

... in line with the statement of the Chief of Staff to the effect that the personnel needs of the Army are now for *fighting men and Wacs*—men qualified for combat, and women qualified for those jobs requiring the technical and administrative training commonly found among women.

A letter from the Secretary of War to an inquiring congressman further stated:

As you know, selective service calls are now confined almost entirely to combat replacements, whereas the recruitment of Wacs is based upon the Army's need of those skills and training largely held by women.

The need for administrative skills in fact was found to be increasing rather than lessening in the last days of the emergency, because of the need for hospitalization of wounded and for paper work to redeploy or separate others.⁶

The General Staff decision constituted, in effect, a new Army personnel policy. Until this time, it had been customary to group female military personnel with other "limited service" personnel, without much distinction. The new policy recognized three types of military personnel: general service men who were available for combat, women who were "limited service" only with respect to combat, and finally, the genuine limited service category, men or women with physical and mental handicaps requiring additional medical attention or consideration on Army jobs. The Secretary's statement made it clear that in the future "fighting men" would be preferred for combat and "capable Wacs" for office work, with the real limited service category a distinctly last choice for either.

The General Staff thenceforth turned upon the WAC Recruiting Service a close and specialized attention that was to produce, by the end of the war, a streamlined and efficient recruiting and publicity

machinery which compared favorably with civilian sales organizations, and which was later to serve as a model for the Army's own postwar Recruiting Service.

Improvement of Recruiting Machinery

In preparation for its resumption of recruiting responsibility at the end of the All-States Campaign, the Army Service Forces began a stock-taking of the state of The Adjutant General's Army Recruiting Service. Investigators, sent out to compile the working recruiters' needs, found an organization scarcely improved since the days of World War I, and recruiters fatigued and in need of attention. Offices were still unattractive and poorly located, transportation still inadequate, funds not properly distributed. Ratings were so poor that only low-rated and therefore often unqualified men and women could be assigned to recruiting duty, while those already assigned could not look forward to promotion no matter how capable their work. There was no training course by which recruiters might be helped toward a proper pride in their specialty, nor bulletins to encourage them. Not even a sufficient supply of uniforms for satisfactory public appearance was provided.⁷

The inadequacy of those in command of recruiting stations, as well as that of the enlisted personnel, was also frequently noted by these investigators, who reported:

Personnel assigned to recruiting is generally below standard and seems to be in

⁶ T/S, G-1 for CofS and SW, 22 Sep 44, with incl ltr for signature of ASW to Joint Com on Reduction of Non-Essential Federal Expenditures. CofS Cl 324.5 WAC.

⁷ Memo, Capt Joseph D. Neikirk, AGD, for Gen Dalton, 20 Jan 44. SPAP 341 WAAC (2-26-43). Incl 1: Memo, Lt Col Hall C. Park, Chief, Mobilization Br, 5th SvC, for Capt Neikirk. SPVPM.