

Planning could not await the appointment of the Director, WAAC, and in fact planners deemed it wise "to be able to present [completed plans] to the Director, when appointed, in order to avoid the initiation of plans based entirely on the viewpoint of one individual." By 23 February 1942, when the future Director was added to the preplanning group, many plans were too far advanced for much change without controversy with the planning agency. By this date the WAAC Regulations were already written and approved by G-3 Division, as was the outline of instruction for the officer candidate school. Budget estimates had already been forwarded to the War Department, and the Finance Department had virtually completed all fiscal rules. A Table of Organization had been drawn up for WAAC Headquarters, showing the numbers and grades of persons required, as had similar tables for WAAC companies and platoons. The Army Recruiting Service believed itself prepared to conduct recruiting. G-4 Division was convinced that WAAC housing would present no great problem. Finally, a request had been submitted for the assignment of an experienced Regular Army officer to act as school commandant.¹⁷

Other matters awaited the Director's action. No location had been found for a training center; no uniforms or other clothing had been procured; no actual recruiting machinery was set up, although it was suggested that the Director make a transcontinental tour and personally select the first one hundred officer candidates. The future WAAC Headquarters had not been organized, although a major and two lieutenants had been ordered in for immediate assistance.¹⁸

All of the Pre-Planner's work, complete or incomplete, suffered from being based on the War Department's assumption as to the WAAC's future size, which was to be discarded later in the summer when manpower problems began to appear. It was supposed that the Corps would, during its first year, train only 10,600 auxiliaries and 340 officers—a miscalculation of some 600 percent. Most of the plans, therefore, shortly had to be revised or abandoned, but, as General Hilldring later noted, they were not without value, being in the same category as all military "anticipatory planning."¹⁹

Selection of a Director

G-1 Division demanded that all candidates for the position of WAAC Director be healthy, of an active temperament, between the ages of 30 and 50, with executive experience involving the successful management of both men and women assistants, and, most important, they must have had no previous affiliation with any "pressure group."

Mrs. Hobby, then of the Bureau of Public Relations, was asked to recommend women who met these requirements. She submitted a list of nine that included some of the nation's most successful career women—an advertising executive, a business manager, a bank president, several educators. Social and political leaders were not included. Congresswoman Rogers was also asked to recommend

¹⁷ (1) Quotation from Memo for Col Flory, G-4, 11 Feb 42. Mudgett Staybacks. (2) Memo, Preplanner for Dir WAAC, 23 Feb 42. 1942 WAAC file, unnumbered. (3) Memo, CofS for G-1, 26 Feb 42. CofS 19481-60.

¹⁸ Earlier draft of Memo cited n. 17(2).

¹⁹ Ltr, Hilldring to Maj Gen Orlando Ward, Chief, Mil Hist, 5 Jan 51. OCMH.