

pieces daily. The stenographic pool in April had a ten-day backlog and was obliged to reject all but urgent work, while some 1,200 papers remained unfiled. In April, the headquarters petitioned the Service Forces for an increase of civilian personnel from 56 to 77, stating: "Necessary work is being delayed or left undone with the result that the WAAC program is being seriously impaired."³¹

The problems of an expanding organization did not receive too much sympathy from the Army Service Forces, which had passed its own critical period and was at the moment engaged in a drive to reduce personnel. On 1 March WAAC Headquarters, in common with all ASF offices, was required to report on steps taken to abolish nonessential functions and personnel. The Director protested that reductions could not safely be made at present, but that in a few months, if legislation passed, "it will be possible for WAAC Headquarters to avail itself of existing Army machinery for handling certain functions, which will permit dropping activities which parallel functions done elsewhere in the War Department." In this, she was overruled by General Styer, who indorsed the papers back with a demand for immediate reduction of the office force, stating: "You will submit a further report . . . [which] will list . . . the number of military and civilian personnel released."³²

The Director took the occasion to point out that the January 1943 reorganization of her office by General Somervell's Control Division, like that of October 1942, was unworkable. She indicated that there were friction and confusion among her Army section chiefs, with different section chiefs claiming the same projects. She therefore asked that authority be given

her to redefine duties and regroup the sections concerned according to her own ideas of office organization. There was also some discontent among the WAAC officers who made up the junior working personnel, in that male officers still retained key jobs and policy-making powers and did not allow WAAC officers to say anything in staff meetings that had not been written out and approved in advance, or otherwise to give the Director "stories of what is going wrong."³³

In late April, Control Division, ASF, partially acceded to the Director's request and again revised the WAAC Headquarters organization—the third revision in seven months—changing the wording of the ASF Manual accordingly. A personnel increase was also briefly granted, but nullified three weeks later, and a further cut ordered.

The headquarters situation, during the entire time when the expansion program ran its course, therefore remained generally critical. The only prospect of relief and improved efficiency was Army status, which did not come until the hope of recruiting success was ended.³⁴

³¹ (1) Memo, Dir WAAC for IPD ASF, 2 Apr 43, sub: Civ Pers, and atchd. SPWA 230.14 (4-2-43). (2) Memo, Dir Adm Div for Chief, Opng Serv WAAC, 31 Mar 43; Memo, Dir Adm Div for Dir of Opng Serv, 22 Jan 43. SPWA 311.1.

³² Three studies: (1) Ltr, ASF to all Divs, SvCs, etc., 1 Mar 43; Dir WAAC reply, 20 Mar 43; 1st Ind, CofS ASF, 10 Apr 43. (2) Memo cited n. 28, and 1st Ind, CofS ASF, 14 Apr 43. (3) Memo, CofS ASF for CofServs and SvCs, 1 Mar 43; Dir WAAC reply, 30 Mar 43; 1st Ind, CofS ASF, 19 Apr 43; 2d Ind, Dir WAAC, 28 Apr 43. All in SPWA 333.1 (3-1-43), now in Dir Pers ASF Sp Coll DRB AGO.

³³ (1) WAAC SO 78, 22 Apr 43. SPWA 300.4 (8-18-42), 1942. (2) Interv with Maj Elizabeth C. Smith and Maj Irene Galloway, 11 Oct 45. (3) Interv cited n. 27.

³⁴ ASF Cir 30, 15 May 43; also SOS Manual M301, Jul 43, par 202.03.