

there came for the first time a clear and uniform understanding in all commands of the policies basic to successful recruiting. The first of these, not new, was a matter which a year's previous effort had not succeeded in informing all recruiters: "Request omission from announcements of reference to the fact that Wacs 'replace men.' Imply that men are destined to move overseas leaving work to be done here." Colonel Hobby added:

I think that the WAC is old enough to stop talking about 'replacing' a man . . . manpower has become so acute that we should not think in terms of womanpower replacing a man. The soldier does not like it. There is not always a good civilian reaction to it, and we mothers are jealous, perhaps, of our sons . . . we do not like to think that some girl has replaced our son. The WAC is now a total part of the man and woman power of this nation.²⁴

Quite closely related to this principle was the Director's request—somewhat startling at first sight—that recruiters cease from public praise of the WAC. She noted:

I think that the day of speaking of the WAC as something new or novel should be over. We should stop saying what a good job the WAC does. I think it should be an accepted part of the war effort. We should simply appeal to the manpower and the womanpower of this nation.

Telegraphed suggestions to the field added:

Because it will antagonize male listeners, don't imply that women do a better job than men except on work in which men recognize women's superiority, such as stenography.

Recruiters were also warned that it was no longer enough to state that the Army needed personnel, because surveys showed that the public realized the need. Director Hobby said, "We know that a great many

women are rationalizing the job they do. If they work . . . two hours a week, they think they are doing a war job." As a "simple measuring stick," she suggested that recruiters ask such women whether their work could be justified as essential in countries that drafted women.

All present at the conference deplored the widespread misunderstandings about recruiting promises. Recruiters were told emphatically that they must make clear to the prospect the limitations on even the station-and-job promise, and Colonel Sailor of The Adjutant General's Office added, "The interested prospect is almost sure to overlook the phraseology, *unforeseen military exigencies*—I wish I could catch up with the guy who coined that. . . ." He advised avoidance of all promises where possible. Colonel Hobby especially insisted that additional and undignified inducements not be added at a local level, with particular emphasis on a rumor that nylon hose, unobtainable on the civilian market, were being offered.

Service command representatives also unanimously objected to impossible quotas, which had previously been based on the astronomical numbers of Wacs wanted by the Army, instead of upon what might reasonably be obtained. Director Hobby agreed, and stated that it was possible that quotas had been the basic reason for the defeatist attitude about the failure of WAC recruiting.

Another demand of service commanders was for the establishment of a recruiters' school. A few service commands, on their own initiative, had taken some earlier steps to train WAC recruiters. The Ninth Service Command's indoctrination pro-

²⁴ All, including following discussion, from: (1) Min cited n. 10. (2) TWX, Dir WAC to all WAC Ln Offs in SvCs, 19 Feb 44. SPWA 000.77.