

instances it has been difficult to promote or even secure cadre personnel.¹⁶

The recommending agencies were of the opinion that the best female officers and enlisted women would not be attracted to troop duty as long as cadre grades were not provided for the WAC unit on the same terms as formally activated Army units. Colonel Bandel also recommended that the WAC officer candidate school be reserved for troop officers and that other women specialists be appointed in other arms or services.¹⁷

All wartime WAC and Air WAC advisers without exception agreed that it was essential to retain the system of permitting assignment of enlisted women only to units of company size commanded by women officers. Where this precaution had been neglected, WAC health, morale, discipline, and supply had invariably suffered, and necessary provisions of all sorts had been omitted. At least one full-time company commander, and at least one or two part-time junior assistants were stated to be the irreducible minimum for enlisted women's well-being.

Need for Staff Advisers

Although all WAC recommendations stressed the essentiality of female company officers, more question existed as to whether, in the future, female advisers like the wartime staff directors would be needed in the headquarters of major commands employing Wacs. Colonel Bandel noted that the question of what advisers would be required several decades in the future "can not be answered at this time," but that specialists would probably be needed "so long as a condition exists, as it did in World War II, in which women

represent only about three percent of the strength of any command."¹⁸ Colonel Goodwin stated:

I believe that it will be absolutely necessary to have women staff advisers in future emergencies. I found that in all commands where the Staff Director was ignored, enlisted women were assigned to poor jobs and less than full utilization resulted.¹⁹

The pattern of WAC history in World War II showed that, in those commands that did not employ a staff director, problems arose—not merely occasionally, but invariably—to a greater degree than in commands that made use of such an adviser. Inferior results were also noted in commands that did not ordinarily give the staff adviser's recommendations the weight normally given to an Army special staff member.²⁰ Colonel Boyce gave her opinion that the time had not yet arrived when commands might safely dispense with a female adviser, even though her duties would gradually decrease, and that "in the utilization of women certain safeguards are essential for the protection of their health and well-being."²¹

The parallel example of industry offered strong support for the theory that the use of women staff advisers was not an interference with command but an assistance to it, and merely common sense in personnel management.

War Manpower Commission officials stated, during the war, "Employers can save themselves all sorts of trouble if they

¹⁶ See Ch. XVI, above; also ETO Bd Rpt, Vol. II, App. 1, p. 10.

¹⁷ AAF WAC Hist, pp. 85, 94.

¹⁸ *Ibid.*, p. 96.

¹⁹ Interv and comments on draft of chapter, 2-4 May 51.

²⁰ See Chs. XVIII and XXII, above.

²¹ Remarks of Dir WAC at Conf of Overseas Theater G-1s, 15 Oct 46. WDWAC 337 A-S.