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Procurement
OF
AIRCREW
TRAINEES



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PROCUPEMENT OF AIRCRAFT TRAINING

The original of this monograph and the documents from which it was written are in the USAF Historical Division, Archives Branch, Bldg. 914, Maxwell Air Force Base, Alabama.

W. W. Wood
 Prepared by
 Assistant Chief of Air Staff, Intelligence
 Historical Division
 August 1944

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You'll be on the Greatest Team in the World!

Nothing'll Stop the Army Air Corps

and now... Good Luck and Good Hunting

This is the day I've been waiting for... This is the day I've looked forward to since I was seven...

And now here on the parade grounds, with the shadows falling and the marching whooping at the drums...

ing way we were taught to be safely on... when even boots were pointed out...

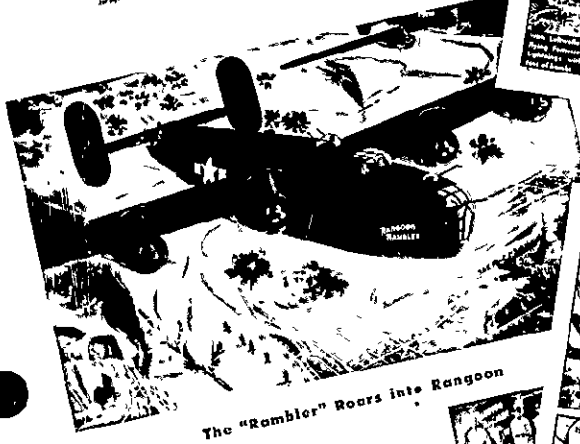
RECRUITING SERVICE

If You are 17...

Nothing'll Stop the... the world's military flying of one of the world's air forces

The Greatest Team in the World "MOUSETRAPS" THE NAZIS!

Advertisement for the Army Air Corps featuring a grid of comic-style panels with illustrations of soldiers and aircraft, and the slogan 'FLY AND FIGHT WITH THE AAF'.



The "Rambler" Roars into Rangoon

AN ALL-AMERICAN TEAM MAKES A "TOUCHDOWN"

Advertisement for the Army Air Corps featuring a grid of comic-style panels with illustrations of soldiers and aircraft, and the slogan 'FLY AND FIGHT WITH THE AAF'.



GREATEST TEAM IN THE WORLD

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FOREWORD

It is the desire of the President, the Secretary of War, and the Commanding General, Army Air Forces, that a solid record of the experiences of the AAF be compiled. This is one of a series of studies prepared as a "first narrative" in the projected overall history of the Army Air Forces.

The decision to make the information contained herein available for staff and operational use without delay has prevented recourse to some primary sources. Readers familiar with this subject matter are invited to contribute additional facts, interpretations, and constructive suggestions.

This study will be handled in strict compliance with AR 380-5.



THOMAS D. WHITE
Brigadier General, U. S. Army
Assistant Chief of Air Staff,
Intelligence

Readers are requested to forward comments and criticisms, and to this end perforated sheets, properly addressed, are appended at the back of this study.

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Procurement of Aircrew Trainees

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INTRODUCTION

This study on the procurement of aviation cadets for aircrew duties deals with only one phase of a vast personnel program. The selection of the cadets procured, their classification, and their assignment to training are the subjects of separate studies on the personnel program of the Army Air Forces.

In discussing the procurement of aviation cadets, the emphasis has been placed upon the administration of recruiting, the agencies used, the sources tapped, and the difficulties encountered. Advertising and publicity are discussed, but the topic has by no means been exhausted. Although the procurement of cadets is primarily a personnel problem, it involves a discussion of certain aspects of legislation and training in the AAF. For this reason these have been handled in a limited way since full consideration of the problems involved lies within the province of the history of legislation and training. The major weight of this study has been placed upon the years immediately before and after America's entry into the war, for prior to 1938 procurement was purely routine, a background for the developments of the later period.

From 1920 to 1938 the procurement of personnel for flying training was a comparatively simple matter. The quotas for classes were small and the supply of manpower abundant. Although the qualifications for flying training were high, there was generally more material available than could be used. The procurement problem

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during this period was not one of recruiting large numbers of men but of choosing from the numerous applicants those best suitable for flying training.

Because of the attitude generally prevailing in the United States during the 1920's and 1930's toward the military establishment, personnel requirements for pilot training were exact. Although the provisions of the military appropriations act for the fiscal year 1930 which created the grade of aviator cadet authorized the training of 1,300 flying cadets a year,¹ the number rose to 2,500 in 1932,² the actual number of cadets actually admitted to training from 1919 to 1932 was far below these legally authorized figures. In the five years prior to the end of class admitted to training in 1932, an average of about 350 candidates were admitted annually into flying school.³

Since the number of flying cadets required to fill training quotas was small, the Air Corps was able to set its qualifications high. They were based primarily on age, education, and physical standards. The candidate had to be an unmarried, white citizen of the United States between the ages of 20 and 27, inclusive. He was required to present documentary evidence of service satisfactorily

1. 41 Stat. 109.
2. 41 Stat. 712.
3. War Aviation Cadet Qualifying Examination--Report on the Purpose, Development and Validation of Test AC-10-1" (Oct. 1930), prepared by Psychological Division, Office of the Air Surgeon. Forcinstar cited as "Report on Aviation Cadet Qualifying Examination."

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completed at least two years of college training at an accredited
⁴ institution. If he did not possess the necessary formal education, he
 was required to pass a comprehensive "educational examination." This
 examination, given four times a year, tested the applicant's knowledge
 of the following subjects: United States history, English grammar and
 composition, general history, geography, arithmetic, algebra (higher),
 geometry (plane and solid), trigonometry (plane and spherical), and
⁵ elementary physics. It was a difficult examination, and very few
 candidates without some college training were able to pass it. Between
 1920 and 1938 only a negligible number of candidates succeeded in enter-
⁶ ing flying training by qualifying in this manner. Candidates who
 qualified educationally still had to meet a severe physical examination
 before they were eligible for appointment as flying cadets.

In spite of these high qualifications the supply of manpower
 qualified for flying training far exceeded the demand during the period
⁷ 1920-1938. Consequently, beginning in 1928 candidates were selected
⁸ for assignment to class on a priority basis.

-
4. Flying Cadets of the Army Air Corps (1937), prepared under direction of AG, 4.
 5. Ibid., 7.
 6. "Aviation Cadets. Examinations and Classes," in records of the Aviation Cadet Branch, Military Personnel Division, AG/AS, Personnel.
 7. Annual Report Data, 1925-1940, in A/C Br. files, Annual Report Data; "Report on Aviation Cadet Qualifying Examination," 1-9.
 8. "Aviation Cadets. Examinations and Classes."

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This priority list was established as follows:

- a. (1) Graduates of the United States Military Academy, the United States Naval Academy, and the United States Coast Guard Academy who apply for appointment as flying cadets within 1 year from date of graduation, who fail to receive commissions because of lack of vacancies and are recommended for appointment as flying cadets by the respective superintendents of those academies.
- (2) Enlisted men of the Air Corps of the Regular Army who at time of appointment have served at least 11 months.
- b. Other enlisted men of the Regular Army who at time of appointment have served at least 11 months.
- c. Officers and enlisted men of the National Guard who at time of appointment have been assigned to Air Corps units for at least 11 months and who are favorably recommended by their commanding officers.
- d. College graduates who are graduates of Air Corps Reserve Officers' Training Corps units.
- e. College graduates who are graduates of Reserve Officers' Training Corps units of other arms or services.
- f. Graduates of recognized colleges and universities.
- g. Other officers and enlisted men of the National Guard who at time of appointment have had at least 11 months' service.
- h. Students in Air Corps Reserve Officers' Training Corps units who have completed their junior year.
- i. Reserve officers and members of the Enlisted Reserve Corps who at time of appointment have served at least 11 months.
- j. Students in good standing of recognized universities who have completed their sophomore year.
- k. Others.⁹

For a period prior to 1936, the Air Corps, swamped with applications, decided to discourage candidates classified in the low priority groups. These candidates were informed that their enlistment under existing conditions was doubtful.¹⁰ In the 10 years prior to 1938 over half the candidates assigned to training were chosen from groups "e" and "f."¹¹

9. Flying Cadets of the Army Air Corps (1937), 10-11.
 10. Annual Report Data for F. Y. 1936, 17 July 1936, in A/C Er. files, Annual Report Data.
 11. "Aviation Cadets. Examinations and Classes."

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The operating agency for the procurement of flying cadets was the Office of The Adjutant General, which theoretically conducted all recruiting for the Army. In practice, however, the Office of the Chief of Air Corps (CCAC) actually carried on recruiting activities while The Adjutant General merely controlled the procedure. Since the number of candidates desired was small, little effort was made to "sell" the flying cadet program. Publicity was minimized and chiefly informative. Candidates submitted their applications to The Adjutant General who immediately forwarded them to the CCAC.¹² If approved there, the applicant was authorized to appear before a Special Civil Examinining Board. These examining boards had been established at post regular air field Air Corps stations and posts throughout the country, and they were manned by Air Corps personnel. During the period under consideration they numbered approximately 78, including one each in the Foreign Departments of Hawaii, Panama, and the Philippines.¹³ The applicant bore all expenses incident to his appearance before the board. When the examination was completed, the results were forwarded by the examining board to the CCAC, which made the final determination of the candidate's qualifications. If accepted for pilot training, the applicant's name was placed in its proper priority category on the eligible list.

12. Conversations with personnel in A/C Tr.
 13. "Examination Boards, Examinations and Classes."

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In 1955, with the passage of the Naval Aviation Cadet Act, offering to flying cadets of the Navy and Marine Corps better pay and allowances than were given to Army flight cadets, a more aggressive publicity program was attempted to offset the growing diversion of qualified personnel. On recommendation of the CCAC, The Adjutant General sent letters to leading college presidents throughout the country requesting that the Army flight training program be brought to the attention of the students. The results were gratifying, but there was a growing decline in the Army--particularly in the Air Corps--that more effective recruiting machinery was needed to cope with the competition from the Navy and to prepare for the planned Air Corps expansion program.¹⁴

14. 1st Lt. J. C. CAC to CG, Air Corps Training Center, Randolph Field, Tex., 13 April 1955, in A/C Tr. Files, Publicity 1951.

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Chapter 1

PROCUREMENT UNDER EARLY EXPANSION PROGRAMS

From 1938 on, with the first significant increase in the number of cadets assigned to training, the flying cadet picture rapidly changed. The growth of air forces abroad and the threat of Axis air power emphasized the inadequacy of the American air arm. To meet the challenge the Air Corps was forced to grow ever more rapidly, and this necessitated a reconsideration of procurement policies and procedures. This involved a re-examination of existing flying cadet legislation, pilot training qualifications, and the sources utilized for recruitment. After 1938 the main emphasis was upon quantity procurement although every effort was made to maintain the quality of personnel at the highest levels consistent with mounting procurement quotas.

Procurement Quotas

Preliminary increases in the pilot training quotas were authorized before 1 July 1939 when the first large Air Corps expansion program was formally launched. During the fiscal years 1938 and 1939 the number of students sent to flying school was considerably above the yearly average of 350 maintained during the preceding five years. A total of 678 students was assigned to training during the fiscal year 1938,¹ and this number was

1. "Report on Aviation Cadet Qualifying Examination," 2.

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raised to 903 in the following year.² These increases, however, were dwarfed by the pilot training objectives set by the spiraling expansion programs of the next few years.

In January 1939 President Roosevelt's annual message advised Congress of the need for an expanded air arm. In mid-spring authorization for an appropriation of \$200,000,000 was granted, a much larger sum than had been granted to the air arm in any year since the end of World War I. With funds subsequently appropriated the 2^d Group Program was inaugurated on 1 July 1939.³ Under this program an annual training rate of 1,800 pilots was established.⁴ As the spring of 1940 advanced and this schedule was well on the way to achievement, European developments indicated the need for a reconsideration of Air Corps plans. Consequently, in May 1940, before the maximum training rate for the production of 1,800 pilots a year could be realized, the Air Corps inaugurated a 41 Group Program. This plan called for producing 7,000 pilots a year from the flying schools.⁵ It was barely under way when in July 1940 the Secretary of War authorized the 5th Group Program calling for the training of 12,000 pilots a year.⁶ Finally, in

2. Ibid.

3. Address by Maj. Gen. H. H. Arnold, Chief of the Air Corps, before the graduating class of 1939, Air Corps Tactical School, 11 May 1939, in U. S. Air Corps U Stencils, Vol. 26 (1939).

4. Interview with Col. Aubrey L. Moore, AC/AS, Program Planning, 25 Jan. 1943, in AFTH files.

5. Ibid.; memo for Chief of Staff by Maj. Gen. H. H. Arnold, 26 May 1940, in A/C Br. records (Maj. E. E. Fuquent's notebook).

6. C/AC to Chief of Staff, 5 Sep. 1940, in AAC 321.9B1, AAF Organization.

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March 1941 a fourth program, the 84 Group Program, was initiated. This raised the ultimate training rate to 30,000 pilots annually.⁷ Thus, one plan was supplanted by another before the maximum training rate for the first was secured. As each program took the place of its predecessor, the procurement goals were pushed higher and higher.

Recruiting objectives under these group programs were much greater than the pilot training requirements. Since 40 to 50 per cent of the students assigned to pilot training were usually eliminated during the course of instruction, it was necessary to enter almost twice as many students as the training schools expected to graduate.⁸ Thus the 31 Group Program called for entering 400 students every six weeks; this figure was raised to 1,392 students every five weeks under the 41 Group Program, and to 2,400 and 5,000 students, respectively, under the 54 and 84 Group Programs. Furthermore, since it was estimated that only one out of every five students who applied for flying training would be able to meet the high physical and mental qualifications,⁹ the task of procurement was a great one. The following table illustrates in round figures the rise of procurement objectives

-
7. Interview with Col. Aubrey L. Moore; AG to CG, GEC, Air Force and C/AC, 14 March 1941, in AFHFI files.
8. Address by Brig. Gen. B. E. Yount, Asst. C/AC, before the 5th Annual Conference of the National Intercollegiate Flying Club, Washington, D. C., 21 March 1939, in U. S. Air Corps U Stencils, Vol. 26 (1939).
9. This was a well-established ratio. Cf. Asst. C/AC to AG, 23 Nov. 1937, in AAG 234.1, Flying Cadet Examining Boards; C/AC to AG, 18 Oct. 1937, in A/C Br. files, Publicity 1937-40.

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in relation to the group programs of the period;¹⁰

| <u>Program</u> | <u>Annual Graduation Rate of Pilots</u> | <u>Number of Students to be Entered Annually</u> | <u>Number of Applications Needed</u> |
|----------------|---|--|--------------------------------------|
| 2d Group | 1,300 | 2,300 | 12,000 |
| 4d Group | 7,000 | 14,000 | 70,000 |
| 5d Group | 12,000 | 24,000 | 120,000 |
| 8d Group | 20,000 | 30,000 | 300,000 |

To meet these objectives, a thorough revision of procurement procedures was necessary.

Establishment of Aviation Cadet Status

The opening of a large-scale procurement drive necessitated revision of obsolete statutes relating to flying cadets. Under existing law only 2,500 flying trainees were authorized in any one year,¹¹ but Air Corps plans called for training 7,000 pilots a year. The removal of this quota restriction was a simple matter. Early in the summer of 1940 Congress suspended all legal limitations on the number of flying cadets to be trained during the fiscal year 1941¹² and through subsequent legislation this suspension was to remain in effect for the duration of the war plus six months.¹³

Legislative approval was also necessary to put Army flying cadets on a par with those of the Navy. The superior advantages

10. Address by Brig. Gen. E. K. Yount, 21 March 1939, in U. S. Air Corps W Stencils, Vol. 28 (1939); memo for R. A. Lovett by D. J. [Davenport Johnson], Chief, Training and Operations Div., and Col. Ace W. Duncan, Chief, MPD, 11 July 1941, in A/C Br. files, Procurement and Recruiting through 1942.

11. 41 Stat. 768.

12. 54 Stat. 713.

13. 56 Stat. 314.

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offered in regard to pay and allowances by the Naval Aviation Cadet Act proved an obstacle to Army Air Corps procurement. Until the summer of 1939, however, the supply of qualified candidates so far exceeded the demand that the Air Corps was able to fill its quotas in spite of this disadvantage. During 1939 and 1940 the inequality began to cause difficulty, and in the summer of 1940, when procurement sights were set at recruiting nearly 1,200 students monthly, it became important that these discriminations be eliminated. In a letter of 8 August 1940 the Personnel Division, CCAC, recommended to the Plans Division that a bill be prepared for submission to Congress which would place Army flying cadets on equal terms with their Navy counterparts. The Chief of the Personnel Division expressed the belief that "without equality between the Army and the Navy the Army has little chance of meeting the flying cadet program in the numbers required."¹⁴

In the fall of 1940 a bill was introduced with this end in view. It was not until 3 June 1941, however, that such a bill became law. Under the terms of the Aviation Cadet Act, the grade of aviation cadet, Army Air Corps, was substituted for the grade of flying cadet. This legislation gave Army aviation cadets pay and allowances equal to those of the Navy and Marine Corps and renewed impetus to cadet procurement at a time when

14. RAR, O.J.B., Acting Chief, Personnel Div., to Plans, through Executive, 8 Aug. 1940, in A/C Br. files, Procurement and Recruiting through 1942.

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such additional encouragement was needed.¹⁵

Qualifications of Recruits

As procurement objectives rose, the necessity for expanding the sources from which the necessary personnel was to be drawn became increasingly evident. The field was severely limited by the high physical and mental qualifications required for appointment to aircrew training. During the period before Pearl Harbor the possibilities of revising these qualifications to enlarge the numbers of potential recruits without impairing their caliber were given careful consideration. Although there was some discussion of extending the age limit and altering the rigorous physical requirements, neither of these plans appeared feasible at this time. Nevertheless, the interpretation of the physical standards was considerably eased by such devices as granting waivers. As a result, the percentage of candidates disqualified for physical reasons steadily declined from 1939 to 1941.¹⁶ As the need for more candidates became pressing, it was increasingly evident that requirements--two years of college or passing a difficult examination--were formidable obstacles in the path of many otherwise qualified men. Consequently, beginning in 1939,

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15. For a detailed treatment of this measure, consult the study "Legislation Relating to the Army Air Forces Training Program, 1929-1943," prepared in Administrative History Branch, AFHRI.
16. For a further discussion of the relation of qualifications for flying training, consult AAF Historical Studies: No. 2, Initial Selection of Candidates for Pilot, Bombardier, and Navigator Training, prepared in AFHRI-AH.

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additional charge for textbooks. By the end of 1941 there were 17 of these night schools throughout the state with an enrollment of almost 750.¹⁹

A most ambitious promotional campaign was launched by the American Legion, many of whose members were aviation enthusiasts interested in cooperating with the Air Corps. The American Legion Post of Detroit, Mich., sent a form letter to colleges and junior colleges throughout the country urging them to give support to the Army Air Corps by inaugurating "prep schools" to prepare applicants for the educational examination.²⁰ The response to this request was unusually favorable, and throughout the summer and fall of 1941 many colleges established "refresher courses."²¹

These civilian efforts had the enthusiastic support of corps area commanders from the beginning. In October 1940 the Second Corps Area Commander advised all district recruiting officers of the four-month "refresher course" organized by the Board of Education of Hornstead, N. Y. He urged that the officers present

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- 19. Boston Herald, 4 May 1941; Bulletin of the Department of Education, Commonwealth of Massachusetts, "State University Extension Classes in preparation for Flying Cadet Examination," 24 April 1941, in A/C Br. records (Col. Fitch's notebook).
 - 20. Commander James Cowie, Aviation Post No. 257, American Legion, Detroit, Mich., to Ralph D. Petzel, President, Pennsylvania State College, n.d. [early summer 1941], in A/C Br. files, Civil Aeronautics Candidates for Aviation Cadet Appointments.
 - 21. Lt. Wm. V. Beasley, Asst. Chief, Aviation Cadet Sec., LPD, to J. F. Reed, President, Amarillo College, Amarillo, Tex., 13 Sep. 1941, in A/C Br. files, Air Corps Institutes.

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the merits of this plan to their local boards of education.²² This program spread from the Second Corps Area, and by February several of the corps area commanders were conducting such courses in conjunction with state departments and local boards of education.²³

The War Department, realizing the widespread demand for "refresher courses," entertained briefly the idea of sponsoring them on a national scale. In early January 1941 Secretary of War Henry L. Stimson consulted Paul V. McFutt, the Administrator of the Federal Security Agency, on the advisability of establishing such a preparatory course under the supervision of the United States Office of Education. It was planned that the course would be three months long, given on a nation-wide basis three times a year. Every youth in the country would be given an opportunity to prepare himself free of charge for the educational examination. Although the Federal Security Agency heartily endorsed the plan and indicated that the project could be accommodated under the "emergency defense training program," it soon developed that there were neither the funds nor the authorization for such an undertaking. Congressional legislation was needed before such a scheme could be undertaken, and eventually the project was

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22. L. B. McCruder, Second Corps Area recruiting officer, to all district recruiting officers, 12 Oct. 1940, in A/C Br. files, Educational Requirements 1940-1944.
23. Capt. J. W. Durant, Asst. Chief, Personnel Div., to Col. John F. Lendis, Indiana University, 18 Feb. 1941, in A/C Br. files, Educational Requirements 1940-1944.

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abandoned.²¹

The institution of these review courses, coupled with the modification of the educational examination, increased the manpower pool from which personnel could be procured for flying training. Ten times as many applicants took the educational examination in the fiscal year 1941 as had taken it during the preceding nine years.²⁵ From July to December 1941, twice as many candidates took the examination as had applied for it during the preceding year,²⁶ and in this latter period twice as many passed it as had in previous years.

There was, however, considerable agitation in certain sections to eliminate entirely the two-year college requirement and substitute for it a high school diploma. By such a procedure the number of men eligible for flying training would grow, and much less difficulty would be encountered in meeting procurement quotas under expanding programs. The Air Corps was accused of being "high hat" in maintaining the college requirement.²⁷ On 16 December 1940 the Washington Times-Herald published an editorial entitled "Eyes, Books and Figures" attacking the policy of the Air Corps with respect to educational qualifications.

24. For further treatment of this project, see "Legislation Relating to the Army Air Forces Training Program, 1939-1943."

25. "Report of Aviation Cadet Qualifying Examination," 5.

26. Ibid.

27. Memo for Gen. Brett by Maj. E. F. Gillespie, 23 Jan. 1941, in A/C Br. Files, Procurement and Recruiting thru 1947.

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The Chief of the Personnel Division felt that this attack was significant enough to merit a published rebuttal over the signature of the Chief of the Air Corps.²⁸

While conceding that abandonment of the college requirement would widen the field of potential trainees, the Air Corps opposed it on the grounds that flying cadets would eventually become commissioned officers and leaders of men; therefore, certain cultural and educational prerequisites were important.²⁹ Eventually a temporary solution was found for this difficulty. In order to forestall further pressure to abandon the college requirement and at the same time to widen the supply of manpower available for assignment to flying training, plans were made to give flying training to enlisted men who did not meet the educational requirement.

Sources of Supply

The training of enlisted men was authorized by the Aviation Student Act. At the end of 1940 Under Secretary of War Robert P. Patterson wrote to General Arnold: "I submit that the time has come when we should not require two years of college for the Air Corps. It seems to me that this requirement is barring a

28. EOR, A.H.D. [Col. Geo. W. Duncan], Chief, Personnel Div., to Information Div., 27 Dec. 1940, in A/C Br. files, Publicity 1937-1940.

29. Memo for Maj. Carter by Col. Geo. W. Duncan, 14 Nov. 1940; Lt. Col. G. W. Duncan, Executive, Personnel Div., to AG, 27 March 1941 in A/C Br. files, Educational Requirements 1940-1944.

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large number of capable and eligible young men from becoming pilots.

I should be glad to have your views." ³⁰ General Arnold advised

Patterson that a project had been adopted calling for training up to 20 per cent of the total number of pilots required in an enlisted grade. Through this device the number of aviation cadets would be supplemented, and difficulties in meeting anticipated programs would

³¹ be removed. Toward the end of February, Patterson was further advised that the training of enlisted pilots would commence about 1 July 1941, provided that legislative authorization could be secured

³² before that time. On 5 June 1941, simultaneously with the passage of the aviation cadet bill, the aviation student measure became law.

This authorized the Secretary of War to detail enlisted men in the Army for training as aviation students in their respective grades. The requirements for this training differed from those for aviation cadet training with respect to age, education, and disposition upon graduation. The age limits were 18-22 as opposed to 20-27.

Educational prerequisites demanded that the candidate be a graduate of an accredited high school, in the upper half of his class, with at least 1 $\frac{1}{2}$ credits in mathematics. Upon completion of his pilot

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30. Memo for Maj. Gen. H. H. Arnold, Deputy Chief of Staff for Air, by Robert P. Patterson, 27 Dec. 1940, in A/C Br. files, Educational Requirements 1940-1944.
31. Memo for R. P. Patterson by Maj. Gen. H. H. Arnold, 5 Jan. 1941, in A/C Br. files, Educational Requirements 1940-1944.
32. Draft memo for R. P. Patterson, (prepared by W. R. C. Carter for signature of Robert A. Lovett), written 27 Feb. 1941, in AIG 221 B, Enlisted Pilots.

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training, the student was to be given the grade of sergeant pilot. The first group of enlisted students entered training on 23 August 1941.

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In the summer of 1941 another means of increasing the pool of manpower available for flying training was introduced. This was the provision for the training in grade of officers of Army of the United States. Prior to this time the only officers eligible for training in grade were Regular Army officers. The number applying for such training was very small. Only in September, when members of the West Point graduating class who had elected pilot training entered school, was there an appreciable number in this category. Reserve officers desiring aviation cadet training were allowed to train on an inactive status only. Consequently, many who were on active duty requested relief at some personal inconvenience in order to accept aviation cadet appointment. In a memo to The Adjutant General on 14 December 1940, Maj. Gen. George H. Brett urged the desirability of allowing Reserve and National Guard officers as well as Regular Army officers to take pilot training in grade. He declared that it would "be necessary to obtain applicants from every available source to meet pilot requirements for the existing emergency." To accomplish this recommendation it was necessary

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- 33. For a full discussion of the Aviation Student Act, see "Legislation Relating to the Army Air Forces Training Program, 1939-1943."
 - 34. "Aviation Cadets. Examinations and Classes."
 - 35. A/C Br. records (Procurement and Selection of Aviation Cadets, type-script by Eleanor Gessford); conversations with personnel in A/C Br.
 - 36. Memo for AG by Maj. Gen. G. H. Brett, 14 Dec. 1940, in AG 011 (11-1-40), pt. 1, sec. 1, cited in "Legislation Relating to the Army Air Forces Training Program, 1939-1943," 75.

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to amend Section 3 of Public Law Number 18, of 13 April 1939, which provided only for detail of Regular Army personnel to civil institutions for aviation training. In view of the fact that many Reserve and National Guard officers desired flying training without loss of status, a change in this legislation was needed. In the spring of 1941 a bill was introduced in Congress for this purpose, and on 3 July 1941 this bill became law.³⁷ In November 1941 the first class of officers training in grade entered elementary flying school.³⁸

In addition to the introduction of aviation student training and officer training in grade, the procurement of personnel from military ranks was still further augmented by the passage of the Selective Training and Service Act in September 1940 and its extension in August 1941.³⁹ As the Army grew in strength, the numbers of men applying for pilot training from that source increased correspondingly. Thus, the military pool became a progressively more important source from which manpower could be drawn for pilot training as aviation cadets, aviation students, or officers training in grade. From the beginning of the 1,200 pilot program in July 1939 until July 1941 the percentage of men procured from the ranks of the Army varied anywhere from

37. For a detailed treatment of this measure, see "Legislation Relating to the Army Air Forces Training Program, 1939-1943."
 38. "Aviation Cadets, Examinations and Classes"; A/C Br. records, (Procurement and Selection of Aviation Cadets).
 39. "Aviation Cadets, Examinations and Classes."

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about 2 to 10 per cent of the total number assigned to training.⁴⁰ With the introduction of aviation student status in August and the growing interest of the nation in military training, this proportion increased steadily. By the time America entered the war, 25 to 35 per cent of the total number assigned to flying training were obtained from military sources. The class of 20 December 1941 was composed of aviation trainees in the following categories and proportions: enlisted men assigned to training as aviation cadets, 27 per cent; enlisted men assigned as aviation students, 2 per cent; Regular Army officers and officers of the Army of the United States assigned to flying training in grade, 3 per cent; and civilians assigned as aviation cadets, 68 per cent.⁴¹

While the numbers of those assigned to pilot training from military sources steadily increased, the bulk of recruits throughout the period from 1933 until Pearl Harbor was procured from civilian sources.⁴² Under the pressure of rising procurement objectives, assignment to training according to the priority system was abandoned in April 1940.⁴³ The relationship of supply to demand was such that the system was outmoded. Qualified applicants were assigned almost as rapidly as they could be

40. Ibid.

41. Ibid.

42. Ibid.

43. Ibid.

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procured. Although the proportion of those qualifying by taking the educational examination steadily increased, the majority of cadets during these years had at least two years of college. The Personnel Division, OCAC, had consistently maintained that the "most desirable" personnel in terms of health, intelligence, and general background were college students.⁴⁴ Consequently, throughout this pre-Pearl Harbor period the main emphasis of procurement, the recruiting drives in particular and publicity in general, was for the most part focused on this group. The innovations and changes in procurement machinery made during these years were largely directed toward promoting increased interest in flying training on the part of the college student.

Administrative Control of Recruitment

In the years prior to the expansion of the Air Corps, the procurement of flying cadets, although established as a function of The Adjutant General, was to a large extent conducted by the Chief of the Air Corps. With the gradual increase in procurement objectives, however, the recruitment of flying cadets was no longer a routine matter, and it appeared necessary for The Adjutant General to reassume his recruiting responsibilities. The influence of the Chief of the Air Corps still remained of considerable importance, although the main emphasis of

⁴⁴ Unsigned memo for AG, 29 March 1928, in A/C Br. files, Publicity 1927-30; BSP No. 4, C.L.U. [Usher], Chief, Personnel Div. to Executive, 3 Dec. 1928, in AAG 2117, Cadets.

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the examination questions were modified to encourage a greater number of applicants to qualify by passing the educational examination.¹⁷

In addition to these changes, "refresher courses" were inaugurated throughout the country to assist candidates in their preparation for the examinations. These courses were sponsored by local and state boards of education. Volunteer civilian agencies and corps area commanders (with the good will and approval of the CCAC) actively supported these flying training "even schools." A large initial role in promoting courses was played by the junior chambers of commerce throughout the country.¹⁸ An example of a very successful "refresher course" program was begun in New England under the auspices of the New England Flying Cadet Committee, a civilian organization which played a conspicuous role in aiding the Air Corps to procure candidates in that region. These courses were established throughout the New England states under the supervision of state and municipal departments of education. In Massachusetts the department of education sponsored the classes, which were given three nights a week for 12 weeks. The fee for the course was \$10 with \$3

17. Ibid., 20-21.

18. John B. Koch, Columbus, Ohio, Junior Chamber of Commerce, to AG, 21 May 1941, in A/C Br. files, Procurement and Recruiting through 1941; Charles A. Wood, Chamber of Commerce, Danville, Va., to C/AG, 4 Jan. 1941, in A/C Br. files, Publicity 1941.

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procurement activities shifted to the office of The Adjutant
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General.

A significant step made at this time was the decentrali-
zation of procurement from the office of The Adjutant General to
corps area headquarters. In February 1938 the War Department
ordered that applications for flying cadet examinations, hitherto
received in the office of The Adjutant General and forwarded
to the CGAC for recommendations, would be received henceforth by
the corps area commanders. Only after the candidate had appeared
successfully before an examining board were the results of his
examination and accompanying papers to be submitted to the CGAC
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for final approval.

Accompanying this change a quota system was established.
Every corps area was made responsible for furnishing a minimum
number of qualified candidates for each class. The quota for
the corps area was determined in accordance with existing train-
ing requirements and the character and extent of the population
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of each corps area. As one program was supplemented by another
these quotas rose sharply. Thus from February 1938 the corps
areas (later designated as service commands) carried on specific
recruiting activities under the general supervision of The

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45. Conversation with personnel in I/C Br.
46. Annual Report Data for Fiscal Year 1938, 10 Aug. 1938, in
I/C Br. files, Annual Report Data.
47. "Aviation Cadets. Examinations and Classes"; conversations
with personnel in I/C Br.

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Adjutant General. The success or failure of any procurement program depended to a large degree on the interest and energy displayed by the individual corps area commanders. But since the Chief of the Air Corps was responsible for the successful development and completion of successive expansion programs, he, too, had a very real interest in procurement problems and policies. This triangular arrangement was one requiring the continuous cooperation of all groups concerned.

Publicity Programs

A very important part of the procurement program in which such continuous cooperation was necessary was that of publicity. During the early years of Air Corps expansion, from 1928 to 1939, when comparatively modest goals were set, publicity was conducted on a simple scale. War Department press releases, an occasional radio announcement, and limited dissemination of recruiting service posters and literature, constituted the extent of these activities. With the gradual acceleration of the training programs under the 41 Group Program, publicity efforts became better organized, more intensive, and more widespread.

Since publicity was an integral part of procurement, it was supervised by The Adjutant General with the active cooperation of the Chief of the Air Corps. While nation-wide publicity was directly handled by The Adjutant General, responsibility for publicity within the corps areas rested with the corps area

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commanders.⁴⁸ The operations of The Adjutant General's office were conducted by the Recruiting and Induction Service of that office and by the War Department Bureau of Public Relations. All printed recruiting material was distributed by the Recruiting Publicity Bureau with headquarters at Governor's Island, N. Y. Continual efforts were made by The Adjutant General to build up interest in the Air Corps on a national scale through newspaper and magazine advertising, posters, motion pictures, and radio broadcasts. A typical example of the sort of publicity sponsored by The Adjutant General during this period was the promotion of the motion picture, "I Wanted Wings." Representatives of The Adjutant General's office cooperated with Paramount Pictures to secure maximum publicity for this film which dealt with various phases of flying cadet training. A press book for local exploitation was issued to corps area recruiting officers. Posters and "bills" publicizing both the motion picture and flying cadet training were distributed by Paramount Pictures. It was planned to secure the cooperation of local mayors in designating the opening day of the picture as Flying Cadet Day.⁴⁹

In the corps areas, publicity was handled by the corps area public relations officers and recruiting officers. On a

48. Unsigned memo for Robert A. Lovett, 20 March 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

49. AG to U.S. Recruiting Service, 27 Feb. 1941, in A/C Br. files, Publicity 1941.

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lower echelon were the district officers who in turn assisted in and promoted the activities of the local recruiting representatives throughout the corps areas. Although the extent and intensity of publicity varied throughout the corps areas in relation to the intensity of the need for flying cadets and the enthusiasm of the corps area commanders, the pattern was generally the same. Printed recruiting matter in the nature of pamphlets and posters was obtained for general distribution from the Recruiting Publicity Bureau at Governor's Island. Newspapers of wide circulation within the corps area carried feature stories, while those of more limited circulation printed articles containing information about the enrollment, appointment, departure, and training activities of local residents. Radio transcriptions of material issued at regular intervals by the War Department were presented for general consumption, while local stations carried announcements of interest to their particular audience. Films, window displays, and other exhibits designed to stimulate interest in flying training were also utilized. An excellent example of the use of these media was the recruiting publicity drive launched in the Second Corps Area in the winter of 1940-1941, which was inaugurated to meet procurement quotas doubled under the 12,000 pilot program.⁵⁰

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50. Plan for Flying Cadet Publicity Drive, Dec. 16-22 incl., submitted by Maj. Fay Ferling, Resident PFO, to Recruiting Office, Second Corps Area, n.d., in A/C Br. files, Publicity 1937-1940; Report on Flying Cadet Procurement Activities, 1 Dec. 1940 to date [March 1941], Second Corps Area, Col. L. B. Moser, Corps Area Recruiting Officer, to CG, Second Corps Area, 3 March 1941, in A/C Br. files, Publicity 1941.

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Army Air Corps stations and sub-stations throughout the corps area also aided substantially in promoting publicity in behalf of flying cadet recruiting. Although these activities were under the jurisdiction of the Chief of the Air Corps, their public relations activities were largely financed and directed by corps area commanders.

Regular and Traveling Recruiting Boards

While The Adjutant General, the corps area commanders, and the Chief of the Air Corps were all concerned directly or indirectly with the function of publicity for procurement and recruiting, it was the regular Flying Cadet Examining Boards which came into actual contact with prospective candidates. During the period before Pearl Harbor the number of regular boards increased from 79 to over 80.⁵¹ Although these boards were located at Air Corps stations, their administration was under the supervision of the corps area commanders. Additional boards were constituted by the authority of The Adjutant General upon the recommendation of the Chief of the Air Corps who in turn acted on requests submitted from the corps areas.⁵²

In the winter of 1937-1938 an effective supplement to these regular boards was introduced. This was the inauguration of the Traveling Flying Cadet Examining Boards. These boards

51. "Aviation Cadets. Examinations and Classes."

52. Memo for AG by Lt. Col. Eric. Gen. Ralph E. Cousins, 2 Dec. 1931, in AAG 211 22, Cadets.

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performed all the functions of the regular boards, but combined with these activities excellent publicity which aided corps area commanders materially in securing cadets.

The idea for these mobile boards originated in the CGAC. It had been an established Air Corps policy to recruit the best available personnel, and it occurred that at this time such personnel was in the colleges.⁵³ As early as December 1936 a special board was sent to Clarksburg, W. Va., the home of the Under Secretary of War, to accommodate a group of young men inconveniently located to secure examination through the regular channels.⁵⁴ In the spring of 1937 a campaign was initiated throughout the colleges of the country to meet the enlarged demands anticipated for the fiscal year 1938. In connection with this drive Air Corps officers with pamphlets and applications were sent directly to selected colleges in the First, Second, and Third Corps Areas.⁵⁵ At about the same time a special examining board went with funds furnished by The Adjutant General's office to the Fourth Corps Area. This board differed from regular Flying Cadet Examining Boards only in its mobility. It was equipped both to disseminate information and to examine

53. Unsigned memo for AG, 29 March 1938, in A/C Br. files, Publicity 1937-40.
 54. James A. Hollison, Acting Chief, Personnel Div., to AG, 24 Sep. 1937, in A/C Br. files, Clarksburg F/C Examining Board.
 55. Annual Report Dctr for the Fiscal Year 1937, 16 July 1937, in A/C Br. files, Annual Report Data.

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applicants on the spot.⁵⁶ The success of the personal contacts established by the Air Corps officers in the spring of 1938 throughout these four corps areas was reflected in the increased number of applicants for flying training and by the inquiries from the colleges visited.⁵⁷ Air Corps officials were pleased with the results of these experiments in securing recruits from the colleges, and this satisfaction led to the extension of mobile boards to cover colleges throughout the entire United States.

When The Adjutant General requested that the CCAC submit a plan for intensifying recruitment during the remainder of 1937-1938, General Arnold recommended that the project be carried to its logical conclusion, and that The Adjutant General authorize the dispatching of five traveling boards to canvass the nine corps areas.⁵⁸ General Arnold advised The Adjutant General that he appreciated the difficulties connected with conducting numerous physical examinations on the move. He did not, however, consider these difficulties insurmountable, and expressed the opinion that the results would certainly justify the effort involved. Inasmuch as individual problems had to be considered in each corps area because of the distances to be

56. Ibid.

57. Ibid.

58. AC to C/AC, 3 Sep. 1937, in AIG 334.1, Flying Cadet Examining Boards; C/AC to AC, 18 Oct. 1937, in A/C Br. files, Publicity 1937-40.

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covered by the boards and the number of institutions to be visited, detailed arrangements were to be left to the respective corps area commanders. General Arnold emphasized that only members of the college senior classes should be examined, but he added that future enlistments from the other classes might be diplomatically stimulated by talks, movies, and Air Corps literature.⁵⁹ Toward the end of November the Assistant Chief of the Air Corps urged The Adjutant General to adopt this scheme and make it a permanent policy in flying cadet procurement.⁶⁰ Each of the five boards was to be composed of one Air Corps officer pilot, a flight surgeon, and two assistants.⁶¹ Two corps areas each were allotted to four of the boards, while the large Ninth Corps Area was the only assignment of the fifth board.

Between 15 and 18 January 1938 specific authority was granted by The Adjutant General to the commanding generals of the Second, Fourth, Fifth, Eighth, and Ninth Corps Areas to appoint boards to visit as many colleges and universities as could be satisfactorily covered within a two-month period.⁶² The president of each board was instructed to coordinate his plans most carefully with the respective corps area commanders so that no conflict in the recruiting effort would arise.⁶³

59. C/AC to AG, 15 Oct. 1937, in A/C Br. files, Publicity 1937-40.
 60. C/AC to AG, 23 Nov. 1937, in AG 334.1, Flying Cadet Examining Boards.
 61. Memo for AG by C/AC, 8 Jan. 1938, in A/C Br. files, Publicity 1937-40.
 62. AG to CG's, all Corps Areas, 15 Jan. 1938, in A/C Br. files, Publicity 1937-40.
 63. AG to CG's, all Corps Areas, 16 Jan. 1938, in A/C Br. files, Publicity 1937-40. (radiogram)

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Big corporations had long realized the advantages of sending talent scouts to explore the college field. The creation of the cadet boards was a logical application of this system to the corps area. Rural districts possessing excellent but unavailable material could be reached easily. The personal contact of the Air Corps officers with men stimulated enthusiasm, and before this enthusiasm could evaporate, they were accepted for examination and their qualifications reviewed on the spot. For the college student this procedure was informative, convenient, inexpensive, and exciting.⁶⁴ Furthermore, the arrival and departure of the boards by plane created a valid source of publicity for the Air Corps. The Traveling Flying Cadet Examining Boards thus proved a highly satisfactory supplement to routine procedures.

In the spring of 1938 these boards started on tour. They visited 62 colleges, including such varied institutions as Harvard, Pomona, and the University of Ohio. The results were gratifying. A total of 495 examinations were authorized, and 338 candidates qualified for flying training.⁶⁵ During the

64. Lt. Col. Robert E. Meott, professor of military science and tactics, University of Maine, to C/AC, 23 March 1938, in A/C Ex. files, Publicity 1937-40.

65. "Aviation Cadets. Examinations and Classes."

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same period 4,553 applicants were examined by the regular boards, and 826 of these candidates qualified for flying training appointment.⁶⁶ Although certain mistakes were made--boards arrived on campus toward the end of the school year when examinations and productions bulked large, and in some cases the proper school officers were not consulted sufficiently ahead of time to make the visit profitable⁶⁷--the Air Corps believed that traveling boards were a successful means of securing the best material available for flying training.⁶⁸

Consequently, early in the spring of 1933, in anticipation of the increased numbers necessary to meet the quotas for the 1,300 pilot program, recommendation was again made to the Adjutant General to send out traveling boards.⁶⁹ This recommendation was concurred in, and for a second time five boards were sent throughout the nine corps areas to promote procurement in the larger colleges and universities. From the middle of April until about the first of July, 57 colleges were visited. Profiting from the mistakes of the earlier boards, efforts were made to see that the arrival of these boards was well-timed and had the approval of college authorities. Of the 2,369 examinations authorized, 403 candidates were qualified for assignment

66. Ibid.

67. A/C Br. records (typewritten by Miss Corfield).

68. Annual Report Data for Fiscal Year 1933, 19 Aug. 1933, in A/C Br. files, Annual Report Data.

69. Unclipped letter to AG, 9 March 1933, in A/C Br. files, Extension Program.

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to flying training. At the same time regular boards authorized 2,270 examinations of which 571 proved successful.⁷⁰ The success of these boards guaranteed their continued existence, and it was not long before they became an established institution.

During the annual spring drive of 1940, when the 7,000-pilot program was launched, the number of boards was increased from five to 19, two being assigned to each corps area. This increase in number permitted greater flexibility in the schedules of the boards and a wider coverage of potential candidates. Of the 2,733 candidates examined between April and June of 1940, 733 were qualified by the Traveling Flying Cadet Examining Boards. Regular boards, in the meantime, had examined 1,935 applications and ultimately accepted 670.⁷¹ Because of their continued success and as a result of a recommendation of the Chief of the Air Corps, these boards were put on a semi-permanent basis.⁷² Traveling boards thus became an integral part of corps area procurement machinery although every corps area did not immediately use them.

In the year and a half before Pearl Harbor, under the pressure of rising procurement objectives, the scope and activity of these

70. "Aviation Cadets. Examinations and Classes."

71. Ibid.

72. G/AC to AG, 21 May 1940, in A/O Br. Files, Plans Not Favorably Considered by The Adjutant General; AG to G/AC, 23 June 1940, in ibid.

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boards expanded considerably. They operated continuously throughout the year in the various regions of the corps areas. From July 1940 to January 1941 they visited 141 places, including colleges, cities, and Army posts.⁷³ The primary emphasis of these boards continued to be on colleges and college towns. Nevertheless, by the spring of 1941 the boards were regularly visiting such cities as were not conveniently located to take advantage of the services of the regular examining boards. Occasionally an Army post was visited to enable men who had been drafted to apply for flying training.

The number of boards throughout the corps areas increased, three being allotted to each corps area by the fall of 1941.⁷⁴ Authorization for additional boards was secured from the Adjutant General on the recommendation of the Chief of the Air Corps. The Chief of the Air Corps urged the corps area commanders not to hesitate to request additional boards as needed.⁷⁵ Such figures as are available indicate that from their inauguration the accomplishments of these traveling boards compared favorably with those of the regular boards. From the spring of 1933 until December 1940, the traveling boards authorized a total of 10,263

73. "Aviation Cadets. Examinations and Classes."

74. ACR No. 3, Air Surgeon to C/AS, 28 Nov. 1941, in AAG 211 22, Cadets.

75. Unsigned letter to Brig. Gen. C. E. Bonesteel, Ed., Sixth Corps Area, 23 March 1941, in A/C Br. files, Procurement and Recruiting, 1941-1942.

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examinations and qualified 3,423 cadets for training. In the same period regular boards authorized 23,097 examinations and accepted 10,377 students.⁷⁶ It would appear that the effectiveness of the traveling boards was cumulative, for by the time of America's entrance into the war they were obtaining the majority of cadets procured.⁷⁷

Civilian Agencies for Recruitment

The regular and Traveling Flying Cadet Examining Boards during this period were supported not only by official recruiting agencies, but also by volunteer civilian groups throughout the United States. National fraternal and patriotic organizations and local groups of interested civilians cooperated generously with the Army in recruiting flying cadets. The American Legion, the Veterans of Foreign Wars, Junior chambers of commerce, the Elks, and various other civilian committees were examples of such agencies. The contribution of these organizations was substantial. Some of the leaders of these groups had been pilots during the first World War and as aviation enthusiasts were sincerely interested in the development of the Air Corps. The industry and energetic efforts of these volunteers was an excellent supplement to the routine work conducted by the Recruiting Service of the Army.

76. SER to. 3, Air Surgeon to C/AS, 29 Nov. 1911, in AAG 211 E2, Cadets.

77. "Aviation Cadets. Examinations and Classes."

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The activities of these organizations were endorsed by the War Department and were carried on in close coordination with the corps area commanders.⁷⁸ The publicity sponsored by these private groups was strictly governed by policies determined in the Adjutant General's office. When a new project was launched by a corps area commander, he communicated with these volunteer groups in his area to enlist their cooperation. These procurement agencies contributed much from two points of view: through public addresses, radio programs, and feature newspaper articles they promoted public interest in the Air Corps and its needs; and they sought to expand the field of available manpower by encouraging as many potential candidates as they could reach.

The promotional efforts of these organizations were enthusiastic and intensive. The American Legion Aviators' Post of New York City had a particularly sound sense of advertising. At one time it was anxious to sponsor a "Wings over America Ball," similar to the President's Birthday Ball, and thus raise funds for and give publicity to cadet procurement. Later it suggested a nation-wide essay contest on the subjects, "Air Power in the Present War" or "Why I Want to Be a Flying Cadet."⁷⁹ "Flying

78. AG to CG's, all Corps Areas, 29 Aug. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

79. Memo for Gen. Brett by Maj. C. F. Gillespie, 23 Jan. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

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Cadet Weeks" were sponsored throughout the country by junior chambers of commerce and other private groups. One such event, conducted in Boston by the New England Flying Cadet Committee, was typical. This committee was composed of a group of prominent New England residents. Willis A. Fitch, a World War I flier interested in aviation progress and later to become Chief of the Aviation Cadet Branch in AAF Headquarters, was its chairman. A week in May 1941 was designated as Boston's "Flying Cadet Week." During that time a mass meeting was staged on Boston Common where pamphlets were distributed and the public was given an exhibition of antiaircraft guns and the operations of night searchlights; a prominent Boston theater featured the production "I Wanted Wings"; and a large ball in the interest of flying cadets was held at an important hotel.⁸⁰ The Veterans of Foreign Wars also put a great deal of initiative and effort into the recruiting of cadets.⁸¹

In addition to this promotional work these organizations achieved results through other recruiting activities. By sponsoring "refresher courses," enlisting the cooperation of draft boards, and, in at least one case, holding ^{men} to pass the physical examinations, these auxiliary agencies contributed a great deal toward enabling the Recruiting Service to meet its procurement

80. Boston Herald, 4 May 1941.

81. AG to CG's, All Corps Areas, 22 Aug. 1941, in A/C Br. files, Procurement and Recruitment from 1942.

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program. The New York City Aviators' Post of the American Legion first fostered a project which eventually was adopted on a national basis by the Army Recruiting Service. This post organized a committee to enlist the aid of local draft boards. These boards furnished the names and addresses of men classified I-A and possessing the necessary educational qualifications for Air Corps training. The committee then advised these men of the advantages offered by Air Corps training. By the beginning of 1941 there were 50 committee members working closely with the 280
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New York City draft boards.

Eventually this procedure received wide application. On 15 September 1941 the Selective Service System began to cooperate with the Recruiting Service. Lists of I-A registrants were submitted to state headquarters 50 days before the mailing of induction notices. In the interim the Recruiting Service of the Army was free to solicit these
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registrants for Air Corps training.

In an additional attempt to secure a maximum number of candidates for training a useful project was instituted under the sponsorship of American Flying Services Foundation headquarters in New York. Under the auspices of this group many men who were rejected for flying training because of slight physical defects were given an opportunity to remedy those disabilities through proper medical treatment. In the First Corps Area the New England Flying Cadet Committee cooperated with the

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- 82. A. Joseph Hoffman, National Chairman, Flying Cadet Recruiting Committee, Aviators' Post #743, to Gen. H. H. Arnold, 12 Feb. 1941, in A/C Br. Files, Publicity 1941.
 - 85. AG to GPs, all Corps Areas, 22 Aug. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

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foundation in rehabilitating for flying service those who had been ruled

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physically deficient. Furthermore, the General Federation of Women's Clubs, through its aviation committee, organized an educational program to acquaint mothers with the Army's need for flying cadets and to overcome the fears of those who might have sons interested in a flying

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career.

The contributions of these civilian agencies were thus varied and substantial. As procurement objectives mounted, the contributions made by these volunteer groups were of considerable value to those officially responsible for recruiting flying cadets.

College and City Units

In a further effort to meet the rising procurement goals, a novel publicity scheme was launched in the spring of 1941 by The Adjutant General, with the assistance of the Chief of the Air Corps. This was a project for the training as independent units of young men who had attended the same college or who resided in the same city. Each of these flying cadet units was composed of approximately twenty men. They were assigned in a body to the same elementary pilot training school, and they then continued together insofar as possible through the later stages of training. The virtues of this project were obvious. The

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84. Capt. E. H. Holterman, Office of the Corps Area Air Officer, to Deputy Chief of Air Staff, 14 March 1942, in A/C Br. files, Procurement and Recruiting thru 1942; "World War Fliers and Cadets," reprinted from United States Army Recruiting News, n. d.
85. AF to CG's, all Corps Areas, 22 Aug. 1941, in T/C Br. files, Procurement and Recruiting thru 1942.

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competition between individual college units, between one college and another, and between neighboring cities promoted the flow of flying cadet candidates and furnished an excellent source of publicity.⁸⁶

Every effort was made to exploit the promotional possibilities inherent in this scheme. Young Air Corps officers were dispatched by Air Corps stations to assist in organizing these units.⁸⁷ The activity of these Air Corps officers was supplemented in many cases by the efforts of corps area recruiting officers. In addition to giving talks to fraternities, to college assemblies, and to public gatherings on the opportunities offered in Air Corps training, it was the business of the Air Corps officers to secure the names of prominent campus figures and well-known young men associated with civic enterprises and persuade them to act as organizers and leaders of flying cadet units. The next step was to promote competition between these units, between colleges, and between cities by continually publicizing the activities of the unit leaders. The good-natured rivalry which resulted multiplied the number of applications and brought about the rapid completion of the units.⁸⁸ All applications were sent directly to the corps area authorities, each plainly marked with the name of the college and the number of the unit

86. AG to CG's, all Corps Areas, 15 May 1941, in A/C Br. files, College Units, Establishment of.
 87. AG to CG's, Air Corps Installations (radiogram), 18 May 1941, in A/C Br. files, College Units, Establishment of.
 88. AG to CG's, all Corps Areas, 15 Nov 1941, in A/C Br. files, College Units, Establishment of.

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to which the candidate belonged.⁸⁹

Apparently many more colleges than city units were organized. This is understandable in view of the fact that more efforts were concentrated on colleges, at this time the most productive single source of flying cadet candidates. When the completion of the first city unit was reported by Pittsburgh, Pa. on 10 June 1941, 28 colleges and universities had already reported the formation of one or more flying cadet college units.⁹⁰ The entire college and city units program proved, however, popular and rewarding.⁹¹ Evidence of its success is seen in the fact that the Air Corps soon sought its extension. Early in July it was suggested that various civic and patriotic organizations which were substantially aiding the procurement program be also allowed to sponsor flying cadet units, and this recommendation was accepted.⁹²

While the college and city unit program was well received and effected good results, certain difficulties were encountered in its administration. The Air Corps had promised that every effort would be made to permit members of a unit to complete training together. The whole program had been initiated and

89. AG to CO's, Air Corps Installations (radiogram), 18 May 1941, in A/C Br. files, College Units, Establishment of.

90. WD Press Release, 10 June 1941.

91. Ibid.

92. Memo for Capt. F.N.S. Miller, Public Relations Sec., by Maj. R. E. Parent, Flying Cadet Sec., LFD, 5 July 1941, in A/C Br. files, Publicity 1941; AG to CO's, all Corps Areas, 22 Aug. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

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publicized on this basis. But the Air Corps was often unable to keep this promise. As a result, cadet publicity boomeranged and the Air Corps found itself in a rather unfortunate position.⁹³

Difficulties had arisen because the applicants' records had been forwarded individually to the Chief of the Air Corps from the corps area headquarters rather than as a group. Sometimes individual applications were delayed; sometimes they arrived incomplete. Frequently upon review several candidates scheduled for a particular unit were found to be disqualified. It did not seem practicable to the Cadet Section, CCAC, to postpone the assignment of an entire group because one or two applications were lacking. Consequently, it was often necessary to make up this deficiency by combining two or more potential units.⁹⁴

In an effort to overcome these difficulties, it was decided in October 1941 to have all applications for training in one unit submitted at the same time. After the application and board proceedings had been finally acted upon in the CCAC, the number ultimately qualified for appointment would be sent to the secondary school and the same class regardless of numbers originally accepted by the Aviation Cadet Examining Boards.⁹⁵

There was no time to see whether this simple change in

93. Capt. Farley, Acting District Recruiting Officer, to CG, 11/6th Corps Area, 1 Jan. 1941, in A/C Br. files, College Units, Establishment of.

94. Lt. William H. Bradley, Asst. Chief, A/C Sec., 14th, to Executive Officer, Los Angeles Recruiting District, 13 Nov. 1941, in A/C Br. files, College Units, Establishment of.

95. AG to CG's, all Corps Areas, 22 Oct. 1941, in A/C Br. files, College Units, Establishment of.

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procedure would iron out the difficulties in the unit program, for with the entrance of the United States into the war the project had to be abandoned. After Pearl Harbor the important factor became the procurement and training of the greatest number of men in the shortest possible time. The cadet unit program interfered with the achievement of this goal and so had to be sacrificed.

Obstacles to Procurement

Through the aid of publicity devices of these Army and civilian agencies, efforts were thus made to enable the corps areas to furnish the required quotas under the varying training programs. The corps area commanders, The Adjutant General, and the OCAC were all involved in the successful completion of these quotas. The position of the OCAC in respect to the corps areas was summarized by the Chief of the Flying Cadet Section: "The responsibility rests squarely with the Corps Areas. The desire of the Office of the Chief of the Air Corps is to render them every possible assistance and cooperation."⁸⁶ As the corps areas operated under directives issued by The Adjutant General, there was from time to time correspondence between the OCAC and The Adjutant General on the manner in which the corps

⁸⁶ Memo for Col. Funcher by Maj. E. E. Vincent, 1 Aug. 1940, in A/C Br. records (Maj. E. E. Vincent's notebook).

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areas were fulfilling their responsibilities. Similarly, there was correspondence on other more general matters of procurement policy. It was inevitable, under the triangular arrangement through which the procurement of cadets was thus administered, that certain differences of opinion would arise.

An example of the difficulties inherent in this situation occurred during the summer of 1960. At this time many corps areas were defaulting on the enlarged procurement objectives assigned by The Adjutant General under the 7,000 pilot program. With the prospect of greater procurement schedules in the future, the Chief of the Air Corps was alarmed by this state of affairs. Consequently, in August 1960 Col. George E. Stratenayer, Chief of ^{the} Training Division, CCAC, and Colonel Duncan, Chief of the Personnel Division, were sent on a tour of inspection through the headquarters of six of the corps areas. The purpose of this visit was threefold: (1) to discover how the CCAC could further assist the procurement efforts of the corps areas; (2) to investigate the primary difficulties and find out what remedies could be applied; (3) to make concrete recommendations concerning the functions and procedures of the regular and Traveling Flying Cadet Boards.⁹⁷

This investigation revealed an unsatisfactory state of affairs. A wide discrepancy was found in the amount of effort

⁹⁷. Ibid.

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and interest exerted by the individual corps areas in their recruiting activities. Many of the officers responsible for recruiting were not well informed on the status of procurement even in their own corps areas. Other officers had left for maneuvers, placing in charge disinterested or inexperienced substitutes. Although every corps area was entitled to two Traveling Flying Cadet Examining Boards, three of the corps areas visited had appointed only one such board while the others had appointed none at all. Meanwhile, large backlogs of candidates were awaiting examination before the regular Flying Cadet Boards. At one place 200 such applicants were being held up. The two most important reasons for this unsatisfactory situation were the lack of facilities for examining the large number of candidates and the irregular intervals at which board meetings were convened. Thus the procurement situation as it existed in the corps areas needed attention and Colonel Duncan and Stratmeyer so advised The Adjutant General.⁹⁸

The Adjutant General, however, was unwilling to interfere with the functions delegated to the corps area commanders. He deemed it ill-advised to create hard feeling and infringe on their prerogatives by requiring the less successful corps

98. Memo for C/AC by Col. George T. Stratmeyer and Lt. Col. Arr T. Duncan, 19 Aug. 1940, in A/C Br. files, Procurement and Recruiting thru 1942.

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areas to adopt the procurement methods of the more successful. He indicated, however, that he would be willing to stop in if and when the point was reached where such interference would be imperatively needed. Meanwhile, matters for the most part could be left as they stood.⁹⁹ According to the Chief of the Personnel Division, CSAC, however, "A streamlined, efficient, decentralized system of flying ordet procurement could be activated by the Air Corps. However, the number of officers and men required to man such a system prohibits its further consideration."¹⁰⁰

From time to time during this period, concurrent with the steady rise in procurement objectives, the Chief of the Air Corps found it necessary to survey the respective activities of the corps areas and make suitable recommendations. In February 1941 the manner in which the number of qualified candidates had been distributed among the nine corps areas over the preceding 18 months indicated definite differences in recruiting results. It appeared that four of the nine corps areas needed "stimulation" to provide the students who were to be entered at the rate of 2,400 every five weeks under the 12,000 pilot training program.¹⁰¹ Similarly, in the Fall of 1941 on the eve of the activation of the

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99. Memo for C/A/C by Lt. Col. Asa W. Duncan, Chief, Personnel Div., 25 Aug. 1940, in A/C Br. files, Procurement and Recruiting thru 1942.
100. Ibid.
101. Unsigned memo for Capt. Durant, 13 Feb. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

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20,000 pilot program, The Adjutant General was advised by the Military Personnel Division, OCAC, that the continued failure of the corps area commanders to procure the number recommended for enlistment "would result in Air Corps failure to meet its quota of trained personnel under the existing scheduled program."¹⁰²

A special point of difficulty which corps area commanders encountered in meeting their quotas was the fact that the regular examining boards which were under their jurisdiction were located at Air Corps stations. The local commanding officers of these stations had no particular interest in the functioning of these boards which lay outside their control, and in some cases even considered them a nuisance. In the fall of 1941 the feeling at Mitchell Field was that the examining board at that station should be abolished since Mitchell Field was a combat station with little time to devote to examining candidates.¹⁰³ The lack of active cooperation which existed on the part of many local station commanders was small help to the corps areas in meeting their quotas. It was, however, an understandable product of the manner in which procurement was handled.

In addition to questions arising over the failure of corps area commanders to meet their quotas, other matters pertaining to procurement arose for consideration. One was the question

102. Memo for AG by Maj. John H. Ives, Asst. Chief, MPD, 25 Oct. 1941, in A/C Br. Files, Quotas-Air Crew.

103. RAF No. 1, O/AS to Air Surgeon, 18 Nov. 1941, in AG 211 22, Quotas.

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of publicity; another, the relation of the Chief of the Air Corps to civilian agencies. It appears that The Adjutant General was more conservative in the type of publicity to be used than was the Air Corps. Publicity schemes which the Air Corps felt had possibilities were rejected by The Adjutant General on one ground or another. This situation was not agreeable to the Chief of the Air Corps who felt that all feasible means should be utilized to promote cadet procurement.¹⁰⁴ For example, in December 1940 The Adjutant General refused the services of Warner Brothers and the movie actor Errol Flynn for stimulating cadet procurement. The OCAC, however, believed that the offer had "a great deal of merit."¹⁰⁵ There were also the refusal of corps area commanders to release sufficient funds to Air Corps activities for recruiting publicity¹⁰⁶ and

104. Two unsigned outlines relating to correspondence concerning procurement of flying cadets, about May 1941. This correspondence covers the period from 13 Jan. 1940 to 27 March 1941, in A/C Br. Files, Procurement and Recruitment thru 1942. On 7 Dec. 1940, the Executive, WPD, advised Personnel (Col. Duncan) to "keep a file on all projects favorably considered by the Air Corps and rejected by The Adjutant General. This file is in the records of the A/C Br. entitled "Projects Relating to the Procurement of Aviation Cadets Unfavorably Considered by The Adjutant General." The period covered is from 30 Jan. 1940 to the spring of 1941.

105. Maj. Gen. George H. Brett to the assistant to John Meyer, Warner Bros. Pictures, 7 Dec. 1940, in AAG 351.23P, Applicants.

106. 5th Ind. (Maj. P. L. Whitney to CG, 3rd Div., 6th Air Force, 1 Aug. 1940), OCAC to AG, 21 Aug. 1940, in A/C Br. Files, Publicity 1937-1940.

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the refusal of The Adjutant General's office to furnish funds for publication of flying cadet literature prepared at Randolph Field.¹⁰⁷

A point was raised, too, over the amount of assistance which the Chief of the Air Corps could offer to the civilian organizations which were engaged in procuring cadets. These groups looked to the Air Corps for advice and encouragement, but The Adjutant General felt that all advice and assistance to these agencies should come from his office. In at least one instance he disapproved of the help which the CCAC had advanced to a volunteer agency. In May 1940 a civilian organization offered its services to the CCAC in regard to cadet procurement. This office thanked the group for its courtesy and promised to render such assistance as was possible in the form of blanks and publicity material. When The Adjutant General was informed of this, his attitude was reported by the Assistant Chief of the Personnel Division to be as follows:

The Adjutant General appeared wut out by our reply to this organization and stated that the problem of recruiting and responsibility therefore was a function solely of The Adjutant General, and that this office under no conditions should encourage actions in regard to recruiting which might not coincide with the policy of The Adjutant General on recruiting, and the desires of the recruiting services in the Corps Area concerned.¹⁰⁸

107. See n. 104 above, correspondence relating to procurement of flying cadets.

108. SAC, Asst. Chief, Personnel Div. to Col. Olds, Plans Div., 15 Apr. 1940, in A/C Br. Files, Procurement and Recruiting thru 1942.

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In spite of these differences, however, it appears that the administration of procurement functioned fairly smoothly during the period from 1938 to 1941 and that procurement rates generally managed to keep pace with training requirements. This is the more remarkable in view of the fact that the Chief of the Air Corps, the official most interested in procurement, was forced to work through the Adjutant General on the one hand and the corps area commanders on the other with the inevitable delays and clashes in policy resulting from such an arrangement.

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Chapter II

REVISED PROCEDURES AFTER ENTRY INTO WAR

The entrance of the United States into World War II had an immediate effect upon the procurement of aviation cadets. A popular interest in combat aviation soon manifested itself; the need was for more efficient procurement procedures to accommodate and increase this pool of interested applicants. To this end the recruiting program was modified by revising the requirements for cadet selection, simplifying the mechanics of procurement, and creating the Air Corps Enlisted Reserve. By these means an abundant flow of recruits was insured throughout the first year after America's entrance into the war.

Procurement Objectives

Under the impetus of Pearl Harbor the 30,000 pilot program, authorized in March 1941 and initiated in early October, was increased by 27.7 per cent.¹ Shortly thereafter, this revised program was supplemented by further increases. On 11 January 1942 the Air Adjutant General asked that the pilot training program be expanded to provide for an annual graduating rate of 50,000 pilots during 1942 and 70,000 during 1943.² Corresponding to the requirements under the 50,000

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1. Lt., SEACTC to Training Div., CCAG, 16 Jan. 1942, in AAG 353.93, Training, General.
 2. AAG to C/AG, 11 Jan. 1942, in ibid.

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pilot or 115 Group Program and the 70,000 pilot or 221 Group Program, proportionate numbers of bombardiers and navigators were to be trained.³ An annual total of 11,016 bombardiers and 9,400 navigators complemented the 80,000 pilot training program;⁴ to round out the 70,000 program an annual total of 14,000 bombardiers and 13,000 navigators was required.⁵

Procurement objectives rose in direct relation to the vastly increased aircrew requirements. Prior to Pearl Harbor, quotas for bombardier and navigator assignment were made up for the most part of men who had been eliminated from pilot training. Because of new procedures inaugurated in January 1942, however, it was necessary to procure candidates in numbers sufficient to cover not only pilot training demands, but those for bombardier and navigator training as well. As in the years before Pearl Harbor, the number of candidates to be procured vastly exceeded the training rate. Approximately one of every five applicants was accepted by the examining boards, and the existing elimination rates in the training schools were still high. Compared with the earlier period, however, the number to be procured in the years following Pearl Harbor was substantially greater.

Qualifications

As the need for aircrew candidates grew, the tendency toward

3. Project Book of CG, AFPC, in AFPHI files.

4. Ibid.

5. Ibid.

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liberalization of standards for flying training became more marked. After December 1941 this trend was carried to its logical conclusion with the complete revision of the educational qualifications, the lowering of the minimum age limit, and the admission of married men to cadet training. The pressure brought to modify educational prerequisites had produced results in the previous years. On 15 January 1942 the final step in this direction was taken with the institution of a single qualifying examination designed to measure flying aptitude. The two-year college requirement for pilot training was completely abandoned, and a satisfactory score on the Aviation Cadet Qualifying Examination became the sole mental requirement.⁶ This examination was given as often as circumstances warranted, with a passing score adjusted to procurement needs.⁷ Those who passed this mental screening test were accepted for aircrew training only. Their assignment as bombardiers, pilots, or navigators was determined on the basis of further classification.⁸

In addition to this change, other less radical revisions were made in qualifications for aviation cadet appointment. In the middle of December 1941 corps area commanders were notified

6. "Report of Aviation Cadet Qualifying Examination," 12. For a full discussion of the changes made in the educational qualifications at this time, consult the study entitled Initial Selection of Candidates for Pilot, Bombardier, and Navigator Training to 1943.
7. "Report of Aviation Cadet Qualifying Examination," 11.
8. Memo for C/AC by Brig. Gen. Ralph R. Cousins, AC/AS, A-1, 19 Dec. 1941, in A/C Br. Files, Procurement and Recruiting thru 1942.

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by The Adjutant General that married men could be accepted for
aircrew training provided their dependents had other means of
support.⁹ Shortly thereafter, this proviso was removed and
married men became eligible for appointment on the same terms
as single men.¹⁰ On 5 January 1942 the available manpower pool
was further enlarged when the age limit for cadet training was
reduced from 20 to 18 years.¹¹ This was an important provision,
for it made available for flying training an age bracket not
liable to the draft. No change, however, was made in the physical
standards until August 1945. These revisions in requirements
were significant, for they expanded considerably the manpower
pool available for flying training. As a result of these changes
over 2,000,000 more men were expected to become eligible
immediately for aircrew appointment.¹²

Sources of Supply

The number of candidates applying for flying training from
the ranks of the Army substantially increased with the rapid
induction of great numbers into the armed services. Directly
after the outbreak of war, recruitment for aircrew training from
military personnel was restricted to those stationed in the

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9. AG to CG's, all Corps Areas (radiogram), 17 Dec. 1941, in
A/C Br. files, Instruction--under New System.
 10. AG to all Service Commands (radiogram), 18 Sep. 1942, in
A/C Br. files, Dependency Allowances.
 11. WD Circular No. 3, 5 Jan. 1942, Sec. I.
 12. WD Press Release, 15 Jan. 1942.

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United States. Transportation difficulties coupled with other exigencies of war necessitated this limitation. Any enlisted man or officer within the United States, however, was eligible for aircrew training until he was ordered to a port of embarkation under immediate orders for duty overseas.¹³ But by the summer of 1942 facilities were available for the return of a certain number of officers and enlisted men from overseas for training. On 25 August The Adjutant General informed the commanding generals of the overseas commands that a limited quota of enlisted men who could qualify for aviation cadet appointment and a small number of officers suitable for aircrew training in grade might be sent back to the United States if their commanding officers so desired.¹⁴ The quotas established for the return were based on the proportionate strength of the respective overseas commands and the capacities of the training centers in the United States.

With the lowering of aircrew training requirements, the need for aviation student status no longer appeared to exist. The change in the minimum age requirement and mental standards for aircrew training had eliminated the chief differences between the requirements for aviation cadets and aviation students. The only remaining basic distinction between the two,

13. AG to CG's, IAF, ACT, SOS, 2 Aug. 1942, in A/C Br. files, Availability for Training.

14. AG to CG's, All Overseas Commands, 25 Aug. 1942, in A/C Br. files, Policy Jan. 1941 to July 1942.

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exclusive of any allowances for aviation students, lay in their respective treatment on promotion. The aviation cadet was commissioned a second lieutenant in the Air Corps ^{Reserve}; the aviation student was given a sergeant's rating. It was obvious that on desiring career appointment, monetary considerations aside, would prefer that idea led to a commission.

It was equally obvious that while many men were physically and mentally eligible for aviation cadet training under the new provisions, they were lacking in the qualities of leadership and personality expected of a commissioned officer in the Air Corps. This situation led to the passage of the Flight Officer Act on 8 July 1942. Under the terms of this measure all aviation cadets and aviation students were to be made second lieutenants or flight officers depending on the qualities they exhibited during training.¹⁵ Thus, practically all distinction between aviation cadets and aviation students was eliminated. On 5 November 1942 a directive was issued stating that aviation student training leading to the aeronautical rating of sergeant pilot was to be discontinued as of 1 January 1943. Aviation student training in courses other than pilot was to be discontinued from time to time by the Commanding General of the Army Air Forces.¹⁶

15. For a more complete treatment of this act, consult study entitled "Legislation Relating to the Army Air Forces Training Program, 1939-1943."

16. A/C Br. records (transcript by Lisa E. Goodford); AIF Rep. No. 59-20, 9 April 1943.

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Aviation student status had become, however, negligible in the categories of those assigned to aircrew training.

Although the number entering aircrew training from Army ranks steadily increased, the main source of procurement continued to be civilian. With the reduction in the age limit, however, and the abolition of the two-year college requirement, the number of candidates from other educational levels soon became as important as the number of college students. Any man with intelligence and an aptitude for flying, who could meet the high physical qualifications, was needed to fulfill the goal set for annual aircrew production rates.

Changes in Administrative Procedure

Concurrent with the revisions in requirements for aviation cadet training, important administrative changes were made in procurement procedures. In the period before Pearl Harbor, the preliminary work in connection with procurement had been decentralized and the corps areas were made responsible for processing examinations until they were forwarded to the CGAC for final review. After being approved in the CGAC, applicants were placed on a headquarters eligibility list. When they were needed, they were enlisted by the Adjutant General and sent to training. This procedure, acceptable in peacetime, was unsuited to the exigencies of war. Consequently, complete decentralization was

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effected. Corps areas were made responsible not only for processing applications and holding examinations but for qualifying, enlisting, and assigning candidates to training.¹⁷

The new system authorized on 13 December 1941 became effective on 15 January 1942. Final action was taken on all candidates by the examining boards.¹⁸ Applications were sent to the Chief of the Air Corps only in special cases. Examining boards were authorized to enlist as privates and appoint immediately as aviation cadets, qualified candidates up to the limit of their respective quotas. These quotas were channeled from The Adjutant General to corps area headquarters where they were forwarded to the individual boards. Boards were also authorized to grant furloughs to newly appointed cadets for periods of not more than 30 days when instructions from the corps area commanders made such action necessary.¹⁹ With this directive for the immediate enlistment and assignment to training by examining boards, the practice of maintaining an eligibility list in the CGAC for future enlistment by The Adjutant General was abandoned.²⁰ This final step in the decentralization of cadet procurement further removed the CGAC from procurement matters.

Under the new system authority to establish all Aviation

17. AG to CGAs, all Corps Areas (radiogram), 13 Dec. 1941, in A/C Dr. files, Procurement and Recruiting thru 1942.

18. Ibid.

19. Instructions for Aviation Cadet Examining Boards, 7 Jan. 1942.

20. "Aviation Cadets. Examinations and Classes."

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Cadet Examining Boards rested with corps area commanders or other commanding officers appointed by The Adjutant General. Every effort was made to set up these procurement units wherever they were needed and wherever facilities for their establishment could be made readily available. By the summer of 1942 there were between two and three hundred Aviation Cadet Examining Boards functioning throughout the country.

At about the same time the number of Traveling Aviation Cadet Examining Boards was enlarged, and a novel means for occasional use in transporting them was introduced. In the fall of 1940 the Air Corps had recommended that trailers be used by the traveling boards in order to reach potential candidates in places far from cities where permanent or traveling boards were functioning. At that time the proposal was rejected, but about the first of January 1942 the project was revived, this time by The Adjutant General. Fairly soon, large vans emblazoned with aviation cadet advertising were touring the country. These trailers were equipped to give both the mental screening test and the physical examination. Furthermore, these units were an excellent advertising medium. As they were highly mobile they were to visit remote sections of the country.

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21. John C. Flanagan, "Selection and Classification Program for Aviation Cadets," in Journal of Consulting Psychology, VI (1942), 232.
 22. Memo for Col. Duncan by Maj. R. L. Nugent, 7 Sep. 1940, in A/C Br. records (Maj. R. L. Nugent's notebook).
 23. Memo for Chief of Staff by Lt. Col. D.P. Curtis, Asst. Secretary of the Air Staff, 20 Jan. 1942, in A/C Br. files, Publicity 1941--; conversations with personnel in A/C Br.

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The added responsibilities placed on the examining boards as a result of changes in administrative procedures necessitated this increase in their number and scope.

The Air Corps Enlisted Reserve

The complete decentralization of procurement coupled with the lowered aircraft qualifications and the desire of men for contact training produced a large number of recruits in the first part of 1949. Due to the enthusiasm of the examining boards and a lack of coordination between The Adjutant General and the OCAC in getting the new system under way, the training centers were soon overcrowded.²⁴ It became apparent that some system must be found to handle efficiently the excess number of qualified candidates who could not be immediately accommodated at the training centers. To meet the anticipated increases in requirements when training facilities were expanded, the recruiting program had to push steadily forward in order not to lose the momentum provided by publicity for the recruiting program.

Under the new system, examining boards were authorized to give furloughs to those applicants who could not be sent immediately to school.²⁵ Credits on furlough were paid \$75 a month and a daily ration allowance of \$1. A consequence of the fact

24. "Aviation Cadets. Examinations and Classes." For a more detailed discussion of the difficulties encountered at this time consult study on assignment of aircraft members, being prepared in AFM-IE.

25. Memo for C/AC by Brig. Gen. Edwin P. Cousins, AC/AS, A-1, 19 Dec. 1941, in A/C Br. Files, Procurement and Recruiting thru 1949.

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that recruitment was increasing more rapidly than training facilities could extend, and the expenditure of a great deal of money with no immediate return in services. As a result, in March 1910 the Adjutant General revised this furlough system. All aviation cadets who were not immediately assigned to class and who did not desire temporary duty as Air Corps enlisted men, were placed on furlough as privates.²⁶ They were not to be appointed aviation cadets until just before shipment to training. This reduced the expense considerably but was not an entirely satisfactory arrangement.²⁷

Since September 1910 the Chief of the Air Corps had recommended the creation of the grade of Reserve Aviation Cadet in the Air Corps Section of the Enlisted Reserve.²⁸ This plan permitted the enlistment of qualified aviation cadet candidates and their placement on an inactive status until called to duty. This seemed to be the most effective way to maintain a ready reservoir of potential student pilots who would not be subject to the draft or lost to the Navy or industry. From the beginning of the expansion program one of the perennial procurement problems had been the maintenance of a satisfactory backlog of candidates in order to insure a controlled flow of recruits

²⁶ Memo for Gen. Arnold by AG/AG, A-1, 5 March 1910, in AAG-1172, Cadets.

²⁷ A/C Br. records (typewritten by Lt. E. Gessford).

²⁸ In World War I such a system had worked well. Before being called to duty, flying cadets were members of the Aviation Section of the Signal Reserve Corps. An analogous grade had been successfully created in the Naval Reserve.

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into training. To the CCAG the establishment of an Enlisted Reserve Corps seemed the best way to meet this situation.

Consequently, in the fall of 1940 General Arnold recommended the enlistment of qualified aviation cadet applicants in the Enlisted Reserve Corps.²⁹ This recommendation was disapproved by the Assistant Chief of Staff, G-1, who felt that an enlisted reservist would be in a position to avoid the draft, and this would create unfavorable publicity for the Air Corps.³⁰ In a renewed recommendation on 11 October the Chief of the Air Corps denied this charge, asserting that an applicant enlisted in the Reserve who changed his mind about flying training would be immediately ordered to active duty in his enlisted grade or discharged and his draft board advised of his availability.³¹ But the proposal was again unfavorably considered, this time by The Adjutant General. His grounds for so doing were that procurement was proceeding at a satisfactory rate and that, therefore, the institution of such a system at that time was unnecessary.³²

In the spring of 1941, concurrently with the initiation of the 50,000 pilot program, the request was again made.³³ At this time the Assistant Chief of Staff, G-1 concurred in the

29. Memo for Gen. Arnold by Lt. Col. Geo. W. Dunorn, 12 Sep. 1940, in A/C Br. Files, Procurement and Recruiting para 1942.

30. Memo for AG by Brig. Gen. W. E. Shedd, AG/S, G-1, 21 Sep. 1940, in AG 211 20, Cadets.

31. Memo for Gen. Arnold by Capt. John W. McCormick, Asst. Chief, Personnel Div., 11 Oct. 1940, in *ibid.*

32. Memo for Secretary, 1943 by AG, 19 Oct. 1940, in *ibid.*

33. Memo for Chief of Staff by Maj. Gen. George M. Brett, 9 March 1941, in *ibid.*

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main suggestions of the Chief of the Air Corps but took exception to two points: (1) the clause which would refuse discharge to aviation cadets from the Reserve Corps in order to enlist in the Navy; and (2) the unlimited exemption of Reserve aviation cadets from the draft. He suggested that all such cadets not assigned to training at the end of four months be discharged from the Reserve.³⁴ The Adjutant General, however, again disapproved, stating that it was "impossible to comply with the Staff Directive authorizing aviation cadet Reserve status without a long period of study within the War Department and the establishment in each corps area of proper machinery to function on this project."³⁵ On 29 June 1941 the Military Personnel Division, CGAC, reported that the plan had been "approved by the Deputy Chief of Staff for Air but on the advice of higher War Department agencies was postponed because of administrative difficulties involved in placing it in execution."³⁶

During the summer of 1941 a situation existed which made even more pressing the need for some change in procedure. The number of applicants qualifying for flying training was steadily increasing, and the need for them was even more imperative.

34. Memo for Chief of Staff by Brig. Gen. Wade H. Fricklip, A/C/S, G-1, 18 May 1941, in *ibid.*

35. RCF No. 4, Chief, IED to Executive, 24 June 1941, in *ibid.*

36. RCF, Chief, IED to Executive, 29 June 1941, in A/C Br. files, Loss of Cadet Confidant.

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Nevertheless, because of limited training facilities, men were often obliged to wait many months before being assigned to training. A continuous stream of complaints and queries poured into the various corps area headquarters and were in turn forwarded to Air Corps Headquarters in Washington. The resulting publicity was most unfavorable to the Air Corps. One dean of a junior college wrote to the Chief of the Air Corps about the first of September regarding a student who had been appointed for training in the middle of May, and stated that "if he has not been called within the next few days he remains the worst advertising for the Air Corps in this vicinity."³⁷ Corps area officers found it difficult to explain and reconcile the vast need for pilots with the failure to call up eligibles.³⁸

Meanwhile The Adjutant General had offered two alternative suggestions to clear up the situation. The first possibility was the immediate enlistment of all qualified candidates, not for the Reserve, but for assignment to a reception center for ground training until they could be accommodated at flying schools.³⁹ The second was to enlist immediately all candidates

37. H. W. Theobald, Dean of Conyngham (Ohio) Junior College, to Capt. Hardy, Acting District Recruiting Officer, CMAA, 1 Sep. 1942, in A/C Br. files, Procurement and Recruiting thru 1942.

38. Lt. Col. Charles L. Clifford, Acting Asst. AG, Hq., Fourth Corps Area, to AG, 3 July 1941, in A/C Br. files, Reserve Aviation Cadet--Creation of Grade; Col. W. J. Houshmand to Air Corps News Letter, 23 Sep. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

39. Memo for Gen. Arnold by AG, 19 June 1941, in AMC 211 21, Cadets.

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and place them on furlough until space was available for flying training.

Both the Training and Military Personnel divisions of the CGAC, however, objected to the former suggestions on the grounds that it would seriously impair the morale of aviation cadets to be assigned to ground training

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indefinitely. Nor was the furlough system regarded with favor since the cost appeared prohibitive. On 17 September 1941 the Chief of the Military

Personnel Division estimated that "If the candidates now on the eligible list for aviation cadet appointment (6500) as it now stands were to be

enlisted and placed on furlough, it would entail the expenditure of \$27,625

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a day." Both recommendations were subsequently set aside, for by the

fall of 1941 it appeared that innovations in the training program and the

enlarged classes under the 50,000 pilot program would for the time eliminate

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immediate difficulties. But after Pearl Harbor the great number of men

who qualified for aircrew training could not be accommodated, even at the

expanded training centers. Consequently, when the request for the enlist-

ment of qualified aviation cadets was made for the third time, it was favorably

40. RAR, Chief, IFD to Executive, 30 June 1941, in A/C Br. files, Loss of Cadet Candidates.

41. RAR, IFO to IFD, 25 June 1941, in IAG 221 E, Cadets; RAR, Chief, IFD to Executive, 30 June 1941, in A/C Br. files, Loss of Cadet Candidates; memo for Colonel Beau by J. E. Ives, Chief, A/C Sec., 17 Sep. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

42. Memo for Colonel Beau by J. E. Ives, Chief, A/C Sec., 17 Sep. 1941, in A/C Br. files, Procurement and Recruiting thru 1942.

43. Second Ld. (Lt. Col. Clifford to AG, 5 July 1941), Capt. J. W. Durant, Asst. Chief, IFD to AG, 10 July 1941, in A/C Br. files, Reserve Aviation Cadet--Creation of Grade.

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received, and on 1 April 1942 the Air Corps Enlisted Reserve was established. The quota system under which the aviation cadet examination boards had been enlisting recruits for training was abandoned, and from April to December 1942 all civilian applicants qualified for aviation cadet training were enlisted in the Air Corps Enlisted Reserve pending call to active duty. College students who wished to continue their education were enlisted in the Air Corps Enlisted Reserve on a deferred basis. Thus three courses lay open to those enlisting for aviation cadet training. Men from 18 to 25 in or out of school might take the physical and mental examinations and enlist for active duty as privates in the Army Air Corps (unassigned), commencing for aviation cadet training as facilities became available. Or such applicants after examination might enlist in the Air Corps Enlisted Reserve to be called to active duty and be appointed aviation cadets when such training was possible. Or college men who enlisted in the reserve might be deferred until graduation, subject to call by direction of the Secretary of War in the case of necessity.⁴⁷

The Air Corps Enlisted Reserve program was launched with an intensive recruiting drive in the spring of 1942. The purpose of the drive was not only to secure immediate recruits, but to

47. Revised U. S. Army Air Corps Aviation Cadet Program Including New Enlisted Reserve Plan (prepared for institutions of higher learning, secondary schools and U. S. Army recruiting and induction stations, effective 1 April 1942).

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establish solid relations with the educational institutions of the country which would insure a continuous stream of properly qualified recruits into the AAF.⁴⁵ The manner in which this campaign was carried out illustrates the way in which the AAF cooperated with those actually responsible for procurement. Special aviation cadet boards were dispatched under the auspices of the AAF. Thirty-two of these special boards were appointed by the First and Second Air Forces and the three AAF training centers.⁴⁶ Although the project was undertaken by the AAF to augment the efforts of The Adjutant General and the corps area commanders, the recruiting activities were coordinated with the stationary and Traveling Flying Cadet Boards and the corps area headquarters.

Fairly comprehensive plans were made for conducting this drive. Specific attention was focused on 150 large colleges throughout the country. Approximately 1,200 other colleges and 28,000 high schools were associated with the activities conducted on the campuses of the major colleges.⁴⁷ Each board was composed of a senior air officer and a lieutenant who had recently completed his training. Whenever possible the

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45. Memo for A/C Br. by Ceyer, Cornell and Newell [about July 1942], in A/C Br. files, Recruiting.
46. Hq., AAF to CG's, WCAFTC, 3EMFTC, GCAFTC, Second Air Force, First Air Force, 1 April 1942, in A/C Br. files, College Procurement.
47. Memo for A/C Br. by Ceyer, Cornell and Newell [about July 1942], in A/C Br. files, Recruiting.

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lieutenant was a college graduate from the locality to which the board was being dispatched. The officers appointed as presidents of the boards were sent to AAF headquarters for a short indoctrination course before the campaign was begun.⁴⁹ Meanwhile letters were addressed to college presidents regarding the most convenient dates for the arrival of these special boards.⁵⁰

At the same time college faculty AAF advisors were informed about the details of the program. These advisors served as a link between the representatives of the corps area commanders and the AAF on the one hand, and the student body on the other.⁵¹ Eventually many high schools and preparatory schools throughout the country also established this effective liaison with the AAF. By 30 November 1918, there were about 1,000 faculty advisors distributed throughout 1,500 colleges in the country and an additional 19,000 in 83,000 of the country's high schools.⁵¹ The New York advertising firm of Cover, Cornell and Newell was authorized by the AAF to prepare the advertising for newspapers and college publications and to arrange the portfolio of instructions

49. HQ, AAF to CGAS, WANTS, STAFFS, COMATS, 23 AF, 1st AF, 1 April 1918, in A/C Tr. Files, College Procurement.

50. Col. J. M. Evans, Director of Personnel, and Lt. Col. John F. Ives, Asst. Chief, WPD, to CG, AAF, 9 April 1918, in A/C Tr. Files, College Procurement.

51. Revised H. S. Army Air Force Aviation Cadet Program Including New Enlisted Reserve Plan, effective 1 April 1918.

51. WPD to CG, WPD to ADMP, 30 Nov. 1918, in A/C Tr. Files, Publicity, 1918--.

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to be used by the special AF boards. Only promotional activity was carried on during the first visit. At these meetings held on the college campuses talks were given and pamphlets were distributed. A "March of Time" release devoted to general Army activities and a special aviation credit training film were shown. This promotional campaign was followed a week or two later by a second visit during which the actual recruiting took place.⁵²

This first really large-scale procurement drive produced many excellent results in spite of certain manifest weaknesses. There were evidences of hasty organization. Many of the officers traveling with the boards were not entirely suited for public relations work. Funds were lacking for certain promotional schemes. There was often not enough time elapsing between the first visit of a board to a college and the second during which the recruiting was done. It was estimated that about 85,000 college students attended the mass meetings. Of these about 12,000 showed an interest in the program. By 15 July 1942, 5,000 college students had actually been enrolled, and many more candidates were expected to enroll as the summer continued. Moreover, the experience of handling a nation-wide campaign had

52. Memo for CG, AF by Col. J. M. Ryan and Lt. Col. John E. Ives, 9 April 1942, in A/C Br. Files, College Procurement.

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been required, and valuable lessons had been learned from the mistakes made. And excellent relations had been established with college students and college newspapers throughout the country.⁵³

In addition to the publicity aimed at college and high school students during this serious recruitment drive, general publicity during this first year of war continued along the lines previously established. The trend of this publicity, however, was both more intense and more comprehensive. An excellent example of national advertising was the promotion by the AIF Public Relations Branch of the "Warner Brothers" short, "Winning Your Wings." By the summer of 1918 this picture had been presented at 7,022 theaters, while an additional 1,500 theaters had agreed to show it. By the time the bookings were closed, it was estimated that this movie would have been shown at 11,000 theaters. In addition to the theatrical run, the Public Relations Branch advanced to show this picture widely in the non-theatrical field. It was felt that eventually every section of the country would be able to see this short which gave quite a boost to aviation cadet recruiting.⁵⁴

In the meantime efforts were made to maintain strict control over all advertising so that in the midst of the excited patriotism attendant upon the declaration of war, no deviations

53. Aviation Cadet Talented Reserve Report for Col. F. E. Davison, AIAAF, by Col. Arthur I. Innis, AIF Public Relations Officer, 13 July 1918, in A/C Br. Files, College Procurement.
54. AG to CG, AIF, 11 July 1918, in A/C Br. Files, Publicity 1917-18.

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from established War Department policy would occur. All local advertising paid for or privately sponsored was cleared through The Adjutant General's office or through the various corps area recruiting and induction officers.⁵¹ All advertising released on a national basis by The Adjutant General was first coordinated with the Directorate of Legislative Planning and the office of the Secretary of War.⁵²

While the AAF was building up its Reserve by intensified publicity efforts, other arms and services of the Army as well as the Navy and Marine Corps were adopting similar procedures. With the entry of the United States into the war, competition among the three branches of the service for superior candidates became increasingly keen. At times, one branch of the service appeared to be working against another. Coordination of recruiting activities was needed in order to eliminate friction. Under the auspices of the Joint Army and Navy Board agreements were drawn up which sought to remove the competitive features of the college reserve systems. On 4 June 1942 the Joint Army and Navy Personnel Board outlined procedures for the "Enlisting and Commissioning of College Students in the Reserve of the Army, Army or Marine Corps." Definite quotas for reserve enlistment were assigned

51. ESR, ATAAP to AFDP, 21 Nov 1942; ESR, AFDP to ATAAP, 1 June 1942, in A/C Br. Files, Publicity 1941-.

52. Lt. Col. Jack L. Yarnall to Col. Arthur I. Egan, 21 July 1942, in A/C Br. Files, Publicity 1941-.

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according to specific needs of the individual services. Provision was made for the fact that some colleges maintained Army R.O.T.C. units and others Navy R.O.T.C. units, exclusively. Where a service maintained an exclusive R.O.T.C. unit in a given college, its paramount interests were recognized, but procedures were established for transferring young men from one reserve to another.⁵⁷ In September 1912 this agreement was somewhat modified. While the principles of the original plan remained unchanged, details were altered to simplify the shift from a college Army R.O.T.C. unit to the Naval Reserve, and conversely.⁵⁸

In the late summer of 1912, plans were made to present the reserve programs of the various services to college students throughout the country. Joint Army-Navy-Marine Corps Boards were appointed to visit the major institutions and explain to the student bodies the opportunities offered by the individual services.⁵⁹ The AAF made a special effort to see that it was represented by officers well equipped to meet the public, for the Navy consistently offered more competition for the best exhibition exhibit material, and the AAF was determined to give its own program a fair portrayal.⁶⁰

57. ND Files Release, 27 Jan. 1912.

58. ND Memo No. 1130-2-12, 18 Oct. 1912, in A/C Br. Files, Boards--Joint Army, Navy, Marine Corps.

59. ND Files Release, 27 Jan. 1912.

60. Col. Clifford P. Bradley, Chief, UFD, to CG, 1st Service Command, 2 Sep. 1912, in A/C Br. Files, Boards--Joint Army, Navy, Marine Corps.

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Joint Army-Navy Aviation Cadet Procurement Considered

In an effort to eliminate this competition between the Army and the Navy, the possibility of effecting a common aviation cadet procurement program was discussed during the first year of the war. On 17 June 1942 a conference was held between the officer in charge of the Reserve Section, Bureau of Naval Personnel, and the Chief of the Army Aviation Cadet Section, Military Personnel Division. At this meeting procurement procedures utilized by each service were considered.⁶¹ It was found that the required qualifications for both Army and Navy trainees were much alike. The mechanics of recruiting and procurement, however, differed considerably. Since 15 January 1942 the War Department had relied on the Recruiting Service of The Adjutant General's office not only for the procurement, but also for the selection of candidates for aviation cadet training. The Navy Department utilized its recruiting service solely for original procurement. The final responsibility for the selection of candidates rested with the Naval Aviation Cadet Selection Boards which were composed of highly qualified medical examiners and naval aviators. Continuous contact was maintained between the Naval Bureau of Personnel and the selection boards. This was not true in the Army. In spite of these differences, however, it appeared possible to secure a mutually satisfactory joint procurement arrangement.

61. Memo for Col. F. E. Twison by Col. John F. Ives, 22 June 1942, in 1/3 Br. Files, Navy.

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After the preliminary discussion, an A-1 committee was appointed to prepare a detailed plan for A-1 on a basis for further discussion with the Navy. On 19 June 1952 this committee met in the office of the Air Surgeon. It was composed of representatives of the Aviation Cadet Section, The Adjutant General's office, A-1, the Office of the Air Surgeon, and the Directorate of Legislative Planning. As a result of this conference the following recommendations were made: (1) A Joint Army and Navy board should be appointed to supervise all publicity connected with the recruiting of aviation cadets for both the Army and Navy. (2) All enlistment facilities of both the Army and Navy should be made available for the recruiting of candidates for either service. Preliminary physical examinations and mental screening tests similar to those in current use by the Army could be employed in the selection of all candidates. Those who met the requirements should be assigned to a general pool. Final determination of qualifications could be made at classification centers or preflight schools according to the desires of the particular service after the applicant had been assigned from the aviation cadet pool. (3) All candidates should be enlisted in a Joint Army and Navy Cadet Reserve Corps. Upon enlistment each cadet should state the branch of the service with which he desired to train, and he should then be assigned according to his

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preference.⁶²

The project, however, was not executed because certain of the problems involved seemed too difficult. The main obstacle lay in the fact that the needs of the two branches differed considerably. The number of men required for flying training by the Army was much greater than that required by the Navy. Furthermore, all naval aviation cadets were naturally pilots and only incidentally bombardiers and navigators. Like the Army, the Navy gave a preliminary examination related to its peculiar needs. This examination stressed mechanical aptitudes while that of the Army tested for mathematics, judgment, and comprehension as well. Neither service chose to adopt the screening test of the other, and it did not seem that the two examinations in their existing forms could be reconciled.⁶³ Thus the recommendation was dropped. Other aspects of the proposed plan, however, such as the joint supervision of publicity and the common utilization of procurement facilities, were revived for further consideration.⁶⁴

Problem of Overhaul--Fall of 1912

In spite of the competition offered by other services, the Air Corps Enlisted Reserve was swollen to large proportions by

62. Memo for AG/CS, A-1 by Col. John F. Ives, Col. G. R. Ferris, Brig. Gen. David W. T. Grant, Maj. J. T. Barrant, 30 June 1912, in A/C Br. Files, Procurement and Recruiting thru 1912.
 63. Unsigned memo, 1 Aug. 1912, in JAG 2117, Cadets.
 64. See below, 112 ff.

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the fall of 1942. There were 50,000 Enlisted Reservists of whom one-fifth were on deferred status. There were in addition about 20,000 enlisted men in the Army awaiting call to training. As the quota system had been abandoned when the Air Corps Enlisted Reserve became the medium for recruiting, there was no limitation on the number of men who could be held for aircrew training. Records indicate that 13,000 men were being accepted for appointment as aviation cadets monthly, while only 10,000 were being assigned to training. Consequently, the number of candidates available for training was increasing at the rate of about 3,000 a month.⁶⁵

Although it would have been possible to restrict the number of enlistments per month to the number assigned to training in the previous month, this was not desirable. The policy of the AAF was to maintain at least a six-month supply of candidates to avoid the possibility of failing to meet sudden increases in the training rate.⁶⁶ It was therefore necessary to hold any man who qualified for training in reserve rather than run the risk of losing him through the draft. But in so doing the AAF was faced with a difficult public relations problem. To meet expected expansion schedules, recruiting efforts had to continue while simultaneously a supply of qualified men was at hand impatiently awaiting assignment.

65. Memo for CG, AAF thru AC/S, G-1 by Col. Oscar B. Abbott, Director, MPD, SOS, and Col. C. E. Hixon, Executive, MPD, SOS, 27 Aug. 1942, in A/C Br. files, Procurement and Recruiting thru 1942.

66. R&R No. 2, Col. Clifford Bradley to AFAAP, 7 Sep. 1942, in ibid.

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It had been anticipated that the establishment of the Air Corps Enlisted Reserve would eliminate this phase of the procurement problem. But men apparently were no more content to wait as Enlisted Reservists than they had been on a non-reserve status. Corps area headquarters continued to advise AAF headquarters of the impotence and dissatisfaction of those who had left schools and jobs awaiting immediate call to duty only to find themselves with time hanging heavily.⁶⁷ This had a bad effect not only on their morale, but on that of their friends and families and rebounded unfavorably to the AAF.

In order to maintain good relations with the public it became imperative in the fall of 1942 to expedite all potential trainees of their precise prospects. Public relations officers were instructed to give wide publicity to the fact that men might not be called to training for six months after they were enlisted in the Reserve. Candidates were told not to leave their schools or jobs until they were actually called to duty. At the same time, however, emphasis was laid on the fact that the eventual need for all qualified men would be great.⁶⁸

The overwhelming numbers of men who were in the aviation cadet pool in the fall of 1942 marked the high point in the manpower supply available for aircrew training. Late in 1942

67. Maj. Gen. George Gruent, CG, 8th Service Command, to CG, SPS, 21 Apr. 1945, in A/C Br. Files, Procurement and Recruiting thru 1942.

68. Memo for Executive Officer, WD, BPR by Col. Arthur I. Tunic, Air Force Div., BPR, 15 Oct. 1942, in A/C Br. Files, Publicity, 1941-.

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innovations in the training program, coupled with a rapid
tightening up of the national transport market, necessitated a
complete reconsideration of the aviation credit procurement
program.

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Guardian Angels

MEN OF 17



THIS IS WHERE I BELONG...



FLY AND FIGHT WITH THE

GREATEST TEAM IN THE WORLD

We're almost there... And I'll be there...

And I'll be there... I'll be there... I'll be there...

U.S. ARMY AIR FORCES



THE SITTING BULL SCALPS SOME ZEROS

A collection of smaller photographs and text snippets, including a pilot's portrait and various military-related images.

"Ahead of Schedule" An AAF Report on the Aviation Cadet Program

Main body of text for the 'Ahead of Schedule' article, discussing the Aviation Cadet Program and its progress.



YOU'VE GOT TO BE GOOD

A collection of smaller text snippets, including a pilot's portrait and various military-related images, similar to the middle section.

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Chapter III

PROBLEMS CREATED BY TERMINATION OF VOLUNTARY ENLISTMENT

The increased intensity of the war and the growing need for enlarged forces had put great demands on the diminishing supply of national manpower. Steps taken in the fall of 1942 to expand this pool and insure to all branches of the service a fair share of the available supply had a significant effect on the procurement of cadets. On 15 November 1942 the draft age was lowered to include men 18 and 19 years old.¹ This amendment to the National Selective Training and Service Act, which made liable to the draft an age bracket heavily relied on for cadet training, was followed by an executive order of 5 December 1942 terminating all voluntary enlistments after 15 December 1942.² Henceforth all recruits for flying training who were not in the Army could be reached only through Selective Service procedures. The strict controls applied to the flow of personnel from civilian to military life necessitated a complete reconsideration of the cadet procurement program. Throughout the greater part of 1943 measures were taken to adjust procurement to the emergency manpower situation so that training schedules might be met.

1. 56 Stat. 1018.

2. WD Circular No. 397, 7 Dec. 1942, Sec. 1.

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Procurement Objectives

The requirements for pilot, bombardier, and navigator training continued to rise steadily. On 12 October 1942 a directive from Headquarters, AF ordered pilot production increased to an annual rate of 100,000 by the end of the calendar year 1944.³ This goal was officially abandoned on 10 April 1943 for an ultimate training goal of 80,000 pilots to be reached by December 1944, an increase of 10,000 over the training goal set early in 1942.⁴ In addition, 12,000 bombardiers and 12,000 navigators were to be trained annually.⁵ In the summer of 1943 the rate was again raised to 92,500 pilots a year with proportionate increases in the number of other aircraft crew members to be trained annually.⁶

In the ensuing years, procurement objectives for pilot, bombardier, and navigator training far exceeded the annual aircraft production quotas. The attainment of these objectives under the new regulations was much more difficult than it had been in the previous year. Under the new program quotas were established for the various wings of the service. In determining the necessary number of men to be assigned to aviation credit training from the quotas allotted to the AF, the Commanding General of the AF submitted his requests to The Adjutant

3. Project Book of CG, AFHQ, in AFHQ files.
 4. Ibid.
 5. Ibid.
 6. Ibid.

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General for presentation to the Joint Army-Navy Personnel Board. On approval by the board, the quotas were broken down by The Adjutant General and forwarded to the service commands.⁷

The original quotas for the greater part of 1943 called for a total of 9,000 recruits in February, 34,000 in March, and 17,000 for the remaining months of the calendar year. It was anticipated that enlisted men in the Army would furnish about 5,000 of the total monthly intake.⁸ Apparently these figures were subsequently revised, and the quota was raised to 44,000 for March, and thereafter to 18,702 monthly to meet increased training objectives planned for the summer.⁹ This latter figure remained constant for the balance of 1943.

By the first of April, however, it was apparent that these monthly training quotas were not being met. With the call to active duty of Enlisted Reservists¹⁰ and the assignment of the bulk of them to training during January, February, March, and early April, the AAF had to rely upon the number of candidates procured from month to month. The sources of supply, however, were not yielding adequate numbers. Procurement for the first five months of 1943 declined to such an extent that by the first of June there was an accumulated deficit of 40,317 in the number necessary to meet the current training program.¹¹ An

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7. Memo for Joint Army-Navy Personnel Board by Col. P. Trubee Davison, AC/AS, A-1, 12 Feb. 1943, in A/C Br. files, Boards-Joint Army, Navy, Marine.
 8. Ibid.
 9. Memo for Brig. Gen. J. H. Bevans by Maj. Willis S. Fitch, 22 May 1943, in A/C Br. files, Procurement and Recruiting thru 1943; see chart following p. 111.
 10. See below, 82 ff.
 11. Memo for Asst. Sec. of War for Air by Brig. Gen. J. H. Bevans, AC/AS, Personnel, 12 Oct. 1943, in A/C Br. files, Procurement and Recruiting thru 1943.

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even flow of 18,700 a month had to be provided and this shortage had to be made up. Erratic deliveries would result in sporadic pilot, bombardier, and navigator production and would be most detrimental to the war effort.

Consequently, throughout the spring and summer of 1943 steps were taken to promote the flow of recruits into aircraft training from both civilian and military sources. The following aspects of the procurement program were analyzed in the attempt to meet the deficits in the quotas: publicity restrictions; advertising agencies; the relations between the Assistant Chief of Air Staff, Personnel, The Adjutant General, and the service commands; and the available sources of supply.¹² There were four sources upon which the AAF could draw during 1943. These four were the Air Corps Enlisted Reservists, 17-year-old reservists coming of age, voluntary inductees from civilian life, and men already in the Army—including those who volunteered for flying training at reception centers.

Sources of Supply

Air Corps Enlisted Reserve

The Air Corps Enlisted Reserve was the first source upon which the AAF drew to fill the training quotas in the calendar year 1943. In the Fall of 1942 the Secretary of War had

12. Memo for Gen. Elyon by Maj. W. S. Titch, 4 Nov 1943, in A/G Br. Files, Procurement and Recruiting Bureau 1943.

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announced that "it is now expected that by the end of the college term or semester beginning in September those student members of the Reserve who have reached Selective Service age will all, or for the most part, be called to active duty and that those reaching that age during subsequent terms will be called."¹³ The phrase "for the most part" was inserted for the benefit of the ACP in order that it might continue to maintain a qualified number of candidates on inactive duty to be assigned to classes as needed. College students enlisted in the Reserve would not necessarily be called to active duty at the end of the college semester beginning in September, nor would those reaching the draft age in subsequent terms necessarily be called to active duty. Whether college students or not, Enlisted Reservists would not be called to active duty until they were needed to fill aviation cadet classes. College students and college officials, therefore, proceeded on the assumption that the status quo would be maintained.¹⁴ Under the intensity of the war, this expectation was not realized. The limitation of voluntary enlistment was the end of the Air Corps Enlisted Reserve as it had been established in April 1942. This end was the one rapidly reached through the introduction of a new training program launched about the first of March 1943.

13. Undersecretary memo; SAC, ADJAP to ATTOP, 19 SEP. 1943, in A/C Br. Files, Policy, Jan. 1941 to July 1943.

14. Ibid.

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This new program was introduced because the AAF had for some time recognized the need of giving more adequate training to many of its cadets.¹⁵ Since the reduction of educational standards in January 1942, a great proportion of the men accepted for cadet appointment were no longer college trained, and the need for some educational substitute soon became apparent. The program instituted at this time was intended to give civilian applicants some background for the more technical training they would receive when they entered civilian training. In order to put this college program into motion, it was necessary in January 1943 to call to active duty all officers of the Air Corps Enlisted Reserve including college students.¹⁶ It was expected that all Enlisted Reservists would report to the AAF basic training centers for civilian processing on or before 1 April 1943.

This reversal of an earlier policy to order college students was not well received by many college officials and students. The introduction of a new phase of training and the suspension of voluntary enlistment, however, made this step necessary.¹⁷

15. Initial Selection of Candidates for Pilot, Bombardier, and Navigator Training; A/C Br. records (Material by Miss E. Condon).

16. Exceptions were made, however, in the case of those students who had been enrolled in a term that commenced prior to 31 December 1942. They were not to be called up until the conclusion of that semester. Tom L. Lister, Maj. W. S. Fitch to call precedents, 27 Jan. 1943, in A/C Br. files, College Procurement.

17. A/C Br. records, folder entitled Letters to Colleges, containing correspondence on this subject.

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The quota assignments for January, February, March, and early April were largely composed of members of the Air Corps Enlisted Reserve.

Seventeen-Year-Old Enlisted Reserve

As the ranks of the Air Corps Enlisted Reserve were depleted, reservists in another category began to form a large and important group upon which the AAF could draw for assignment to training. In January 1943 the status of Air Corps Enlisted Reservist had been extended to 17-year-old youths. As a result of the amendment to the National Selective Training and Service Act of 17 November 1942 which reduced the draft age to 18, there was an obvious need for a group which could insure to the AAF a fair share of the qualified youths arriving at that age each month. Since January 1943, when the age limit for civilian draft training had been reduced to 18, this younger group, not subject to the draft, had been the civilian reservoir upon which the Air Corps was able to draw heavily. After the middle of November this pool was gone.

Therefore, two days before the passage of the Selective Service amendment the Assistant Chief of Air Staff, Personnel recommended that the age limit for enlistment in the Air Corps Enlisted Reserve be reduced to 17 years, such reservists to be

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called to active duty when they reached their eighteenth birth-
day.¹⁸ On 30 December 1942 the Assistant Chief of Staff, G-1
forwarded this proposal to the Chief of Staff.¹⁹ He emphasized
the fact that of 90,000 men who turned 18 each month, a definite
proportion had to be reserved for Army primary training. Since
the executive order of 5 December 1942 did not prohibit the vol-
untary enlistment of men under 17 years of age, by authorizing
the enlistment in the Unlisted Reserve Corps for men in the
17-year-old age bracket, a partial solution to the difficulties
imposed by this restriction would be found. Within six months
after the enlisted reservist had reached 18 he would be ordered
to active duty.

On 10 January 1943 the Military Personnel Division of the
Services of Sweden received a staff directive authorizing the
voluntary enlistment in the Air Corps Unlisted Reserve of men
17 years old provided they were otherwise qualified for military
service and parental consent had been secured.²⁰ Reservists were
to be called to training within six months after they had reached
their eighteenth birthday.

Once this program was authorized, the AF was anxious to
insure that it received its share of the thousands of youths

18. AG/13, A-1, to AG/G, G-1, 11 Nov. 1942, in A/G Br. files,
Procurement and Recruitment - Form 1942.
19. Memo for Chief of Staff by Brig. Gen. W. C. White, AG/S, G-1,
20 Dec. 1942, in A/G Br. files, Procurement-17 Year Olds.
20. Col. T. T. Davison, AG/13, A-1, to AFCEP, 19 Jan. 1943,
in A/G Br. files, Procurement-17 Year Olds.

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turning 17 every month. There was little question in terms of quality that the younger group furnished excellent material for aviation cadet training. Figures assembled from a sampling of several service commands toward the end of April indicated that the percentage of candidates 17 to 19 years old applying for aviation cadet appointments was far greater than the percentage found qualified in the 18 to 22-year bracket. It was an established fact that the records of elimination at test training schools were much lower among the younger candidates.²¹

Moreover, the physical stamina of a combat flyer was known to decrease sharply as he grew older.²² In terms of numbers, also, the 17-year-old group was a very necessary source of procurement.

Therefore considerable anxiety was occasioned in the AAF when toward the first of May the War Relocation Commission challenged the necessity for the continued recruitment of 17-year-olds for the Air Corps Unlisted Reserve. On 7 May the commission informed the Office of War Information (OWI) that "until further notice, the recruitment of seventeen year olds is definitely discontinued and should not be allowed in any area."²³

21. Gen. H. H. Arnold to Paul W. McNutt, 10 June 1943, in A/C War Rel. Files, Procurement and Recruiting thru 1943.

22. Initial Selection of Candidates for Pilot, Bombardier, and Navigator Training, 19.

23. Memo for OWI by Col. William Westlake, Acting Asst. to Director for US Army, 22 May 1943, in A/C War Rel. Files, Procurement and Recruiting thru 1943.

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On 13 June the Commanding General of the US addressed a letter to Paul V. McClatt, chairman of the War Relocation Commission, emphasizing the need for 17-year-old recruits. General Arnold stated that as only volunteers were trained for aircrew duties and as these candidates, besides willingness, must meet high physical and mental standards, the field for such recruits was limited. Since members of the armed forces could not furnish more than half of the required number and as the quality of 18 to 23-year-old civilian applicants was rapidly decreasing, 17-year-old men were urgently needed. The caliber and size of the pool of 17-year-old men was emphasized, and the letter concluded: "It is imperative that young Americans in the seventeen year old age group be thoroughly indoctrinated with the desire to serve their nation as combat pilots." Eventually this matter together with other controversial policies of the War Relocation Commission was turned over for settlement to James T. Byrnes, the Director of War Mobilization.

Byrnes directed that the Army and Navy continue to enlist men under 18 as aviation cadets. These young men were to be sent to active service immediately or upon the completion of their school term. In no case were they to be called to duty

21. Gen. H. H. Arnold to Paul V. McClatt, 13 June 1943, in A/C Br. Files, Procurement and Recruiting Plans 1943.

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later than six months after their eighteenth birthday. Furthermore, each month the Adjutant General was to furnish the War Relocation Commission with the number of 17-year-olds enlisted in the Air Corps Unlisted Reserve, the number in that category already called to active duty, and the number expected to be called to active duty in the following month.⁸³

Of more than 10,000 boys who reached 17 years of age each month, it was estimated that 10,000 could be expected to enlist for aviation cadet training if they were convinced of its advantages. The rate of enrollment, however, did not come up to expectations. By the first of July 1943 the number enrolled in the Unlisted Reserve was as follows:⁸³

| | |
|----------|-------|
| January | 555 |
| February | 2,521 |
| March | 2,884 |
| April | 3,075 |
| May | 3,702 |
| June | 3,181 |

It appeared that the Navy was conducting a more effective program to interest 17-year-olds in military aviation. The Army awarded medal buttons to the boys who were enlisted in the reserve, and the AAF was anxious that as much credit as possible be made from these awards in order to secure the maximum publicity for 17-year-old Unlisted Reservists. The Adjutant General and

83. James F. Byrnes to W. L. Stinson, Frank Knox, P. V. McClint, Elmer Davis, 22 June 1943, in A/C Br. Files, Publicity 1943.
 84. Memo for AG/AS, Personnel by Col. Henry W. Bailey, 19 July 1943, in "Procurement and Training of Aviation Cadets and 17 Year Olds," study 139, prepared in Plans and Mission Division, AG/AS, Personnel.

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the service commands were informed of this policy. A typical presentation ceremony was conducted under the auspices of the 17th Air Corps Command at Mitchel Field, N. Y. All the graduates of the Great New York Area schools were invited to the field to inspect the equipment, to listen to short talks by pilots and bombardiers, and to witness, as the feature event, the presentation of an aviation cadet level button to one high school boy enrolled in the Air Corps Enlisted Reserve.⁵⁷ On the fourth of July ceremonies of a similar nature were held at many of the Air Corps stations and in many cities throughout the country.⁵⁸

The Navy, however, was able to offer to the young men who enlisted in the Naval Reserve a much more tangible plan of action in its V-12 program than the wearing of a level button during a year of inactivity.⁵⁹ The Navy acted immediately on the application of each enlisted recruit, called him to active duty as an apprentice seaman, put him in uniform, and sent him to college. The Navy, furthermore, had conducted a vigorous campaign to familiarize secondary school students with the advantages of the program. It had established contacts with practically every high school in the country and maintained, in cooperation with school authorities, placement or honor rolls

57. Memo for Gen. Bevens by Maj. W. S. Titch, 4 June 1943, in A/C Br. Files, Folder, Jan. 1941 to July 1943.

58. Lt. Bruce L. Smith to CG, 35th Service Command, 8 July 1943, in A/C Br. Files, Procurement and Recruiting Branch 1943.

59. Memo for Gen. Bevens by Maj. Titch, 4 June 1943, in A/C Br. Files.

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for the names of those enlisted in the Naval Reserve. While the Navy did not actually recruit cadets in such numbers as to affect seriously AAF procurement, it did offer such an excellent immediate program that the "cream of the crop" was diverted to naval aviation cadet training. Under the Army policy the boy who on his seventeenth birthday enlisted in the reserve could not be called to duty until his eighteenth birthday. Consequently, for 12 months the youth remained in a state of suspended activity awaiting his call to the Air Corps. The Navy had a such more attractive course of action for the alert and intelligent young man who desired flying training.

In three memoranda of the spring of 1917, the Chief of the Aviation Cadet Branch strongly criticized the weaknesses of the Army program as contrasted with that of the Navy.³⁰ He urged that the Army offer the same advantages as those extended by the Navy for the training of 17-year-olds and recommended "that a pre-preparatory aviation cadet program be immediately established to match the Navy program for seventeen year olds."³¹

In the early part of June the Chief of the Special Projects Office requested information from the Air Judge Advocate regarding

30. Memo for Gen. Rowan by Maj. Mitch, 1 May 1917; memo for Gen. Rowan by Maj. Mitch, 22 May 1917; memo for Gen. Rowan by Maj. Mitch, 1 June 1917, in A/C Br. files.

31. Memo for Gen. Rowan by Maj. Mitch, 22 May 1917, in A/C Br. files.

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the possibility of training 17-year-old youths on an active or an inactive status.²² Messers ~~advised~~ in reply that although the 17-year-old Enlisted Reservists might legally be called to duty for training before reaching 18, such an action could not properly be accomplished without congressional sanction or a revision of War Department policy. An interpretation placed upon the amendment of 14 May 1940 to the National Defense Act permitted the enlistment of men under 18 years of age only if they were enlisted on an inactive status. No such legislative restriction was to be placed upon the enlistment of new personnel. Hence, the War Department did enlist personnel under 18 for active duty and training.²³

While it was possible to train AF reservists on an inactive status, it could involve some conflicts with War Department and AF policy. Persons so trained would not be entitled to pay and allowances or subject to military discipline or control. If given flying instruction, they could not be allowed the protection

22. RIF No. 103, Col. T. Tucker Division, Chief, Special Projects Office, to E. Relative Flying Div., 2 and 3 June 1943, in "Procurement and Training of Aviation Cadets & 17 Year Olds."

23. The ~~Index~~ ^{General} ~~Advised~~ ^{Advised} earlier states that legally young men once enlisted on an inactive status pursuant to the 14 May 1940 amendment to the National Defense Act, could then be called to active duty. However, in view of the definite requirements made to the cadets and their parents prior to enlistment to the effect that they could not be called to training before reaching 18, they could not be called in good faith. Furthermore, to call up the recruits would be a breach of congressional policy as expressed in the amendment of 14 May 1940. Memo for JAG by Col. Charles W. West, 12 April 1947, in 1410.

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of insurance at government expense authorized for aviation cadets and aviation students. In order to train these individuals in an inactive status, legislative action would again have to be taken. ³⁴

However, on 22 June 1943 the Director of War Mobilization, James F. Byrnes, in arbitrating the differences between the Army and the Navy on the one hand, and the War Manpower Commission and the Office of War Information on the other, stated that the Army and Navy could call up the 17-year-old reservists immediately on enlistment. ³⁵

This seemed to give the AAF the authority it needed. The terms of this authority were confusing, however, and the Chief of the Aviation Cadet Branch proceeded to investigate its meaning. He was informed by G-1 that it had not been the intention of the Byrnes memorandum to permit the call to active duty of boys before they reached their eighteenth birthday. G-1 emphasized the fact that the provisions of the May 1941 amendment to the National Defense Act did not permit the War Department to make such a regulation. ³⁶ Thus, despite the statement made by the Director of War Mobilization and despite the fact that 17-year-olds qualifying for cadet training could be called

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- 34. ROR, AJA to Special Projects Office, 16 June 1943, in "Procurement and Training of Aviation Cadets & 17 Year Olds"; memo for AJA by Henry T. Duncan, Chief, Military Affairs Div., 14 June 1943, in ibid.
 - 35. James F. Byrnes to H. L. Stinson, etc., 22 June 1943, in A/C Br. files, Publicity.
 - 36. Chronology of Action, introduction to "Procurement and Training of Aviation Cadets & 17 Year Olds."

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to active duty level. War Department policy was opposed to such a measure.²⁷

In the meantime the Special Projects Office continued its investigation of the problem and reached the conclusion that "the present authority to induct seventeen-year-olds and send them to the Air Corps Unlisted Reserve until call to active duty at age 18 is not an adequate scheme to reach the number estimated as being qualified for this training."²⁸ The civilian and military sources in the 18 to 23 age bracket had been consistently referenced and could no longer furnish candidates of the same caliber as could a source which was being reaped every month. Furthermore, if the authority was granted to call 17-year-olds to active duty, it would stabilize the flow of recruits to training. While a selective induction of the 17-year-old field was necessary under current quotas, it was even more imperative in view of an anticipated increase in the quota allotment to aviation cadet training. Consequently, it was proposed that a staff study be prepared for the Deputy Chief of Staff recommending that the age between the ages of 17 and 18 be called to active duty. The Assistant Chief of Air Staff, Personnel indicated, however,

27. Memo for Gen. Townes by Maj. W. S. Fitch, 23 June 1943, in 1/C Br. Files.
28. Memo for AG/AS, Personnel by Col. Henry C. Bailey, Chief, Plans and Liaison Div., 19 July 1943, in "Procurement and Training of Aviation Cadets - 17 Year Olds."

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that the recommendation was too revolutionary and that such an authorization could only be justified by an extreme emergency.³⁹ By mid-August this program for the organized preparatory training of 17-year-old Air Corps Unlisted Reservists was still under consideration.⁴⁰ The problem was ultimately solved by the introduction of a new factor. In the fall of 1947 the Civil Air Control, which had become an auxiliary of the AAC, began to give pre-training aviation courses to such reservists as desired them.

System of Voluntary Induction

The third means of attaining a larger aviation credit training offer the ordering of voluntary enlistments and through the voluntary induction of civilians. Under the provisions of the Selective Service system it was possible for a man to apply for voluntary induction into some branch of the service. There was no guarantee under this system that the inductee would be assigned to the service of his choice, but his chances for such an assignment were much better than if he waited until he were drafted.

Selective Service together with the Joint Army-Navy Personnel Board worked out a procedure to facilitate the procurement of specialized personnel including aviation credits under this system.⁴¹ According to these arrangements, registrants who

39. Brig. Gen. J. W. Brown to Plans and Mission Div., 23 July 1943, in *ibid.*

40. Maj. W. W. Fiddie, Executive, A/C Br., to CG, 1st Service Command, 308, 21 Aug. 1943, in A/C Br. Files, Procurement--17 Year Olds.

41. Local Board memo 172 issued 27 Jan. 1943 as amended 1 March 1943 by Gen. Louis B. Touchette, in AAC 347.71, Induction.

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desired to apply for aviation cadet training might do so at their local Aviation Cadet Examining Board. If the applicant passed the mental screening test, the physical examination, and the required aviation cadet form training as pilot, navigator, or bombardier, he was furnished with a letter to the commanding officer of the army forces induction station. The recruit at then applied for voluntary induction at his local Selective Service board. He was ordered to report for induction in exactly the same manner as any other volunteer. When inducted he was assigned to the Army and sent to training. The letter setting forth the pertinent facts concerning the voluntary induction procedure was included in a copy of the 20 cover.

On 7 February 1943 the Assistant Chief of Staff, G-1 directed a memorandum to The Adjutant General in which this new procedure was outlined.⁴² Two days later, The Adjutant General advised the commanding generals of the service commands of the provisions established for the voluntary enlistment of aviation cadets. During the remainder of February the details of the plan were worked out.⁴³ When the program got underway, about the first of March, full-scale experiments were run in the

42. Memo for CG from JED, JIS by Brig. Gen. J. G. White, AG/S, G-1, 7 Feb. 1943; AG to CG, A7, 8 Feb. 1943, in A/C Br. files, Voluntary Induction.

43. AG to CG's, Service Commands (radiogram), 17 Feb. 1943, in A/C Br. files, Voluntary Induction.

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newspapers and magazines calling attention to the fact that civilians might again be accepted for airplane training.⁴²

Shortly after voluntary induction was initiated in March 1917, it became evident that certain changes were necessary in order that this system might function at maximum efficiency. One of these was the reduction from 90 to 70 days of the time allowed for the validity of the aviation enlistment certificate issued by the recruiting board. The other was the elimination of the difficulties attendant upon taking the physical examination. Because of the great increase in the number of Aviation Cadet Training Boards after America's entry into the war, there was not an adequate number of flight surgeons available to examine all these boards. It was therefore necessary to refer most applicants who had passed the initial screening test to near-by Army air bases for the physical examination. In order to reach the Army air base, the applicant had to travel at his own expense. Obviously, this proved an obstacle, particularly to the younger age groups.

On 13 March 1918 a staff study was ordered in which this problem was pointed out.⁴³ Also indicated was the fact that

42. Memo for Lt. Col. Lloyd T. Woodard by Maj. W. H. Smith, 13 Feb. 1918, in A/C Tr. Files, Procurement and Recruiting thru 1918.
43. Unaired memo for AG/S, G-1, 13 March 1918, in A/C Tr. Files, Staff Studies.

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the Navy as a part of its aviation cadet recruiting program had for some time paid all expenses incident to the examination of those candidates who were qualified for naval aviation training. This included not only travel costs, but charges for food and lodging. It was believed that this gave the Navy a decided advantage over the Army and might result in the loss to the Army of a considerable quantity of good material. Therefore the recommendation was made that the Army adopt similar procedures, in order to encourage the voluntary induction for aviation cadet training of qualified civilians, to make the Army program uniform with the Navy as provided for in the Joint Army-Navy procurement procedure, and to obviate criticism.⁴⁶ This was approved, and on 3 April 1943 the Warrent Army Regulation (AR 315-150, par. 14b) was amended so that all civilian applicants between the ages of 17 and 28 who qualified for aviator training could be transported to receive the physical examination at government expense.⁴⁷

The second revision in the voluntary induction system aimed at reducing the interval between the candidate's qualification by the board and his induction for training. In establishing the voluntary enlistment for specialized personnel, the War Department required that the applicant should be allowed a

46. Id.

47. AR 315-150, c.3, 3 April 1943.

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maximum of 60 days to be used at his discretion before offering himself for induction after he had been qualified. This provision and the fact that draft boards accepted qualified volunteers only when their fall within their monthly quotas considerably slowed down the flow of cadets to training.⁴⁸ The Aviation Cadet Branch in the early spring of 1943 proposed to Selective Service Headquarters that qualified civilian candidates be immediately accepted by local draft boards without waiting for the monthly quota. If the draft board exceeded its monthly quota, the excess could be credited as part of the next unfilled quota of the board.⁴⁹ Apparently this recommendation was not acted upon. In May 1943 the Chief of the Aviation Cadet Branch reviewed the recommendation and further proposed that the applicant be allowed not 60 but 30 days before being inducted.⁵⁰ By the early fall of 1943 certain restrictions in the program had been lifted. The validity of the letter was reduced to 45 days and Selective Service Headquarters agreed to cooperate in encouraging local boards to speed the shipment of inductees to training.⁵¹

Men in the Army

The men recruited from the ranks of the Army were an important supplement during this period to the numbers procured

48. Unsigned memo in A/C Br. files, Voluntary Induction.

49. Ibid.

50. Memo for Gen. Rowan by Maj. Litch, 1 May 1943, in A/C Br. files.

51. Conversation with personnel in A/C Br.

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from civilian life through voluntary induction and the Air Corps Enlisted Reserve. Military courses were, generally speaking, of three types: the Army Air Troop, the other branches, and eventually the reception centers. While the AIF had given priority over any other arm or service, there is considerable evidence to indicate that certain problems had consistently attended procurement efforts within the Army. One of the most significant obstacles was the understandable reluctance of commanding officers and their subordinates to forward the applications of men desiring assignment to aviation cadet training. As early as 10 May 1941 The Adjutant General had dispatched the following message for the attention of all organization commanders:

Many enlisted men and trainees are qualified flying cadet material and should be encouraged to apply for flying cadet training. Complaints from various sections of the country indicate that applications of enlisted men and trainees have been returned or not forwarded to the Corps Area Commanders by the organization commanders. The right to submit an application for flying training must not be denied.⁵²

The fact that the instructions in this message were repeated many times, both by district commanders and officers in higher echelons, indicates that difficulties were encountered in their enforcement.

⁵² No., Jefferson Barracks, Mo., Office of the CG, Circular No. 28, 31 Oct. 1941, in A/C Tr. Files, Procurement and Recruitment thru 1942.

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Coincident with the reluctance of unit commanders to release men serving in one branch of the Army for training in another was the fact that large numbers of enlisted personnel were not well informed about the possibility of aircrew appointment. They did not know how to determine their eligibility nor how to apply for flying instruction. This lack of knowledge operated substantially to limit the number of prospective aviation cadets.⁵³

A third very real obstacle to the volunteering of enlisted men for flying training was the fact that in so doing they were deprived of dependency allowances and, in certain cases, suffered material reduction in pay.⁵⁴ During 1943 the number of men with dependents inducted into the Army was considerably greater than the number in previous years. Consequently, aviation cadet training became progressively less attractive to enlisted men. In view of the urgent need for recruits from military sources, this obvious difficulty was recognized and measures were taken to improve the situation. On 21 July 1943 aviation student status was revised so that enlisted men training aircrew training could be permitted to train in grade and remain eligible for dependency allowances.⁵⁵ On 23 October 1943 dependency allowance legislation was amended to give aviation cadets the same

53. Memo for A/G Tr., Personnel by Col. Frank C. Taylor, 10 July 1943, in "Procurement and Training of Aviation Cadets & 17 Year Olds."
 54. Ibid.
 55. AFM No. 53-21, 30 July 1943. Connections with personnel in A/G Tr.

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dependency allotments granted to enlisted men of the Army. These enlisted men who had previously elected aviation cadet status in order to be eligible for dependency allotments were permitted to re-elect aviation cadet status if they so desired.⁵³

Much greater difficulties were involved in overcoming the soldier's ignorance of matters concerning aircrew training and the resistance of his superior officer to his release for such training. Although this resistance prevailed to some extent within the AAF, it existed to a much greater degree in the Service and Ground Forces. At the beginning of 1943 the enlistment quotas of the three branches of the Army were restricted, the quota allotted for the Army Air Forces being more severely curtailed than that for the Ground and Service Forces.⁵⁷ As a consequence, it became necessary to rely rather more heavily on recruiting enlisted men from the other two branches for aviation cadet training. A situation already critical was thus intensified.⁵⁸

In April a campaign was inaugurated to secure more recruits from the three branches of the Army.⁵⁹ Within the AAF it was possible for the commanding general to take vigorous measures

53. Daily Diary, A/C Br., 3 Nov. 1943, in ATTHI files.

57. Memo for AG/AS, Personnel, by Col. Henry C. Miller, 19 Oct. 1943, in "Procurement and Training of Aviation Cadets & 17 Year Olds."

58. *Ibid.*

59. Memo for Asst. Sec. of War for Air by Gen. Bevans, AG/AS, Personnel, 19 Oct. 1943, in A/C Br. files, Procurement and Recruiting thro 1943.

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to promote this drive. On 21 April 1913 a memorandum was sent to the commanding officer of each air force and air corps and within the United States. This memorandum urged that steps be initiated to examine all officers and enlisted men who volunteered for flying training, and concluded: "It is desired that you bring this opportunity to the attention of every potential candidate and see that his immediate superior officer does not discover the application and subsequent transfer."⁶⁰ It is significant that this memorandum was followed by a second one on 23 May 1913 which again stated emphatically the necessity for securing the cooperation of all officers in encouraging applications for flying training in view of the need for greater numbers of aviation cadets.⁶¹

While these directives had gone to all Air Force commands, posts, and stations, no similar efforts appeared to have been made at this time by stations and posts under the Army Ground Forces and Army Service Forces.⁶² The Commanding General of the Army Air Force was in no position to insure that such steps would be taken by the Service Forces and the Ground Forces except through channels. It appeared to the Aviation Cadet Branch, however, that the Adjutant General and the commanding generals

60. CG, AAF to all Air Forces and Commands (r 310 ror), 21 April 1913, in A/C Br. Files, Procurement and Training thru 1913.
61. CG, AAF to all Air Forces and Commands, 23 May 1913, in A/C Br. Files, Procurement and Training thru 1913.
62. Memo for 10/13, forwarded by Col. Henry C. Bailey, 19 July 1913, in "Procurement and Training of Aviation Cadets & 17 Year Olds."

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of the service commands were not being known to procure men from these two branches of the Army. At the beginning of May the AAF was contributing more than half of the enlisted men qualified for aviation cadet training.⁶³ It was the opinion of the Aviation Cadet Branch that if efforts similar to those undertaken by the AAF were instituted by other branches of the service and obstacles were removed over processing and transferring enlisted men to aviation training, better results would ensue.

On 23 June 1943 the War Department comprehensively directed the full cooperation of all Army organizations in assisting in the procurement of aviation cadets. It stated:

Information has reached the War Department that enlisted men are frequently unable to obtain desirable information from the commanding officers about the opportunities for aviation cadet (in crew) training, and on occasions have been informed that in order to qualify it would be necessary for them to proceed to the location of the nearest aviation cadet training base on their own time and at their own expense in order to have their applications acted upon. . . . It is the intent of the regulations that every man who has the desire to fly and meets the eligibility requirements . . . will be given the opportunity to qualify for flying training. Commanding officers of all echelons should be familiar with the procedure to be followed in processing an enlisted man's application and in arranging for him to take the qualification examination.⁶⁴

As indicated, this was not the first time that commanding

63. Memo for JC/S, C-1 of Gen. Board, 12 May 1943, in A/C Br. Files, Procurement and Recruitment, para 117.

64. WD Form No. 1110-65-13, 23 June 1943.

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officers of Army units had been ordered to give full cooperation to the recruitment of aviation cadets from Army ranks. Follow-up measures appeared necessary.

One of the results of the study on aviation cadet procurement undertaken by the Plans and Liaison Division of Military Personnel was the recommendation that Air Liaison Officers in service centers headquarters be authorized to inspect all installations including dependent stations within their respective commands to ascertain that there was full compliance with all directives pertaining to aviation cadet procurement.⁵⁵ This study further reported that in order to facilitate procurement from military sources authority is recommended for the Assistant Chief of Staff, G-1 to allow military personnel to submit their applications directly to the Colonel General, AF in terms of processing them through existing obstructive channels. The third recommendation made in this report was that suitable regulations should be made to the Ground and Service Forces for all personnel received from them, in order to prevent their losing personnel either in quality or quantity.⁵⁶

In reviewing these recommendations the Assistant Chief of Air Staff, Personnel was influenced by the fact that recruitments for June and July 1945 had improved considerably over the

55. Report for G-1/S, Personnel by Col. Henry C. Bailey, 19 July 1945, in "Procurement and Training of Aviation Cadets & 17 Year Olds." 56. Ibid.

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of March, April, and May, the first three months of the new
aviation credit procurement program. His judgment, he believed,
was that any reorganization which demanded substantial changes
in the Department policy should be withheld until such time as
events were not being met.⁸⁷

Action on the suggestion to transfer liaison officers and ac-
quisition inspectors at Army installations was therefore
withheld. The proposal that applications be submitted directly
to the Commanding General of the AIT was considered "so revolu-
tionary that only the most critical situation could lead to its
being approved."⁸⁸ The third reorganization, which aimed at
providing the Ground and Service Forces with replacements for
all men transferred from these branches to aviation credit train-
ing, was favorably received. General Perrine suggested that the
Plans and Liaison Division together with the Enlisted Branch
and the Aviation Credit Branch of the Military Personnel Division
work out a suitable flow. In so doing, however, they had to
take into consideration the manner in which a new system for
processing enlisted men directly from the reception centers
would affect the entire situation,⁸⁹ for the AIT had secured
authorization permitting the recruitment of all enlisted men at
reception centers for aviation credit training.

87. Gen. Perrine to Plans and Liaison Div., 25 July 1947, in
"Procurement and Training of Aviation Cadets & 19 Year Olds."

88. Ibid.

89. Ibid.

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"Volunteering for Flying Training" at Reception Centers

The introduction of this new procedure was a logical step. There was no doubt that many units had suffered severe losses through the assignment of trained and qualified enlisted personnel to aviation credit training. It was believed that this problem and other difficulties encountered in securing the transfer of enlisted men to wherever training could be obtained if the centers operated at the reception centers.

On 17 April 1942 the Assistant Chief of Staff, G-1 proposed that applications for flying training be accepted to the AF directly from reception centers.⁷⁰ This recommendation was concurred in, and on 15 May 1942 G-1 directed the Assistant General to dispatch a letter outlining the new policy to the commanding generals of the service commands.⁷¹ In the first part of June, the Assistant General issued instructions which made the Army Reception centers a source for aviation credits.⁷² Beginning with the first of August, all men processed at reception centers who expressed a desire to fly and who met the established requirements were to be assigned to AF basic training centers as part of the quotas allotted to aviation credit training. This included native-born Americans, 18-35 years old,

70. Memo for CG, AF by Brig. Gen. W. G. White, AG/S, G-1, 17 April 1942, in AG Tr. Files, Procurement and Training thru 1945.
71. Memo for CG (through WFO, AF) by Brig. Gen. W. G. White, AG/S, G-1, 15 May 1942, in "Procurement and Training of Aviation Cadets & 17 Year Olds."
72. AG to CGMA, Service, 25 June 1942, in ibid.

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who attained a score of 100 or better on the Army General Classification Test and who passed a brief form "20" physical examination, the final determination of physical qualification to be made at the AIF basic training centers. Each soldier who was accepted was informed that his selection was only tentative. Before being sent to receive paratrooper, pilot, or helicopter training, he was required to pass further physical, mental, and psychological tests. Moreover, his assignment also depended on vacancies under existing quotas.

Shortly after this system was begun, a fundamental weakness in the plan became evident. Under the procedure all volunteers for flying training sent to the basic training centers were to be cleared to the aviation cadet monthly quotas. Because of the lack of screening tests administered at the reception centers, however, the bulk of the volunteers were ultimately disqualified for aircraft training. Some did not make satisfactory scores on the Aviation Cadet Qualifying Examination; others were eliminated through the physical examination. Of more than 10,000 potential trainees who had been received from this source by 12 October 1943, only 33 per cent, or 3,500 of those selected, ultimately met the qualifications for aviation cadet training. The result was that the monthly requirement for fully qualified men could not be met because the total number of volunteers for

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flying training received at the reception centers, including those later eliminated, was directed to aviation credit requirements quotas.⁷³

This situation soon became apparent, and early in September the Assistant Chief of Staff, G-1 presented a solution to the difficulty. He suggested that men who volunteered during the month for flying training at reception centers be tentatively charged against aviation credit allotments in proportion to the number who had successfully passed the final tests at the basic training centers in the previous months. The remaining percentage could be included in the regular AF quota of enlisted men. Only the men who actually qualified at the basic training centers should be tentatively charged against the aviation credit quota each month.⁷⁴ This recommendation was not accepted, however, on the grounds that the quota which allotted to the AF was allocated for certain percentages of failures to meet aircrew qualifications; that these quotas were correlated with total monthly induction; and that the solution offered would upset the current allocation plan for all induction units since.⁷⁵

An alternate suggestion was advanced by Brig. Gen. R. E. Forman of the Military Personnel Division of the Army Service

73. Memo for Asst. Sec. of War. for Air by Gen. Bernard, 19 Oct. 1943; Disposition Form, 1st Lt. Gen. W. C. White (by P. Barry), 20/3, G-1 to CG, AF (Attn: CG/AS, Personnel), 1 Oct. 1943, in "Encouragement and Training of Aviation Cadets 17 Year Olds."

74. Memo by CG/AS, G-1 by Gen. Bernard, 2 Oct. 1943, in ibid.

75. D/T, Brig. Gen. R. E. Forman, 20/3, AF/AS, to Chief of Staff, 20 Jan. 1944, in ibid.

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Force. His solution to the difficulty was the administration of more severe screening tests at the reception centers. Closer correlation between the Army General Classification Test and the Aviation Cadet Qualifying Examination coupled with a more thorough physical examination by the flight surgeon would reduce to a considerable degree the number of those eliminated at the Air Basic training centers.⁷⁶ This opinion was concurred in by G-1 and G-2.⁷⁷ On 6 October 1947 directives were issued by The Adjutant General to the commanding generals of all service commands to the effect that as of 15 October 1947 the Aviation Cadet Qualifying Examination was to be administered at the reception centers to all enlisted men who were qualified; who volunteered for flying training; who made a standard score of 100 or better on either the Army General Classification Test or the Mechanical Aptitude Test; and who were physically qualified for flight training as aviation cadets after a thorough physical examination on the basis of "TDS Form 571" by a representative of the Air Surgeon.⁷⁸

This plan was brought to its logical conclusion when it was finally decided to establish Special Aviation/^{Cadet} Training Boards at the reception centers to evaluate volunteers for flying training and their overall quality of qualification with those being

76. Memo for A/C/S, G-1 by The Hon. Russell B. Tompkins (by T. L. Gordon), 13 Sep. 1947, in ibid.
77. D/S, Maj. Gen. W. H. C. ... (Attn. 16/AS, Personnel), 4 Oct. 1947, in ibid.
78. Memo to all Service Commands, 1947, in A/C Br. Files, Policy Sec. 1013-.

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shined from other sources of procurement. On 13 October a
reference was sent to each service command directing the est-
ablishment of Special Aviation Cadet Examining Boards at the
recognition center.⁷⁹

Thus, the sources upon which the IAF could draw for recruits
for flight training during 1942 were varied. The first was
the Air Corps Cadet School, which, as it had been originally
constituted, was operationally activated on the first of April 1942.
The Indian Air Force's scheme of voluntary induction went into
effect. In April an intensive educational campaign was inaugu-
rated to procure recruits from within the Army. In August
recruitment at recognition centers began. Throughout the year
efforts to secure 17-year-old cadets continued with
training intensities until by the fall of 1942 the bulk of publicity
was directed toward the Army. The attached chart shows the
total actual admissions by categories from 1 March 1942 to 1
September 1942. Through the combined sources of supply, the
deficits in aviators which had existed in the spring of 1942 were
overcome by the fall of 1942.

Important developments which affected the training of
these sources favorably and unfavorably during this period took
the following course:

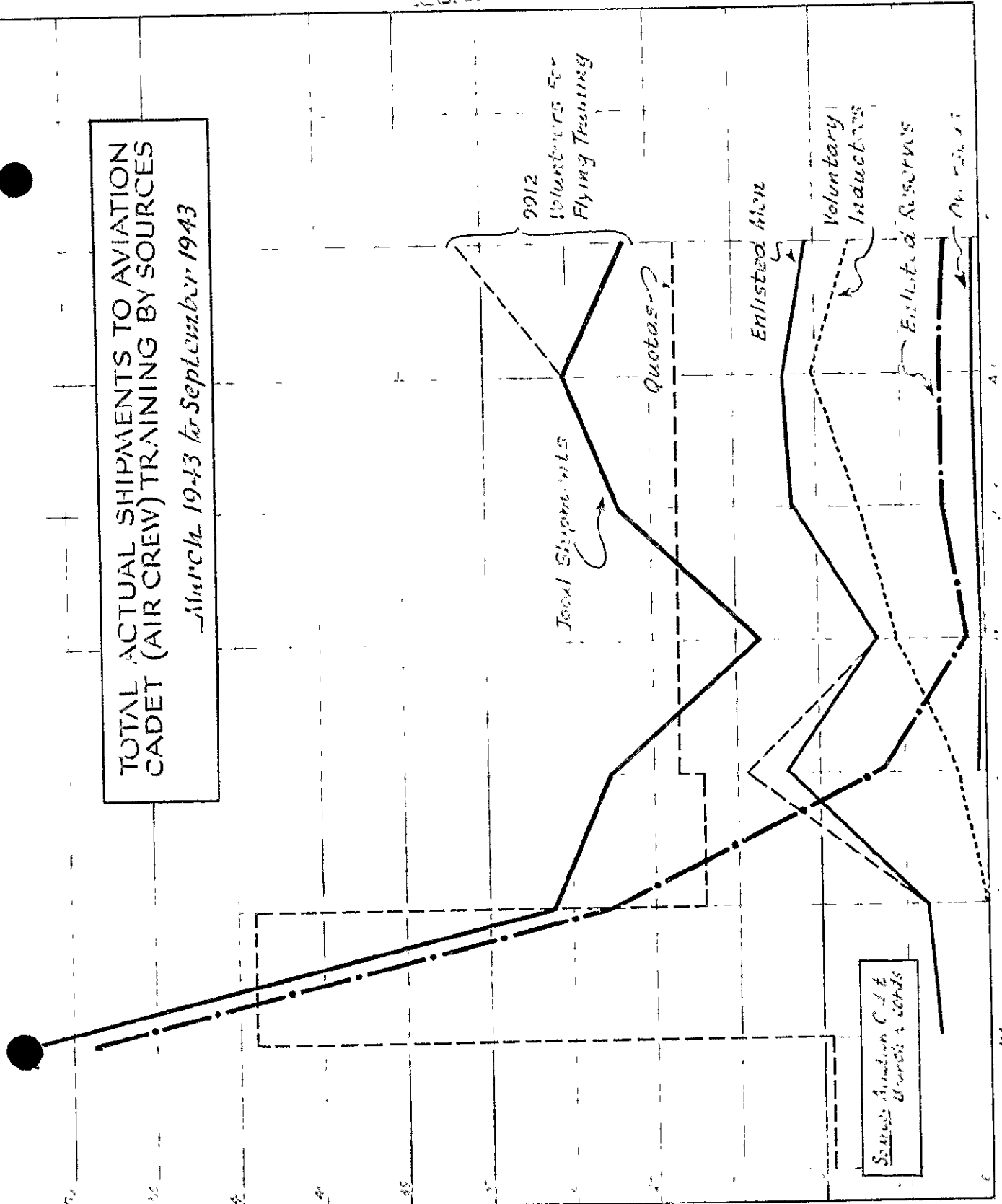
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79. Historical Report, 1/0 Ex., report dated 13 Oct. 1942, in
AFMFI file.

Handwritten notes at the top of the page, partially obscured.

TOTAL ACTUAL SHIPMENTS TO AVIATION CADET (AIR CREW) TRAINING BY SOURCES

March 1943 to September 1943



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Commission restrictions on AIT publicity; the retention of news advertising agency; the contributions of the Civil Air Patrol; and the relationship of the AIT to The Adjutant General in the matter of procurement.

Publicity and Procurement, 1913

Joint Army-Navy Board and War Relocation Commission Restrictions on AIT Publicity

Among the most important reasons for the extra difficulties during 1917 were the restrictions on publicity imposed by the Joint Army-Navy Board on the one hand and the War Relocation Commission on the other. Decrease of the title business in the newspaper market, the advertising agencies could no longer be given a free hand. The limitations established by the Joint Army-Navy Board were to prevent the competitive competition between the branches of the armed services. Those set by the War Relocation Commission were necessary by the needs however shortsighted existing generally throughout the nation and particularly in the case of highly concentrated war industry.

To avoid the competitive use of advertising media by the armed services, it was decided early in 1917 that all recruiting advertisements should be submitted for approval through the office of The Adjutant General to the Joint Army-Navy Board.²⁰

20. Memo for Director, WD TFP by Col. William H. Smith, Acting Asst. to Director for AIT Coord., 10 Nov 1917, in A/O Dr. Files, Publicity 1917.

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February the Joint Army-Navy Board issued a ruling restricting
advertising for the procurement of cadets to a total of a
"national or informational return as distinguished from a
promotional return."⁸¹ This involved a severe curtailment of
publicity activities. Prospective candidates were henceforth
to be given the same facts concerning qualification and manner
of enlistment (under of cadetship).

This regulation proved sufficiently restrictive when on
27 March 1947 the Aviation Cadet Branch was notified by The
Adjutant General's office that the War Relocation Commission
had banned the use of radio for post announcements and direc-
tions to disseminate information to prospective aviation
cadet trainees.⁸² The commission was on record as definitely
disapproving all radio announcements relative to the voluntary
induction of men to serve in Army or Navy aviation cadets.
The GWR refused clearance to radio broadcasts of all types of
Army recruiting except that on behalf of the USAF. This deprived
aviation cadet recruitment agencies, both national and local,
of an extremely valuable advertising medium.

The matter was immediately taken up before the Joint Army-
Navy Personnel Board. Following this, on instructions from

⁸¹ Memo for C/AS by Col. William H. Smith, 27 May 1947, in A/C
Files, Procurement and Recruitment Area 1947.
⁸² Memo for Dir. Gen. W. G. White by Maj. W. J. Fitch, 8 May
1947, in A/C Tr. Files, Publicity 1947.

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Brig. Gen. W. G. White, Assistant Chief of Staff, G-1, consultation from the JAC called upon the War Relocation Commission. At this conference on 3 April and another one held on the next day at Selective Service Headquarters, little satisfaction was secured. At a subsequent meeting of the Joint Army-Navy Personnel Board on 18 April the question was again reviewed, and G. E. Barr, Special Assistant to the Secretary of War, volunteered to bring the matter to the JAC's office again.⁸⁸

As the weeks passed and no official measures were taken, the situation brought about by the War Relocation Commission ruling grew increasingly unsatisfactory. The results of a survey made by W. W. Ayer and Company, the advertising agency contracted with Army recruiting, indicated that 40 per cent of the people in the United States did not know that it was possible to apply for direct training by means of voluntary induction. This situation obtained despite extensive newspaper announcements. The Chief of the Division of Civil Branches realized the fact that one of the principal causes for the public's ignorance was the War Relocation Commission decision on the use of radio,⁸⁹ and he urged: "It is particularly requested that all appropriate procedure be sought to bear to remove the restriction on radio publicity."⁹⁰

88. ibid.

89. Memo for Gen. Brown by Lt. J. S. Fitch, 4 May 1943, in A/C Br. Files.

90. Memo for Gen. Brown by Lt. J. S. Fitch, 4 June 1943, in A/C Br. Files.

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Because of the stringent manpower situation, the War Manpower Commission had not only banned the use of radio, but in early spring of 1943 had also indicated that in certain labor shortage areas all recruiting must be limited to the answering of questions. This was a severe impediment to the procurement of cadets as was pointed out in April by the assistant recruiting and induction officer in the First Service Command. He stated:

Our drive up in Burlington, and Rutland, Vermont this week and next is bringing some results, but the difficulty is that there are so many industries that we cannot interfere with such as manufacturing, farming, etc. I sometimes wonder where the applicants come from and why they haven't been drafted before. However, they seem to appear from somewhere. It seems to me that the manpower board is making quite an unnecessary fuss about our going after Aviation Cadets inasmuch as the Draft Board has the final say whether or not a man is in a vital industry or in a key position, and they have the authority to refuse to release him.⁸⁶

As has been indicated, the War Manpower Commission also challenged the necessity for continuing the recruiting of 17-year-olds for the Air Corps Enlisted Reserve.

Eventually the controversy concerning war manpower policies was turned over for settlement to the Director of War Mobilization. He decided that the AAF could continue recruiting 17-year-olds

86. E. H. Moltzman, 1st Service Command, Recruiting and Induction Officer, to Maj. A. C. Fitch, Chief, A/C Br., 9 April 1943, in AAG 541.01, Publicity and Advertising etc.

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provided a full report of the number of reservists procured and the number to be assigned to training was reported monthly by states. In regard to the controversy over the radio ban it was ruled that the Army and Navy could use the radio, as well as newspapers, motion pictures, and such other media as were necessary to "inculcate in young men in and out of the Army and Navy a strong desire to fly and to inform men not in the service how they may make known their desire for flying training and determine their qualifications prior to entry upon active duty." All programs were to be coordinated with the War Manpower Commission and the C.I.

General White placed the following interpretation on the decision reached by the Director of War Mobilization. In the first place all future recruitment matter was to be presented from an educational point of view. It was not to be based on or emphasize the Army's need for aviation cadets. No mention was to be made of the words "voluntary induction" for men over 18 years old in the procurement advertising. Finally, all printed or stated announcements were to include the statement, "If you are an essential worker and employed in a war industry--do not apply."

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87. James F. Byrnes to H. L. Stinson, etc., 22 June 1943, in A/C Br. files.
 88. Memo for AF (through IFO, ASF) by Brig. Gen. M. G. White, 26 June 1943, in A/C Br. files, Publicity 1943.

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The policy of the Director of War Mobilization coupled with the General Staff interpretation ultimately solved the problem of aviation credit recruiting in areas so limited by critical defense industries. The Aviation Credit Branch and The Adjutant General were informed by the General Staff that aviation credit procurement agencies must operate in such regions.⁸⁰ However, by war, avoid in all mobilization activities the use of such slogans as "Your country needs you" and warn all those employed in essential industries not to apply for training.⁸¹

There was considerable delay in utilizing the authorization for radio publicity given by the Director of War Mobilization. Although The Adjutant General had received General Staff's directive on 23 June, by 30 August no advertisement had been carried by the radio. The reason for this was that the GWT had been slow in informing its field representatives of the change in policy.⁸¹ By 30 July, however, the GWT was cooperating fully with The Adjutant General and the Aviation Credit Branch. A substantial share of the radio time allocated for government use was allotted to aviation credit procurement advertising.⁸²

80. See ind. (Col. John C. Kaden, CG, Jackson Field, to CG, A/TG), Lt. Col. W. S. Fitch to CG, A/TG, 1 Jan. 1947, in A/C Br. Files, Publicity 1947.
81. Lt. Col. W. S. Fitch to Col. William D. Lott, Jr., 1st Service Command, 22 Jan. 1947, in A/C Br. Files, Publicity 1947.
82. Memo for Maj. W. S. Neffery, Plans and Liaison Div., by Lt. Col. W. S. Fitch, 19 Aug. 1946, in "Procedure and Training of Aviation Credits & 17 Year Olds."

80. Memo for E. L. Lovett by Gen. Taylor, 19 Oct. 1947, in A/C Br. Files.

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The procurement staff and others by the Plans and Liaison Division of the office of the Assistant Chief of Air Staff, Personnel sought to bring about abandonment of the remaining restrictions on recruiting. One of the recommendations arising out of this project was that efforts be made to have reconsidered the G-1 interpretation of the ruling made by the Director of War Mobilization. Removal of the restriction forbidding the mention of "voluntary induction" would allow the advertising agency a freedom of action which is indispensable if publicity were to be of value.³³ The Assistant Chief of Air Staff, Personnel did not concur in this suggestion. In his opinion, the proper advertising agency could handle the G-1 interpretation in such a fashion as not to be hampered in its activities. The important factor, he felt, was the well-considered selection of a suitable advertising agency and the close supervision of its work.³⁴

Use of Advertising Agencies

The search for a competent advertising agency which would handle cadet procurement in the most effective way had long been a matter of concern to the AAF. In the summer of 1942 the Air Corps had suggested that the War Department retain an agency to handle aviation cadet recruiting advertising exclusively.

33. Memo for AG/AS, Personnel by Col. Henry C. Bailey, 19 July 1943, in "Procurement and Training of Aviation Cadets & 17 Year Olds."
34. Gen. Report to Plans and Liaison Div., 27 July 1942, in ibid.

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Crow, Cornell and McCall, the company which had organized the nation-wide collection drive in the spring of 1942, and the firm recommended for the task by the IAF. Apparently this proposal was not favored.⁹⁵ W. H. Ayer and Sons, Inc., who had handled all recruiting publicity for the Adjutant General since 1941, continued to handle exhibition and advertisement.

In May 1947, however, when matters were not being handled and the reasons for the exhibition were being investigated from all possible angles, the role played by advertising agencies was re-examined. On revision of a proposal submitted by W. H. Ayer and Sons, Inc. during April 1947 for the forthcoming informational advertising campaign, the Adjutant General Branch found the proposal disappointing.⁹⁶ It was felt that the proposal lacked the psychological approach necessary to appeal to the imagination of readers who are interested in exhibition; it offered no plan of education for parents and youths under 18; the media it proposed to use were of a limited variety. The most important factor, however, was the firm's basic lack of understanding of the needs and problems of the IAF brought about by its failure to maintain close contact with exhibition code enforcement agencies. Therefore, in May 1947 the Chief of the Adjutant General Branch recommended that such publicity be secured

95. DAF No. 2, AFPE to AFMA, 4 July 1946, in I/C Br. files, Advertising.

96. Unlabeled memo for Secretariat and Industrial Branch, AEO, 15 May 1947, in I/C 341.01, Advertising.

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from The Adjutant General to contract with a private advertising agency whose sole function would be to work with the AGF and The Adjutant General on behalf of aviation outfit procurement.⁹⁷

When the contract with W. W. Ames and Sons, Inc. expired at the end of June 1918, bids for future aviation outfit procurement advertising were accepted from six concerns. The criteria for the choice were: well-rounded comprehension of the problem involved, related experience in the field, the "merchandise" alone suggested, and the caliber of the copy intended to meet the selling objective.⁹⁸ On 11 August 1918 the contract was awarded to Cowen, Correll and Co., Ill.⁹⁹

In the fall of 1918 this company turned out an excellent advertisement. The headlines: "Personal and Informal," "conclusion directly to youth. The cover story laid down aviation outfit adventure, the all hour of flying, and airplane ride in connection with the AGF. During the first week of October newspaper columns published in cities with a population of more than 100,000 carried an advertisement entitled "This is Where I Belong." A second advertisement, "And Now--Good Luck and Good Hunting," appeared in newspapers throughout the country in the middle of

97. Memo for Gen. Dwyer by Maj. W. J. Fitch, 1 May 1917, in A/C Br. Files.

98. Pencilled notes in "Procurement and Training of Aviation Outfits of 17 Year Olds."

99. Daily News, A/C Br., 11 Aug. 1918, in AFMFI Files.

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My Son Flies

One More on the Nose!

It's You... and the Rest of the Team

The Army Air Corps

YOU'RE A TWO-FISTED SLUG
WHEN YOU FLY WITH THE AAF!

"LET'S GO!"

"OKAY... TAKE 'ER UP ALONE"



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October. Many excellent magazine accounts were also run at this time. This was probably the most effective series of advertisements presented in behalf of aviation credit procurement and undoubtedly was an important aid to the acceleration of credit procurement in the fall of 1943.

Contributions of the Civil Air Patrol

Another factor which effectively stimulated aviation credit procurement in the fall of 1943 was the contribution made by the Civil Air Patrol. On 22 April 1943 the Civil Air Patrol was transferred from the jurisdiction of the Office of Civilian Defense to the War Department as to become an auxiliary of the AAF. In this capacity one of its major assignments was to aid in the recruiting of aviation cadets.¹⁰⁰ The scope and organization of the CAP were well adapted to the task. With 48 state wing commands organized in more than 1,000 units, with more than 80,000 members, the CAP had complete national coverage.¹⁰¹ In carrying out this commission, the local CAP units cooperated with Aviation Cadet Training Boards while the training activity was broadly supervised by the air liaison officers of the respective service commands. The CAP undertook the recruiting campaign with considerable vigor, and procurement was given a marked stimulus by its efforts.

100. History of the Civil Air Patrol from 22 April 1943 to 23

Aug. 1947, History of the Civil Air Patrol

101. Ibid.

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The first step of the CIP recruitment operations was worked by a variety of operational measures.¹⁰² These special activities were particularly needed in the construction schools were in process and it was difficult to reach prospective candidates through regular channels. Extensive newspaper publicity, radio broadcasts, motion pictures, serial stories, and road exhibits were sponsored by the CIP in the interest of CIP recruitment. Among the most successful recruiting measures conducted by the CIP were the free 15-minute airplane rides, followed by color talks, given to eligible groups. These rides provided a highly effective means of interaction potential aviation flight training.¹⁰³ In the earlier fall, representatives of all cities in the United States developed a national plan for recruitment. CIP planes were available for exhibition in city after city, sponsored by a great deal of publicity. In the summer of 1942, a great amount of interest developed from the general public to the air field for a training. The plan was to establish a training for a CIP flight.¹⁰⁴ Another step was taken by the CIP was the production of leaflets entitled "It is Could Have Taken a To 5" containing information about aviation flight training.¹⁰⁵ Of these efforts,

102. Ibid.
 103. Historical Report, CIP, unnumbered 18 Dec. 1942, in AFMFI files.
 104. CIP Bulletin, II, p. 23 (22 Sep. 1942).
 105. Historical Report, CIP, unnumbered 23 Dec. 1942, in AFMFI files.

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Major General Thomas Miles, Commanding General of the First Service Command, reported, "The widespread favorable publicity and actual achievement of the recruiting activities are most creditable and have given impetus to the Aviation Cadet program in general."¹⁰⁶

Proportional enrollment on this intensive level could not be indefinitely sustained without depleting their own reserves. With the opening of the schools in the fall, plans were made for a summer campaign. CAC representatives conferred with local educators to secure their cooperation in conducting the aviation cadet program.¹⁰⁷ Recruiting literature was supplied to school officials, and wherever possible school leaders were advised and urged for their participation. Meetings of student bodies in high schools throughout the country were addressed by CAC officers.

In July 1947 the Adjutant General was given CAC authority to conduct aviation cadet screening operations in the Fifth and Seventh Service Commands.¹⁰⁸ The success of the experiment resulted in the extension of this authority to other service commands to be used at the discretion of the air liaison officer.¹⁰⁹ This innovation increased the points of contact with aviation

106. CAC Bulletin, II, No. 29 (5 Jan. 1947).

107. Historical Report, CAC, 1947 and 6 19 Jan. 1947, in AFM files.

108. Earl L. Johnson, National Commander, CAC (for Capt. F. Powell W. Noye), to Maj. W. S. Tibb, 20 July 1947, in A/C 741.01, Sublicity and Advertising etc.

109. AF to Service Commands, 17 Oct. 1947, in A/C Pr. files, Civil Air Patrol.

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credit prospects and reduced the distances which cadets were required to travel to receive the central qualifying examination.

A third and, from the long range point of view, most effective aid given by the Civil Air Patrol to recruiting was presented through the CIP cadet program. When the CIP became an auxiliary of the USAF there were 50,000 CIP cadets between the ages of 15 and 17 in the last two years of high school. They wore the uniform of an enlisted man with CIP insignia and were given military and aviation training by senior members of the CIP.¹¹⁰ It was inevitable that this group should become at the same time the best efficient candidate pool for the field for the recruitment of aviation cadets. Many would buy in a CIP cadet uniform and participate in aviation training. Furthermore, it was logical that at least 17 best CIP cadets from each base of the Air Corps Enlisted Reserve while continuing CIP training for another year before being called to active duty at 18. These boys wore an enlisted man's uniform with the silver insignia of the Air Corps Reserve.

Another natural development was the extension of CIP cadet training to all 17-year-old members of the Air Corps Enlisted Reserve. On 5 June 1945 the War Relocation Authority

110. History of the Civil Air Patrol from 20 April 1913 to 22 Aug. 1913, in AFMFI Series.

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orders released announcing that the CAP was offering a program for the pre-training of 17-year-old enlisted men.¹¹¹ This was a fairly simple answer to the problem of having the Aviation Cadet Branch: how to keep the 17-year-old recruits interested in the aviation program until they reached 18 and could be called to duty. Many of the Air Corps Enlisted Servicemen took this training. They were divided into flights according to the month in which they would be called to active duty. This fostered a certain esprit de corps reminiscent of the college and city unit plan. When this program was inaugurated it was anticipated that 10,000 youths between 15 and 18 years old would be trained annually by the CAP. By the beginning of 1941 plans were made to enlarge the program so that 250,000 might receive this instruction.¹¹² In January 1941 a definite set of standards corresponding to those for aviation cadet training was established for enrollment in the CAP credits.¹¹³ These requirements differed from those for Enlisted Servicemen only in the matter of weight so that CAP credits over or under weight did not correct this condition. At the same time the

111. Historical Report, CAP, re: dated 30 Jun. 1947, in AFMFI files.
 112. Interview with Capt. F. A. Woodard, CAP, AC/AS, CGAR.
 113. Historical Report, CAP, re: dated 8 Jan. 1941, in AFMFI files.

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pre-training course given to CAP cadets was more closely coordinated with the IAF Training Command so that it would be of most value to the prospective cadet. Evidence that the CAP contributed a substantial amount to aviation cadet recruiting is seen in the commendatory letters received by CAP headquarters from IAF representatives. A more tangible illustration of the confidence of US officers in CAP procurement activities was demonstrated by the fact that 295 Army aircraft were assigned among the 45 wings of the CAP for IAF recruiting.

Fundamental Problem of Procurement: Lack of IAF Control

Throughout this period many serious problems of procurement continued to arise from the fact that the IAF had no direct control over the procurement of its men. That control rested with the Adjutant General and the service commanders. Among the important reasons for the acute deficiencies appeared to be the fact that the office most vitally concerned was not authorized to perform the actual function of procurement.

For some time the office of the Assistant Chief of Air Staff, Personnel had sought to obtain a greater share in developing the policies, plans, and operating procedures for the procurement of aviation cadets. It was believed that more satisfaction and good feeling on all sides would result if the IAF

114. Ibid.

115. Historical Report, CAP, week ended 27 Nov. 1945, in AFMHI files.

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lead a first class in procurement matters. If the program were
 interested in the success of the program, the relative partici-
 pation in it, the chance for such success would be increased.
 No one could more enthusiastically express his appeal for flying
 training than those who themselves flew and were keenly interested
 in all phases of aviation. Many of the recruiting officers both
 in warehouses and in the field lacked this fundamental enthu-
 siasm for flying.¹¹⁶ Furthermore, the recruitment activities of The
 Adjutant General and the service commands had many outlets
 besides that of aviation cadet recruitment, and of this the
 office of the Assistant Chief of Air Staff, Personnel is a well
 known.¹¹⁷ It was felt therefore that if the AAF were given
 more authority over procurement, the results could be more
 satisfactory. In the first place, more funds would go into the
 program; in the second place, more stringent control could be
 exerted over service command activities; and finally, the
 confusion involved in the relationship between the office of
 the Assistant Chief of Air Staff, Personnel and The Adjutant
 General's office could be eliminated.¹¹⁸

In the course of 1943 from the changes to the training
 centers were being for the program, the difficulties inherent

116. Memo for 10/13, Personnel for Col. Henry T. Bailey, 10 July
 1947, in "Procurement and Training of Aviation Cadets & 17 Year Olds."
 117. Memo for the Adj. Gen. by Maj. W. B. Fitch, 1 May 1947, in
 A/C Tr. 1116.
 118. Ibid.

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in this complex situation are not quite clear. During the
 height of the aviation credit procurement crisis the Recruiting
 and Induction Section of The Adjutant General's office and the
 service commanders were obliged to turn their primary efforts
 to the location of "MID" enlistment. The resultant division of
 effort, both in headquarters and in the field, was detrimental to
 the recruitment of aviation cadets.¹⁴⁰ When a representative
 of the USAF sought permission to convene a joint trial with a repre-
 sentative of The Adjutant General's office through his service
 commander to stimulate credit procurement, his request was not
 granted.¹⁴¹ Yet the personnel in The Adjutant General's office
 working on credit procurement were few in number; and that in the
 service commands lacked the energy and enthusiasm which would
 have been expected of AAF officers.¹⁴² Consequently, at this
 time the Chief of the Aviation Cadet Branch recommended that
 "a fair Game officer be assigned to The Adjutant General's
 Office, and that he, to other staff officers, be considered accurate
 to assist his subordinates in the field, to do his part in the field,
 he, given full responsibility for aviation credit procurement."¹⁴³

140. Memo for Gen. Brown by Maj. W. S. Fitch, 20 May 1945, in
 A/C Tr. files.
 141. Memo for Gen. Brown by Maj. W. S. Fitch, 1 July 1947, in
 A/C Tr. files.
 142. Memo for Gen. Brown by Maj. W. S. Fitch, 20 May 1945, in
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After going through a investigation of his phase of the
 restriction credit procurement problem, the Plans and Mission
 Division reached the following less revolutionary decision:
 in order to improve the relations in cooperation between the
 AF personnel office and The Adjutant General's office, an
 officer should be detailed from the office of the Assistant
 Chief of the Staff, Personnel and restriction credit procurement
 liaison officer with the office of The Adjutant General. It
 was further suggested that two important steps be taken to
 strengthen procurement activities in the service commands. In
 the first place it was proposed that a staff study be prepared
 for G-1 recommendation that a recruiting board be established in
 the headquarters of every service command, these boards to be
 composed of AF personnel. The second board would exercise full
 control over restriction credit procurement throughout the service
 commands and would be directly responsible to the service
 commander. The second proposal called for the creation of
 recruiting teams in each command to provide intensive coverage
 of every service command so as to reach both civilians and
 enlisted personnel. These teams were also to include use of
 AF representatives, and once established, so far as possible,
 would be at least one pilot, instructor, or bombardier returned

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from overseas. Both of these measures would give the AF a
greater deal of control in procurement activities.¹⁵⁷

These proposals received a mixed treatment. The recommendation to appoint a liaison officer between the Aviation Cadet Branch and the Recruiting and Induction Section of The Adjutant General's office was favorably received by the Assistant Chief of Air Staff, Personnel, and induction section was taken to collect results.¹⁵⁸ By the middle of 1943 the first procurement liaison officer between the two offices was appointed.¹⁵⁹ The other procurement conditions had with varying degrees of success. Included in the procurement measures at board, the Assistant Chief of Air Staff, Personnel made the alternate suggestion that the air liaison officers in each service command be relieved of other liaison responsibilities in order to direct their full attention to aviation procurement.¹⁶⁰ This alternative was rejected on higher authority on 20 August 1943.

In view of the fact that the War Department has placed the responsibility for the procurement of aviation cadets directly upon the commanding generals, Service Commands, it is considered undesirable to prescribe in detail how the services of the Air Liaison Officer attached to Service Commands shall be utilized; that

157. Memo for AF/13, Personnel by Col. Frank D. Taylor, 19 July 1942, in "Procurement and Training of Aviation Cadets & 17 Year Olds." 15. Gen. Board to Plans and Liaison Div., 25 July 1942, in ibid.
158. Memo for AF/13 by Gen. Peters, 12 Sep. 1942, in A/C Br. files, Procurement and Recruiting thru 1942.
159. Gen. Board to Plans and Liaison Div., 25 July 1942, in "Procurement and Training of Aviation Cadets & 17 Year Olds."

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better results can be accomplished by informal agreement and lateral cooperation between the Commanding General, Army Air Force and the Commanding General of the Service Command without direction from higher authority.¹²⁷

The Air Force cooperation for allowing the AAF transfer participation in combat operations through the establishment of AAF recruiting teams to reach both civilian and military personnel, will not be likely to succeed, as anticipated. The Assistant Chief of Air Staff, Personnel decided that such teams could be organized but that their cooperation should be confined to AAF activities.¹²⁸ Thus the cooperation was a result of the Army and Air Force cooperation that did not exist in the past. In view of the problems which arise from the operations necessary to be maintained by the skill of AAF, the reduction of the number of personnel and the reduction of the content of it of course will have been. By this arrangement the Air Force reached a satisfactory level, and for that reason the position of the AAF in regard to cooperation for aircrew training was not so difficult as it had been in the past.¹²⁹

127. Memo for CG, AAF by Col. James A. Miller, 20 Aug. 1947, in "Department and Records of the AAF" 17 Aug 1947.

128. Gen. Report to Plans and Liaison Div., 27 July 1947, in ibid.

129. Memo for T. A. Isaacs by Gen. James, 10 Oct. 1947, in A/O Ex. 1110.

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CONCLUSION

Program and Plan for 1947 to the Spring of 1947

By the middle of October 1947 it appeared that the current crisis of the program six months into 1947. Accidental shortages in the number of trained officers had critical effects on the program, and the late fall approached the flow of qualified candidates exceeded the requirements under the existing training program.¹ As a result, a large untrained list of qualified candidates had built up. With continued shortages in naval pilot training objectives, it was evident that a reversal of the situation which earlier had taken place. The problem was no longer one of difficulty in the flow of recruits, but of curbing the flow in order to conform to the needs of the war effort.

Beginning with the calendar year 1947, it was proposed to reduce the naval training program to approximately 10,000 or 12,000 pilots per year.² A corresponding reduction in procurement objectives was proposed. On 11 November 1947 a decision was proposed to cut back the number of men procured for aviation training to about 10,000 to 12,000 per month.

1. Report for T. A. Report by Gen. ... 10 Oct. 1947, in A/C Tr. Files.
2. Project Book of ... in ... Files.

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commencing with the first of the year. These reduced quotas coupled with the backlog of applications necessitated a review of existing procurement policies and procedures.

As physical and mental qualifications had earlier been revised to enlarge the available field of manpower, it logically followed that these qualifications should be re-examined in order to limit the number eligible for flying training. As a result of a conference between representatives of the Psychological Branch of the office of the Air Surgeon, the Training Command, and the Assistant Chief of Air Staff, Personnel, held in the middle of November, the passing mark on the Aviation Cadet

4

Qualifying Examination was raised. This change became effective

5

on 10 February 1944. Toward the end of December it was

further decided that after 1 March 1944 only those candidates were to be accepted who met the physical standards as they

6

existed prior to August 1943. It was believed that the reduced flow resulting from these changes would assist in adjusting the supply to the demand.

Where the early emphasis had been on the expansion of sources available for flying training, in the fall and winter of 1943-1944 this emphasis shifted to the other extreme. The

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3. Weekly Report of Activities, Research Div., Air Surgeon's office, 15-20 Nov. 1943, in AFTHI files.
 4. Ibid.
 5. Weekly Activity Report, A/C Br., 11 Feb. 1944, in AFTHI files.
 6. Ibid.

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group first affected was that recruited from military ranks. Because of the oversupply of aircrew candidates, it was necessary to limit drastically the number of officers assigned monthly to aircrew training in grade. Plans were laid to reduce the monthly quotas of trainees so assigned to 200 by March 1944.⁷ In view of this and the large backlog of applicants in this category (5,500 on 1 December 1943 and 9,000 on 1 January 1944),⁸ it was necessary to apply a highly selective procedure to determine the number of officers to be assigned to training. To this end all the applicants on the list for aircrew training in officer grade were for the first time required to take the Aviation Cadet Qualifying Examination. The passing score on this test was adjusted to secure the desired reduction in numbers.⁹

On 22 February 1944 procurement of aviation cadets from the Army Ground and Service Forces was suspended.¹⁰ Under authorization of War Department G-1, The Adjutant General issued a directive to all service commands terminating the acceptance of further applications from officers and enlisted men in the Ground and Service Forces for transfer to the Army Air Forces for aircrew training. On 29 February 1944 this ruling was extended to the Army Air Forces.¹¹

The logical conclusion of these developments was reached shortly thereafter when procurement from civilian sources was suspended. For according to the Requirements and Resources

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7. Daily Diary, A/C Br., 30 Nov. 1943, in AFMI files.
 8. Daily Diary, A/C Br., 1 Dec. 1943; Weekly Activity Report, A/C Br., 1 Jan. 1944, in AFMI files.
 9. Weekly Activity Report, A/C Br., 4 Dec. 1943, in AFMI files.
 10. Historical Report, A/C Br., week ended 4 March 1944, in AFMI files.
 11. Ibid.

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Branch of the Military Personnel Division, the practice of enlisting in training was great enough so that procurement could be immediately changed and would not need to be in a main until December [1944].¹² Consequently, toward the end of March 1944 further recruitment from civilian life for primary training was terminated, and further enrollment of 19-year-olds in the Air Corps Enlisted Reserve was temporarily brought to a halt. Air Corps training remained open only to the following categories of personnel:

1. A17 officers and enlisted men who were combat crew members returned from overseas.
2. A17 colored enlisted men and 18-20 year-old colored civilians (voluntary inductees).
3. Former Civilian Conscription Authority War Training Service instructors and trainees that are in active duty with the A17 or inactive status in ACER in accordance with previous commitments made to the Civil Conscription Authority.¹³

In a public letter by General Arnold the country was informed of these changes and also told that "in recognition of the overwhelming public support given the A17 we shall continue to recruit civilian-eligible men to invite further active enrollment on our side for, the nation will be keener with our activities and the vital nature of our needs."¹⁴

The procurement of aviation cadets had run a full course by the end of 1944. In the years prior to the cessation of

12. Daily Diary, Requirements and Resources Branch, 13 Jan. 1944, in WHI files.
 13. Historical Report, A/C Br., 1944 and 31 April 1944, in WHI files.
 14. Ibid.

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the Air Corps were available for pilot training then could be recommended. With the increasing growth of the Air Corps from 1939 to 1945 the number of pilot requirements became that of a war-time supply and demand. This was a demand met by the late fall and winter of 1942-1943 the number of pilot training personnel authorized the number required. This was not accomplished, however, without considerable difficulty, and it is the problems of the middle six years with which this staff is concerned.

The problem of adjustment rapidly to demand for an additional increase in pilots from a pool of national aviation was which increased from 1939 to 1945. This pilot training program rose from 1,000 to 50,000 and when an American entry into the war finally brought the total to over 50,000, the pilot population of the country for military and then for the civilian air increased on the total number of available for pilot training. Constant efforts were made in recruitment and training to make the supply of pilots available. By completely revised standards for selection, the number available for flying to pilot appointments was considerably enlarged with no reduction in the quality of pilots. Availability of those selected for pilot appointments. In direct proportion to the flow of pilots into the armed services, a surplus of pilots was available in recruiting from civilian to military.

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courses. In the meantime, to expedite recruitment, the machinery of recruitment was increasingly decentralized until responsibility for enlistment and assignment to training rested with the Aviation Cadet Training Boards.

While the initial problem was that of obtaining qualified candidates, that of retaining them proved to be of equal concern. The ideal procedure was a steady flow of applicants to training from all over the country. Eligible recruits from the reservoir of qualified candidates could be replaced by a continuous stream of new recruits. Since the numbers of new recruits that the service standards for enlistment were limited, however, and since the training was not changed rapidly, this was impossible. It was necessary to maintain at all times a large current supply to insure a constant flow of candidates in training during the war.

In establishing the Air Corps Enlisted Reserve it was felt that the war-time machinery of solving this difficulty was sound. Unfortunately, too large a burden was built up which created personal hardship and public relations problems. From April 1942 to April 1945, however, the Air Corps Enlisted Reserve system furnished the means through which an adequate supply of manpower was obtained. During this period the stress of seeking recruits from youth to supply the demand.

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With the activation of the Reserve and the re-establishment of the quota system there was again the strain of meeting quotas every month. This, coupled with the difficult manpower situation, brought into full relief the problem basic to the procurement of cadets. This was the fact that the Commanding General of the Army Air Forces was dependent on the Adjutant General and the service commands to recruit the required number of men. When the numbers were not produced, strained relations inevitably resulted. In late 1943 and early 1944 the abundant supply of cadets removed this tension. The fundamental problem, however, remained unsolved.

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GLOSSARY OF ABBREVIATIONS

| | |
|---------|---|
| AAP | Army Air Forces |
| AAJG | Air Adjutant General |
| AC | Air Corps |
| A/C Ur. | Aviation Cadet Branch |
| AC/AC | Assistant Chief of the Air Corps |
| AC/AS | Assistant Chief of Air Staff |
| AC/S | Assistant Chief of Staff |
| AC/AS | Assistant Chief of Air Staff, A-1 |
| ADDP | Director of Personnel |
| ADPH | Assistant Chief of Air Staff, Intelligence, Historical Division |
| ADPR | Military Personnel Division |
| ADTC | Training Command |
| AG | The Adjutant General |
| AGF | Army Ground Forces |
| AJA | Air Judge Advocate |
| ASF | Army Service Forces |
| Asst. | Assistant |
| BPR | Bureau of Public Relations |
| C/AC | Chief of Air Corps |
| CAP | Civil Air Patrol |
| C/AS | Chief of Air Staff |
| CG | Commanding General |
| CO | Commanding Officer |
| D/F | Disposition Form |
| F/C | Flying Cadet |
| GCATC | Gulf Coast Air Corps Training Center |
| GCATFC | Gulf Coast Air Force Training Center |
| GHC | General Headquarters |
| Idid. | The same or the same place |
| Ind. | Indorsement |
| MD | Military Personnel Division |
| n.d. | No data |
| OCAC | Office, Chief of Air Corps |
| OCOR | Operations, Commitments, and Requirements |
| OD | Operations Division |
| OI | Office of Air Information |
| PRO | Public Relations Officer |
| RFR | Routing and Record Sheet |
| SCATC | South East Air Corps Training Center |
| SCATFC | South East Air Force Training Center |
| SSS | Services of Supply |
| T&O | Training and Operations |
| SCATC | West Coast Air Corps Training Center |
| SCATFC | West Coast Air Force Training Center |
| DES | Air Department General Staff |

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The files of the Aviation Cadet Branch were the most important source for this study. In gathering the materials practically all the files were consulted. The most significant ones used are listed above. These files are not arranged by the Dewey decimal system but are kept according to subject matter.

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This is a notebook which contains certain important data on the number of cadets examined and assigned to classes as well as other information for the period, 1922 to June 1942. This was a most valuable source of information.

"Flying Cadets. Major R. E. Nugent."

In this notebook, which was kept by the Chief of the Aviation Cadet Section from July 1940 to November 1940, is found some interesting correspondence dealing with procurement for that period.

"Lt. Col. Willis S. Fitch's Notebook."

The activities of the New England Flying Cadet Committee, which are representative of the contributions made by volunteer procurement agencies, are recorded in this book.

Typescript by Miss E. Gessford.

These notes on the procurement and selection of aviation cadets, aviation students, and officers training in grade were very helpful in preparing this study.

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Lt. Col. Willis S. Fitch, Chief, Aviation Cadet Branch
Miss Eleanor Gessford, Aviation Cadet Branch
Miss Gessford who has been in the aviation cadet field for over twenty-five years was a most important and cooperative source in the preparation of this study.
Capt. H. W. Hawgood, Civil Air Patrol, Operations, Commitments and Requirements
Major W. H. Redit, Historical Officer, Aviation Cadet Branch
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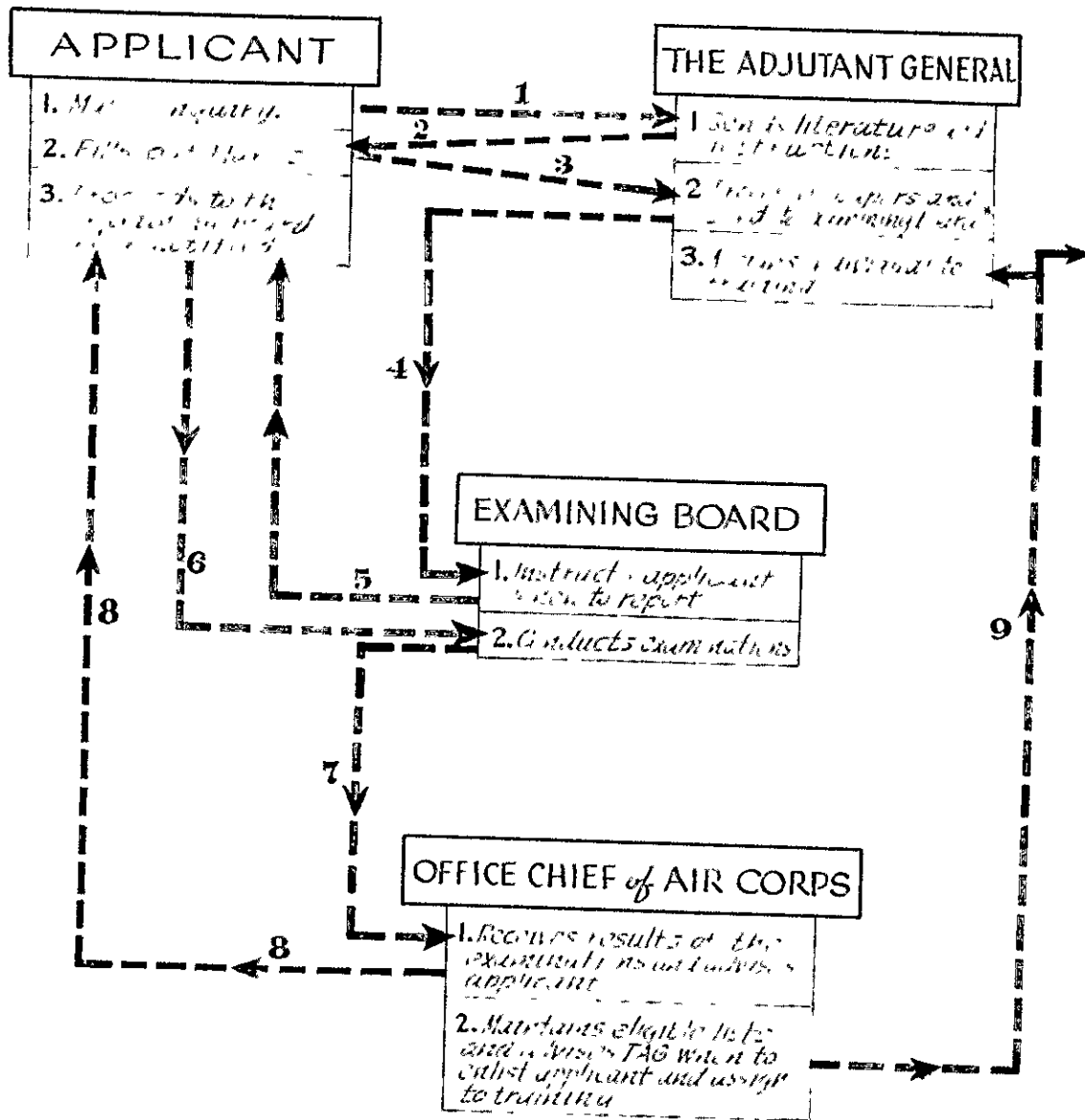
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PROCUREMENT PROCEDURES

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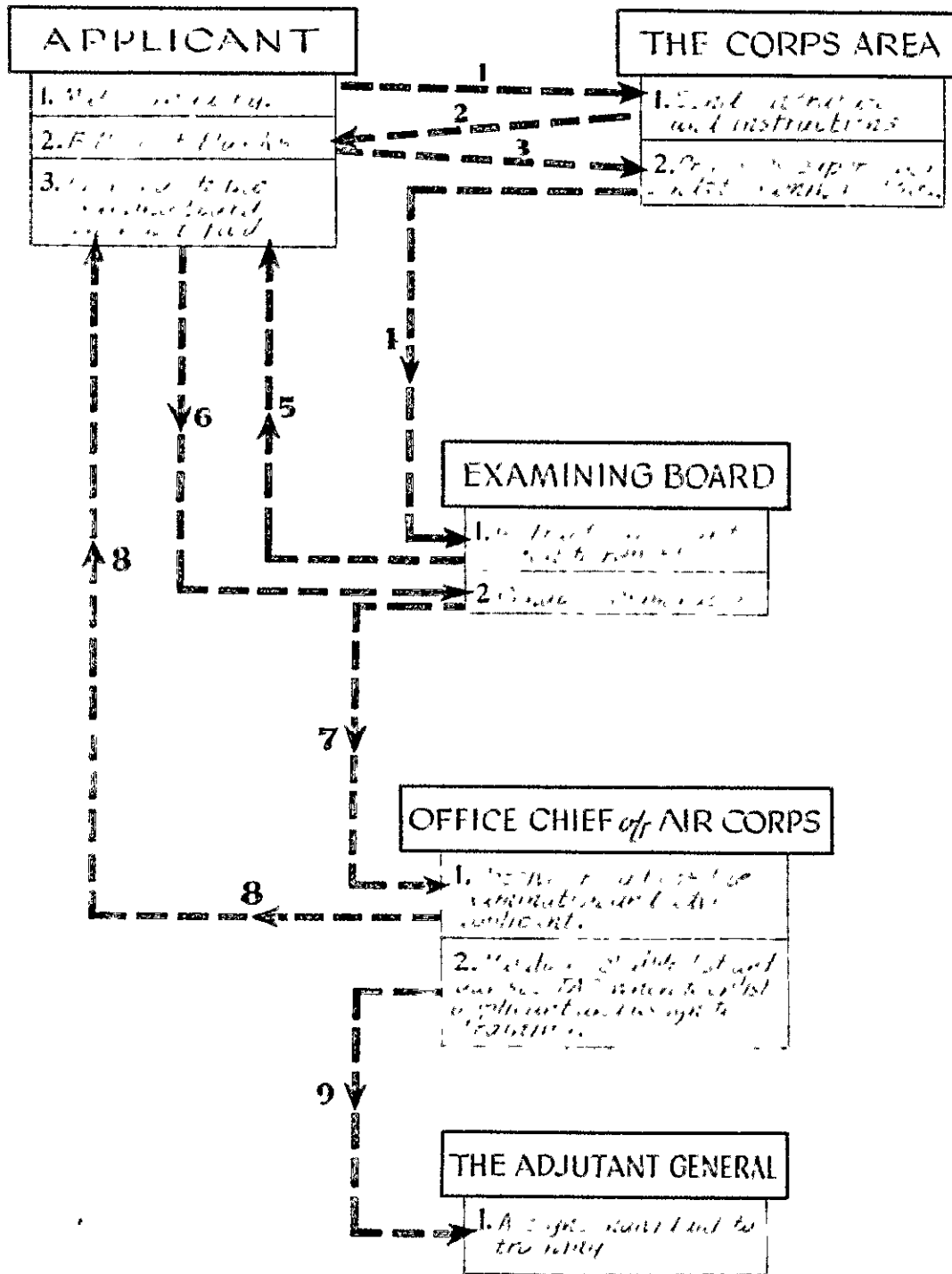
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*Although the text of this function was placed in the hands of THE ADJUTANT GENERAL actually it was conducted by the OCAC.

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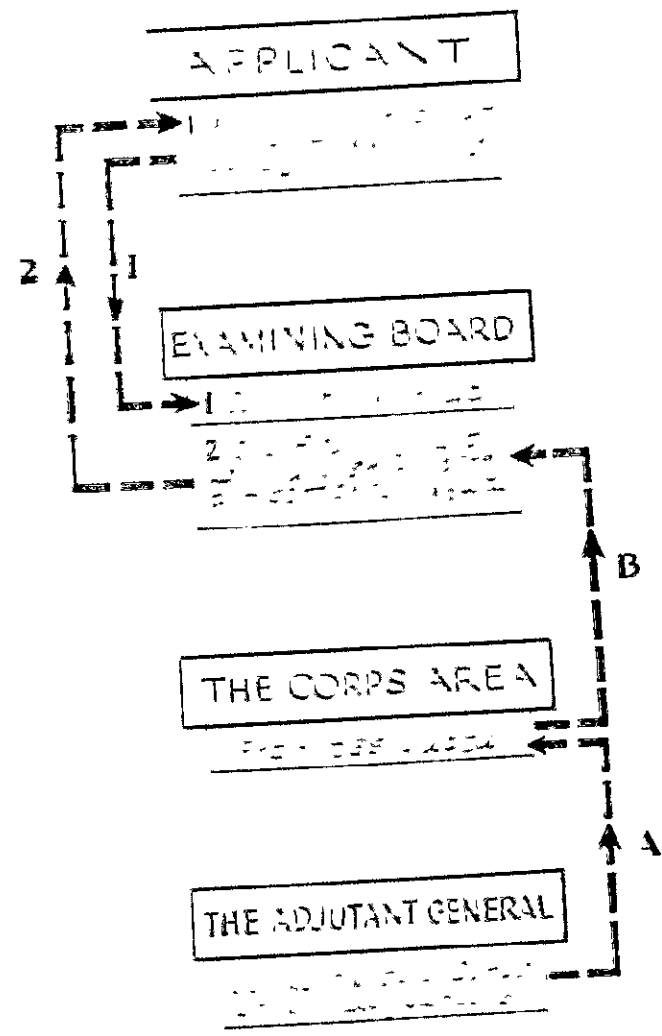
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Subject: Critique of Army Air Forces Historical Studies: No. 15, Procurement of Aircrew Trainees

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