

listed women to be constantly called to the divisions' attention by the Office of the Director, and also inefficient in view of the "complexity of the organization. . . . and the impracticability of one liaison officer from this office being aware of all the functions or activities of the many branches and sections of each division." The WAC liaison officer noted that, in order to get Wacs included in these divisions' activities, she was forced to undertake "action more in the nature of operations than advisory."¹⁶

In addition, such outside interference was not always popular. The Navy noted, concerning an identical situation, that so long as the WAVES liaison officer's assignment, or even her desk, was in the Director's office, other divisions tended to regard her as "a sort of polite espionage service," and that the only workable system was the location of a specialist in the division office itself.¹⁷

Especial deterioration was noted in the handling of public relations, never well co-ordinated. WAAC Headquarters' small Office of Technical Information was transferred to the ASF Office of Technical Information, and subsequently to the War Department Bureau of Public Relations, where material concerning Wacs was handled, with even less co-ordination than had prevailed before, by the respective assistant directors of the bureau for ASF, AGF, and AAF. In the Army Service Forces' opinion, the "overall WAC public relations job" would now have to be performed by the service commands.¹⁸ Although General Somervell took steps to call this problem to their attention, there resulted during this six months a series of unfortunate releases which did little to assist the current recruiting drive.¹⁹

Even at best, considerable confusion

prevailed during the period of transfer of operating functions, and there were unavoidable lapses in continuity of operation. Files of the various transferred offices were shipped off bodily to offices in which they could not later be located, and other documents were destroyed for lack of space to house them. Continual office moves, an old Pentagon custom, added to the commotion. After two moves and one consolidation in the preceding twelve months, the office moved again in November of 1943 from the second floor of the Pentagon to the third; two months after this it was moved back to the second floor.²⁰

General Impression of Director's Status

There was general failure on the part of Army and WAC personnel in the field to understand the Director's new status, and total failure on the part of the public. Few could grasp the fact that she no longer had any command power over individual women; fewer still realized that she was no longer consulted about every WAC directive nor informed of the policy in every matter. As a result, the Office of the Director constantly received many inappropriate requests, inquiries, and demands for corrective action. Service commands still telephoned the Director's Office with complaints, such as the failure of Army depots to distribute WAC Regulations on time. Others wrote her about matters under their own command, such as at what hour Wacs should go to bed and whether dating

¹⁶ *Ibid.*

¹⁷ WAVES Hist.

¹⁸ Memo, CG ASF for DCofS for SvCs ASF, 18 Dec 43. SPWA 014.13 E.

¹⁹ See Ch. XXXIV, below.

²⁰ (1) Hq Memo, 23 Nov 43; (2) Memo, MDW to CG ASF, 14 Jan 44. SPWA 310.2 (10-5-42).