

CHAPTER XXIV

The Office of the Director WAC

At the top of the world-wide WAC organization was the Office of the Director WAC—a small advisory group of from three to five officers located in G-1 Division of the General Staff. For the eighteen months between its establishment and the end of the war, the office, although too small for field inspection or supervision, was the Corps' nerve center for policy and information. Director Hobby later noted, "The need for placing the Director's office on the General Staff level cannot be emphasized too highly. It is absolutely necessary."¹

It was from the first obvious that the duties of the Office of the Director could not be crowded under the G-1 roof, in spite of the fact that G-1 proved a co-operative host. The part of the Director's responsibilities concerning "personnel as individuals" fitted neatly into G-1 Division—induction, transfer, discharge, morale, uniform design, and insignia. Left unhoused were all other responsibilities, which had to be co-ordinated not with G-1 but with G-2, G-3, G-4, and the Special Staff divisions. These proved a continuing puzzle not only to G-1 Division, but to other General and Special Staff offices, which were unaccustomed to co-ordinating their business with a branch of G-1.

A first attempt to solve the problem was made by splitting the Director's Office into two unequal parts, the larger one to handle G-1 matters only, the other for the rest of her responsibilities. The Director was given two titles and two sets of procedures: as Chief, WAC Branch, G-1, she sent papers to G-1 for approval and signature; as Director WAC she corresponded directly with all other staff divisions and the Air, Ground, and Service Forces on matters that did not concern G-1 Division.²

This peculiar organization lasted only three months, and never in reality functioned as two halves. Many of the Director's projects were an indissoluble mixture of G-1 and non-G-1 elements; her staff debated, consulted the G-1 staff, and was still unable to decide who should sign which paper. Also, the volume of work upon the Director WAC part of the office was so much greater than that upon the larger G-1 part that members of one had no desire to sit idly upon their organizational charts while members of the other worked overtime.

¹ Interv, 23 Aug 48.

² G-1 Office Memo, printed, 26 Feb 44. CofS 324.5 WAC.