

cialists who prepared tables for men, Colonel Pearson attempted to send the work to the Chief of Administrative Services for distribution to other Services of Supply offices. It was promptly returned to him with the statement that the only thing wanted for distribution to the SOS offices was the final plan or policy for approval.²³ Director Hobby noted further:

We had to prepare our own budget for presentation to Congress—a complicated statistical matter—because the people who prepared Army budgets said it wasn't their responsibility. Then, three of us worked all one night until 9 the next morning writing the recruiting circulars which I had to present for approval to The Adjutant General; TAG wouldn't write them. We had to check all the blueprints for housing at every station—endless, bewildering blueprints.²⁴

In every field of military responsibility, it was the same story. The technical work of the WAAC was done by an office that knew little of the method, and the policy approval was given to agencies that knew nothing of WAAC over-all needs. Staff members realized that, had Army status made it possible, just the opposite organization would have been most efficient. Under the circumstances, most of the summer's tasks were accomplished, if at all, only by a process of mutual irritation.

Colonel Pearson, the office's oldest and most experienced adviser, was likewise unable to obtain from the Services of Supply any clear-cut decision that would enable him to distinguish between policy matters which he must refer to other offices and routine decisions which he could make and put into effect without delay. Colonel Pearson finally forced the issue by sending direct to The Adjutant General for publication a minor decision which he considered routine—that of raising the age limit for the first officer candi-

date class from 45 to the legal limit of 50. Refusing to publish it, The Adjutant General sent it to Control Branch, SOS, for clearance; Control Branch sent it for comment to Military Personnel Division, which commented and sent it back to Control Branch, which a week later returned it to the WAAC, with directions to draft the circular instead of asking The Adjutant General to do it, and a brief verbal spanking: "In the future, please transmit all matters of this nature to the Chief of Administrative Services."

It was thus established that even simple WAAC decisions would probably be considered policy matters and thus require approval by several SOS branches before they could be put into operation. While such a procedure proved useful in avoiding errors, it became impossible for WAAC Headquarters to act with anything like speed and decisiveness in the emergencies bearing down upon it.²⁵

Drastic expedients were suggested to the Director by her Army advisers, some involving the disbandment of WAAC Headquarters. The most plausible of these—although probably not legal—was to dismember the office and give the various pieces to the SOS divisions that handled the same matters for men, while the Director and a small office for control and inspection would soar upward for several SOS echelons and attach themselves to the office of the Commanding General, Services of Supply, Lt. Gen. Brehon B. Somervell. From this vantage point the Director could then heckle other offices when dif-

²³ Memo, Chief, Sup Div WAAC for CofAdm Serv, 1 Sep 42. SPWA 400.34 (3-21-43)(1) sec 1.

²⁴ Interv with Mrs. Hobby, 23 Aug 48.

²⁵ Correspondence cited is a series of papers under dates of 25 and 27 May, 11, 12, 13, 15, and 16 Jun 1942. AG 291.9 (6-2-41). Staff comments are from interv with Mrs. Onthank, 4 Sep 46.