

13 November 1945

## MEMORANDUM FOR GENERAL HANDY:

One of the chief impressions I got from my trip was the fact that the big problem before the Army in the field today is one of manpower and personnel or, perhaps stated differently, morale.

My feeling was that the Special Services was spotty. Some units had a lot of equipment, some very little; some had very real educational programs going, and some had none. The situation on Guam could readily become ugly, and the Navy was perhaps more infected than the Army.

In short, everywhere I went I had the feeling that the immediate problem was to preserve the healthy attitude among the troops both for the sake of the job to be done on the ground, and for the effect it might have on our future defense systems after the demobilization period was over.

Perhaps one of the difficulties is the fact that the Special Services does not have corps status. The result is that since it is out of the regular line, it is hard to keep the good officers in it.

SIGNED

J.J.McC.

General Thomas T. Handy  
Deputy Chief of Staff  
Room 3E-936 Pentagon

cc-Col. Fredk. Warburg

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