

"headquarters," only to be told, "There is no organizational chart . . . Colonel Hobby and her staff of two officers are located on the War Department General Staff, G-1, Personnel Division."⁵

However, in spite of strenuous efforts to simplify the office's duties, certain operating duties proved impossible either to discard or to delegate. One of these was the *WAC Newsletter*, a monthly 8-page pamphlet that went to all commands and units in the field, much like that later adopted by G-1 Division to keep field personnel officers abreast of War Department policy. The value of the *Newsletter* was attested by hundreds of letters from field units, which pronounced it invaluable in promoting discipline, morale, appearance, and understanding of the Corps' mission and work in the Army. The Director therefore asked the new WAC Group, Bureau of Public Relations, which had twelve officers, to take over this project, but the group refused on grounds of insufficient personnel. Captain Chance of the Director's Office was therefore obliged to continue writing the *Newsletter* in addition to her other duties.⁶

Another operating duty resulted from the fact that the Director's Office was required from time to time to compile, check, or certify special Army-wide summaries of information or policy, as requested by particular offices.⁷ The second WAC Director later noted, "some uniformity in policies has been necessary; consequently, the Director WAC's office has been used as the co-ordinating office by the major commands and all staff divisions."⁸

However, the most troublesome of the "operating" duties of which the Director's Office was never able to rid itself did not

concern such responsibilities within the Army, but rather liaison with outside agencies and the public as a whole. This type of duty, although never recognized upon any organizational chart or in personnel allotments, in actual fact consumed more than half of the office's time.

Liaison With Other Women's Services

One frequent liaison duty outside the War Department was that of co-ordination with other women's services of the United States and Allied nations. Liaison with the WAVES, SPARS, and Women Marines was more time-consuming than the general public realized. The directors of the four services formed a special subcommittee of the Joint Army-Navy Personnel Board, and met regularly. A major disciplinary or personnel policy was seldom adopted for one service until the other three had opportunity to consider

⁵ (1) Ltr, ASF to all SvCs, 12 Aug 44. SPXPO-A 210.31 WAC, in WDWAC 300.4. (2) Memo, Dir WAC for WDBPR, 5 May 44. WDWAC 000.7. (3) Ltr, Lt Harriet Barr to Lt Col Jess Rice, 8 Sep 44. WDWAC 007. (4) Chart quotation in Ltr, Lt Freddie Boyle to Dir WAC, 5 Sep 44. WDWAC 000.7. (5) Query on WAC hist from Ltr, Lt Virginia Smithson to Lt Col Jess Rice, 30 May 44, and reply. WDWAC 323.3.

⁶ (1) Note, 1st O Louise Goeden to 1st O Gretchen Thorpe, re action of ASF Publications Review Bd, 22 Apr 43. (2) Memo, TAG for Dir WAAC, 26 Apr 43. SPWA 062.1. (3) Memo, Dir WAC for Dir, Bur of Budget, 20 Mar 44. WDWAC 000.76 *Newsletter*. (4) Memo cited n. 5(2). (5) Memo, Dir WAC for G-1, 12 May 44, with Tab B, Gen Surles' refusal. WDWAC 000.7. (6) Memo, Dir WAC for AGO Publications Div, 28 Jun 44. WDWAC 000.7. (7) Correspondence in WDWAC 000.76 *Newsletter*, 1945-46.

⁷ (1) Memo, Dir WAC for I&E Div ASF, 2 May 45. WDWAC 201.22. (2) Memo, Exec WAC for CGs AAF, AGF, ASF, 14 Jun 44. WDWAC 000.7. (3) Other requests in SPWA 300.3 (1943).

⁸ Draft (not used), 14 Nov 45, sub: WAC Hist, with Note, Dep Dir WAC, re intended use in speech. WDWAC 314.7.