

sales management. Brig. Gen. Edward F. Witsell, of The Adjutant General's Office, noted:

This decision was based on the realization that the problem is not only one requiring expert sales technique, but the personalized technique best found in the life insurance field, where salesmen deal daily with the intimate personal relationships of all types of individuals.¹⁰

As chief of the branch, The Adjutant General appointed Lt. Col. John F. Johns, a former insurance sales executive who had for two years been Director of Officer Procurement, Fifth Service Command.

To advise the Planning Branch, there was set up at the War Department level a Planning Board for WAC Recruiting. The Planning Board had an impressive membership of the highest personnel advisers available to the Army—not only General White of G-1 Division, but the personnel chiefs of Air, Ground, and Service Forces, at that time General Bevans, Brig. Gen. Clyde L. Hyssong, and General Dalton, respectively—as well as The Adjutant General and the Director WAC. This board met occasionally as needed to settle major questions. With such a battery of talent turned upon the problem, there was little chance that earlier errors would be repeated.¹¹

An auspicious factor for the success of further recruiting efforts was the close and friendly co-operation that existed from this time forward between The Adjutant General's Office and the Office of the Director. Colonel Johns' group met frequently with Deputy Director Rice, with Col. Vance L. Sailor of The Adjutant General's Appointment and Induction Branch, and with representatives of Young & Rubicam. With the establishment of the Planning Branch, the Director's Office routinely re-

ferred to it a considerable burden of recruiting inquiries—suggestions from the public, protests, and requests for changes in standards.¹²

At the time of its establishment, it appeared to the men of the Planning Branch that their powers to improve the Recruiting Service were limited. In her reply to the Meek Report, Colonel Hobby therefore asked that this group be given power to institute approved sales policies and methods, supervise and visit the field, and integrate advertising and publicity. These recommendations were all approved by General Marshall.¹³

Diagnosis of Resistance to Enlistment

As the first step in improving both the recruiting and the publicity machinery, a national conference of Army recruiters from every service command was held in Chicago; its keynote was the discovery of handicaps and the polishing of method.¹⁴ Veteran recruiters at the 1944 conference no longer expressed any doubt as to the basic cause of women's resistance to enlistment. Recruiters stated the conviction that the cause of recruiting difficulty did not lie in any of the earlier diagnoses such as women's aversion to Army housing, uniforms, pay, jobs, or any other WAC deficiency. Instead, it appeared to them to be almost solely due to the poor public at-

¹⁰ Opening Remarks, Min, WAC Recruiters Conf, Chicago, 21-23 Feb 44. WDWAC 337.

¹¹ Planning Board set up by AG Ltr 341 WAC (1-27-44), 29 Jan 44. SPAP 341 WAAC (2-26-43).

¹² See examples in WDWAC 341 (1944).

¹³ Memo, Dir WAC for CofS, 10 Apr 44, with CofS approval, 11 Apr 44. CofS C1 324.5. WAC, also SPWA 341, in SPAP 341 WAC (2-26-43).

¹⁴ (1) Memo, TAG for Dir Pers, 12 Jan 43. SPAP 341 WAAC (2-26-43). (2) Memo, Dir WAC for CG ASF, 27 Nov 43. SPWA 341 sec B, in SPAP 341 WAAC.