

# CHAPTER I DEVELOPMENT & ORGANIZATION OF THE 461<sup>ST</sup> BOMB GROUP DURING JULY, AUGUST AND SEPTEMBER 1943.

## (A) ORGANIZATION.

### 1. Activation of Organization

The 461<sup>st</sup> Heavy Bombardment Group, with Squadrons Number 764, 765, 766 and 767, was ordered activated at the Army Air Base, Wendover Field, Utah as of July 1, 1943. Authority for the constitution and activation of this Group can be found in General Orders No. 7S issued by Headquarters of the Second Air Force dated May 29, 1943.<sup>(1)</sup> A letter from the Second Air Force under date of July 29, 1943 moved the Group, without personnel or equipment, from the place of its activation to Army Air Base, Gowen Field, Boise, Idaho.<sup>(2)</sup>

On August 9, 1943 a copy of a form letter dated June 21, 1943, the subject of which was, "Organization of New Bombardment Groups during July, August and September 1943", was directed by the Second Air Force to the Commanding Officer of the 461<sup>st</sup> Group.<sup>(3)</sup> Attached to that letter was a "Schedule of Bombardment Groups" to be organized by the First and Second Bomber Commands during the months of July, August and September. Also indicated in the schedule were the parent groups from which the various cadres were to be selected.<sup>(4)</sup>

The following information concerning the formation of the 461<sup>st</sup> was contained in the above mentioned schedule:

New Bombardment Group (Heavy)	461
Bomber Command	II
Parent Bombardment Group	29
Reporting Date of Key Personnel AAFSAT Orlando Florida,	August 17-19, 1943
Date of Commencement of Instruction	August 20, 1943
Date of Assigned Airplanes to be Delivered	August 30, 1943
Type of Aircraft	B-24
SO-Day	October 1, 1943

<sup>(1)</sup> [See Appendage No. 1, Page 1.](#)

<sup>(2)</sup> [See Appendage No. 2, Page 2.](#)

<sup>(3)</sup> [See Appendage No. 3, Pages 3 & 4.](#)

<sup>(4)</sup> [See Appendage No. 4, Page 5.](#)

Four additional items of general information contained in the “Schedule of Bombardment Groups” are of mere passing interest: (1)-Fifteen heavy bombardment groups are to be activated in the Second Air Force during July, August and September. (2)-Twelve of these groups are to have B-24 planes, and three are to have B-17s. (3)-That famous old Parent Group, the base at Gowen Field, Boise, Idaho, is to furnish five of the fifteen cadres and (4)-The activation schedule for the 460<sup>th</sup> Group is identical with that of the 461<sup>st</sup> Group.

A document which can be studied to advantage with the “Schedule of Bomb Groups”<sup>(a)</sup> in tracing the development and training schedule for the 461<sup>st</sup> Group is the Second Air Force “Diagrammatical Organization Schedule for OTU Heavy Bombardment Groups”, prepared by A-3 under date of August 10, 1943.<sup>(5)</sup> As it applies to this Group, part of that diagram may be read as follows:

<u>MONTH</u>	<u>PHASE</u>	<u>PERIOD</u>
First (July)	First Development	Development
Second (August)	Second Development	C and S School
Third (September)	Third Development	Group Organization
Fourth (October)	First Training	Flight Leader Crews
Fifth (November)	Second Training	2 <sup>nd</sup> Phase Crew Training
Sixth (December)	Third Training	3 <sup>rd</sup> Phase Crew Training
Seventh (January)	Staging & Embarkation	

Day “A” (Activation date) is July 1, 1943  
Day “O” (Full organization date) is October 1, 1943

The form that reveals the extent of the ambitious program of the Second Air Force in organizing and training heavy bombardment groups, of which the 461<sup>st</sup> is one, is that prepared by A-3 of that Air Force as revised September 1, 1943. That form is entitled, “Second Air Force Groups in numerical order”.<sup>(6)</sup>

With above mentioned orders and schedules before him, the Base Adjutant at Gowen Field issued the first Special Order from that Field concerning the 461<sup>st</sup> Bomb Group. It was Par. 2 of Special Creer No. 223, August 11, 1943, which read in part as follows: “The following named Officers, Warrant Officers, Flight Officers and Enlisted Men assigned and or ACU attached to squadrons as indicated of the 29<sup>th</sup> Bomb Group this sta are hereby transferred in grade and assigned to squadrons of the 461<sup>st</sup> Bomb Group as indicated and are further attached to their former Squadrons of the 29<sup>th</sup> Bomb Group for rations, quarters and duty.”<sup>(7)</sup>

Thus were many of the key personnel of the 461<sup>st</sup> Group officially assigned to specific duties with the new group. Of course the official assignment followed only after many conferences by Lt. Col. Walter E. Arnold, Commanding Officer of the old 29<sup>th</sup>

<sup>(a)</sup> Cf. Par. 1, page 2

<sup>(5)</sup> [See Appendage No. 5, page 6](#)

<sup>(6)</sup> [See Appendage No. 6, page 7](#)

<sup>(7)</sup> See Appendage No. 7, page 8

Group, and his staff. Col. Arnold had named Maj. Robert E. Smith to be the Deputy Group Commander of the new Group. For say months Maj. Smith had been Commanding Officer of the 411<sup>th</sup>. Sq. of the 29<sup>th</sup> Group and was especially well qualified to unofficially select and assign to the 461<sup>st</sup> Group officers and men who had been members of the 29<sup>th</sup>.

Lt. Col. Willis G. Carter was on temporary duty with Headquarters of the Second Bomber Command at Fort George Wright, Washington, on August 12, 1943, when he received orders from the Second Air Force assigning him to duty with the 461<sup>st</sup> and directing him to report to the AAF School of Applied Tactics at Orlando, Florida.<sup>(8)</sup> Being the ranking flying officer assigned to the 461<sup>st</sup> he assumed command of the Group, notified the Group Headquarters at Gowen Field of his action, and proceeded to Orlando by commercial aircraft. There, on August 17, 1943, he first met the members of the Air Echelon of his Group who had been assigned to AAFSAT.<sup>(b)</sup>

As has already been stated, the 29<sup>th</sup> Group furnished most of the key personnel for the 461<sup>st</sup>. Several of these, however, had been members of the 29<sup>th</sup> but a few days before being assigned to the new Group. Others came from various sources. Table I, pages 4 and 5, shows the key personnel as of September 25, 1943, together with the organizations from which each came.

## 2. Mission of Organization.

The mission of the Group during August & September was clear. The Flight Echelon, with certain Chemical Warfare men, was to go to Orlando to attend the AAF School of Applied Tactics during part of the months of August & September. After that they were to join the Ground Echelon for consolidation of efforts and to begin their own training as a Group for combat duty. The Ground Echelon was to go in early September to Salt Lake City Army Air Base or to the AAF Western Technical Training Command at Kearns, Utah.<sup>(9)</sup> While waiting for the Flight Echelon to return to the Second Air Force, the Ground Echelon was to receive new members into the organization and train in place as prescribed in the "Diagrammatical Organization Schedule for OTU Heavy Bomb Groups", to which reference has previously been made.<sup>(c)</sup>

The development & organization program of this Group had been graphically outlined by the Second Air Force in the "Diagrammatical Organization Schedule" mentioned in the preceding paragraph. In accordance with this schedule, many of the officers & enlisted men for the 461<sup>st</sup> were placed in and or held by the 29<sup>th</sup> Group during the month of July. Of the 52 key officers & 81 enlisted men scheduled to go to Orlando from August 20, 1943, to September 11, 1943, 49 officers and 74 enlisted men were present. Two officers originally scheduled to go to Orlando were sent on detached

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<sup>(8)</sup> See Appendage No. 5, page 9

<sup>(b)</sup> CF. Par. 4, this page.

<sup>(9)</sup> See Appendage No. 5, page 6

<sup>(c)</sup> CF. Par. 2, page 2

**TABLE I - KEY PERSONNEL OF THE 461<sup>ST</sup> BOMB GROUP AS OF SEPTEMBER 25, 1943**

<u>RANK</u>	<u>NAME</u>	<u>ASN</u>	<u>ASSIGNMENT</u>	<u>LAST PREVIOUS ORGANIZATION</u>	<u>REPORTING DATE</u>
Lt. Col.	Carter, Willis G.	0-274929	Gp. C. O.	Hq. II Bomber Command, Fort George Wright, Washington.	12/8/43
Major	Smith, Robert E.	0-401247	Dep. Gp. C. O.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/9/43
Lt. Col	Grogan, Edwin W. <sup>(a)</sup>	0-274185	Gp. Ex. Officer	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/9/43
Major	Scott, R. Foster	0-237137	Gp. Adjutant	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/9/43
Major	Lott, Leigh M.	0-905887	Gp. Intell. Off.	Hq. 470 <sup>th</sup> Bomb Group, AAF, Mountain Home, Idaho	12/8/43
Captain	Burke, William (NMI)	0-409947	Gp. Oprs. Off.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Hudson, Henry M. <sup>(a)</sup>	0-483850	Gp. Eng. Off.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Witte, Albert O. <sup>(1)</sup>	0-247777	C.O. 764 <sup>th</sup> Sq.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
1 <sup>st</sup> Lt.	Sandell, John C.	0-729370	C.O. 765 <sup>th</sup> Sq.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Barden, William H.	0-389288	C.O. 766 <sup>th</sup> Sq.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Glenn, Royce B.	0-407774	C.O. 767 <sup>th</sup> Sq.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Pruitt, Marion M.	0-356129	Gp. Nav. Officer	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
1 <sup>st</sup> Lt.	Leffler, George V. <sup>(2)</sup>	0-2043762	Gp. Bomb. Off.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43

<sup>(a)</sup> At Gowen Field less than fifteen days before assignment to 461<sup>st</sup> Group.

<sup>(1)</sup> Reported to the 461<sup>st</sup> Group with rank of 1<sup>st</sup> Lieutenant.

<sup>(2)</sup> Reported to the 461<sup>st</sup> Group with rank of 2<sup>nd</sup> Lieutenant.

**TABLE I - KEY PERSONNEL OF THE 461<sup>ST</sup> BOMB GROUP AS OF SEPTEMBER 25, 1943**

<u>RANK</u>	<u>NAME</u>	<u>ASN</u>	<u>ASSIGNMENT</u>	<u>LAST PREVIOUS ORGANIZATION</u>	<u>REPORTING DATE</u>
Captain	Wagner, John A.	0-484358	Gp. Comm. Off.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Captain	Deishley, Charles J. <sup>(b)</sup>	0-393951	Gp. Flt. Surg.	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
2 <sup>nd</sup> Lt.	Couch, Thomas M.	0-649910	Gp. Stat. Off.	7 <sup>th</sup> Hv. Bomb Proc. Hq., AAF, Kearney, Nebraska.	16/8/43
2 <sup>nd</sup> Lt.	Elmore, Stanhope E. Jr.	0-873203	Gp. Weather Off.	Maxwell Field, Montgomery, Alabama.	16/8/43
2 <sup>nd</sup> Lt.	Clark, James C.	0-571272	Gp. P.I. Officer	Hq. 382 <sup>nd</sup> Bomb Group, AAF, Pocatello, Idaho.	18/8/43
Captain	Mitton, Walter G.	0-269470	Asst Gp. S-4	18 <sup>th</sup> Replacement Wing, AAB, Salt Lake City, Utah.	11/9/43
2 <sup>nd</sup> Lt.	Dahlander, Noel L.	0-667493	Asst Gp. S-3	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
2 <sup>nd</sup> Lt.	Pfister, Louis C.	0-650154	Asst Stat. Off.	Hq. 88 <sup>th</sup> Bomb Group, AAF, Walla Walla, Washington.	2/9/43
M/Sgt.	Hisey, Claude W.	35234089	Gp. Sgt. Major	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
T/Sgt.	Seaton, Ray L.	16004535	Gp. Pers. Chief	302 <sup>nd</sup> Airdrome Squadron, Gowen Field, Boise, Idaho.	1/9/43
M/Sgt.	Brodice, Charles H.	36159312	Gp. Int. Chief	Hq. 382 <sup>nd</sup> Bomb Group, AAF, Pocatello, Idaho.	18/8/43
M/Sgt.	Ryser, William A.	19015369	Gp. Ops. Chief	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
Sgt.	Haddaway, Stephen W.	33205904	Gp. Mag. Chief	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
S/Sgt.	Gillespie, Tom A.	17004041	Gp soft insp' r	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43
T/Sgt.	Dominguez, Armando	19061716	Gp. Arm. Insp' r	29 <sup>th</sup> Bomb Group, Gowen Field, Boise, Idaho.	11/8/43

<sup>(b)</sup> At Gowen Field less than thirty days before assignment to 461<sup>st</sup> Group.

service to Camp Seven Mile, Spokane, Washington.<sup>(10)</sup> At 0100 on September 11, 1943,

<sup>(10)</sup> See Appendage No. 9, page 10.

the original Ground Echelon arrived from Gowen Field at Kearns, Utah where they were to be stationed for a somewhat indefinite period. As against 33 officers and 167 enlisted men, as called for in the “Diagrammatical Organization Schedule”, this Echelon consisted of 14 officers and 92 enlisted men.

### 3. Stations.

Statements and documents have already been presented to show that the Group was activated at Wendover Field in July; that it was moved to Gowen Field that month; that orders were first issued at Gowen Field in early August assigning personnel to the Group; and that Lt. Col. Willis G. Carter assumed command of the Group at Ft. George Wright on August 12<sup>th</sup>. Reasons for some of these actions by the Second Air Force have never been revealed. It is obvious, however, that there was but one reason for sending personnel to Orlando, to Seven Mile Camp, and to Kearns; that of preparing key personnel to become instructors of other personnel destined to eventually join the Group for training for combat duty.

The order that directed the flight Echelon to Orlando was Par. 21-22 of the same Special Order that assigned the first personnel to the Group. That was Gowen Field’s S.O. No. 223 August 11, 1943.<sup>(11)</sup> Reference has already been made to the order sending two officers to Seven Mile Camp.<sup>(d)</sup> In accordance with an Immediate Action Letter from Hqs of the Second Air Force September 4, 1943,<sup>(12)</sup> the Adjutant at Gowen Field issued Par. No. 11 of Special Orders No. 251 on September 8, 1943. This Par. Read as follows: “The following named O and EM 461<sup>st</sup> Bomb Gp this sta are hereby reld fr atchd to the 29<sup>th</sup> Bomb Gp and WP by rail on 10 Sept 1943 for temp change of sta to AAB Kearns Utah, RUAT CO thereat on Saturday, 11 Sept 1943 for dy and further asgmt.”<sup>(13)</sup> Lt. Col. Edwin W. Grogan, Gp Ex Officer, and 1<sup>st</sup> Lt. Morton K. Zucker had preceded the Ground Echelon to Kearns and there arranged for the housing of the Detail, which arrived under the charge of the Group Adjutant, Major R. Foster Scott.<sup>(14)</sup>

The C.O. of the AAF School of Applied Tactics in August was Brig. Gen. Hume Peabody. At the AAB at Orlando the Flight Echelon was under the instruction of the Academic Section of the Heavy Bombardment Division. After attending school at the Orlando AAB from August 20<sup>th</sup> to the 30<sup>th</sup> inclusive, the Flight Echelon moved September 1<sup>st</sup> to the AAB at Pinecastle, Fla. There they were under the supervision of one of the squadrons of the 9<sup>th</sup> Heavy Bombardment Group, the 5<sup>th</sup>.

The Air Echelon left Pinecastle and AAFSAT the morning of Sept. 17.<sup>(15)</sup> One plane, with Capt Royce B. Glenn seated on the left and with Capt. Albert O. Witte as co-pilot, took off for Oklahoma City. The following day the plane continued to the AAB at Salt Lake City with Maj. Robert E Smith at the controls and Lt. Col. Cater seated on the right. The following day the plane went on to Gowen Field where Lt. Col. Carter and Maj.

<sup>(11)</sup> See Appendage No. 10, Page 11.

<sup>(d)</sup> Cf. Par. 1, this page.

<sup>(12)</sup> See Appendage No. 11, Page 12.

<sup>(13)</sup> See Appendage No. 12, Page 13.

<sup>(14)</sup> See Appendage No. 13, Page 14.

<sup>(15)</sup> See Appendage No. 14, Page 15.

Smith conferred with the 15<sup>th</sup> Bomb Operational Training Wing officials concerning matters pertinent to the Group. On the 15<sup>th</sup>, the plane and personnel returned to Salt Lake City picked up Lt. Col. Grogan, and continued to the AAB at Wendover Field where the C.O., the Dep. Group Commander and the Gp. Ex. Officer conferred with Base officials in anticipation of moving the Group to that base.

The remainder of the Air Echelon personnel traveled by train to Salt Lake City where they arrived at 0600 the 16<sup>th</sup> of Sept, and were transported by bus to Kearns.<sup>(16)</sup> On Monday, Sept. 20<sup>th</sup>, Lt. Col. Carter left to attend the B-24 Standardization School at Mt. Home, Idaho.<sup>(17)</sup> Maj. Smith, left in command of the Air Echelon, presently ordered the transfer of that personnel to the Salt Lake City Army Air Base.<sup>(18)</sup>

At Salt Lake City AAB, Maj. Smith was able to obtain a building in which classes were conducted, an area for physical training and a temporary headquarters for the personnel under his command. The Base also readily granted permission for the personnel to have access to their files, Technical Orders and manuals. Housed in comfortable barracks and fed at a good mess the officers and men enjoyed their assignment there, especially in view of the fact that it was easy to visit the city in the evening.

The field at Kearns was Basic Training Center No. 5 of the AAF Western Technical Training Command. While the 461<sup>st</sup> was stationed there, plans were completed to discontinue the Field as a basic training center and to convert it into a base for the 2<sup>nd</sup> Air Force. During the month of September the ground echelon of several heavy bomb groups were stationed on the Field. On Sept. 29<sup>th</sup> the C.O. of Kearns, Col. Converse R. Lewis, reviewed his troops in farewell to his command at Kearns. The morning of the following day the Air Echelon of the 461<sup>st</sup> moved from the Salt Lake City AAB to Kearns. At noon all personnel of the Group boarded a troop train and left for Wendover Field, Utah.<sup>(19)</sup>

4. The strength and growth of the Group in terms of personnel is graphically presented in Table Number II compiled from the 'Daily Morning Report'.

**TABLE NO. II – STRENGTH AND GROWTH IN PERSONNEL OF THE 461<sup>ST</sup> GROUP**

<u>DATE</u>	<u>OFFICERS</u>	<u>ENLISTED MEN</u>
August 11, 1943	49	161
August 12, 1943	50	165
August 13, 1943	52	166
August 14, 1943	54	166
August 15, 1943	55	166
August 20, 1943	55	167
August 25, 1943	55	170
August 30, 1943	58	170

<sup>(16)</sup> See Appendage No. 14, Page 15.

<sup>(17)</sup> See Appendage No. 15, Page 16.

<sup>(18)</sup> See Appendage No. 16, Page 17.

<sup>(19)</sup> See Appendage No. 17, Page 18.

September 1, 1943	64	174
September 6, 1943	65	174
September 11, 1943	67	172
September 16, 1943	67	256
September 21, 1943	67	283
September 26, 1943	66	353
September 30, 1943	67	402

Four B-24E airplanes were assigned to the Group for use at Orlando.<sup>(20)</sup> The Air Echelon took over the planes upon reporting to Pinecastle the first day of September. Three of the planes were left with the 14<sup>th</sup> Depot Group at the Pinecastle Army Air Base when the 461<sup>st</sup> left there on September 12<sup>th</sup>.<sup>(20)</sup> The last plane was turned over to the Salt Lake City Sub Depot on September 21, 1943.<sup>(20)</sup> Hence, the Group had no planes when leaving for Wendover Field on September 30<sup>th</sup>.

##### 5. Relations with Other Organizations

The Air Echelon was personally welcomed at AAFSAT as a Group by General Peabody. They found the personnel of the Heavy Bombardment Division well informed and most co-operative. They were impressed by the carefulness with which this program had been planned. Base regulations were definite and readily complied with.

At Pinecastle the officers and men lived and worked in tents. There, for the first time, many of them had the experience of operating under circumstances that approached actual field conditions. The 5<sup>th</sup> Squadron – the host – was set up as a tactical outfit. Our Group experienced difficulties in securing flying equipment and maintenance assistance. Transportation was well provided. The officers assigned to supervise the missions of the Group were individuals who had previously had combat experience in the various theatres. They were most constructive in their criticism.

When the Ground Echelon reported to Kearns they found similar echelons of other heavy bombardment groups stationed there. It was soon learned the Second Air Force had provided a liaison officer to represent the ground echelon on the field. Lt. Colonel Grogan represented the Group at a conference Colonel Lewis had with the commanding officers of the heavy bombardment groups assigned to the field. The base Commander made it plain he expected all personnel of the groups to strictly comply with all base regulations, one copy of which was provided for the Group. Kearns was a Basic Training Center. The Group found full compliance with some base regulations most difficult. The content of special memoranda and letters not included in the copy of base regulations, were frequently learned the hard way and too late to prevent embarrassment. The headquarters was approximately two miles from the officers' mess and quarters. There was little or no transportation and for several days there was no telephone.

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<sup>(20)</sup> See Appendage No. 18, Page 19

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But over against these hardships, the field presented several distinct advantages. The range and the instructors on the range were found to be superior; the staff at the dental clinic gladly did a great deal of much needed work for our men; considerable salvage was permitted by the quartermaster: many 'dog tags' were brought up to date; and the officers mess was a source of satisfaction and joy.

The personnel transferred to the Salt Lake City Army Air Base found no difficulty in carrying out this limited program.

## (B) MAJOR ACTIVITIES

### 1. Primary Objectives

In his first conference with his officers and men at AAFSAT, Lt. Colonel Carter pointed out that all concerned had been assigned there to gain the benefits the school had to offer. In the planning and briefing of synthetic missions each individual involved attempted to follow the policies outlined by the instructors, but in the back of his mind he was always planning the way he would want to carry out his assignment when in training with his own Group.

The primary objective at Pinecastle was that of planning, briefing, flying, interrogation, and reporting missions assigned in field orders by the Commanding Officer of the 9<sup>th</sup> Group, Lt. Colonel Connally.

The Purposes of the Ground Echelon at Kearns were as follows:

1. Reception processing
2. Group and Squadron organization
3. Basic training
4. Qualification in weapons
5. Specialized training

At the Salt Lake City Army Air Base, Major Smith and the Group Operations Officer, Captain William Burke, outlined a program of study, technical instruction and physical training.

### 2. Governing Policies

In any good heavy bombardment group, the overall governing policies naturally stem from the Commanding Officer. In this Group, Lt. Col. Carter was quick to demonstrate that he possesses the ability to think through, present, delegate and supervise the program to be followed by the Group.

His policy at AAFSAT and at Pinecastle was that of getting as much as possible from the instruction offered and of conducting synthetic and actual missions as prescribed by the 9<sup>th</sup> Group. While in Florida, he followed a policy of consulting his staff and of attempting to make each officer and men feel he really belonged to the organization.

As soon as possible after reaching Kearns, he called a meeting of all officers of the Group. This was the first time it had been possible for him to assemble in one place, all the officers assigned to his command. In a sincere, friendly, but positive manner he discussed his ideas and decisions with his subordinates.

The Commanding Officer covered several subjects as outlined below:

1. Punctuality – Every officer and man is to be ahead of time on all assignments.
2. Military Courtesy – For himself and members of his staff he expects the personnel in all offices or rooms to ‘snap to’ under the following:
  - (a) Upon his entering for the first time during the day.
  - (b) Upon the entering of any officer except his own of ranking members of his staff.
  - (c) Upon the entering of any office of visiting, ranking, or General Staff Officers.

He also expects all officers and men to salute him upon entering his office for the first time during the day and to comply with traditions of the Service concerning the exchanging of salutes by subordinates and superiors.

3. Discipline – Those in command were cautioned to be firm but fair in all disciplinary matters.
4. Offices – Offices are to be places of business, not gathering centers.
5. The Score – The Commanding Officer wants all individuals under his command to know the reasons back of his Group regulations, procedures, disciplinary actions, and course of instruction.
6. Alternative Personnel – Each key officer and man is to train a subordinate to serve as his alternate in case of an emergency.
7. Chain of Command – All, especially officers, are to develop and exercise the practice of using military channels.
8. Files – All teletype and telephone messages, letters, memoranda, and directives are to be disseminated promptly and accurately, studied carefully, and filed correctly.
9. Security – Thought and constant attention are to be given to safeguarding military information, especially classified papers and equipment.
10. Transfer and Reclassification – Each officer and man is to be given every opportunity to demonstrate his ability. Individuals will not be ‘peddled off’ to other organizations. Whenever we cannot use a person, we shall recommend he be reclassified.

11. Promotions – Strength as prescribed by the Table or Organization will be recognized but officers and men must earn their promotions.

12. Esprit de Corps – Above everything else two items predominate:

- (a) The record of this Group will be determined largely by the attitude and efforts of the key personnel.
- (b) Every officer and man must be made to feel he is a vital part of “our gang”.

While Lt. Col. Grogan was in command of the Group at Kearns the Group Adjutant, Maj. Scott, was very closely associated with him. They consistently maintained three fundamental points of view: That of protecting the interests of the enlisted men; of accomplishing as much training as possible; and of setting up as much organization machinery as time and working conditions would permit.

### 3. Organization and Procedure

At Kearns, Lt. Col. Grogan attempted to establish a processing program and to develop Group and Squadron procedure but his plans were constantly thwarted by housing changes and base regulations.

At AAFSAT procedures were already established when the Air Echelon arrived. But at Pinecastle, Lt. Col. Carter had an opportunity to exercise his power of leadership. He detailed responsibilities and carefully watched the manner in which each person carried his assignment.

A procedure was established and then modified in light of experiences in planning and briefing for missions. The practice, as finally developed, followed a procedure as follows:

- (a) ‘The Field Order’, which came down by teletype from Headquarters of the 9th Group, was picked up by the Group Operations Officer, Captain Burke, at Headquarters of the 5th Squadron.
- (b) After looking over the Field Order, generally with the Group or the Deputy Group Commander, he turned the Order to the Group Combat Intelligence Officer, Major Lott or to one of the Squadron S-2 officers delegated by Maj. Lott to be responsible for preparing that sections part of the briefing.
- (c) The S-2 officer secured the necessary maps, charts, target folders and pictures from the 5<sup>th</sup> Squadron S-2 officer. Next he delegated a clerk to make additional copies of the Field Order. Then he set up the maps and charts for the area over which the mission was to be flown.

- (d) After that Lt. Col. Carter and/or Major Smith; Capt Burke; 1<sup>st</sup> Lt. Marion M. Pruitt, the Group Navigator; and 1<sup>st</sup> Lt. George Leffler, the Group Bombing Officer, worked out the course and other details.
- (e) Then, more or less simultaneously, the Combat Intelligence Section prepared the overlays and the necessary special target charts, secured a beloptican for projecting target charts and pictures, made a 'dry run' with the equipment and materials, and prepared his briefing notes; the Operations Officer and his Section planned and posted the hour for briefing, assigned crews and planes, determined altitudes and formations, made arrangements for meals and transportation, and prepared briefing notes; the Group Navigator worked out distances, times and coordinates, advised the Group Bombardier on the position of the gun, the direction and velocity of metro winds, and the most desirable initial point; the Group Bombardier, as has been stated, conferred with the Group Navigator, the Group Weather Officer, Second Lieutenant Stanhope E. Elmore Jr., checked the latest weather reports; the Communications Officer, Captain Wagener, planned for his special briefing with radio operators; and the Engineering Section, under the supervision of the Group Engineer, Captain Hudson, serviced and rechecked the condition of the planes.

At the briefing, which all crew members attended, the Commanding Officer stated the purpose of the mission and named the target; the Group Operations Officer quickly discussed the course, the altitudes and the time of take off; the Combat Intelligence Officer assigned to briefing pointed out landmarks along the course, mentioned the Initial Point, discussed the positions and capabilities of all enemy installations, showed pictures and target charts while discussing the target in detail, pointed out emergency landing fields, referred to ditching procedures, reminded the crews of steps to be taken if forced down in both enemy and friendly territory, requested crew members to leave all items of identification with his clerk, arranged for bombardiers to pick up pictures and target charts, and called on the Group Navigator for the Time Tick; and the Weather Officer made his report. Then the crew members immediately went to their respective sections for special briefings. The pilots and co-pilots to Capt. Burke, the navigators to Lt. Pruitt, the bombardiers to Lt. Leffler, and the radio operators to Capt. Wagener.

Immediately upon landing following a mission all crew members reported immediately to their respective squadron or group Intelligence Officer who interviewed each crew separately. Following the dismissal of the crews, the various Intelligence Officers turned their interrogation forms over to one specified Intelligence Officer who first sent a flash report on the mission to Headquarters of the 9<sup>th</sup> Group. Then he prepared a form typewritten consolidated report which was also forwarded to Headquarters of the 9<sup>th</sup> Group.

#### 4. Difficulties

References have been made to the difficulties experienced by Lt. Col. Grogan while at Kearns. In Florida, especially at Pinecastle, Lt. Col. Carter had several problems with which to deal. The biggest single problem was that experienced by many of the key

officers and their subordinates. The uncertainty that was unavoidable with Lt. Col. Carter in one place, Lt. Col. Grogan and Maj. Scott in another, and on occasion Maj. Smith in still another. Other difficulties included:

- (a) When the four airplanes arrived at the Pinecastle AAB it was learned that no personal flying equipment had been provided. There was an unfortunate delay in flying while Capt. Hudson and others worked overtime to secure these necessary items.
- (b) Unexpected mechanical difficulties were experienced with some of the planes which kept them grounded.
- (c) A great deal of difficulty was experienced by the Engineering Section in securing tools, parts and services promptly.
- (d) The methods of planning, briefing and flying of missions at Pinecastle were found to be different from those recommended by the Academic Division at AAFSAT.
- (e) On 29 August 1943, orders were issued by Gowen Field assigning Lt. Col. Sylvan D. Hand, 0-22807, to the Group. When he reported he unintentionally presented a problem to Lt. Col. Carter because he was a flying officer who ranked the Deputy Group Commander, Maj. Smith.<sup>(21)</sup> In view of the fact that Maj. Smith had personally selected many of the key personnel of the Group, some of them were anxious to know what would become of Maj. Smith and what would happen to them. Lt. Col. Carter kept his own council but continued to use Maj. Smith as the Deputy Group Commander. Lt. Col. Hand mingled with the officers, maintained a discreet silence and served as a most interested observer. After he had served as Train Commander of the movement by train from Orlando to Kearns, he received orders transferring him out of the Group.<sup>(22)</sup> Upon leaving Kearns, he told the 461<sup>st</sup> Group Historian, "I was assigned to this Group through some error. It was the intention of Higher Echelon to assign me to the 464<sup>th</sup> Bombardment Group".

## 5. Lessons Learned

The paramount lesson learned and relearned at every station was the sobering fact that time is running out against the Group. With manning Tables not filled up on time, with airplanes not assigned, with movements from station to station, and with no trainee crews the key personnel of this Group faced the future with misgivings because of the certainty that the schedule for the Group in its training program must be met.

## 6. Tactical Exercises

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<sup>(21)</sup> See Appendage No. 19, Page 20

<sup>(22)</sup> See Appendage No. 21, Page 22

While stationed at the Pinecastle AAB, the Air Echelon engaged in two different types of tactical exercises.

- (a) The crews took the four planes to Eglin Field, Florida for a secret mission where they remained for four days.<sup>(23)</sup>
- (b) Five Field Orders were received from Headquarters of the 9th Group. Missions on all five of these Orders were planned and briefed. Two of the missions were flown, interrogated and reported. A copy of one of the Field Orders may be found in the Appendage.<sup>(24)</sup>

7. Significant Achievements

Significant achievements of this Group thus far include:

- (a) Officers and men were transported by rail from Boise to Orlando, from Orlando to Kearns, from Boise to Kearns, and from Kearns to Wendover Field without the loss of a single officer or man.
- (b) On the long over water flight in carrying out the mission to Whale Rock, Capt. Pruitt, the Group Navigator did an especially fine job from his position in the lead plane.
- (c) Of the 107 enlisted men of the Ground Echelon at Kearns who took the Army Course there, 99 qualified; 16 as Experts, 39 as Marksmen and 44 as Sharpshooters.

8. Promotions

<u>ASN</u>	<u>NAME</u>	<u>FROM</u>	<u>TO</u>	<u>DATE</u>
0-356129	Pruitt, Marion M.	1 <sup>st</sup> Lt.	Capt.	9 Sept. 1943
0-464503	Spruel, Alexander K.K.	1 <sup>st</sup> Lt.	Capt.	17 Aug. 1943
0-24777	Witte, Albert O.	1 <sup>st</sup> Lt.	Capt.	17 Sept. 1943
0-663244	Faherty, Patrick W. Jr.	2 <sup>nd</sup> Lt.	1 <sup>st</sup> Lt.	24 Aug. 1943
0-2043762	Leffler, George V.	2 <sup>nd</sup> Lt.	1 <sup>st</sup> Lt.	24 Aug. 1943
0-535006	Woodard, Floyd V.	Flt Officer	2 <sup>nd</sup> Lt.	24 Sept. 1943

9. Visitors

On Saturday, September 25th, Major Jack K. Thomas, A-2 of the Second Bomber Command visited Headquarters of the 461st Group and conferred with some of the officers in the Combat Intelligence Section.

<sup>(23)</sup> See Appendage No. 20 Page 21

<sup>(24)</sup> See Appendage No. 22, Pages 23 and 24

**APPENDAGES**

**Page 1**

APPENDAGE No. 1

HEADQUARTERS SECOND AIR FORCE  
Fort George Wright, Washington

GENERAL ORDERS  
NUMBER 78

May 29, 1943

SECTION I

1. Pursuant to instructions contained in restricted War Department Letter AG 322 (5-18-43 OB-I-AFRPG-M, May 19, 1943, Subject: "Constitution and Activation of Certain Army Air Force Units", the following units having been constituted and assigned to the Second Air Force, are activated as indicated:

<u>Unit</u>	<u>Station of Activation</u>	<u>Date of Activation</u>	<u>Priority Rating for controlled Items of Equipment</u>
Hq, 461 <sup>st</sup> Bombardment Group (Hv)	AAB Wendover Field, Utah	July 1, 1943	6-1-1398
764 <sup>th</sup> Bombardment Sq (Hv)			
765 <sup>th</sup> Bombardment Sq (Hv)			
766 <sup>th</sup> Bombardment Sq (Hv)			
767 <sup>th</sup> Bombardment Sq (Hv)			

By order of Major General JOHNSON:

AUBREY L. MOORE  
Colonel, GSC,  
Chief of Staff

OFFICIAL:

/s/ Harris F. Scherer  
HARRIS F. SCHERER  
Colonel, AGD  
Adjutant General.

1 Incl.

DISTRIBUTION "B" and "D" Plus: 20 copies to CG AAF, Attn: Publications Sec, Air Adjutant General's Office.

CERTIFIED TRUE EXTRACT COPY:

CHARLES J. DEISHLEY  
Major, M.C.

**APPENDAGES**

**Page 2**

APPENDAGE No. 2

HEADQUARTERS SECOND AIR FORCE  
Office of the Commanding General  
Colorado Springs, Colorado

370.5 G

July 29, 1943

SUBJECT: Movement of Unit: 461<sup>st</sup> Bombardment Group (H).

TO: See Distribution.

1. Announcement is made of the movement, without personnel or equipment of the 461<sup>ST</sup> BOMBARDMENT GROUP (H) from ARMY AIR BASE, WENDOVER FIELD, UTAH to ARMY AIR BASE, GOWEN FIELD, BOISE, IDAHO, effective July 29, 1943.

2. This is a temporary change of station. (Last permanent station: Activated at Army Air Base, Wendover Field, Utah: has never been moved to a permanent station.)

3. For the information of all concerned, organizational equipment for this organization will continue to be shipped to AAB, WENDOVER FIELD, UTAH.

By order of Brigadier General EUBANK:

/s/ E.L. THARP  
E.L. THARP  
Captain, Air Corps,  
Actg. Asst. Adjutant General

CERTIFIED TRUE EXTRACT COPY:

CHARLES J. DEISHLEY  
Major, M.C.

**APPENDAGES**

**Page 3**

APPENDAGE No. 3

HEADQUARTERS SECOND AIR FORCE  
Office of the Commanding General  
Colorado Springs, Colorado

320.2C

9 August 1943  
June 22, 1943

SUBJECT: Organization of New Bombardment Groups During July, August and  
September 1943.  
TO: See Distribution.

1. Pursuant to the policy established at the time of organization of the Bomber Commands you are charged with the organization of certain new Bombardment Groups through the remainder of the Operational Training Unit Program. Every source of personnel under your command will be utilized in furnishing newly organized Bombardment Groups with the highest experience level possible; further you will supervise the organization and manning of each group to the end that they will have been completely manned and have completed all phases of training prior to dates specified by the Army Air Force.

2. Attached as Enclosure No. 1 is a schedule of groups to be organized by the I and II Bomber Command during the months of July, August and September. Indicated in that schedule are the parent groups from which the cadres will be selected. However, this indication of a parent group does not limit the selection of the cadre to that source. Also indicated in Enclosure No. 1 is the course of the School of Applied Tactics, Orlando, Florida. You will select the cadre, assign it to the new group and dispatch the key personnel in time to assure arrive at the School of Applied Tactics, Orlando, Florida, within the specified reporting dates. Orders directing key personnel to proceed to AAFSAT will specify return direct to the first phase training station designated for the new group.

3. Attached as Enclosure No. 2 is a chart of the key personnel from each group headquarters and from each squadron required to attend the School of Applied Tactics. The majority of this personnel is included in the present cadre table. That which is not included except where otherwise herein specified will be selected and assigned to the newly activated group at the time the 20 per cent cadre is assigned.

By order of Major General JOHNSON:

/s/ JOHN M. DICK  
JOHN M. DICK  
1<sup>st</sup> Lt., Air Corps,  
Actg. Asst. Adjutant General

Note: Enclosure No. 1, paragraph No. 2, is omitted.

2 incls

incl 1. Groups to be organized – Omitted.

Incl 2. Key Personnel

**DISTRIBUTION:**

1 – Staff Sections, Second Air Force

3 – Commanding General, I Bomber Command

3 – Commanding General, II Bomber Command

3 – Commanding General, 18<sup>th</sup> Replacement Wing

1 – C.O. Each new Bomb Group, Listed Encl. No. 1

1 – C.O. Each Parent Group

3 – Commandant AAFSAT, Orlando, Florida (Information)

**CERTIFIED TRUE EXTRACT COPY:**

CHARLES J. DEISHLEY  
Major, M.C.

**APPENDAGES**

**Page 4**

APPENDAGE No. 4

**AIR BASE HEADQUARTERS  
Gowen Field**

**SPECIAL ORDER  
No. 223**

**Boise, Idaho  
11 August 1943**

1. The following named Officers, Warrant Officers, Flight Officers, and Enlisted Men / assigned / and or ACU attached to squadrons as indicated of the 29<sup>th</sup> Bombardment Group this sta are hereby transferred in grade and assigned to squadrons of the 461<sup>st</sup> Bombardment Group as indicated, and are further attached to their former squadrons of the 29<sup>th</sup> Bombardment Group for rations, quarters and duty.

Under authority VOCO 15 BW, Immediate Action, Restricted Letter, File 370.5G, HQCG 2AF dated 29 July 1943, Subject: Movement of Unit 461<sup>st</sup> Bombardment Group (H), Secret Letter 320.2C HQCG 2AF dated 22 June 1943, Subject: Organization of new Bombardment Groups, Section I, Paragraph I, GO 78, HQCG 2AF dated 29 May 1943, and Restricted War Department Letter AG 322 (5-18-43) OB-I-AFRPG-M, dated 19 May 1943, Subject: Constitution and Activation of Certain Army Air Force Units.

By order of Lieutenant Colonel LEEBURN:

JJ MURTHA  
Capt, AC,  
Adjutant

OFFICIAL:

/s/ J.J. MURTHA  
J.J. MURTHA  
Capt, AC,  
Adjutant

CERTIFIED TRUE EXTRACT COPY:

CHARLES J. DEISHLEY  
Major, M.C.

HEADQUARTERS  
461<sup>ST</sup> BOMBARDMENT GROUP (H)  
APO 520, US ARMY.

APPENDAGE NO. 5

GROUND TRAINING PROGRAM

MEDICAL TRAINING:

	<u>PHASE</u>		
	<u>I</u>	<u>II</u>	<u>III</u>
a. Physiology of Flight	<u>11 h</u>	<u>4 h</u>	<u>4 h</u>
(1) Altitude Indoctrination	(4) h		
(2) Use of Oxygen and Oxygen Equipment	(1) h		
(3) Middle Ear and Sinuses	(1) h		
(4) Airsickness – Aeroembolism	(1) h		
(5) Acceleration – Drugs	(1) h		
(6) High Altitude Flying – Effect on Crew		(1) h	
b. Advanced Sanitation and First Aid	(3) h	(3) h	(4) h
(1) Review of Basic Sanitation and First Aid			
(a) First Aid Kit Aeronautical	(1) h		
(b) Personal Hygiene	(1) h		
(c) Cumulative Fatigue	(1) h		
(d) Practical treatment of gunshot and other wounds		(1) h	
(e) Practical treatment, Splinting and Transportation of Fractures		(1) h	
(f) Practical Treatment of burns, shock, and hemorrhage		(1) h	
(g) Demonstration and application of field sanitary devices			(1) h
(h) Water sterilization and food infections			(1) h

STATION HOSPITAL  
Office of the Surgeon  
Hammer Field, Fresno, California

APPENDAGE NO. 6  
703

(MD-16)  
31 December 1943

SUBJECT: Dental Service rendered 461<sup>st</sup> Bomb Group (H).

TO: Commanding Officer, 461 Bomb Group (H), Hammer Field AAB,  
Fresno, California

1. The following is a report of dental treatment and services rendered officers and enlisted men of the 461<sup>st</sup> Bomb Group (H) at Dental Clinic, Station Hospital, this station from 2 November 1943 to 31 December 1943 (preparation for combat duty):

- a. Number of surveyed for dental defects – 2,167.
- b. Disqualified for overseas shipment (POM, POR) – 287 (13%).
  - (1) Unable to prepare for shipment – 3. The reason is, each case insufficient time for healing of gums.
- c. Extractions – 220.
- d. Dentures constructed – 172.
- e. Permanent fillings, various types accomplished – 2,553.
- f. Caries, which left untreated would result in loss of valuable time from duty in near future – 559 (25%).
- g. Examinations of men treated – 785.
- h. Total visits to Dental Clinic – 1,568.

For the Surgeon:

CLIFFORD A. VOGT  
Major, Dental Corps,  
Chief of Dental Services

CERTIFIED TRUE COPY:

CHARLES J. DEISHLEY  
Major, M.C.