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HEADQUARTERS, 317TH INFANTRY
APO #80, U. S. Army

(5-1)/OCTOBER

CLASSIFICATION

CANCELLED

SUBJECT: After Action Report, Personnel Section, 317TH INFANTRY, OF THE ADJUTANT GENERAL
through 31 October 1944.

DOWNGRADING COMMITTEE

TO : Adjutant General, Washington, D. C. through Commanding General, 30th
Infantry Division, APO #80, U. S. Army.

1. Prior to the engagement of the 317th Infantry Regiment in actual combat with the enemy, the Personnel Section prepared the basic fundamentals of operation to cope with the possibilities of accounting for heavy casualties. Procedures were established for the necessary processing of reports, records and allied papers on casualties and all other losses.

2. A casualty section was set up under the direct supervision of the Personnel Sergeant Major and consisting of two additional clerks, who would function in this section in addition to the normal clerical duties required for the company to which they were assigned. This casualty section was detailed the responsibility for complete knowledge of all requirements of casualty reporting, and the maintaining of necessary controls. The basic procedure established called for the reporting by the company clerks of casualty information contained on the company morning report summaries, preparing for this a small card, to be designated a battle casualty card. From the information contained on this small card, the casualty section was to enter the required information on the ENB Cas Form #1, which would be completed each day or several times a day as might be required by the volume of casualties involved. This procedure, when put to its initial test in the campaign to close the Argentan - Falaise Gap, worked very satisfactorily. The company clerks designated to conduct the casualty reporting were from companies not having a high T/O assignment strength and not likely to suffer many casualties. The success of the procedure outlined in the first strong fighting of the Regiment, and its continued success in operations across France to the Moselle River, encouraged its continuance.

3. The first few days of the extremely difficult and severe fighting up to and including the first attempt at crossing the Moselle River developed a sudden, extremely heavy number of casualties. As the fighting in this sector continued to be severe for many days, the number of casualties to be accounted for created a problem in proper reporting, maintaining the desired degree of accuracy and, at the same time, submitting all reports as rapidly as possible. The company clerks who had been designated to prepare the casualty report and maintain the casualty accounting were faced with the problem of keeping up with the development of a great deal of work in the reporting and preparation of records for their own companies. The Personnel Sergeant Major was unable to keep up the rapidly increasing volume of work required of him. As the

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casualties mounts. Difficulties arose in securing accurate reports from the companies, and, at times, a time lag of 2 or 3 days occurred for companies and even battalion morning report summaries. Correspondence concerning records and casualties began to mount due to the increase in losses, and the casualty section as originally organized proved inadequate to handle the tremendous volume. Therefore, a former clerk in the personnel section, carrying with a rifle company as a medical aid man, was secured from the division convalescent station, where he had been sent to recuperate from a serious case of Battle Fatigue. This clerk would no longer be able to perform the duties of an aid man at the front, and therefore was assigned the duty to control the accounting for casualties, including the preparation of casualty reports, as a sole duty. This clerk at the present time maintains all records, prepares all reports and accounts for all casualties of this regiment. At times when casualties are heavy, he is assisted in the preparation of reports by the clerk of that company which is enjoying the least volume of work. This method has established a definite duty for one man, and provided a reliable method for controlling the reporting and accounting for all casualties. The results to date have been more than satisfactory.

4. As a result of the high number of casualties within the Regiment, the volume of service records and allied papers to be received and also forwarded demanded the establishment of a means to speed up the processing and, at the same time, afford a means to check all outgoing records for completeness of all entries. In consideration of this a records section, consisting of one personnel clerk and a personnel non commissioned officer received as a replacement, was set up to clear all service records and allied papers. It is the duty of these two clerks to keep thoroughly acquainted with all instructions pertinent to service records and allied papers, verify all entries in outgoing records, and prepare letters of transmittal for the forwarding of records.

5. In the processing of replacements received for the regiment, it became apparent that these new men could not be sent forward to the respective companies to which they were assigned until they had first been cleared through the Service Company. When replacements had been received, the WD AGO Form No. 20 was turned over to the personnel section by the Division Classification Section, and from these cards a roster of the company assignments was prepared for the Regimental S-1. However, one roster of all company assignments proved inadequate, therefore, this part of the procedure was changed to include the preparation of a separate roster for each company, with one copy for the company to which men were assigned and one for the Regimental S-1. In this way companies were supplied with a check list against the men they were receiving as replacements. Replacements were moved from the Rear Echelon to Service Company through the Regimental S-1 to the battalions, and thence to the companies to which they were assigned.

6. Operations throughout the entire period of this report emphasize the necessity of close coordination and contact between the Regimental S-1 and the Personnel Officer. Education of First Sergeants in the proper reporting of men on morning report summaries, strongly emphasizing the importance of accuracy, must be conducted at every opportunity. At least one additional non-commissioned officer in each company should be completely familiar with the preparation of morning report summaries, as a guard against the possibility of the First Sergeant becoming a loss. The battalion sergeant major should maintain a control of the morning report summaries of the companies of the battalion. In the event that no responsible individual is available within

a company to prepare the morning report summary the battalion sergeant major should report all information available that can be secured by him.

7. It is recommended that possibility of a change in Table of Organization allowances for a Regimental Personnel Section be considered with a view to increasing the authorized clerical personnel over and above company clerks by the addition of two men. It is further recommended that consideration be given to the possible increase in grade of company clerk from corporal to sergeant, due to the degree of responsibility now incorporated in his duty.



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