

staff divisions, or to the major command or overseas theater having responsibility in a given case.

The accord and unity of action existing among such offices were, in the opinion of WAC staff officers, among the most important achievements of the new organization. The invariable practice of the Air WAC Officer, the AGF WAC Officer, and the ASF WAC Officer was to act in closest co-ordination with one another and with the Director and her deputy. Not only were personal relations friendly, but advances and improvements in one command were communicated to others before being put into effect, rather than afterward. The Director never at any time during Colonel Hobby's tenure of that office approached individual cases or policy concerning Wacs in the United States except through the WAC advisers to the three major commands, thus maintaining not only military channels but the prestige of these officers within their own headquarters.⁴

Unfortunately for the high hopes of complete delegation, the next months were to demonstrate that—as was also discovered by the British and the WAVES—the efficient operation of such a network depended upon an efficient nerve center, and that there were certain operating duties that could never be removed from a director's office by any amount of effort. These duties seemed to be inherently inseparable from the head of a woman's service in the twentieth century. In General White's opinion the office's situation was comparable to that of his own G-1 Division, which also found itself performing many onerous operating duties required of it by the Deputy Chief of Staff that were not, until after the end of the

war, reflected in its personnel allotments.

Few if any of these duties were military functions of any other office. Deputy Director Rice ruthlessly swept out every duty that could be delegated, and that any other agency could or would accept. Out also went routine indorsements, records, reports from the field, and other paper work not essential to planning, including much useful material that no one had time to read.

For example, reports from WAC training centers were discontinued, since the Director no longer had any jurisdiction over their activities in any case. Bulletins from field units, even if sent, could no longer be read. No more historical material could be collected, and the only agency that could be persuaded to continue the historical file was the Bureau of Public Relations, which added a few press releases from time to time. When a WAC officer wrote to ask whether material from the field was being collected for a WAC history, Colonel Rice replied:

The Director has now only myself and Captain Lee assigned to her immediate office. Naturally we cannot do anything about collecting such data: we can only hope it is finding its way into the proper files and is being kept by the commands.

The Director constantly received communications from Wacs in the field which indicated that they believed her to be responsible for supervising a much wider range of activities. One asked why she did not send out a touring group of artists from her office to sketch WAC life in the field; others thought she should visit every one of the approximately 500 WAC units every year; one requested a chart of her

⁴ According to statement of three officers concerned.