitan dailies, were scattered through the division. Artists among cadre and fillers included a sergeant who drew sketches for the Saturday Review of Literature, a corporal who illustrated Saturday Evening Post articles, and a commercial artist whose lush feminine figures adorned the calendars of several large business firms. The far-reaching net of selective service also brought to the division an actor who had directed one Broadway stage hit and played a prominent role in another; two ballet dancers, two theatrical dancers, one of whom had performed with his wife on a vaudeville circuit while the other had starred in a Broadway musical show; a professional magician; several radio announcers; a sword-swallower from Barnum and Bailey; a score or more of outstanding athletes, including a pitcher for the New York "Yankees," a contender for the welter-weight boxing championship, and a nationally known hockey player. Among the privates were two college teachers, one a professor of English at a large midwestern college (whose poems had appeared in literary magazines) and the other a professor of history at a Southern state university.

This diversity of talent and achievement not only gave color and variety to the division but also contributed vitally to its effectiveness in training and combat. While occasional instances of misassignment were to be found at any time, men with special abilities gravitated generally to positions of usefulness. Some of the writers and illustrators assisted in editing the division newspaper (which made its initial appearance on activation day and appeared weekly thereafter), while others were assigned to orientation sections of division and regimental headquarters. The musicians, actors, dancers, and magicians helped morale by staging shows and less formal entertainments for their units. Near the end of its training period the units pooled their talent to write and present a musical comedy that would have done credit to Broadway. The radio announcers and script writers, under the supervision of the divisional Information and Education officer, prepared and recorded a weekly orientation program covering items of world news that was broadcast for the benefit of the camp and civilian community by a local radio station. The sergeant who in civilian life drew for calendars delighted his army comrades by sketching thinly-draped "Varga" girls on the walls of service, NCO, and officer clubs. One of the magazine illustrators conducted a weekly art class called "Art for Fun" in the service-club library while the other painted a portrait of the division commander for the headquarters officers club and designed the cover for a "picture book" of the division prepared by the public relations officer near the end of the training period. The athletes assisted in special service functions and played on unit teams. One of the college professors assisted the division's neuropsychiatric officer; the other carried a rifle in the rear ranks and used his knowledge of world events to enliven unit forums and "bull sessions."

The writers, artists, and professional men fell in Class I of the AGCT, but about 90 percent of the division's enlisted personnel were in Classes II, III, and IV.[29] Over half of the men were single. They were considerably younger than the

---

29. (1) Memo of G-3 to CofS AGF, 13 Mar 43, sub: Obsn during Visit to

Cp Atterbury, Indiana, March 10 -- 11, 1943. 353.02/119 (AGF). (2) Pers ltr Classification Off, 65th Div to AGF Hist Off, 12 Aug 44. 314.7 (AGF Hist). The AGCT Distribution of the 65th Infantry Division on 12 August 1944 was as follows:

Class	I	II	III	IV	V	Total
	819	4,405	4,046	3,486	345	13,101

(3) Information furnished AGF Historical Officer 7 July 1943 by Classification Division, AG Section 63rd Division. Following are pertinent facts concerning the enlisted personnel of the 63rd Division as of 5 November 1943:

1. Age of Enlisted Men

Age	No.	%
18-19	3,683	23.4
20-23	3,257	20.7
24-27	2,796	17.7
28-30	2,159	13.7
31-35	2,780	17.6
36-	1,081	6.9
No Record	10	

Average age 24.5 years

2. Marital Status

Single	8,477	53.8
Married	7,283	46.2
No Record	6	
	15,766	

3. AGCT Scores

I	937	5.9
II	4,915	31.2
III	5,409	34.3
IV	4,225	26.8
V	242	1.5
No Record	38	.3
	15,766	100.0

Illiterate	8
Non-Eng-Speaking	8

4. Education

		No.	%
a.	No record	11	
b.	No formal schooling	2	
c.	Grammar Sch incomplete	2,184	13.9
d.	Gram Sch complete	2,210	14.0
e.	High Sch incomplete	5,055	32.1
f.	High Sch complete	4,401	27.9
g.	College incomplete	1,297	8.2
h.	College complete	440	2.8
i.	Post Grad	166	1.1

These figures supplied by XXI Corps, MRU ltr 201.6 GNMKU, Hq XXI Corps to CG AGF (Attn Capt Bell I. Wiley), 10 Jul 44, sub: Percentage of Ages by Years in 63rd Inf Div.

men of 1942 divisions. A sample taken shortly after activation indicated that the average age of enlistees throughout the division was about 23 years.[30]

During their early days at Ft. Muggins the recruits revealed their "greenness" as soldiers by the awkwardness with which they wore their uniforms and the maladroitness of their marching and saluting. Most of them had been in the army for only two or three weeks. Their training at reception centers had been limited to a few drills and to lectures in such fundamentals as personal hygiene and customs of the service.

Several hours before the fillers arrived at Ft. Muggins, classification teams boarded the train and, on the basis of data on "Form 20" cards forwarded by reception centers, began allotting them to regiments and special units. On arrival, waiting trucks whisked the newcomers to the Divisional cantonment. After shower baths and physical examinations, the hungry men were treated to hot coffee and food and sent to barracks, where they fell wearily into clean bunks.[31]

On succeeding days the men were interviewed and assigned to companies, batteries, and lower units.

ACTIVATION

Formal activation took place on March 15. By this time the Division had attained one-half of its allotted strength.[32] This circumstance made possible a more elaborate activation ceremony than that of most divisions.[33] Early in the morning of activation day the men assembled by units on the Division parade ground for a rehearsal of the part that they were to play in the exercises. Here they were told that they were to march in review before an entourage of distinguished visitors, including General Blank of the XXXX Army, who henceforth would have command over them, the state governor and representatives of the press. New enlistees were fortified against stage fright by a reminder that their sole responsibility was to follow the example of their somewhat more experienced squad leaders from the cadre.

After rehearsal, which left officers in considerable trepidation about the performance of their charges in the forthcoming ceremony, the units took their assigned places on the parade ground. As the men waited for the exercises to get under way, they sang popular songs, partly to combat the chill of the March atmosphere, and partly to impress the Army commander, who was known to look with favor on singing soldiers.

The activation ceremony opened with the playing of the Star Spangled Banner. When the music subsided, General Alpha rose and stepped to the microphone to introduce General Blank. The Army Commander spoke briefly from notes, urging men and officers to diligence in training for their ultimate objective -- a division "fit to fight," and capable of imposing its will on a tough and determined foe. Then for nearly an hour the units marched in review, dipping their standards in salute as they

---

30. This was the average age of a sample taken from 106th Infantry Division in March 1943. Memo of Capt A. D. Shaw to CofS AGF, 2 Apr 43, sub: Field Trip, March 23-28, 1943. 353.02/126 (AGF).

31. (1) Ibid. (2) "Pass in Review," a pictorial history of the 69th Division.

32. Based on record of shipment of fillers to 106th Division, Master Card for 106th Division, dead files of Classification and Replacement Division, Ground AG Section.

33. Description of the activation ceremony is based on AGF Hist Off's personal observation of the activation of the 75th Division at Ft. Leonard Wood, April 15, 1943.

ENLISTED CADRE ——— INFANTRY DIVISION (ACTIVATED 15 MARCH 1943)

UNIT	2 Tech Grade	3 Div Hq	4 Div Hq Co	5 MP Platoon	6 Signal Co	7 Recon Troop	8 MP Co	9 Ord Lt Maint Co	10 ENGINEER BN Hq & Serv Co	11 Combat Co	12 Total Bn	13 MEDICAL BN Hq & Hq Det	14 Coll Co	15 Clearing Co	16 Total Bn	17 INFANTRY REGIMENT Hq & Hq Co & Band	18 AT Co	19 Serv Co	20 Cannon Co	21 Bn Hq & Hq Co	22 Bn Gun Co	23 Rifle Co	24 Att Med	25 Total Grade	26 DIVISION ARTILLERY Hq & Hq Btry Div Arty & Band	27 Bn Hq Btry	28 105 mm Btry	29 Lt Serv Btry	30 155 mm Btry	31 Med Serv Btry	32 Att Med	33 Total Arty	34 Aggregate
1. Master Sergeants	6	6			2				2		2	1			1	1		4						15	3	1		1		1		11	37
2. Chief Clerk (502)		(6)																															(6)
3. Chief Radio Operator (766)					(1)																												(1)
4. Communication Chief (542)																(1)								(3)	(1)							(1)	(4)
5. Motor (813)									(1)		(1)							(1)						(3)				(1)		(1)		(4)	(8)
6. Operations (814)																		(1)						(3)	(1)							(1)	(4)
7. Sergeant Major (500)									(1)		(1)	(1)			(1)			(1)						(3)	(1)	(1)						(5)	(10)
8. Supply (821)																		(1)						(3)									(3)
9. Wire Chief (595)					(1)																												(1)
10. First Sergeant (563)			1		1	1			1	1	4	1	1	1	5	1	1	1	1	1	1	1		57	1	1	1	1	1	1		21	90
11. Technical Sergeants		3			4				2		2	2			2	1		1					1	9	1	3		1		1		17	37
12. Chief Clerk (052)					(1)																												(1)
13. Chief Clerk (290)		(1)																															(1)
14. Clerk, Record (405)		(2)																															(2)
15. Communication (542)																										(1)						(1)	(1)
16. Control Chief (543)					(1)																												(1)
17. Message Center Chief (674)					(1)																												(1)
18. Motor (813)					(1)							(1)			(1)																		(2)
19. Musician (020)																(1)a								(3)a	(1)a							(1)a	(4)a
20. Operations (814)																										(1)						(1)	(4)
21. Personnel (816)									(1)		(1)	(1)			(1)			(1)						(3)		(1)						(4)	(9)
22. Section Chief (673)																							(1)	(3)									(3)
23. Supply (821)																												(1)		(1)		(4)	(4)
24. Water Service Supervisor (253)									(1)		(1)																						(1)
25. Staff Sergeants		4	3	1	4	6			5	6	24	2	4	4	18	6	6	4	2	4	5	6	3	294	6	5	4	5	4	5	4	98	491
26. Ammunition (505)																												(1)		(1)		(4)	(4)
27. Chief of Detail (645)																											(3)		(1)			(12)	(12)
28. Clerk, Record (405)		(1)																															(1)
29. Intelligence (631)		(1)																															(1)
30. Radical (652)																															(4)	(4)	(4)
31. Radical, Section Leader (673)									(1)a		(1)												(3)	(9)									(10)
32. Mess (824)			(1)		(1)	(1)			(1)	(1)	(4)	(1)	(1)	(1)	(3)	(1)	(1)	(1)	(1)	(1)	(1)	(1)		(57)	(1)	(1)	(1)	(1)	(1)	(1)		(21)	(90)
33. Meteorologist (126)																									(1)							(1)	(1)
34. Military Police (677)				(1)																													(1)
35. Motor (813)			(1)			(1)			(1)	(1)	(4)														(1)	(1)		(1)		(1)		(5)	(12)
36. Operations (814)		(2)																			(3)												(7)
37. Platoon (651)						(3)				(3)	(9)		(2)	(2)	(4)	(1)	(4)					(4)		(150)									(270)
38. Radio (176)																									(1)	(1)						(5)	(5)
39. Radio, Chief Operator (766)					(1)																												(1)
40. Section Chief (539)																(3)								(3)		(1)			(1)			(12)	(21)
41. Sergeant Major (500)																				(1)				(9)									(9)
42. Supply (821)			(1)		(1)	(1)			(2)	(1)	(5)	(1)	(1)	(1)	(3)	(1)	(1)	(2)	(1)	(1)	(1)	(1)		(60)	(1)	(1)	(1)	(1)	(1)	(1)		(21)	(94)
43. Supply, Motor (588)																												(1)		(1)		(4)	(4)
44. Survey and Instrument (228)																									(1)							(1)	(1)
45. Wire (238)																										(1)						(4)	(4)
46. Wire Chief (595)					(1)																												(1)
47. Sergeants		7			2	2			1	2	7	1	1	1	7		6			3	1	2		108			4		5		60	193
48. Chief Operator, Tel Sub (537)					(1)																												(1)
49. Communication (542)						(1)																											(1)
50. Demolition (027)						(1)																											(1)
51. Foreman (059)									(1)	(2)	(3)																						(2)
52. Intelligence (631)		(1)																		(1)				(9)									(10)
53. Meat and Dairy (120)		(1)																															(1)
54. Motor (813)												(1)	(1)	(1)	(3)						(1)			(9)			(1)		(1)			(12)	(26)
55. Operations (814)		(5)																															(5)
56. Operator, Telegraph (236)					(1)																												(1)
57. Section Chief (539)														(2)	(2)		(6)			(2)		(2)		(30)			(3)		(3)			(16)	(16)
58. Section Leader (652)																																	(28)

Reproduced from best available copy.

192

					(1)																											(1)	(1)	
																										(1)						(4)	(4)	
47. Sergeants		7			7	2			1	2	7	1	1	1	7		6			1	1	2		158			4		4			20	(1)	235
48. Chief Operator, Tel Sub (557)					(1)																												(1)	
49. Communication (542)						(1)																											(1)	
50. Demolition (027)						(1)																											(1)	
51. Foreman (059)									(1)	(1)	(7)																						(7)	
52. Intelligence (631)		(1)																		(1)				(5)									(16)	
53. Meat and Dairy (120)		(1)																															(1)	
54. Motor (813)												(1)	(1)	(1)	(4)						(1)			(4)			(1)		(1)			(12)	(26)	
55. Operations (814)		(5)																															(5)	
56. Operator, Telegraph (236)					(1)																												(1)	
57. Section Chief (539)																											(3)		(3)			(16)	(36)	
58. Section Leader (652)														(2)	(2)		(6)			(2)		(2)		(90)									(92)	
59. Signal (764)																											(1)		(1)		1	(12)	(12)	
60. Corporal			1	1	1	2			1	1	4	1	1	2	6	1	1	1	1	1	1	1	1	40	1	1	1	2	1	2	1	26	101	
61. Admission Clerk (095)														(1)	(1)																		(1)	
62. Assistant Section Leader (673)																							(1)	(3)							(1)	(1)	(4)	
63. Car Commander (532)						(1)																												
64. Clerk, Company (Btry)(Troop)(405)			(1)	(1)	(1)	(1)			(1)	(1)	(4)	(1)	(1)	(1)	(5)	(1)	(1)	(1)	(1)	(1)	(1)	(1)		(57)	(1)	(1)	(1)	(1)	(1)	(1)		(23)	(91)	
65. Supply (821)																												(1)		(1)		(4)	(4)	
66. Technician, Grade 3		4			1																												5	
67. Technician, Grade 4		13	4		5	4			3	1	6	3	1	3	9	2	1	4	1	1	2	1		78	4	3	4	2	4	2		72	191	
68. Technician, Grade 5		9	4		1	3			4	2	10	1	3	4	14	1	1	4	1	2	1	1	4	67	1	1	1	1	1	1	4	25	153	
69. Private, 1st Class			4									1			1								1	3							1	1	9	
70. Classification Specialist (275)	4	(1)																															(1)	
71. Chauffeur (546)	4		(1)																														(1)	
72. Chauffeur (545)	5		(2)																														(22)	
73. Chauffeur (545)			(4)																				(1)	(3)							(1)	(1)	(8)	
74. Clerk, Headquarters (055)	4											(1)			(1)																		(1)	
75. Clerk, Headquarters (055)	5											(1)			(1)																		(1)	
76. Clerk, Headquarters (055)												(1)			(1)																		(1)	
77. Clerk, Headquarters (405)	4																	(1)						(3)									(3)	
78. Clerk, Headquarters (405)	5																			(1)				(9)									(9)	
79. Clerk, Mail (056)	4																	(1)						(3)									(3)	
80. Clerk, Record (055)	5																	(1)					(1)	(6)									(6)	
81. Clerk, Record, Typist (405)	3	(4)																															(4)	
82. Clerk, Record, Typist (405)	4	(4)																															(4)	
83. Clerk, Record, Typist (405)	5	(8)																															(8)	
84. Clerk, Stock (526)	4																	(1)						(3)									(3)	
85. Cook (060)	4		(7)		(1)	(1)			(1)	(1)	(4)	(1)	(1)	(1)	(5)	(1)	(1)	(1)	(1)	(1)	(1)	(1)		(57)	(1)	(1)	(1)	(1)	(1)	(1)		(21)	(91)	
86. Cook (060)	5		(7)		(1)	(1)			(1)	(1)	(4)		(1)	(1)	(4)	(1)	(1)	(1)	(1)	(1)	(1)	(1)		(57)	(1)	(1)	(1)	(1)	(1)	(1)		(21)	(90)	
87. Draftsman (870)	4	(2)																															(2)	
88. Installer-repairman (Local Stry)(638)	4				(1)																												(1)	
89. Mechanic, Artillery (802)	4																										(1)		(1)			(12)	(12)	
90. Mechanic, Auto (814)	4		(1)		(1)	(1)			(1)		(1)	(1)			(1)			(1)			(1)			(12)	(1)	(1)	(1)	(1)	(1)	(1)		(21)	(38)	
91. Mechanic, Auto (814)	5																	(1)						(3)									(3)	
92. Mechanic, Motorcycle (138)	5					(1)																											(1)	
93. Musician (082)	4															(1)a								(3)a	(1)a							(1)a	(4)a	
94. Operator, Radio (766)	4				(1)																												(1)	
95. Operator, Radio (177)	4					(1)																			(1)	(1)	(1)		(1)			(17)	(18)	
96. Operator, Radio (177)	5					(1)																											(1)	
97. Phonemotor (149)	4													(1)	(1)																		(1)	
98. Repairman, Radio (174)	3				(1)																												(1)	
99. Repairman-Electrician, Radio (174)	4					(1)																											(1)	
100. Repairman, Telegraph-printer (239)	4				(1)																												(1)	
101. Stenographer (215)	4	(6)																															(6)	
102. Stenographer (215)	5	(1)							(1)		(1)																						(2)	
103. Technician, Dental (067)	5								(1)a		(1)a			(1)	(1)																(1)	(1)	(3)	
104. Technician, Medical (175)	5								(1)a		(1)a		(1)	(1)	(4)								(1)	(3)							(1)	(1)	(9)	
105. Technician, Surgical (285)	4								(1)a		(1)a			(1)	(1)																		(2)	
106. Technician, Surgical (225)	5												(1)	(1)	(4)								(2)	(6)							(2)	(2)	(12)	
107. Technical Keeper (240)	5									(1)	(3)																						(3)	
108. Total Enlisted		465	178	2	21	28	0	0	19	5	58	13	11	17	63	13	16	16	16	11	11	12	10	711	17	15	16	13	16	13	10	351	2267	
																		LESS 4 MUSICIANS NOT REQUIRED WHEN ONLY 2 BANDS ARE AUTHORIZED											- 4	
																															TOTAL		2263	

SOURCE: INCL 1, 8D LTR AG 320.2 (11-25-42) OS-1-GN-M TO CG'S 29 NOV 42, SUB: ACTIVATION OF THE 104th INFANTRY DIVISION. SEE DIVISION BOOK, FEB-MAR 44

292

passed the reviewing stand. In orderly succession they came -- the Headquarters Company; the Military Police, the Reconnaissance Troop, the Signal Company, the three Infantry regiments, the four Artillery battalions, the Engineers, the Medical Battalion, and the Quartermaster Company. Greenness of the fillers was betrayed by unevenness of some of the lines. One private, evidently overcome by the awe of the occasion, stumbled and fell in full view of the visitors' stand. But the performance as a whole was exceedingly gratifying to both participants and officers.

At the conclusion of the parade the Color Guard came forward to receive the colors presented by General Blank. The ceremony ended with a prayer by the Division Chaplain.

Effective 15 March, the Division was assigned to "C" Corps for training. On 16 March the Division Commander was promoted to Major General, and two days later the Assistant Division Commander and the Artillery Commander each received his star.[34]

BASIC TRAINING

Fillers continued to come in for several days after activation. Pending arrival of the last installment, inoculations were completed, individual training equipment was issued, and indoctrination was promoted through such devices as the reading of the Articles of War and the showing of "Why We Fight" pictures.[35]

As the fillers arrived they were oriented in the organization, equipment, and functions of the Division by a scheme known as the "County Fair."[36] This consisted of a series of displays or booths representing the various elements of the Division, each presided over by an instructor. The soldiers moved from booth to booth by platoons. At the infantry booth they saw the M-1 Rifle, the Carbine, and the Browning automatic, which they would soon be calling the BAR. They watched with wide-eyed interest the demonstration by cadrement of the "bazooka," the 60mm and 81mm mortars, and the light and heavy machine guns. The instructor formed cadrement into a squad, and put them through a series of movements to illustrate the workings of the basic doughboy organization.

At the artillery booth the men observed a gun crew going through the motions of loading and firing a howitzer and listened to an officer explain such terms as firing battery, service battery, survey, and fire direction center. Farther down the line an Engineer Officer told the fledglings how the Engineers assisted other elements of the division by building bridges, erecting fortifications, and clearing mine fields. He also demonstrated the structure and functions of various types of booby traps. At the Quartermaster display the men learned something of the problem of supply and transportation, and looked on with awe while a corporal put a "jeep" through a series of breathtaking maneuvers. At other booths they witnessed demonstrations and listened to lectures concerning the organization and functions of the Signal Company, the Medical Battalion, the Reconnaissance Troop, the Military Police, the Headquarters Company, the Ordnance Company, and the band. The tour through the County Fair was completed by each group in about three hours. Looking back on this experience in later months, soldiers were to regard this as one of the most interesting and instructive episodes of the entire training period. It gave them for the first time

---

34. The CG of the 106th Division was promoted on March 16, the Arty Commander on March 12, and the Asst Division Commander on March 18. Data furnished by G-1 Records Section.

35. Quigley, op. cit.

36. This description of a County Fair is based on an interview by AGF Hist Off of Maj Wm R. Overbeck, G-3 Section, AGF, 13 April 1944.

an over-all picture of the nature and work of a division and the manner in which their own unit fitted into the larger organization.

During the two weeks following activation the Division had its first inspections. On 25 March the Army G-4 made a check of supplies and equipment.[37] He found the stock of some items, particularly automatic rifles, considerably below the authorized allotment, but equipment -- much of it second-hand -- was generally in good condition.[38] Representatives from the AG Section of Army Ground Forces visited Division headquarters on 27 March. They were interested mainly in the way in which the Division handled classification of men from reception centers. They reported favorably on the methods used.[39]

On the first Monday in April the Division initiated the program of individual training prescribed by higher headquarters. During the first few weeks all elements of the Division concentrated on such basic subjects as military courtesy, discipline, sanitation, first aid, map reading, individual tactics of the soldier, and drill, the idea being that an individual must learn to be a soldier before he could become a specialist.[40] Lectures, films, and practical demonstrations were the principal means used to teach these fundamentals.[41]

After the first month, the emphasis shifted to technical subjects and training became more diversified. Infantry lieutenants took their platoons out to the ranges to teach them to shoot; ran the men over obstacle courses to toughen their muscles; lined them up on grenade courses to show them the technique of pin-pulling and tossing, marched them to parade grounds and turned them over to squad leaders who showed them how to take their weapons apart and put them together again; led them to bayonet courses and demonstrated to them the principles of parry and thrust, and then set them to charging straw-packed effigies of Hitler and Tojo. Engineer officers loaded their men into trucks and took them out to nearby streams to build fixed and floating bridges; marched them to open country for demonstrations and practice in building roads, constructing fortifications, erecting road obstacles, blowing up bridges, and planting and clearing mine fields. Signal officers set up schools for the training of cryptographers and radio specialists, and conducted practical exercises in stringing wire and operating message centers. Other elements of the division likewise blended technical instruction with practical demonstration. The John Dewey principle of "learn by doing" had a wide application throughout infantry, artillery, and

---

37. AGF G-4 activation inspections were delegated to Army in February 1943. AGF ltr to CG's, 11 Feb 43, sub: Inspections of Divisions to be Activated. 333.1/1490.

38. For shortages in equipment during spring of 1943, see Studies in the History of AGF No 12, Building and Training of Infantry Divisions, pp 19 ff.

39. Memo of Capt A. D. Shaw for CofS AGF, 23 Apr 43, sub: Field Trip, March 23-28, 1943. 353.02/126 (AGF).

40. (1) Pers ltr Maj Gen W. S. Paul, CG 75th Div to Gen McNair, 9 May 43. McNair Personal Files. (2) Incl No 1, AGF ltr 353/52 (Tng Dir)GNGCT (10-19-42) to CGs, sub: Tng Dir effective Nov 1, 1942.

41. Interviews of AGF Hist Off with regimental and battalion comdrs, 65th Inf Div, Cp Shelby, Miss, 4-8 Apr 44 and 11-16 Jul 44.

specialist components.[42]

Training of units had to be staggered so that ranges, grenade courses, and other facilities could be used in rotation. This practice increased the diversity of activities.

The variegated character of training was forcibly impressed upon General Alpha by one of his rounds of observation during the ninth week of the basic period.[43] As he rode by the Headquarters Company motor park, he noted the drivers of jeeps and command cars checking their vehicles for lubrication, tire pressure, spark plugs, batteries, and worn parts. At an artillery battalion gun park, one crew was swabbing a howitzer while another was going through the motions of loading and firing. In the Quartermaster Company parade area the men were formed by platoons for physical exercise. One platoon was doing push-ups and "burpees," and another was playing games. In the Reconnaissance Troop area the general observed a lieutenant standing on the day room steps, pointer in hand beside a large map, lecturing on map reading to a group sitting before him on the ground; over across the way another group was warming up armored cars for a practice reconnaissance. Presently the signal company captain rushed up, saluted snappily, and reported. When the general inquired how things were going the captain replied, "All right, sir, with the exception of a few headaches."

"What are your headaches?" the general inquired.

"Well, my principal one is finding a place for the Class IV men the Classification Officer sent me. They just can't learn the highly technical duties required of a signal outfit. There aren't enough hours in the day to teach average men all the things they're supposed to learn; I don't think that these Class IV's can ever make the grade."

"Well, none of us wants the dumb ones," answered the general, "but we'll all have to take our share of them and do the best we can."

As the general neared the edge of the Division's "close-in" area, he passed in succession a squad of infantrymen standing about a 60mm mortar while a sergeant demonstrated methods of loading and firing; several teams from a regimental service company loading, sighting, and squeezing the triggers of bazookas, with members of the teams filling alternately the roles of loader and firer; a heavy machine gun squad dismantling and cleaning their piece; a rifle platoon going through the convolutions of close-order drill while a lieutenant barked out, "By the left flank -- march! To the rear, march! In cadence, count, one, two, three, four_____;" and a medical clearing company thronged about a simulated gas casualty while a captain lectured on methods of treatment. The officer interrupted his remarks frequently to ask questions, and to require members of the company to demonstrate steps in the remedial process.

---

42. This and subsequent discussions of subjects covered during the individual training period, unless otherwise indicated are based on (1) Interviews of AGF Hist Off with Div Staff Offs and Unit Comdrs, 65th Inf Div, Cp Shelby, Miss, 4-8 Apr and 11-16 Jul 44. (2) Incl No 1, AGF ltr 353/52 (Tng Dir)GNGCT (10/19/42) to CGs, sub: Tng Dir Effective Nov 1, 1942. (3) Current MTP's as follows: (a) MTP 7-1 (Inf Regt) 1 Jul 42, (b) MTP 6-1 (FA Unit Tng Program) 15 Feb 42, (c) MTP 5-1 (Engr Units) 19 Dec 41, (d) MTP 8-1 (Med Units) 18 Feb 42, (e) MTP 11-1 (Sig Units) 13 Jan 42, (f) MTP's 10-1, 10-2, and 10-3 (QM Units), (g) MTP 9-2, 9-3, and 9-4 (Ord Units).

43. This description of General Alpha's tour of observation is based mainly on the sources listed in note 1 above and on personal observations of training in the 65th Inf Div, Cp Shelby, Miss by AGF Hist Off, 30 Mar-8 Apr 1944.

The general proceeded to Range A, four miles from camp, where he observed Company B or X Regiment firing the M-1 rifle. One man fired a few rounds while another coached, and then the order was reversed. These doughboys were working at their tasks in dead earnestness. As the second and third platoons sat on a slope waiting their turn on the firing line their lieutenants gave them review lectures on the fundamentals of marksmanship. General Alpha was obviously pleased to see this application of his oft-repeated injunction: "Every minute of training time will be utilized. No time will be wasted."

At Range B, three miles farther on, General Alpha observed an engineer platoon firing the carbine, and the pistol and an infantry company firing the Browning automatic rifle. The system of alternate coaching and firing was being followed throughout, while lieutenants walked up and down the line, giving instructions as needed. When the general observed one doughboy having unusual difficulty holding his BAR in place, he got down beside him and showed him how to correct the situation by a proper adjustment of the sling. When the general passed on the soldier exclaimed, "Gee, I didn't know the old man knew so much about the BAR." "Humph," said a sergeant, "he's the best damned shot in the Division."

General Alpha paused at Range C only long enough to ascertain that the 1st Battalion of Y Regiment was firing light and heavy machine guns. He stopped at OP (observation post) No. 4 to eat a picnic lunch, after which he climbed to the tower and observed through glasses the bursts of 105 shells fired by "Able" battery of the 567th Field Artillery Battalion from a point far to the rear.

After lunch the general proceeded to Croaker Dale where he saw a platoon of engineers engaged in building a Bailey Bridge across a dry creek bed.

In a bivouac area the general came upon an infantry battalion, the elements of which were engaged in a variety of activities. In the foreground a squad leader was teaching his men the individual tactics of the soldier -- by demonstrating such fundamentals as cover, concealment, and moving forward by alternate dashes and pauses. Farther on, in an open place, a lieutenant was leading his unit in extended order drill. Over on a ridge another platoon was pitching tents under the watchful eyes of its squad leaders. In a near by ravine a sergeant was instructing a group in interior guard duty by posting a few men at a time, approaching them for challenge, and then quizzing them on their general orders. A few hours later, under cover of darkness, some of these men would get realistic training when the battalion commander tried to slip by them as they walked their posts. In a thicket the general saw a machine gun squad busily engaged in setting up its weapons and digging slit trenches while near by, members of another squad sneaked through the bushes in a practical lesson in scouting and patrolling.

As the general observed these activities he talked with the battalion commander about sundry aspects of training.

"How long have you been out here?" inquired the general.

"This is the third day," replied the officer. "We expect to stay two more days. We need that much time to catch up on our night training. We're doing some night marches and some night problems."

"That's good stuff," said the general. "This sort of training hardens the men and gives them an idea of real soldiering. How do they like it?"

"Oh, there are a few gold brickers who grumble a bit," replied the officer, "but most of the men eat it up. This open-air life makes them healthy, takes their minds off civilian worries, and whets their appetites. But I think the officers like it even better than the men. We have a much better opportunity of getting our training

program across out here than we do in camp. For instance, we don't lose so many men for regimental details -- charge of quarters, guard duty, etc. Why, last week I even had to furnish five men for repair of training aids. It's a real pleasure to be able to get out of reach of these interferences and to have nearly all of the men in training."

"Yes, details are a real impediment, I know," replied the general, "but most of them are a necessary adjunct to training. We ought not to have to furnish men for repair of training aids. That's the post commander's job. I've been raising hell with him on the subject, but he swears he is short of men. It's a case of us doing the job or leaving it undone."

The battalion commander invited the general to stay for "chow" which the company cooks were then preparing, but the latter declined on the score of pressing duties at division headquarters. As he rode back to camp he passed several columns of men returning from exercises in the open country. When he reached the "close-in" area he saw many small groups seated on the ground about their officers receiving instruction on subjects ranging from personal hygiene to the organization of the army. In some groups, where the instructor knew his subject, used numerous practical illustrations, and had a good delivery, interest was keen. In others -- particularly where the lecturing predominated, and where the instructor droned or faltered -- the students registered their apathy by lolling about, looking at passing jeeps, or drowsing.

These scenes impressed on General Alpha the resemblance of a division to a large school. And like any other school, its success or failure depended in very large measure on the quality of the classroom teachers. But there was one important difference. In a division the teachers could not graduate their students and hopefully turn them loose on their own. Rather the instructors must put their academic efforts to a vital test by leading their charges from the classroom to the battlefield. With this thought in mind, General Alpha said to his aide as he walked into his office, "Place a note on my memo pad to include remarks on instructional methods and leadership in my next speech to divisional officers."

During the last month of the basic period, emphasis in training turned more and more to tactical subjects, and the locale of activities shifted increasingly from camp to ranges and fields. Infantry units concentrated on completion of qualification firing at fixed targets with the principal weapon, familiarization firing with other weapons, execution of squad problems in attack and defense, and in squad combat firing. Other components of the division performed tactical marches and appropriate exercises including bivouacs. Each field artillery battalion, for instance, marched out to a range, occupied a position, executed a firing problem, returned to a bivouac area, concealed their guns under trees and camouflage nets, posted guards, prepared and served chow, and late at night returned to camp under blackout conditions.[44]

Training of soldiers in cantonment and field was paralleled by instruction of officers and noncommissioned officers in schools.[45] In addition to the brief sessions held by the units each night to orient instructional personnel and to prepare them for their next day's teaching, divisional schools were held from time to time in special subjects. In the fifth week of training, representatives of Army

---

44. (1) Interviews of AGF Hist Off with Div Staff Offs and Unit Comdrs, 65th Inf Div, 4-8 Apr and 11-16 Jul 44. (2) Analysis of current MTP's.

45. Discussion of schools is based mainly on (1) Tng Memos, Hq 42nd Inf Div, 1943, especially TM Nos 45, 48, 53, 55, 60. G-3 Files 300.6 (42nd Inf Div). (2) Chart, "Basic Training Period -- Scheduled Activities," prepared by G-3 65th Inf Div. 314.7(AGF Hist).

collaborated with the Division G-2 personnel in a combat intelligence school for unit S-2's and other selected personnel. In the sixth week the Division G-4 assisted by the Engineer officer, conducted a two-day session in rail movement. Students included commanding officers, S-3's, S-4's, and motor officers of each regiment, battalion and separate organization of the Division. Instruction consisted of loading all types of vehicles on flat cars and setting up a kitchen in a box car. This school was designed to prepare attending officers to act as instructors in similar schools for their own units.

In the eighth and ninth weeks the Division chemical officer directed a 35-hour course of instruction for noncommissioned officers to enable them to assist in chemical warfare training within their units. Shortly after this session closed, a school was begun in military justice for unit adjutants, their assistants, and other selected personnel. Two-hour sessions were held on Tuesday and Thursday nights over a four-week period. Subjects included trial procedure, evidence, offenses, sentences, and reviews.

In the tenth and eleventh weeks the Division conducted a 10-day school in mines and booby traps. The purpose of this course was to prepare a nucleus of officers and noncommissioned officers to instruct personnel of their respective units in these subjects during subsequent periods of training. This school was conducted on a more elaborate scale than previous ones. Instructors, numbering twenty-one, were assisted by six platoons of school troops. Students, consisting of one officer and one noncommissioned officer from each organization of the division, were moved into a separate area for quartering and messing so as to be able to devote themselves exclusively to school work.

The increasing emphasis on small-unit training in theater reports and directives of higher headquarters caused General Alpha during the final weeks of basic training to adopt a scheme for improving the proficiency of the squad. In mid-May he announced in a training memorandum that all infantry squads in six principal categories (rifle, light machine gun, 60mm mortar, heavy machine gun, 81mm mortar, and 37mm antitank gun) would compete for designation as the Division Commander's Combat Squad. Members of the winning squad in each category were to wear a distinctive insignia and to receive a 15-day furlough. The basis for the competition was a squad problem involving attack, defense, withdrawal, patrols and outposts.[46]

In the three weeks following, companies, battalions, and regiments conducted primary eliminations and thus reduced competitions to one finalist in each category from each regiment. On the second Sunday in June the finals were held under direction of the assistant division commander and the winners cited at a Division review.[47]

This review had a significance far greater than that of honoring a half dozen squads of doughboys. For as the men stepped out to the music of the band they realized for the first time the metamorphosis that had taken place since last they had paraded these grounds on activation day. Then they were awkward and soft; now they were sure-footed and tough. Then they were an aggregation of unassimilated inductees; now they were a band of soldiers. Then they regarded General Alpha as a strange dignitary; now, as they observed him standing erect on the reviewing stand, they thought of him pridefully as their "old man." And as they passed before him in perfect cadence they felt a oneness with him and with their "buddies" that they had

---

46. Hq 42nd Inf Div, TM No 44, 2 Nov 43, and TM No 54, 24 Nov 43. G-3 Files 300.6 (42nd Inf Div).

47. Ibid.

not known before. Henceforth they would think of themselves more and more as parts of a team.[48]

The last few days of the basic period were spent in a rapid review of training in anticipation of the MTP tests to be given during the fourteenth week by "C" Corps. The review sessions were preceded by considerable effort on the part of company and platoon commanders to "G-2" the tests. Some of the unit commanders were able to get copies of tests given by "C" Corps before it came under XXXX Army, and these they used as guides for last minute checks on their commands. These activities reminded men who had been to college of the cramming on a campus the day before examination.[49]

THE MTP TEST

Even before the troops began to review their training they observed signs that tests were impending. In the tenth week of training, representatives of Corps were seen riding about the camp making a survey of testing sites and facilities. At the beginning of the thirteenth week a small contigent from Corps arrived in camp and set up Test Director Headquarters. A few days later about a dozen team captains and about fifty testing officers, one half from Corps and one half from a near-by division arrived on the scene. Each captain took the members of his team out to the stations where they were to conduct tests and went over with them the questions that were to be asked and the exercises that were to be staged so that there would be no doubt of examiners knowing the answers that were to be put to the troops.[50]

Twenty-four hours before each test, the unit to be tested was notified to go to a certain station at a certain hour, with specified equipment for testing in a certain subject.[51]

The tests began at 0730 on the first Monday of July and lasted four days.[52] They covered all subjects included in the thirteen-week program of individual training. Limitations of time and personnel made it impossible to test all units in all subjects, but enough units and enough individuals were tested in each to assure a fair gauge of the division's proficiency. Except in tactical problems involving squads, the standard unit tested was the platoon. Each platoon was tested in several subjects. In most cases tests lasted for thirty minutes, but examination in some tactical exercises required a considerably longer time. Theoretically, tactical testing was not to extend beyond the platoon, but marches and bivouacs required of

---

48. Statement to AGF Hist Off by Maj Gen Chas. L. Bolte, CG 69th Inf Div, Cp Shelby, Jan 44.

49. Interview by AGF Hist Off of Unit Comdrs, 65th Inf Div, Cp Shelby, Miss, 3-8 Apr 44.

50. Interview by AGF Hist Off of Col Henry L. Luongo, Chief of the Infantry Augmentation Section, Hq IX Corps, Cp Shelby, Miss, 1 Apr 44. Col Luongo directed the MTP Testing of the 65th Infantry Division 3-8 April 1944.

51. Ibid.

52. Description of the MTP Tests and the critique is based mainly on personal observations by AGF Historical Officer of the MTP Tests given by IX Corps to 65th Infantry Division, Camp Shelby, Miss, 3-8 April 1944. The Aft Historical Officer interviewed several of the testing officers, including Col Henry L. Luongo, Test Director, and several of the officers of units tested. Copies of the tests and of the master schedule are in 314.7 (AGF Hist).

artillery, signal, engineer, and medical units actually constituted a check on the performance of batteries, companies, and battalions.

Tests of infantry units were conducted in accordance with a master schedule which provided for simultaneous testing of corresponding units in each of the three infantry regiments. A glance at this schedule indicated what units were to be tested at any given time, at what stations, and in what subjects. The schedule showed, for instance, that at 1330 on the first day in each infantry regiment Testing Officer No. 1 at Station No. 1 was to give Test No. 9 (close-order drill) to the transportation platoon of the service company. At the same time in each regiment at stations with numbers corresponding to that of examining officers, Testing Officer No. 2 was to examine the 2d Platoon of Company "H" in packs and tent pitching; Officer No. 3 was to check the 1st Platoon of Company "K" in the rifle and grenade launcher; Officer No. 4 was to test the 1st Squad of the 1st Platoon of Company "L" in a problem of hasty defense; Officer No. 5 was to put the 1st Squad (Light Machine Gun) of the Weapons Platoon of Company "A" through a defense problem; Officer No. 6 was to check the 1st Squad (Heavy Machine Gun) of the 1st Platoon of Company "D" in an attack exercise; Officer No. 7 was to examine the A&P Platoon of Headquarters Company of the 3d Battalion in demolitions; Officer No. 8 was to test the Communications Platoon of the Headquarters Company of the 1st Battalion in defense against mechanized vehicles; Officer No. 9 was to examine the 2d Squad of the 2d Platoon of Company "L" in a withdrawal exercise; officers 10 and 12 had no infantry tests scheduled, as they were at this time to assist in the examination of the Division's special units; Officer No. 11 was to inspect the living quarters, messes, latrines, and administrative records of Company "B."

Testing officers of infantry components usually remained at the same station for an entire day, examining a succession of units in the same subject. For instance, in the morning of the first day Testing Officer No. 1 checked eight platoons in the grenade, and in the afternoon, seven platoons and a medical detachment in close-order drill.

During the first two days, testing of infantry units was confined largely to basic and technical subjects. On the last two days the emphasis shifted to tactical problems.

There was no master schedule for the testing of non-infantry elements of the Division, but testing procedure for these units was generally along the same lines as that of the infantry. One distinctive feature was the requirement that each battalion or company conduct a field exercise which testing officers observed as a check on a wide variety of subjects, including defense against aircraft, military intelligence, field sanitation, camouflage, concealment, care and use of equipment, and general tactical proficiency. Artillery tests were conducted, battalion at a time, with a day allotted to each battalion. Testing was accomplished by putting each battalion through a field exercise which included march under tactical conditions to a rendezvous area, occupation of position, firing on a designated target, withdrawal to a bivouac area, and a night march back to camp. While units were in bivouac, they were tested in sundry basic and technical subjects and in field expedients.

General Epsilon came from Corps headquarters on the second day to observe the tests. Since he had only recently assumed command of the Corps he was anxious to learn the details of testing procedure. Colonel Sigma, head of the Corps Infantry Training Augmentation, and Test Directors, first took him to Director headquarters, explained the over-all plan, showed him maps and schedules, and gave him a copy of the tests. He then took him on a tour of observation.

The first stop made by the general's party was at Station 1 of X Infantry Regiment where Lieutenant Zeta of "C" Corps was testing the 2d Platoon of Company

D in the grenade. Lieutenant Zeta began the test by walking down the line of men asking questions at random.

"Will the automatic fuse work if the safety cotter pin has not been removed?" he asked one man.

"What are the two most common types of hand grenades?" he inquired of another.

"Do you keep your eye on the target when you throw a grenade?" he asked a third.

These and similar questions he repeated at intervals along the line, spacing the interrogations in such a way as to prevent one examinee profiting from the answer of another.

After ten minutes of oral quizzing, Lieutenant Zeta divided the platoon into small groups and required them to throw, from upright, kneeling, and prone positions, at trenches 15, 20, 25, and 30 yards away, at craters 50 yards removed, and at small openings at various heights in a wall about 20 yards distant. At the conclusion of the test, Lieutenant Zeta recorded a score of E (excellent) VS (very satisfactory), S (satisfactory), or U (unsatisfactory) on each of the questions and on throws for each of the distances. In the space on the score sheet headed "Comments of the Testing Officer" he wrote: "Platoon showed excellent knowledge of the grenade and of throwing technique. But inability to hit targets indicated lack of throwing practice." The lieutenant gave the platoon a general rating of "satisfactory."

General Epsilon went next to a parade ground at the South end of the Divisional area to observe the simultaneous testing of the signal company in military courtesy and military intelligence by two corps officers. The senior testing officer, Captain Omicron, had the company commander form his unit by platoons. He then took a position about 25 yards to the front and designated individuals at random to be brought forward for questioning in military discipline. As he completed the examination of each man he directed him to report to the junior testing officer, Lieutenant Kappa, who stood some 25 yards away, for questioning in military intelligence.

When the first examinee reported to Captain Omicron, General Epsilon noted with approval that the captain's initial concern was removal of the soldier's stage fright.

"I'm Captain Omicron," he said. "I want to ask you a few questions about the Army, particularly about customs of the service and discipline. These are things that your captain has told you about many times. So don't be nervous. Just give me the answers as you recall them."

"Yes, Sir," replied the private, but not in a manner that indicated complete reassurance. The quizzing then proceeded along the following lines:

Q. "Where are you from?"

A. "From Dickson, Tennessee, Sir -- that is, from a farm near Dickson."

Q. "Suppose you were smoking in bed and burned your blanket. Would you be required to pay for it?"

A. "Yes, Sir."

Q. "What are the three kinds of court-martial?"

A. "General, Special and _____ Sir, I can't think of that other one."

Q. "Isn't it summary?"

A. "Oh, yes sir, that's it."

Q. Demonstrate the correct hand salute.

A. (Soldier steps back and gives a snappy salute, which is returned by the captain.)

After a few more questions of this nature Captain Omicron directed the soldier to report to Lieutenant Kappa, while the captain proceeded to the testing of a private from another platoon.

When the soldier reported to Lieutenant Kappa, the officer examined him as follows:

Q. "Is it true that you may discuss military information with your immediate family?"

A. "No, Sir."

Q. "Are you allowed to carry diaries, personal letters, etc., on your person, when in combat areas?"

A. "No, Sir."

Q. "Suppose you are in a downtown bowling alley. A stranger questions you about some new equipment you have received. What action do you take?"

A. "Well, I'd evade the question."

Q. "Suppose he persisted?"

A. "I'd turn him over to the law as a dangerous character."

The general stopped briefly at a medical station to look in on the testing of a medical platoon in the treatment of gas casualties. The testing officer, a major from the Corps Medical Section, had the men seated about him on the ground. At his feet on a stretcher lay a simulated casualty. Presently the major directed a corporal to come forward and demonstrate the proper method of treating the patient. The corporal first examined the Emergency Medical Tag which the testing officer had attached to the casualty and read aloud: "Mustard blister on the left leg."

The corporal then donned rubber apron, gloves, and gas mask and proceeded with the treatment. At frequent intervals the testing officer interrupted to ask the corporal questions, to inquire of the platoon if the answers given were correct, and to make explanatory remarks about the remedial activities. At the conclusion of this phase, litter bearers were directed to bring up a second casualty, whose Emergency Medical Tag showed a Lewisite injury, and another member of the platoon was called on to demonstrate treatment. Thus did the testing officer appraise this platoon's proficiency in gas treatment.

"How about looking at a squad problem before we go in for lunch?" Colonel Sigma inquired of the general.

"That's a good suggestion; lead on," replied the general.

The colonel directed the driver to Station No. 5 of Y Regiment where a Light Machine Gun Squad, as a part of an assumed rifle platoon, was being tested in the

organization of a position in close support of the main line of resistance. The visitors arrived just as the testing officer, a captain from "C" Corps, was giving the squad leader preliminary instructions.

"Now here's the situation," said the captain, picking up a stick and sinking to a cowboy squat beside the corporal. "Assume that one squad of your platoon is over here to your left and the other on your right. The line of enemy fire extends down that creek bed to our front. You're to move your squad in by the route you deem best, to designate a position for your machine gun, set it up, put your men to digging slit trenches, select an alternate position and place ammunition there, and prepare a range card. Don't spend too much time digging in, as this is primarily a test in other phases of defense. Are there any questions? Consider me as your platoon commander now, rather than a testing officer."

The corporal asked a few questions as to the exact location of his support and then rose to his feet. The captain said: "All right, you're on your own. Take the steps that you consider necessary. If you see any of your men doing something wrong feel free to correct them."

While the corporal was making a personal reconnaissance of the surrounding area, the captain explained the nature of the test to the general and his party. "We try to get in all the teaching we can without interfering with the corporal's control of the problem," he said.

Then the captain dashed back to the rear to observe the route followed by the corporal in bringing up his squad. He followed the group down into the depression, listened to the directions given by the corporal for the location of the machine gun, crouched down behind the gun to get a good view of the line of fire, observed the designation of the alternate position, and made a hasty survey of the location of slit trenches.

As the end of the half hour allotted for the test approached, the captain led the corporal to a vantage point overlooking the gun position and gave him a brief critique of the operation. The officer cited in detail mistakes made by the squad leader and gave examples of proper procedure.

"You brought your men up along the edge of the road," he said. "You would have had better cover if you had followed a route through the thicket just below the road. The location of your machine gun was good, but if you had placed it near that stump ten yards to the left you would have had a better line of fire. You forgot to place ammunition at the alternate position. You devoted too much time to detailed direction of your men in digging slit trenches. This did not leave you enough time for preparation of the range card."

"That officer is doing a good job," General Epsilon remarked to Colonel Sigma, as the two walked back to their car. "But wouldn't it be a good idea to allow more time for these squad problems?"

"Yes; under an ideal setup we should allow an hour for the test instead of thirty minutes. But that would require one of two things: reduction of the number of tests, or an increase of testing personnel. The first alternative is impractical because it would make our sampling so small as to be an undependable index of the division's proficiency. And you know our difficulty with reference to testing personnel. Corps has only sixty-seven officers to supervise the training of seven divisions and scores of separate battalions. For various reasons we can use only about half of our personnel for the testing of an infantry division -- some have other duties; other do not have the necessary background and training. So we have to borrow testing officers from our subordinate units. Army Ground Forces doesn't like this because it takes officers away from their training duties, but we have no

alternative; as long as we restrict our draft to twenty or thirty men, we can avoid censure. But if we should borrow as many as fifty or sixty we'd catch hell from Washington. I know, because I've been burned. Just before we were transferred from XX Army we tested an infantry division; "A" Army required us to make a very large sampling -- we had to test each company in all applicable subjects and to give each individual one-third of the tests. This required 125 officers to test a division. We had to borrow heavily from subordinate units. I was not surprised when a stinging reproof came down from Army Ground Forces. It was Army's fault--but Army in the meantime had gone bye-bye. Fortunately the army to which we were transferred does not require such a large sampling."

After lunch General Epsilon went first to a ravine ten miles from camp to observe the testing of an engineer platoon in construction of a Bailey Bridge. The tested unit was required in the space of four hours to assemble the steel parts on rollers and to push the bridge across a dry stream bed.

When General Epsilon arrived on the scene the allotted time was almost up. Yet the bridge was far from completion. It launching prow sagged ominously over the creek bed; a disastrous toppling was prevented only by mounting the majority of the platoon on the opposite end. The few workers not immobilized by this expedient were laboriously lugging up new sections for attachment to the rear end of the structure so as to restore equilibrium, while a perspiring sergeant urged them to haste. Privates standing on the bridge gave advice freely as to corrective procedure. The lieutenant in command strove valiantly to preserve a composed demeanor, but he was obviously in a dither.

"What's the trouble?" asked General Epsilon of the Testing Officer.

"Oh, they got too ambitious," said the officer, "thought they could get the bridge up and across in three hours instead of four. So they rolled it out too rapidly and upset the balance. Now it'll take them five hours to complete the project. I'll have to give them a "U" on this."

General Epsilon concluded his round of observation by a visit to the bivouac area into which 789th Artillery Battalion was just moving after completion of the firing phase of its test. He noted the concealment of howitzers under trees and camouflage nets, the emplacement of antiaircraft guns, the digging of slit trenches, and the posting of guards. In a near-by meadow, men of one battery were being assembled for testing in military courtesy and other basic subjects; for these exercises tactical conditions were temporarily suspended.

Since the general was particularly interested in new tests in difficult traction and field expedients with which the corps artillery was experimenting, Colonel Sigma ushered him down a long hill to a creek where these tests were being given to the service battery. First, at the direction of the testing officer, a 2½-ton truck was backed into the creek. Then the testing officer ordered the examinees to pull the truck out by means of a "dead man," cable and winch. In about twenty minutes the vehicle was inching its way up the cable and out of the mire. Two other expedients for the extraction of trucks from difficult places were demonstrated, and with like efficiency. The artillerymen were obviously adept in this phase of their work.

* * * * * * *

The conclusion of tests on the fourth day marked initiation in Test headquarters of a flurry of activity. The critique was scheduled for the next morning. This meant that ratings must be tabulated, and that results must be analyzed for the infantry, artillery, and each special element of the division. The hum of consultation and dictation and the click of adding machines and typewriters did not cease until the black of night gave way to the gray of early dawn.

Shortly before 0800 the critique audience began to assemble in Theatre No. 4 near Division headquarters. It consisted of testing officers, members of division and regimental staffs, unit officers above the grade of lieutenant, and visitors, including a representative from Army headquarters who had come down to observe the tests.

Colonel Sigma opened the critique with a few remarks about the nature and the objectives of the test. He complimented the division for the smoothness which had marked the conduct of the test. "It is a tribute to the excellence of your staff work," he said, "that every one of the 2001 tests which were scheduled for the four-day period was actually given."

A train of nine speakers, representing the various testing teams, followed Colonel Sigma. One spoke of infantry tests, another of artillery tests, another of medical tests, and so on down the list. Each summarized the results of the tests given by his team in terms of E's, VS's, S's, and U's, pointed out salient deficiencies which they revealed, and made suggestions as to remedial action.

Colonel Sigma followed this retinue of speakers with announcement of the over-all results of the tests as follows:

E		VS		S		U	
No.	%	No.	%	No.	%	No.	%
239	12	1130	56+	569	28	63	3+

He explained that twenty-eight of the U's were in grenade launching for which the division, through no fault of its own, had not had the necessary equipment. He promised that the attention of higher headquarters would be called to this fact when the formal report was submitted. The scores made by the division gave it an over-all rating of very satisfactory, he added.

Colonel Sigma also announced that detailed results of the test would be forwarded soon to the Division for use as a guide in remedying deficiencies. He then introduced the Division Commander.

General Alpha commended his officers for the showing made by the Division on the tests. But he warned against a spirit of complacency. The demands of unit and combined training would be so great, he said, that every minute of time must be utilized. "Plans must be made to instruct the men while they wait their turn on ranges and combat courses; there must be no idle time." He also emphasized the importance of every officer taking personal stock of his leadership qualities, in anticipation of the hard days ahead. "A leader must be fair; he must be interested in his men; above all, he must know his job. No man wants to follow a stumbler or bluffer."

General Alpha then announced that as a reward for their splendid performance on the tests the men of the Division should be given a holiday on the approaching Saturday.

The critique ended with a brief talk by the corps commander. General Epsilon reiterated for emphasis some of the points made by the Division commander. He also stressed the importance of morale, and pointed out the vital nexus between command and esprit. "I hear much talk about morale officers," he said, "and I'm for them. But you men who command regiments, battalions, batteries, and companies are the real morale officers of those units. If your spirits are high and your jobs are well done, I won't lose any sleep over the morale of the men."

There was a festive atmosphere in camp that night. It pervaded the hutments, clubrooms, and post exchanges where officers and men relaxed over uncounted bottles of beer. They were obviously proud of their record in individual training; they viewed with confidence the unit phase which lay ahead. But individual training was a thing of yesterday and unit training did not begin until Monday; and according to doughboy reconing the two days of respite that intervened were of far greater moment than either. Talk gravitated naturally to passes, girls, and other ingredients of a rip-roaring weekend.[53]

UNIT TRAINING

The respite was brief. On Monday 12 July 1943, "D" Division buckled down to the twelve-week program of unit training. Emphasis shifted from the training of the individual to the development of platoons, companies, battalions, and regiments into teams. Actually there was not a sharp break. The creation of teams on the squad level had figured prominently in basic training, and in unit training the development of the individual fighter proceeded concurrently with molding of the larger teams.

Soldiers found themselves living more in the field in the unit training period. The entire division was in the field throughout the second, ninth, and twelth weeks, and the regiments remained in bivouac the tenth week as well.[54]

Highlights of unit training included the following: AGF Platoon Combat Firing Proficiency Tests for infancy components and the Reconnaissance Troop; AGF Special Battle Courses and Physical Fitness Tests for all units; AGF Battery Tests for the Field Artillery; and Attack of a "Mock-up" Fortified Area by infantry platoons and companies. As a general rule these activities were staggered so as to permit maximum utilization of range facilities.[55]

Night operations were emphasized throughout the unit training period. Each component of the Division devoted a minimum of sixteen hours a week to night training.[56]

Infantry units concentrated on tactical training, progressing from platoon problems in the first few weeks to regimental exercises at the end of the period. The artillery program consisted mainly of service practice, motor marches, battery and battalion field exercises, difficult traction expedients and battalion firing in preparation for the AGF tests slated for the early period of combined training.[57]

The engineers, working mainly by companies, devoted the major portion of unit training to such activities as constructing field fortifications, building fixed and floating bridges, laying deliberate mine fields, erecting road blocks, gapping and removing enemy mine fields, and building roads.[58]

---

53. Personal observations of the AGF Hist Off at C p Shelby, 7-8 Apr 44.

54. History of 106th Infantry Division, Chap IV, p 1.

55. (1) Inclosure 2 to AGF ltr 353/52 (Tng Dir)(19 Oct 42) GNGCT to CG's, 19 Oct 42, sub: Tng Dir Effective Nov 1, 1942. (2) TM 8, Hq 63rd Inf Div, 29 Nov 43. 314.7 (AGF Hist).

56. TM 8, Hq 63rd Inf Div.

57. Incl 2 to AGF ltr 353/52 (Tng Dir)(19 Oct 42)GNGCT to CGs, 19 Oct 42, sub: Tng Dir Effective Nov 1, 1942.

58. Ibid.

In the medical battalion, quartermaster company, ordnance company, and signal company individuals were given practical training in their specialist roles and taught to work together in platoons and companies. Medical technicians for example gave enemas and blood transfusions, and medical companies spent considerable time in the field evacuating casualties across rivers, setting up battalion aid stations, and moving casualties back from collecting stations to clearing stations. Ordnance personnel usually spent the first half day on military subjects, including tactical training by platoon and company, while afternoons were devoted to maintenance work in shops. On account of the inability of post ordnance authorities to meet fully the division's requirements in heavy maintenance, the ordnance company was called on to perform a considerable amount of fourth-echelon maintenance. Both ordnance and quartermaster companies devoted much time to motor marches and bivouacs.[59]

PLATOON PROFICIENCY TEST

For infantry units, the first goal in unit training was the platoon proficiency tests. These tests were given by the Division on a staggered schedule from the third to eighth weeks, inclusive. In a report to the corps commander on 15 September 1943, General Alpha summarized results of these tests as follows:[60]

Rifle Platoons Tested		81
Satisfactory	73	
Unsatisfactory	8	
Weapons Platoons Tested		27
Satisfactory	26	
Unsatisfactory	1	
Heavy Machine Gun Platoons Tested		18
Satisfactory	16	
Unsatisfactory	2	
81mm Mortar Platoons Tested		9
Satisfactory	7	
Unsatisfactory	2	
Total Platoons Tested		135
Satisfactory	122	
Unsatisfactory	13	

The unsatisfactory platoons were given further training and retested within two weeks. All platoons were rated satisfactory in the retest.[61]

---

59. (1) Ibid. (2) Interviews by AGF Hist Off of Engr Off, Med Off, Ord Off, and QM Off, 65th Inf Div, 16-17 Jul 44.

60. Ltr Hq 106th Div to CG XII Corps, 15 Sep 43, sub: Platoon Combat Proficiency Tests. G-3 Training Files 333.1/5 (106th Inf Div).

61. Ibid.

The first Platoon of "A" Company, "X" Regiment, was tested on 26 July.[62] Lieutenant O'Keefe, the platoon leader, had worked assiduously to prepare his men for the exercise. All of the prior two weeks--the first two weeks of the unit training period--had been devoted to platoon tactics. Lieutenant O'Keefe had put his unit through the prescribed routine of route march and occupation of a bivouac area, approach march and occupation of assembly area, platoon in attack, reorganization and continuation of attack, hasty occupation of an interior front line defense area, night withdrawal, daylight withdrawal and night attack. Two days before the test he had run his platoon through an exercise similar to that called for in the test and the performance had been discouraging. One of the squad leaders, a replacement for Corporal Riley who had recently gone to officer candidate school, had little control over his men. The other squads were handicapped by the fact that each had recently lost its best soldier -- the one whom the lieutenant had found that he could depend on most for leadership in the ranks; one had gone to the Air Corps and the other to the paratroopers. Replacements for the men had not arrived. Lieutenant O'Keefe was nervous when he reported to Captain Sims, S-3 of the 2d Battalion of X Regiment, who as chief umpire, was to administer the test.

Captain Sims with his seven assistants, three lieutenants and four noncommissioned officers, met Lieutenant O'Keefe and his command of three rifle squads and a mortar squad from a weapons platoon, at the Breezy Hill Range at 0800 o'clock. Captain Sims initiated the problem by furnishing Lieutenant O'Keefe and his men the following instructions:

> Your platoon and attached 60mm squad is part of a larger force that has been advancing to the south with the mission of capturing Esler Field. Your company is the flank company of the force. There is no unit on your left. Company "B" is advancing on your right and will be assumed to be abreast of you unless otherwise stated. Due to artillery firing and the threat of air attack you have been advancing in approach march formation. Small dismounted patrols have been observed on your front. The enemy may be met at any time. I am now acting as the company commander, and as such issue to the platoon leader the following order:
>
> Situation unchanged. Our company resumes the advance at 0815, objective: Hill X, and prepares for further advance on order. Formation of a column of platoons in order 1st, 2d, 3d echelon to the left rear 100 yards. A weapons platoon, less detachments follows the first platoon in trace at 100 yards. Direction of advance 180 degrees magnetic azimuth. First platoon base platoon. It will advance on a 200 yard front, capture Hill A and continue the advance. A four man patrol of the 2d Platoon will protect the left flank of the company moving abreast of the 2d Platoon. I shall be between the first and second platoons. It is now H-5 hour. Any questions? Move out!
>
> The situation becomes tactical when the platoon advances.

Immediately after these instructions, Lieutenant O'Keefe called the platoon sergeant and the squad leaders together, reviewed the situation and gave them their orders. The squads then moved out in box formation, the 1st and 2d squads in front, the 3d squad behind the 2d squad and the mortar squad behind the 1st squad.

---

62. The description of the Platoon Combat Firing Proficiency Test is based on the observation by AGF Historical Officer of the testing of 1st Platoon, Company "L", 343rd Infantry Regiment, 86th Infantry Division, Camp Livingston, La., 30 June 1944, and Memo, Hq 86th Div, 14 Jun 44, sub: Rifle Platoon Proficiency Test. 314.7 (AGF Hist).

When the advance scouts of the platoon came in sight of the first targets--designated by silhouettes--they were fired on by soldiers simulating the enemy. Umpires with the scouts and with the platoon leader announced that the fire was from three or four riflemen and a machine gun. Lieutenant O'Keefe placed the platoon sergeant in charge of the squads and with two messengers went forward to reconnoiter.

Presently Lieutenant O'Keefe sent back a runner with a message to bring up the squads. When the 1st and 2d squads reached a crest opposite the enemy position, Lieutenant O'Keefe directed the mortar squad to knock out the enemy machine gun. Aiming by the "bracket method," the squad leader fired one shot for effect, another for confirmation and then three additional rounds. All the shots hit near the silhouettes which represented the hostile machine gunners.

At this point the chief umpire informed Lieutenant O'Keefe that hostile fire had ceased. Lieutenant O'Keefe immediately sent scouts forward to reconnoiter the general area of resistance. The scouts reported that the enemy had fallen back. The platoon prepared to resume the advance. When the scouts reached a point from which targets on Hill X were visible, an umpire informed them that the fire was coming from an enemy force of riflemen with some automatic weapons.

When this information was passed to Lieutenant O'Keefe he moved forward to a position near the scouts to determine the situation. As he scanned the enemy position, the chief umpire said to him:

> I am your company commander. The enemy apparently has a combat outpost across Willow Ridge. The attack is to drive in the enemy outpost and advance on the objective, Hill X, Company "B" attacks on your right, its left platoon capturing the west half of Hill X. Our company captures Hill X, enveloping enemy right flank and continues the advance. The line of departure is this ridge. The hour of attack is 0930. Weapons platoon supports your attack, light machine gun from point "D," mortars from point "E." The second and third platoons in column attack through these woods to the north to capture the eastern and northern spurs of Hill X. One battalion aid station and company ammunition point are omitted. I shall be here.

After these instructions Lieutenant O'Keefe made a reconnaissance and formulated his plan of attack. He consulted the senior umpire for coordination of the fire of the weapons platoon with the attack of his rifle squads. He then called his platoon sergeant and squad leaders to a point overlooking the attack area and gave them their orders. The platoon sergeant was directed to lead the 3d squad forward around the right flank and to provide cover for the advance of the other two squads.

At H minus 5, machine guns on the left began firing (simulated) and at H minus 2 the mortars opened up (simulated). The 3d squad, owing to a defect in the platoon sergeant's wrist watch, jumped the attack by three minutes, but the other squads took up the attack immediately.

On signal of Lieutenant O'Keefe the 2d and 3d squads began an advance by fire and movement. While some men dashed forward in short spurts and hit the ground others covered them with fire aimed at silhouette targets. Then the order was reversed. The men talked excitedly as they moved forward by alternate dashes and pauses. One said, "Cover me, Marsh, while I run ahead." Despite an unrelenting stress of safety conditions by the umpires, some of the men were obviously worried. During a momentary halt, one soldier looked back anxiously at the man on his left and said, "Be sure you don't shoot me, Joe."

Lieutenant O'Keefe did not have the best control of his squads as they advanced but he worked hard, dashing quickly from place to place and stopping frequently to peer through his field glasses.

As the advancing squads neared a draw at the foot of Hill X the umpire, for safety, made them cease firing. Lieutenant O'Keefe then led the men in a final assault up the Hill and captured the enemy position. The chief umpire terminated the problem as soon as Lieutenant O'Keefe had reformed his squads on the forward slope of the captured position.

Captain Sims, the chief umpire, immediately called the panting, sweating officers and men together under a tree on Hill X for a critique. He addressed the assemblage as follows:

Lieutenant, you and your men ran a good problem. As you know, this is a scored test. But the exercise is for training as much as it is for testing. It gives you an opportunity to put to use the squad problems that you had a few weeks ago, except that now the squads are working together instead of individually.

I want to point out a few deficiencies that were observed by the umpires. But I want to say again that you did good work -- I know it was awfully hot dashing over that rough ground.

The problem got off to a good start. But the platoon leader should have brought the scouts in on the preliminary conference because of the fundamental character of their mission. The platoon leader gave the squad leaders ample time after the orientation to pass on their orders. Adequate time was also allowed for the reconnaissance. The initial orders of the platoon leader were comprehensive and clear.

The mortar squad did some fine shooting.

The squads moved up to the first position nicely. In the second movement the squad leaders should have advanced to the ravine when they heard the firing on the scouts without waiting for the runner to call them up. If the squads had moved promptly on their own initiative the attack could have been launched much more quickly.

In the second phase the platoon leader gave the orders in improper sequence. He detected his error, but if he had used his notebook he would not have become confused. In battle he will have to use his notebook, on account of the noise and excitement; so he might as well get in the habit of using it in training.

The platoon sergeant should have made sure that his watch was in good shape before the test began.

Control within the squads after fire and maneuver started was not as good as it might have been. One man should not have to holler out to another, "Cover me while I move forward." Cover should be automatic.

Move fast. Don't use up all your ammunition in the initial movements of the attack. Advance in quick, short rushes. Hit the ground, fire a couple of shots, then rush forward again. Be engaged always either in firing or moving. Lulls give the enemy a chance to rise up and shoot. Keep him pinned down by constant fire.

The BAR's were not always on the flank as they should have been. They should sweep over the target area instead of peppering one spot.

Select and stick to a field of fire. Fire directly to your front; that is your field, it corresponds to your position in the line. Fire at likely positions of the enemy as well as the known positions, for some will be hidden.

In the first phase you hit three out of the five silhouette targets and in the second phase sixteen out of sixteen. In all you scored 107 hits.

The final assault should be fast and aggressive. Keep in line for safety and control. Don't stop until you get all the way through the enemy position. After you capture the position be sure to place security on the forward slope -- the one toward the enemy. Be prepared for either a continuation of the advance or a counterattack. Any comments?

Lieutenant O'Keefe: Yes, I think that it's important not to fire too many times when you hit the ground. We ran low on ammunition before we got near the enemy. I think that in such a situation we should limit the shots at any one position to two or three.

Captain Sims: That's a good idea. Work it out with your men.

Lieutenant O'Keefe: Good work men. That's much better than you did in practice the other day.

Immediately after the critique, Captain Sims assembled his assistants and filled in the score sheet. The total score of the platoon was 75.5 out of a possible 100, which was 5.5 points above the minimum satisfactory score. Details of the score are set forth in Table I.

Captain Sims and his assistants put the second rifle platoon through the test before noon. After a lunch in the field, they tested the third rifle platoon and the weapons platoon, one company a day being the normal rate of testing.

While other platoons of the regiment were taking the proficiency test, Lieutenant O'Keefe gave his men further training in tactics of the platoon.[63] He devoted special attention to correction of deficiencies revealed in the test. By the end of the fourth week, he had developed his command to a point where it functioned creditably as a unit in all platoon exercises.

THE SPECIAL BATTLE COURSES

In the fifth week Lieutenant O'Keefe put his platoon through the three Special Battle Courses prescribed by the Army Ground Forces to condition trainees for the noise and confusion of combat. On Monday morning, 9 August, the platoon proceeded by truck to Smithdale Range for the infiltration exercise.[64] The course proper was a plot of ground about 100 yards long and 50 yards wide with a starting trench at one end and three heavy machine guns spaced at 15-yard intervals at the other. The course was dotted with craters partially filled with water and loaded with nitro charges. It was traversed at twenty-five yard intervals by barbed wire obstacles. An officer from regimental headquarters controlled the exercise from a thirty-foot tower on the side of the course. The machine guns were placed so as to lay a blanket of fire thirty inches above crawling troops.

63. TM No 8, Hq 63rd Inf Div, 29 Dec 43.

64. The description of the infiltration exercise is based on observation by AGF Historical Officer of a group of casuals of the 69th Infantry Division going through the "Third Army Infiltration Course," Camp Shelby, Miss., 5 April 1944.

Table I

SCORE SHEET: COMBAT FIRING PROFICIENCY TEST, RIFLE PLATOON

	Weights	Score*
A. TACTICS (Total Weight 35)		
1. Troop Leading		
a. Reconnaissance (plan and execution)	5	5
b. Decision and control	5	4
c. Time required to make decisions, formulate plans, and issue orders	5	4
d. Brevity, clearness, and practicability of orders	5	4
2. Execution by unit as a whole		
a. Formations of unit	3	3
b. Speed of execution of orders	3	2
c. General character of execution	3	2
d. Use of flanking fire	3	2
e. Prompt engagements of surprise targets	3	3
Total	35	29
B. TECHNIQUE (Total Weight 35)		
1. Use of cover	12	11
2. Conduct of individuals in maintaining proper formations	3	2
3. Technique of movements	4	2
4. Fire control	8	5
5. Distribution of fire	8	7
Total	35	27

C. EFFECTIVENESS OF FIRE (Total Weight 30)

1. Number of targets hit 19

   Percentage of targets hit: $\frac{\text{Number hit}}{\text{Number of targets}}$ 90%

   Score: Percentage of targets hit x 20 — 18.0

2. Number of hits on all targets 107

   Percentage of hits: $\frac{\text{Number of hits}}{\text{Rds. expended}}$ 15%

   Score: Percentage of hits x 10 — 1.5

   Total score (1 plus 2) — 19.5

Score for test		Attendance	
A.	29.0		
B.	27.0	Morning report strength of unit	32
C.	19.5	Number present for test	32
Total	75.5	Percentage of participation	100%

---

*Method of computing total score: Each umpire should have a score sheet. In cases where two or more umpires observe action under the same subhead, an average of the ratings of the umpires observing the action should be entered under A (Tactics), B (Technique), and C (Effectiveness of Fire), on the final score sheet for the tested platoon.

The final numercial rating for the tested platoon will be the sum of the scores obtained under A,B, and C. A satisfactory rating will be 70 percent or more.

Outstanding performances or deficiencies note: Energetic leadership of platoon leader commendable, especially in view of fact that it was his third day with platoon. (He was a transfer from 99th Division.)

Lieutenant O'Keefe lined his men up as they jumped from the trucks, and made a check to see that they all had steel helmets. One man who had only a liner borrowed a helmet from one of the noncommissioned officers detailed to operate the machine guns.

Lieutenant O'Keefe also checked to see that the men had their rifles and other combat equipment. As he moved down the line he talked to the soldiers to allay their nervousness and to prepare them for the exercise. His remarks were along this line:

> Keep your bodies down. Don't get in too big a hurry. There's no time-limit for completion of the course. Remember that there are live bullets passing over your head, and darn close. When you get to the wire, turn over on your back, so that you can see what you're doing and avoid getting snagged. If you have any watches or other valuables on you, you'd better leave them with the control officer; it's apt to be a bit muddy out there before we get through. I say "we," because I'll be right in there with you.

The men joked as they waited for the signal to enter the starting trench, but their jesting lacked enthusiasm. One man, a newcomer to the platoon, remarked casually that he had been through an infiltration course at Camp Waters. Some of the uninitiated eagerly asked him, "How was it?"

"Oh, there's nothing to it," he replied.

Presently came the control officer's command, "Move into the trench." As soon as Lieutenant O'Keefe had placed his men in the starting ditch, the machine guns began their rat-tat cadence -- a burst of three or four shots, then a pause, another burst, another pause, and so on throughout the exercise.

At Lieutenant O'Keefe's command, "All right, let's move out," the men crawled from the ditch and began to inch their way toward the barking guns. Some of the men advanced eagerly, as if in a race; others proceeded indifferently. One man more bold than the others, showed an inclination to rise to his knees. He was called to order immediately by a sharp admonition from the control officer -- "Hey, you in the middle, keep your body down! We don't give purple hearts here!"

As the men wormed along on their bellies, with rifles clasped tightly in their arms, the line assumed a serpentine pattern. When soldiers in the lead turned over on their backs to negotiate the first wire barricade the control officer set off a nitro charge. The explosion sent a geyser of mud and water high into the air, and as the dirty slush fell on the men's faces and poured off in rivulets, some of them let out whoops of protests; others groaned softly; still others spent their misery in silence.

The man closest to the crater was splattered worst of all. As he tried to move forward his sleeve hung on the barbed wire. He found it extremely difficult to get any traction in the mud that encompassed him. Presently he ceased struggling and lay still on his back and muttered to himself profanely. After a few moments of rest and swearing, he resumed his efforts and cleared the wire.

As the uneven line moved down the course, the other charges were set off in such a way as to give almost everyone a close exposure to the shock of the burst and the deluge of mud.

Those who first completed the course lit cigarettes and observed closely the struggles of their fellows. Each nitro explosion brought forth a chorus of shouts from the growing ring of spectators.

On the ride back to the barracks the mud-caked soldiers talked about their experience. A teen-age private remarked: "Humph! there ain't anything specially frightening about the course. It was much tamer than I thought it would be. But the mud and the dirt are awful -- not to mention this terrific August heat. I'd about as soon have my battle indoctrination by getting drenched in a pigsty with a bunch of kids throwing fire crackers at me. I think the results would be about the same."

"You've got something there, bud," replied an oldster. "But you must remember that this is a whopper of an army. I doubt if there are enough pigstys to go 'round, and my kids write me that we're definitely short on firecrackers. So I guess we'll have to keep on doing it this way."

Lieutenant O'Keefe and his men devoted Monday afternoon and Tuesday to a review of individual and squad training. Special emphasis was given to grenade practice, map reading, and use of the compass, for it was in these subjects that the MTP Test had shown the platoon to be the most deficient.[65]

On Wednesday Lieutenant O'Keefe and his men went out to the Red Hill Range for the exercise in close combat firing.[66] The course was about thirty yards wide and about 200 yards long. It began on a hill, meandered down through a wooded area, crossed a creek, and ended at a pill box on a briar-covered ridge. The men went through the course in groups of four. At the initial point each group was oriented in the course by a sergeant of the control detail and cautioned as to safety factors. The sergeant and three assistants followed each group through the course. One of the assistants at appropriate intervals set off the nitro charges that dotted the course.

As each group proceeded over the course, it encountered surprise targets in the form of dummies and silhouettes controlled by men in pits. These targets were knocked out by bursts of rifle fire and in some instances by thrusts of the bayonet.

At the end of the course each man, on order of the group leader, made a dash for the pill box and threw a grenade into the opening while his comrades provided covering fire.

On completion of the course the group returned to the initial point for critique by the sergeant of the control detail who had accompanied it through the course. While one group was critiqued another group, under guidance of another noncommissioned officer from the control detail, was taken through the course.

Before Lieutenant O'Keefe had put all of his men through the close combat exercise, Major Kappa of Army Headquarters, accompanied by Major Delta of the Division G-3 Section appeared on the scene. The visiting officers followed two successive groups through the exercise. After critique of the second group Major Kappa gave Major Delta his reactions to the conduct of the exercise.

> The course is well laid out, and the groups are thoroughly oriented before they start out, but the control is too rigid. When the men left the initial

---

65. Remarks of Maj Raymond C. Hendrickson at critique following MTP Test of 65th Infantry Division, Camp Shelby, Miss., 7 April 1944.

66. The description of the Close Combat Course is based on observations by AGF Historical Officer of a group of casuals going through a Close Combat exercise at Camp Shelby, 17 July 1944.

point, they were full of expectancy and enthusiasm. But the control sergeant and his assistants hovered over them so closely and threw so many safety warnings and other instructions at them, that they just about killed the exercise. Some control is necessary of course. But you have entirely too much. This should be a lively realistic exercise. Instead, it is dull and mechanical. I'll call this to the attention of General Alpha and the Army commander.[67]

On Wednesday afternoon and Thursday Lieutenant O'Keefe gave his men additional review in basic subjects. On Friday he took them out to Whitfield Range for the combat in cities of "Nazi Village" course.[68] This course consisted of about a dozen small frame buildings, situated on both sides of a main street and a few others on two cross avenues. Some of the buildings were placarded with German names for school, post office, bank, saloon, etc. Pulley controlled effigies situated near door and closets afforded surprise targets for the raiders.

At the beginning of the exercise the platoon was oriented by the company commander who was functioning as control officer. Then, on orders from Lieutenant O'Keefe, the 2d and 3d squads laid down a base of fire on the village from the front while the 1st squad moved around under cover of a thicket and attacked from the left. The 1st squad took the first block of the town, and laid down a covering fire while the 2d and 3d squads closed in by fire and movement to take respectively the second and third blocks. The men as they advanced fired at silhouette targets. The setting off of nitro charges at intervals in the streets and the flank fire of machine guns joined with the sharp crack of rifles to produce a noisy, smoky atmosphere. The soldiers stirred by the color and drama "whooped and hollered" as they leapfrogged along the streets. Control officers moving along with the troops cautioned them repeatedly against getting too far ahead of the line and impressed upon them the necessity of observing signals of flanking units.

The attacking soldiers cleaned out buildings by tossing in grenades and then rushing in with fixed bayonets to pounce upon the dummy defenders.

After mopping up the buildings the squads moved out beyond the town and set up a perimeter defense. The exercise closed with a critique by the company commander.

Lieutenant O'Keefe, on Saturday morning, resumed review of his command in basic subjects. From eleven to twelve o'clock the weekly orientation was held. For the first fifteen minutes of the orientation period Lieutenant O'Keefe reviewed the high points of the week's happenings in the various theaters of operations. During the next quarter hour Corporal John Daley, a veteran of the North African campaign who had recently joined the platoon, told some of his experiences in fighting the Germans in Tunisia. Corporal Daley stressed the point that the "Kraut" was smart and determined but that the American had proved his ability to hold his own with the German in combat. Between 11:30 and 11:45 the platoon listened to a radio program prepared by the Division Orientation Officer and broadcast over Station WJPX in the nearby town of Munfordburg. This program dramatized incidents of valor reported by the several battlefronts. Participants in the broadcast included two enlisted men from

---

67. Over-control of close combat exercises was frequently cited by AGF Staff officers in inspection reports. See G-3 files 333.1 (Inspections by AGF Staff Officers, 1943-1944).

68. Description of the combat in Cities exercise is based on (1) observations by AGF Historical Officer of a 69th Division Combat in Cities exercise, 7 April 1944, Camp Shelby, Miss., and (2) Interview by AGF Hist Off of Maj Wm. R. Overbeck, G-3 Section AGF, 15 Jan 45.

"D" Division who had been professional actors in civilian life. The final fifteen minutes of the orientation hour were devoted to an open forum presided over by Lieutenant O'Keefe. Discussion centered mainly on military subjects. Lieutenant O'Keefe squelched immediately a soldier who questioned the wisdom of taking Negroes into the Army, with the remark that this topic had political implications and was not therefore a proper one for consideration by army orientation groups. Moreover, he steered the talk in another direction when it shifted toward the matter of legislation against strikes.[69]

During the next two weeks -- sixth and seventh of the unit training period -- Lieutenant O'Keefe and his platoon found themselves working with other components of X Regiment on company tactics. The program put the company of which they were a part through route march, approach march, occupation of final assembly area, preparations for attack, daylight attack, occupation and organization of an interior defense, conduct of the defense, night withdrawal and night attack. The problems were prepared by the regimental S-3. The exercises were directed and controlled by the battalion commander and executed by the company commander. In each battalion the more intricate problems were played by a previously rehearsed demonstration company before they were run by the other companies. Each exercise was followed by a critique, conducted by the battalion commander.[70]

In the seventh week, preparation began for the attack on a Fortified Area scheduled for each Regimental Combat Team during the Combined Training period. The initial step in the preparation was a school for officers of X Regiment, the battalion and battery commanders of the supporting battalion of light artillery, and the leader of the 1st platoon from the Division Engineer Battalion. This school consisted of 8 hours of conference work outside of training hours and 4 hours of practical work and demonstration during the regular training day. During the 8 hours of conference, selected officers, using film strips and drawings, lectured on such subjects as description of fortified positions, weapons used in the assault, passage of antitank and anti-personnel obstacles, assault of pill box and detailed role of units. In the 4 hours of practical work, engineer personnel demonstrated the use of flame throwers, bangalores, rockets, "beehives," and satchel charges.[71]

On Monday of the eighth week the Engineer Battalion conducted for the Division a demonstration of the proper use of a mock-up fortified area which the Engineers had built in the close-in training area. This demonstration was attended by all infantry battalion commanders, regimental S-3's and the commanding officer of the Reconnaissance Troop.[72]

During the remainder of the eighth week units of X Regiment took their turn, first by platoon and then by company (reinforced), in playing the assault of the mock-up fortified area.[73]

---

69. Description of the orientation session is based on (1) observation by the AGF Hist Off of orientation training in the 65th Infantry Division, 1 April 1944; (2) Interviews by the AGF Hist Off of three NCO Orientation Assistants, 65th Infantry Division, 15 July 1944.

70. (1) Infantry School Conference Course Training Bulletin No. MTP 3-42 (15 Aug 43) Tactics of the Rifle Squad and Rifle Platoon. (2) Interview by AGF Hist Off of Lt Col Hunt, Bn Comdr, 2d Bn, 259th Infantry Regiment, 65th Infantry Division, Cp Shelby, Miss, 15 Jul 44.

71. TM No 52, Hq 65th Inf Div, 12 May 44. 314.7(AGF Hist).

72. Ibid.

73. Ibid.

Battalion problems also were initiated in the eighth week and continued through the tenth week. Exercises were practically the same as those played by platoons and companies during earlier periods. The battalion phase culminated in a week of exercises conducted in sequence in the field. On the first day the battalion moved under tactical conditions to an assembly area and prepared for a daylight attack. The attack was made the next morning, and in the afternoon the battalion reorganized and occupied a defensive position. The third day was devoted to conduct of the defense, followed by occupation and organization of a defensive position at night. The next morning a daylight withdrawal was effected and in the afternoon a delaying action. The final exercise of the sequence was a night attack.[74]

Infantry units of "D" Division completed unit training in late September with two weeks of regimental exercises. The first week's schedule included a daylight tactical movement by shuttling, attack in the woods, night attack, and combat in towns. During the second week the doughboys again moved to the field for a sequence of problems similar to that of the battalion bivouac period.[75]

Both battalion and regimental exercises suffered from a heavy loss of enlisted personnel which the Division experienced near the end of unit training. During September enlisted strength fell from 15,610 to 12,156. About 1,000 men were transferred to two alerted divisions to bring them to full strength prior to their movement to port of embarkation, and over 2,000 were shipped to overseas replacement depots. Most of the losses were riflemen.[76] The processing of these men for overseas shipment was a laborious and time-consuming task for both the unit commanders and their staffs, particularly the personnel officers, but the training was to stand all concerned in good stead later on when the time came to move "D" Division to port.[77]

In mid-September, while personnel adjustments were in full swing, came the AGF Physical Fitness Tests. These tests were taken by sample units (companies or batteries) chosen by lot, comprising about 15 percent of the Division's total strength. The supervising officer was Lt. Col. Marios of Corps headquarters. The tests consisted of push-ups; a 300-yard run; burpees, a 75 yard pig-a-back run in which each participant carried a man of approximately his own weight; a 70-yard zig-zag run featuring dashes interspersed by stints of crawling, creeping, and jumping; and finally a four-mile march in fifty minutes with full field equipment. Each company was allowed about two hours for completion of the test. Three days were required for all the participating units to complete the exercises.[78]

The 2,304 men of "D" Division who took these tests found them strenuous. The 300-yard run, which had to be completed in 45 seconds for a perfect score, brought

---

74. (1) Infantry School Conference Course Training Bulletin No. MTP 4-16 (15 Apr 43) Tactics, the Infantry Battalion. (2) Interview by AGF Hist Off of Lt Col Hunt, 65th Inf Div, 15 Jul 44.

75. Infantry School Conference Course Training Bulletin No. MTP 4-17 (15 Apr 43) Tactics, the Infantry Regiment.

76. (1) Personal ltr of Lt Gen Leslie J. McNair to Maj Gen E. P. Parker, 20 Dec 43. McNair Personal Correspondence (S). (2) WD AGO Tabulation SDB 208, "Military Strength of AGF by Organization" (C). (3) WD AGO Tabulation S-51 ("AGF T/O Units") (C).

77. Interview by AGF Hist Off of Personnel Off, 260th Inf Regt, 65th Inf Div, 1 Nov 44.

78. Ltr Hq 106th Div to CG 2nd Army, 27 Sep 43, sub: Physical Fitness Test of 106th Inf Div. G-3 Training Files 333.1/6 (106th Inf Div).

more "cuts" than any other event, but the four-mile march produced a considerable number of stragglers. The final average was 84.22 percent, which gave the Division a satisfactory rating on the tests. The ordnance company and two batteries of field artillery were rated as unsatisfactory on the four-mile march and were required to undergo additional march training; their attainment of a satisfactory status was certified by a re-test given under Division auspices the first week in November.[79]

REORGANIZATION UNDER T/O&E DATED 15 JULY 1943

One of the most significant events of the unit training period was the revamping of the Division on 12 August under new Tables of Organization dated 15 July 1943. This reorganization, details of which are shown in Chart IV, provided a Headquarters Special Troops of two officers and seven enlisted men for general supervision of the Division's separate company units--the Headquarters Company, the Ordnance Light Maintenance Company, the Quartermaster Company, the Signal Company, and the Military Police Platoon. The Division also acquired three cannon companies--one in each infantry regiment--formed from men made surplus by the reduction of artillery battalions and infantry regiments. Each cannon company was equipped with six towed 105mm weapons which the doughboys regarded as nothing more than sawed-off 105 howitzers.[80]

The reorganization gave the Division one band instead of two, but the change was a paper one since it involved merely the inactivation of the 28-piece band of X Regiment and the 28-piece Division Artillery Band and the transfer of their personnel and equipment to the new 56-piece Division band. The new Tables of Organization reduced the authorized enlisted strength of "D" Division from 14,758 to 13,472 and increased officers from 711 to 737. The effect of the personnel adjustment on the various components of the Division are set forth in Table II.[81]

The reorganization deprived the Division of the 15 percent overstrength allotted at activation in anticipation of losses to cadre and attrition. In compensation an overstrength of 5 percent in basic privates (Grade 7) was authorized.[82]

Personnel rendered surplus by the reorganization were reported to the War Department and were shortly withdrawn along with the 5 percent overstrength in basics and other personnel to meet requirements for overseas replacements. "D" Division was to remain below strength until after it was alerted for shipment to France in the autumn of 1944.[83]

ARTILLERY DEMONSTRATION

Another significant event of the unit training period was the demonstration staged by the Division artillery on the second Sunday in September. For this spectacle the entire Division moved out to an observation post on Skimpy Range. Before the firing began Colonel Grumpy, the Artillery S-3, oriented the assemblage over the public address system in the mission and the capabilities of the artillery, and the

---

79. Data Compiled from G-3 Training files 333.1/6 (106th Inf Div).

80. WD Memo WDGCT 320.2 T/O (18 Jun 43) for CG AGF, 18 Jun 43, sub: Revision of T/O&E's for the Inf Div. Original in 321/63 (Inf)(S).

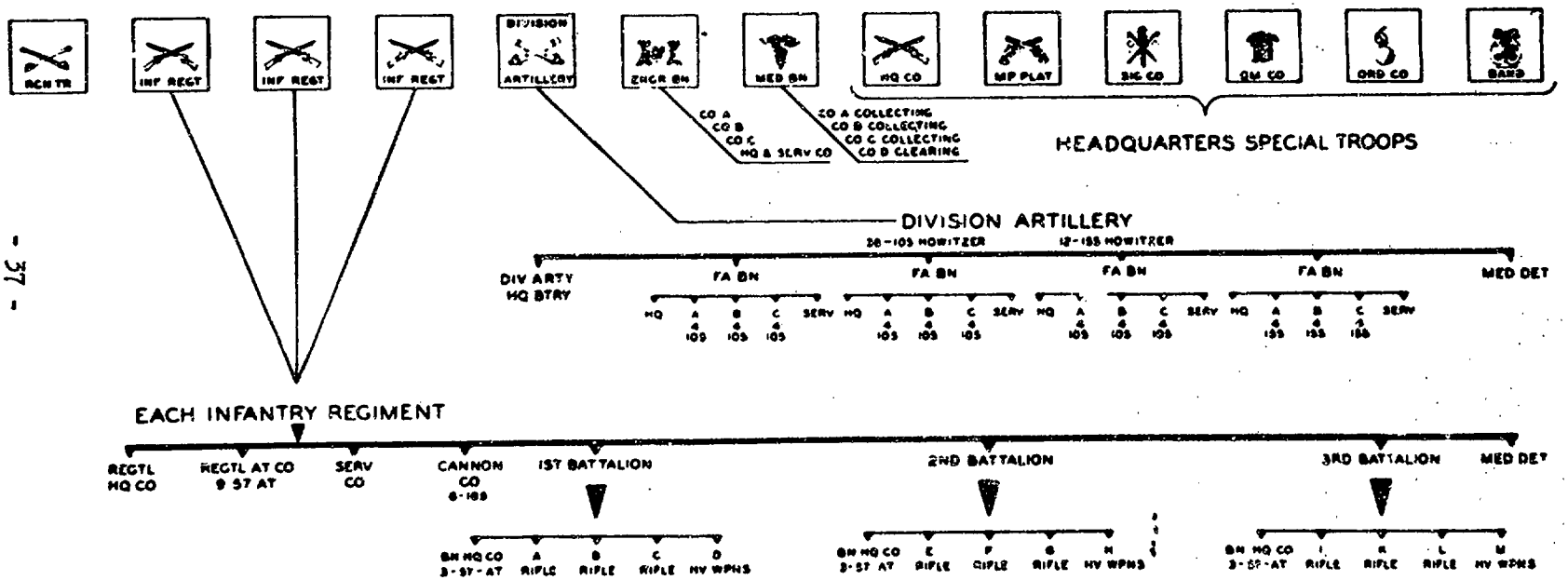
81. Compiled from T/O 7-1, 1 Aug 42, and T/O 7-1, 15 Jul 43.

82. WD ltr AG 322 (28 Jul 43) OB-I-GNGCT-M to CG's, 2 Aug 43, sub: Reorgn of Inf Divs. 321/64 (Inf)(S).

83. (1) WD AGO Tabulation SDG-208 "Military Strength of AGF" (C). (2) WD AGO Tabulation S-51 "AGF T/O Units" (C).

ORGANIZATION OF AN INFANTRY DIVISION

(T/O & E7, 15 JULY 1943)



WEAPONS - RIFLE CO	
RIFLES M1	143
RIFLES 03	3
AUTOMATIC RIFLES	9
PISTOLS	10
CARBINES	28
BAYONETS & GRENADES	
LGM CAL 30	2
MG CAL 50	1
60MM MORTARS	3
AT ROCKET LAUNCHER	3

IN EACH RIFLE CO
3 RIFLE PLATOONS OF 3 SQUADS EACH
1 WEAPONS PLATOON
LMG SEC (2 SQUADS)
60MM SEC (3 SQUADS)

IN EACH HW CO:
2 HMG PLATOONS OF 2 SECS EACH
EACH HMG SEC - 2 SQUADS
1 81MM MORTAR PLATOON OF 3 SEC EACH
EACH 81MM SEC - 2 SQUADS

WEAPONS - HV WPNS CO	
RIFLES M1	50
RIFLES 03	8
MG CAL 50	1
HMG CAL 30	8
PISTOLS	28
CARBINES	68
BAYONETS & GRENADES	
81MM MORTARS	6
AT ROCKET LAUNCHER	6

SOURCE:
CHART PREPARED BY G-2 SECTION, HQ 60TH INFANTRY DIVISION 21 SEPT 1943 COPY IN 314.7 (ABF HIST)

Table II

PERSONNEL ADJUSTMENT EFFECTED 15 JULY 1943

Organization	Old T/O				T/O 15 July 1943			
	Offs	W/O's	EM	Agg	Offs	W/O's	EM	Agg
Div Hq	44	9	116	169	38	8	103	149
Hq Sp Trs	--	-	---	---	2	-	7	9
Hq Co	7	3	134	144	4	-	106	110
MP Plat	3	-	77	80	3	-	70	73
Recon Tr	7	-	194	201	6	-	149	155
Ord L Maint Co	-	-	---	---	0	1	137	147
QM Co	17	2	325	344	10	-	183	193
Signal Co	10	1	311	322	7	4	215	226
Inf Regt	130	6	3,197	3,333	139	5	2,974	3,118
Div Arty	121	10	2,348	2,479	130	9	2,021	2,160
Engr Bn	25	2	718	745	27	3	617	647
Med Bn	34	-	470	504	34	2	429	465
Total Div	658	45	14,284	14,987	687	42	12,959	13,688
Att Med	41	0	474	515	37	--	457	494
Att Chap	12	-	---	12	13	--	---	13
Agg Div	711	45	14,758	15,514	737	44	13,472	14,253

manner in which the division artillery worked with that of corps and army in the support of infantrymen. He laid great stress on the fact that the primary function of artillery was to pin the enemy down until the doughboys could strike him rather than to destroy him. Colonel Grumpy also explained the various types of fire and the principal advantages of each. When the firing began, Captain Stryker, one of the artillery liaison officers took over at the microphone and throughout the demonstration made such remarks as were deemed necessary to a clear understanding of events.[84]

For 1½ hours soldiers and officers listened to the roar of the guns and watched the shells explode on the target. Firing began with a single battery and gradually increased until the might of all 48 pieces were concentrated on the objective.

When the firing ceased the men were taken over the impact area to observe the effect of the shells. In a way, this tour of observation was a let-down to the doughboys. They had been tremendously impressed by the ability of the artillery literally to blanket the target area with fire. And despite Colonel Grumpy's statement that the artillery's prime mission was to pin the enemy and not to destroy him, they could not conceive of a man remaining alive and unharmed under the terrific blasting which they had observed. But as they walked over the impact area, they noticed a considerable number of silhouette targets in the foxholes dotting the promontory that had not been scratched by the fire. "They must have been firing blanks," said one doughboy. "If that's the best they can do, we'd better not depend on 'em."

"Well, you don't think all these furrows were made by blanks, do you?" responded a companion. "And look at that wreck of a dummy. You don't suppose it was a blank that hit him? The artillery's all right. But, of course, it's the man with the rifle who has to polish off the job."

"It makes me feel mighty good to see so many of these silhouettes still in good shape," remarked a third infantryman. "'Cause after all, I can't help reminding myself that the Krauts have some of the big guns, too, and I'm glad to have such indisputable evidence that my chances will be pretty fair when I find myself on the receiving end."

"You've got something there, Bud," observed a fourth doughboy.[85]

VISIT OF THE COMMANDING GENERAL, ARMY GROUND FORCES

Still another highlight of the unit training period was a visit of the Command-General of the Army Ground Forces and twelve members of his staff on 21 July to inspect training.[86]

The first notice that General Alpha had of the coming of the visitors was a TWX from Corps on 19 July stating that the party would arrive by plane at 1000 o'clock on the twenty-first. The TWX also directed that there be no interruption of the scheduled training activities. Receipt of this message caused quite a commotion in Division headquarters. This was the first visit of the Ground Force commander to "D" Division, and it was deemed extremely important that he get a good impression of

---

84. Interview by AGF Hist Off of Maj Chas. H. Gardner, G-3 Section, 65th Inf Div, 15 Jul 44.

85. Ibid.

86. Description of the visit of the CG AGF is based on (1) observations of AGF Historical Officer on several visits of inspection with the CG AGF; (2) Memo of G-3 AGF for C/S AGF, 27 Jul 43, sub: Visit to Cp Gordon, Ft Jackson, and Cp Butner, 20-22 Jul 43. G-3 files 333.1 Inspections of AGF Staff Offs (Sep Rpts) 1943.

its personnel and training.

Word of the approaching visit was passed down immediately from Division headquarters to the units, instructing them to be on their toes. Officers' and NCO's schools that night and the next held forth a little longer than usual so as to assure good preparation for instruction scheduled for the day of the AGF visit. The prospect of performing under the Ground Force commander's observation acted as a fillip to the usually dull sessions.

General Alpha was at the airport a half hour before the announced time for arrival of the AGF plane. As he waited his aide noted that he smoked more than usual; other than that, there were no discernible signs of nervousness.

Presently, a C-47 plane appeared approaching the airport. "Here they come," shouted Captain Fullmer, Commanding Officer of the Headquarters Company, "to your places, men." The drivers immediately jumped into the cars lined up at the side of the runway, the one flying the three-star flag in front.

General Alpha was at the door of the plane when the Ground Force Commander emerged. He saluted his superior and greeted him warmly. As the other members of the party emerged from the plane, the AGF Commander introduced them to General Alpha. The party proceeded first to Division Headquarters, where details of the itinerary were worked out by each visiting officer with his "opposite" in the Division. General Alpha submitted a proposed itinerary to the visiting commander, which the latter accepted with a few minor changes. Then the party broke up so that each of the visiting officers might look at activities in his particular field. The Ground Artillery representative visited artillery units; the Ground G-2 checked intelligence matters and observed the Reconnaissance Troop; the Ground Adjutant General examined the status of records and administration; the Ground Ordnance officer inspected division ordnance shops and inquired into the training of the ordnance company; and so on down the line.

The AGF Commander spent most of the day with infantry units. During the course of his tour he observed the 1st Platoon of "B" Company, X Regiment, running a problem of the platoon in attack. He asked Captain Dodger, the company commander, many questions about the problem and pointed out to him a number of minor deficiencies. Lieutenant Osman, the platoon leader, had a serious case of the jitters at first, but he recovered his poise as the exercise progressed. Captain Dodger noted with pleasure that the men were stimulated to a better than usual performance by the presence of the three-star visitor.

The AGF officers completed their inspections at 1600 and at 1700 they boarded the plane for Camp Parker where they were to inspect another division next day.

The following week, General Alpha received a personal note from the AGF Commander thanking him for hospitality. Two weeks later he received an official communication from the Corps Commander containing excerpts from the letter written by Headquarters, AGF, to Army on the visit of inspection and indorsed by Army to Corps. Following are some of the comments received by General Alpha:

> The X Infantry was conducting platoon tactical training. Platoons were rotated through various problems. Problems were well prepared and were critiqued by the officer in charge and the NCO's of the superior platoon. Several critiques were excellent. The training was superior in its organization and was producing fine results.

* * * * *

Training given the reconnaissance troop in reducing and defending a road block

at 1430 was conducted realistically and was well umpired. The training value was excellent.

* * * * *

A lieutenant, Battery A, X Field Artillery Battalion, was conducting instruction in the umpire manual for the battery at 1400. The instruction was poor and was not getting across to the men. The battery commander was in his orderly tent. Of 96 men present for duty, 50 were attending instruction. Twenty-two men were absent legitimately. The remainder were battery overhead, unaccounted for.

* * * * *

Schedule for Battery B, XX Field Artillery Battalion, called for instruction in the umpire manual at 1430. This was not being given. The section chief of one gun stated that he had been giving camouflage instruction and that the men were now having a ten-minute break. An hour later the same crew was observed lying on the ground again, but jumped up and started placing twigs in the net on the approach of the inspecting officer. Section chief stated that he had completed an hour's instruction in first aid.

* * * * *

Battery B, XXX Field Artillery Battalion, was observed conducting a Battery RSOP at 0315. Materiel was extremely dirty. No parts of the guns had been wiped. Breech blocks were covered with sand and dust. Breech recesses were full of sand the entire length of the cartridge case.

* * * * *

The AG Section in bivouac was dispersed, camouflaged, and foxholes dug. The various divisions were operating in trucks and trailers and not under canvas. This method of operating from borrowed trucks was not giving proper training, since trucks will probably not be available for this purpose in a theater of operations.

* * * * *

Personnel of the Signal Company operating a Division CP in the field appeared well trained. The CP was well arranged and SOP for installations well organized.

* * * * *

The training of ordnance personnel in the division is progressing satisfactorily. The light maintenance company bivouac, however, lacked dispersion and concealment.

After talking over the contents of the letter with his assistant division commander, artillery commander, and chief of staff, General Alpha directed the chief of staff to call a meeting of the heads of the staff sections for discussion of the main points of criticism. General Alpha also talked privately with the division artillery commander about the unsatisfactory conditions observed by the inspector of artillery units. "The Ground Force Commander told me before he left that he was quite displeased with the state of affairs in the artillery," General Alpha said. "This report is even worse than I feared it might be. It goes without saying that you're on the spot, and that unless there is a definite and immediate improvement of conditions in your command the consequences for you may be quite serious."

The AGF report was also made the principal item for consideration at the weekly meeting of the S-3's held in the Division G-3's office on the next Monday afternoon. The Division G-3 served notice on the regimental, artillery battalion, and special unit S-3's that his staff in their spot checks would concentrate on deficiencies reported by the AGF inspectors until a satisfactory status was attained.

Schools for the specialized training of officers, noncommissioned officers and privates were also an important feature of unit training. Following is a summary of schools conducted directly under auspices of Division headquarters:

School	Dates Held	Purpose	Attended By	Instructors
Officers & NCO QM	Beg. 7/12/43	All NCO's of QM co.		
Radio School	7/12 - 9/14 - 9/17 6 wks beg. 9/20		EM, within given quotas for each unit, with ROA scores greater than 100	Qualified NCO's or Graduates of Div Radio Schools
Classification School	7/12 - 7/15	Tng in classification procedures for personnel of Unit Personnel sections.	All unit personnel officers, personnel Sgt Majors, & clerks designated for Unit classification sections	Div Classification Officer & assistants
Intelligence School	Every Tues during Unit Training Period occasionally during combined T. P.	Training in intelligence & counter-intelligence	S-2's, I&R Plat. Ldrs. O from each unit not having a T/O S-2 & 1 NCO from each such unit	G-2 & selected staff, including graduates of Intelligence School
Motor Mechanics School	5 wk periods beg. 8/2 & 9/13	Training mechanics to fill present needs or to replace anticipated losses	Prescribed quota for each unit (from 1 to 6)	
Staff Officers & Unit Comdrs School	8/3 - 0/23		All Div Staff Officers & all Unit Comdrs, to include Bn & separate Cos & for certain subjects, staffs of above Comdrs also included	General & Special Staff Officers & Comdrs, Inf Regiments
Air-Ground School	9/13 9/17		Per prescribed quotas	

School	Dates Held	Purpose	Attended By	Instructors
Morning Report School	9/15, 9/17 & 9/24	Tng in preparation of morning report	All 1st Sgts	
Ordnance Schools	Wkly beg. 9/20/43	Provide addit. tech instruct. & promote uniformity within		DIV.
Small Arms & Mortar School		the Div on Ord Maint & Supply Matters	All Co armorer artificers	ORD.
Artillery Mechanics School			Btry, Cn Co, & AT Co Mechanics of Divarty & Inf Regts	OFFICER AND SELECTED STAFF
Ordnance Supply School			Officers & WO of each Regt, Sep Bn, or Sep Co responsible for Ord supplies	
Ammunition School			O, WO & NCO ass't of each Regt, Sep Bn or Sep Co responsible for munitions	

(87)

Personnel trained in the Division schools in turn became instructors in sessions conducted by their own units. Additional unit schools were held to develop specialists in various categories and to prepare officers and noncommissioned officers for their roles in future training. Infantry and artillery, and other units as well, sometimes exchanged instructors in order to assure the promotion of intelligent teamwork.[88]

The Division staged two reviews during the unit training period -- one for Brigadier General Tolsbee, retiring commander of Ft. Muggins, on 7 August and the other on 22 September for General Diaz Romero, Peruvian Minister of War, who, with other Peruvian dignitaries, was making a tour of certain United States military installations. The review on 22 September was witnessed by both the army and corps commanders.[89] This ceremony, coming in the twenty-third week of the Division's active history, was a fitting climax to unit training activities. The men who streamed for more than an hour before the reviewing stand were far better soldiers than those who paraded over the same ground in June. They were darker, harder, and more precise. More important, they were now a group of unit-conscious platoons, companies, battalions, and regiments rather than a host of partially assimilated individuals.

---

87. History of 106th Infantry Division, Chap IV, pp 5 - 6.

88. Ibid, p 7.

89. Ibid.

48-14076